

A close-up photograph of a young child's face, focusing on the right eye which is filled with tears. The child has light brown hair and a pale complexion. The background is a soft, out-of-focus white. The overall mood is one of vulnerability and emotional distress.

HAGAR

The whole journey

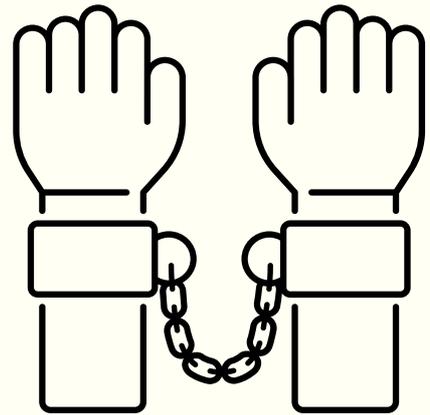
# Whatever It Takes.

Communities free and healed from the  
trauma of human trafficking, slavery and abuse

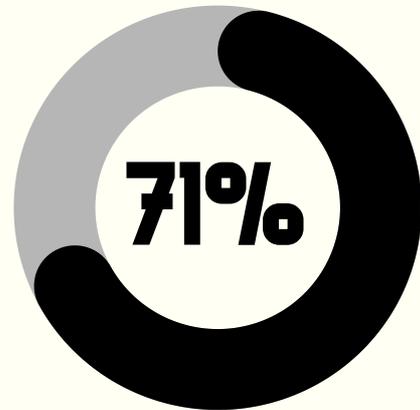
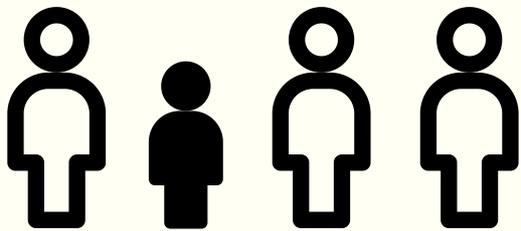
**ANNUAL REPORT 2021**

(for the year ending on 31 December 2021)

**40.3 MILLION**  
PEOPLE ARE LIVING  
IN SLAVERY



**1 IN 4**  
ARE CHILDREN



ARE WOMEN  
AND GIRLS

**IN 2021, HAGAR SUPPORTED**

**664,310**

DIRECT AND INDIRECT BENEFICIARIES, AND REACHED OVER  
8.8 MILLION PEOPLE WITH AWARENESS RAISING ACTIVITIES  
VIA SOCIAL AND TRADITIONAL MEDIA.

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Since 1994, HAGAR has supported thousands of women and children on their journey to healing and empowerment after experiencing human trafficking, slavery and abuse.

We pursue the highest degree of care and protection for our clients. While client images have been used throughout this report, these images do not necessarily represent the individuals profiled. Names have been changed where required to protect client identities.

# About HAGAR

A registered charity in Singapore, Hagar Singapore Ltd ("HAGAR") is part of a global organisation that works to combat modern slavery.

## Our Vision

Communities free and healed from the trauma of human trafficking, slavery and abuse.

## The Whole Journey

The Whole Journey starts with a survivor, an individual who has experienced severe trauma as a result of human trafficking, slavery or abuse.

From the moment a survivor enters our care, we employ Trauma-Informed Care principles to respond with compassion, assess their needs and provide individualised services to help them heal.

Services may include providing a safe place to live, counselling, family support, legal support, education, skills training, job placements, and community reintegration assistance.

The knowledge from our direct client-based experience informs our work on prevention, partnership, empowering and influencing to help end human trafficking, slavery and abuse for good.

**We don't have a set timeframe for how long we work with a client. We do whatever it takes, for as long as it takes to restore a broken life.**

USA



HAGAR is a **global not-for-profit organisation** with Programme Offices in Afghanistan, Cambodia, Vietnam and Singapore. We also work with partners in Myanmar and Solomon Islands, and have Support Offices in Australia, Hong Kong, New Zealand, Singapore, the UK and the USA.



-  Programme Offices
-  Support Offices

# Message from our Chairman



PAUL CHAN CHEE ONN

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## **Pulling through 2021 took incredible tenacity and dedication.**

The COVID-19 pandemic continues to cast its long shadow on the world after two years, with far-reaching consequences for geopolitics, international affairs and devastating impacts on vulnerable populations. If without the unwavering commitment demonstrated by our staff, partners, volunteers, and the faithful giving from donors, HAGAR would not have been able to uplift the lives of hundreds of thousands of women and children who have been severely hit by the COVID-19 global pandemic and other conflicts around the world.

In Singapore, Vietnam and Cambodia, these ongoing crises have created large pools of vulnerable persons, who due to their worsened economic situation, were duped and recruited for sexual or labour exploitation. Survivors of trafficking and abuse experienced increased hardships from sudden job losses and dwindling economic opportunities to earn an income during the pandemic. Children have become increasingly vulnerable, and targeted by traffickers. Out of school and needing to support their parents who have lost their livelihoods, kids are coerced into forced labour, sexual exploitation, and child begging.

Together with your support, we were able to provide practical support through food aid, safe shelter, healthcare services, and deliver education and economic assistance to some of the most vulnerable communities. Through our community awareness initiatives and training amongst at-risk communities, we conducted awareness talks and social campaigns for vulnerable women and children, increasing knowledge of deceptive schemes and tactics used by traffickers, and offered trafficking victims access to help.

When millions of women and children fled Afghanistan for safety and survival after the change of Government on 15 August 2021, our team from Hagar Afghanistan continued to stay on in the country, determined to respond to the humanitarian crisis that quickly emerged. Prior to the conflict, HAGAR has been working in Afghanistan for about 13 years since 2008, helping vulnerable women and children gain access to recovery, education, and economic empowerment. In the face of the current crisis, our staff continued serving those in our care and extended aid to other families and children who had been internally displaced and suffering severe hunger and destitution.

Going into 2022, the economic crisis and disruptions induced by COVID-19 and global conflicts are likely to have deep, longer-term impacts on safety and livelihoods for vulnerable persons. From Singapore, we are privileged to be able to provide vital recovery support and empowerment for survivors in Cambodia, Vietnam and Afghanistan, as well as female migrant workers in Singapore who are targets of trafficking and abuse. As HAGAR continue to double down on our efforts to ensure safety and restore livelihoods for survivors, we are collaborating with local governments, key stakeholders and civil societies to make the world a safe place, where everyone will have access to opportunities to live a full life.

Thank you for joining us to restore hope for these marginalised and afflicted communities. We cannot thank you enough. God bless you!

A handwritten signature in black ink, appearing to read 'Paul Chan Chee Onn', with a long horizontal line extending to the right.

# Message from our Executive Director



MICHAEL CHIAM

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We started 2021 with much apprehension due to the prolonged impacts of COVID-19 on our beneficiaries and our operations. More than 80% of our beneficiaries lost their livelihoods, and some could only afford one meal a day.

In our work with women migrant workers in Singapore, we witnessed how these vulnerable groups suffered the worst of the pandemic with the loss of jobs, social and economic protection. Without a job, they lost the financial ability to support their families back in their home countries. Even though some were not paid for the work done or forced to work in exploitative conditions, they continued to hang on to their jobs with the hopes that things would turn around, though it rarely happens in a real situation.

These daily struggles with survival were similarly faced by our beneficiaries in Cambodia, Vietnam and Afghanistan. Families could not put enough food on the table; even casual work opportunities were scarce for those who wanted to make a simple living. Instead of going to school, children were on the streets looking for food or work. In Afghanistan, our work with vulnerable women and children was in jeopardy when the country had a change of government in August.

The odds were stacked high against us in 2021. But with the faithful support and selfless giving from donors, partners and volunteers, many of you came around us, resourcing our work and giving us encouragement to press on, amidst the mounting challenges. Despite the persisting safe distancing measures and suspension of communal activities, we continued delivering our recovery services and empowerment support remotely, ensuring our beneficiaries get the assistance they needed.

**We are thankful that as the year came to a close, we were able to secure re-employment or provide livelihood assistance for the majority of clients under HAGAR's care.**

In addition to these downstream interventions, we also took a bold step towards improving the prevention of human trafficking. Shot in Singapore, we produced a new short film on human trafficking in our city-state. Launched in conjunction with International Women's Day, we ran an awareness campaign on social media over 8 weeks, unveiling the hidden truths of human trafficking. Targeting the Singapore community and vulnerable migrants from Bangladesh and India looking to find work in Singapore, we shared insights, corrected misconceptions and kick-started conversations on the trafficking situation in Singapore. Overall, more than 5.69 million impressions and over 2.1 million engagements were generated from the campaign effort.

Even though the impacts of the COVID-19 pandemic and the humanitarian crisis in Afghanistan have caused further destabilisation for vulnerable populations, HAGAR remains committed to restoring these broken lives, and empowering them to build a sustainable future. Thank you for trusting us to carry out this mandate - We are deeply grateful to our donors and supporters who had navigated these tough times with us. We look forward to building on this strong foundation in 2022, and hope to be able to count on your continued support.

# Our Leadership

HAGAR is governed by a Board, which is a governing body responsible for overseeing and managing a charity. Reporting to the Governing Board, are Sub-Committees that look into specific areas such as Governance, Finance & HR, Programme, and Fundraising.

The charity is also headed by an Executive Director.

## Governing Board



**CHAN CHEE ONN**

Chairman, appointed 11 March 2019  
Director of Financial Services, Great Eastern Life  
Past: Board Director, appointed 03 March 2016



**JIMSON CHENG JANG FA**

Board Director, appointed 11 March 2019  
Regional Managing Partner, Heidrick & Struggles  
Past: Chairman, appointed 27 July 2015



**KOH EU BENG**

Honorary Treasurer, appointed 15 March 2017  
Associate Director, National University of Singapore  
Past: Board Director, appointed 01 January 2013



**CHUA ENG HUI**

Honorary Secretary, appointed 15 March 2017  
Senior Consultant, Luo Ling Ling LLC  
Past: Board Director, appointed 3 March 2016



**DOMINIQUE CHOY SOK FUN**

Board Director, appointed 3 March 2016  
Vice President, HCSA Community Services



**LEE HOW GIAP**

Board Director, appointed 3 March 2016  
Adjunct Lecturer, Republic Polytechnic and  
Singapore Institute of Technology

## Governing Board (cont'd)



**SYLVIA CHAN**

Board Director, appointed 3 March 2016  
Founder and Director, Emancipasia



**CHERYL CHONG CHIEW PENG**

Board Director, appointed 22 July 2020  
Associate Director, RySense



**MICHAEL CHIAM TOW KHOON**

Board Director (no voting rights), appointed 15 March 2013  
Executive Director, Hagar Singapore Ltd

## Executive Management

**MICHAEL CHIAM**

Executive Director

Appointed to position since 15 March 2013

# 2021 Global Impact

Despite a positive outlook at the start of the year, 2021 brought more uncertainty, trauma and tragedy for many people around the world. In addition to delivering our regular programmes for survivors of human trafficking, slavery and abuse, we collaborated with other organisations to increase our reach and ease the impacts of COVID-19, natural disasters and other emergencies. **This meant we far exceeded our 2021 Strategic Goal of changing the lives of 50,000 direct and indirect beneficiaries.**

**664,310**  
TOTAL BENEFICIARIES

**154,866**  
DIRECT BENEFICIARIES

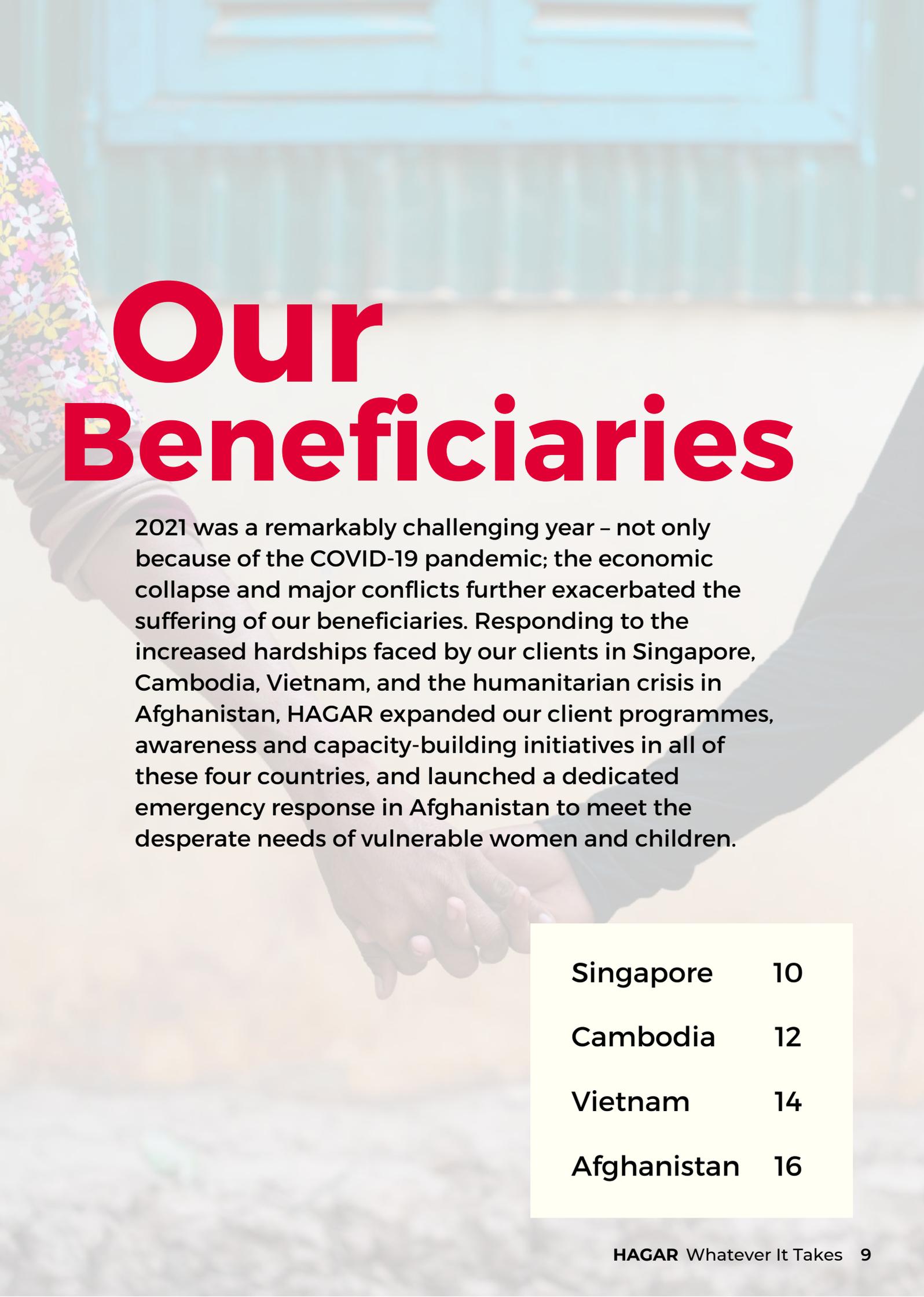
**509,444**  
INDIRECT BENEFICIARIES

**57,220**  
BENEFICIARIES OF  
EMERGENCY RESPONSES\*

\*including COVID-19,  
natural disasters and  
other emergencies

**>8.8**  
**million**  
GLOBAL MEDIA  
REACH





# Our Beneficiaries

2021 was a remarkably challenging year – not only because of the COVID-19 pandemic; the economic collapse and major conflicts further exacerbated the suffering of our beneficiaries. Responding to the increased hardships faced by our clients in Singapore, Cambodia, Vietnam, and the humanitarian crisis in Afghanistan, HAGAR expanded our client programmes, awareness and capacity-building initiatives in all of these four countries, and launched a dedicated emergency response in Afghanistan to meet the desperate needs of vulnerable women and children.

Singapore	10
Cambodia	12
Vietnam	14
Afghanistan	16

# Singapore



**525**

direct beneficiaries including COVID-19, natural disasters and other emergencies

**2,132**

indirect beneficiaries

**138**

clients found new jobs or received skills training

**2,240+**  
**hours**

of individual counselling

**Singapore is an attractive transit point and destination hub for human trafficking activities, and women and girls are brought into the country for sexual or labour exploitation. Taking advantage of Singapore's vibrant economic conditions, criminal syndicates deceive vulnerable victims with false job offers, promising them a better life for their families.**

In 2021, HAGAR's assistance to trafficked and exploited women migrant workers grew by 42% compared to 2020. Many women had their employment suspended or terminated, leaving them without income. Some had their pay docked and others were not paid for work they had done, but they continued to hold onto their jobs, hoping things would turn around. HAGAR worked closely with the Ministry of Manpower to address the conditions faced by female migrants and provided support to exploited workers.

Many survivors faced severe stress, depression and insomnia. Our counsellors and social workers provided emotional support and taught coping strategies to help clients better combat stressful situations. Our telecounselling hotline allowed distressed migrant workers to share their anxieties and fears with HAGAR volunteers who could speak their native language.

Beyond meeting survivors' immediate needs for food, basic living support and medical treatment, HAGAR accelerated empowerment efforts through providing English and digital

literacy training, skills upgrading programmes and re-employment and resettlement assistance. Following almost two years of online remote service delivery, most of our clients have honed vital digital skills, which is a rare positive effect of the pandemic.

In 2021, we deepened our collaborations with the Singapore Government's Inter-Agency Taskforce on Trafficking in Persons and the Ministry of Manpower to provide care and increase protection for survivors of trafficking and abuse. We also expanded our reach by strengthening alliances with new and existing partners. Collaborative relationships with NGOs, government ministries, businesses and community groups provided critical support and enhanced programmes and services.

Dedicated to building the capacity of social work agencies in-country and across the region, HAGAR conducted the first international Trauma-Informed Care training to the Singapore Anti-Narcotics Association in June 2021. More than 30 case workers and counsellors participated in the training.



“I came to Singapore to work and support my family. I don’t know why this is happening to me.”  
- Yuda

## Yuda's Story

From the time Yuda arrived in Singapore from Indonesia in 2019, she was exploited. Kicked, her head beaten against a wall, starved and sexually abused – she suffered terribly at the hands of all four of her employers.

After being sexually violated, Yuda courageously reported her abuse to the police. For the next two years, she stayed at a dormitory that housed migrant domestic workers with ongoing court cases.

Due to her trauma, Yuda was not able to function normally. She would sometimes talk to herself and was forgetful. Yuda’s stress multiplied when, during the pandemic, her employment agent pressured her to find another employer, even though she was unfit mentally and emotionally. Yuda was told to lie to prospective employers about her ongoing court case but she was reluctant to do that and felt extremely confused.

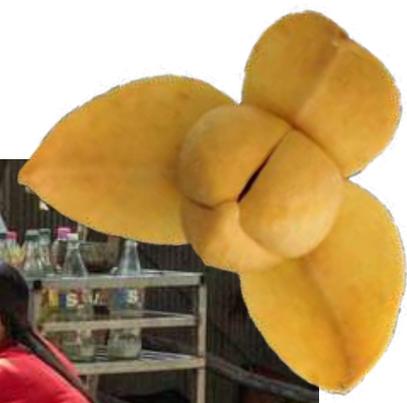
Hearing about HAGAR’s tele-counselling service, Yuda reached out for help. Over numerous sessions, our counsellor, psychologist, and psychiatrist walked with Yuda through the pain of her trauma and taught her different ways of coping with the symptoms and triggers. She began to heal from depression and anxiety.

While Yuda was undergoing treatment, HAGAR worked with volunteer lawyers to provide legal assistance for her court case. Working together with health professionals, our lawyers advised on all aspects of her case and helped steer her through the complexities of the law. Yuda’s employer was charged with multiple counts of assault and sexual abuse and the case is ongoing.

In April 2021, HAGAR arranged for Yuda to return to Indonesia as she was missing her five-year-old daughter. Her mother was also critically ill, so it was crucial for Yuda to return.

Committed to the whole journey of recovery, our staff remain in regular contact with Yuda, providing her with social support and job counselling. From Singapore, we continue to work with lawyers on Yuda’s case to pursue justice and bring closure for her.

# Cambodia



**137,453**  
direct beneficiaries  
including COVID-19,  
natural disasters and  
other emergencies

**465,107**  
indirect  
beneficiaries

**1,441**  
counselling  
sessions provided  
to 182 clients

**107**  
clients received  
legal services

Emerging from the ravages of conflict and relatively recent genocide, Cambodia is a country with rich cultural heritage and, at the same time, deep inter-generational trauma. An estimated 261,000 people live in modern slavery<sup>1</sup> and domestic and gender-based violence are prevalent.

The COVID-19 global pandemic continued to deeply impact the people of Cambodia throughout the year and the government implemented lockdowns in an effort to contain the virus. In addition to delivering scheduled programmes and support to 81,956 clients throughout the year, HAGAR's emergency response initiatives reached 55,497 people who were seriously impacted by the pandemic and natural disasters.

Most HAGAR clients and their families showed significantly increased symptoms of anxiety and trauma and our counsellors worked closely with them to identify their needs and develop individual treatment plans. Follow-up assessments revealed that counselling sessions helped reduce the anxiety and trauma of 78% of clients, and 95% of clients were better equipped to manage their difficult emotions by using skills taught in the sessions.

In recognition of HAGAR's skills and 28 years of experience in providing Trauma-Informed Care, HAGAR was invited to speak to 300 attendees at the Trauma-Informed Approaches to Care

International Webinar, which was organised by the Better Care Network and Changing the Way We Care Organisation.

Our work to effect change at the policymaking level saw HAGAR collaborate with the Ministry of Education, Youth and Sport to develop the Cambodian Mental Health Curriculum in Schools. And the Psychological First Aid in Schools Working Group, of which HAGAR is a member, launched and delivered training to 1,510 schoolteachers in 11 provinces across Cambodia. In the legal sector, HAGAR worked on the guidelines related to Children in Judicial Proceedings in Cambodia, which was launched in cooperation with the Ministry of Justice.

At the community level, 9,974 local authorities participated in 1,419 training sessions and awareness events designed to help them respond to issues including child protection, online safety, human trafficking awareness, human rights and abuse prevention, and positive parenting.

<sup>1</sup> <https://www.globallslaveryindex.org/2018/data/maps/#prevalence>

"If HAGAR came in my community 10 years ago and I had this knowledge of human trafficking ... I would not be attracted by the tricky ways from local brokers to migrate to other countries and also my life would be better."  
- Sreyneang



## Sreyneang's Story

Sreyneang's parents are farmers in a remote community in Cambodia. In 2011, a company offered Sreyneang an exciting and financially rewarding job in Malaysia.

Having never been to another country, Sreyneang accepted the job offer. Unfortunately, she was misled and was sent to work in the home of a wealthy family. Sreyneang was forced to work overtime and did all the cleaning, gardening, cooking and heavy housework for a wage that was far less than she had been promised. She says, "I was so frightened and worried about my safety and security. Sometimes I had to sleep without eating [...] I missed my family in Cambodia."

After a few months, Sreyneang heard that her sister had been recruited by the same company and was working 30km away. Sreyneang also heard that her sister was extremely unwell so she made a deal with the company and agreed to work for two years without any wages so her sister could return to Cambodia.

When the agreement ended, Sreyneang went back to Cambodia. After a short while,

she accepted an offer of work in Thailand. She was again deceived and was forced to work in a brothel until she managed to escape. Sreyneang tells of the heartbreaking discrimination she faced when she returned to her community. At the time, she blamed herself for believing the lies of the job brokers.

Identifying the vulnerabilities within Sreyneang's remote community, HAGAR began collaborating with local authorities to run Community Groups and Mobile Learning Places. These initiatives educate communities about children's rights and protection, reducing violence, and identifying and reporting human trafficking. Sreyneang now volunteers at a Mobile Learning Place and is a contact person for her Community Group.

Sreyneang's story is a powerful illustration of HAGAR's impact, not just in the lives of individuals but in entire communities.

# Vietnam



**13,739**  
direct beneficiaries  
including COVID-19,  
natural disasters and  
other emergencies

**25,073**  
indirect  
beneficiaries

**560**  
counselling  
sessions  
conducted

**55**  
clients received  
life skills training

**Vietnam is one of South East Asia's fastest developing countries, yet it remains a significant source country for women, men and children who are subjected to sex trafficking and forced labour. Women are trafficked as brides, domestic violence is prevalent and literacy levels are low.**

While 2021 was again a year of challenges, HAGAR continued to focus on transforming the lives of vulnerable women and children. Our case managers and psychologists communicated regularly with clients to ensure their safety and checked-in with previous clients, especially those based in zones subject to rigid quarantine procedures.

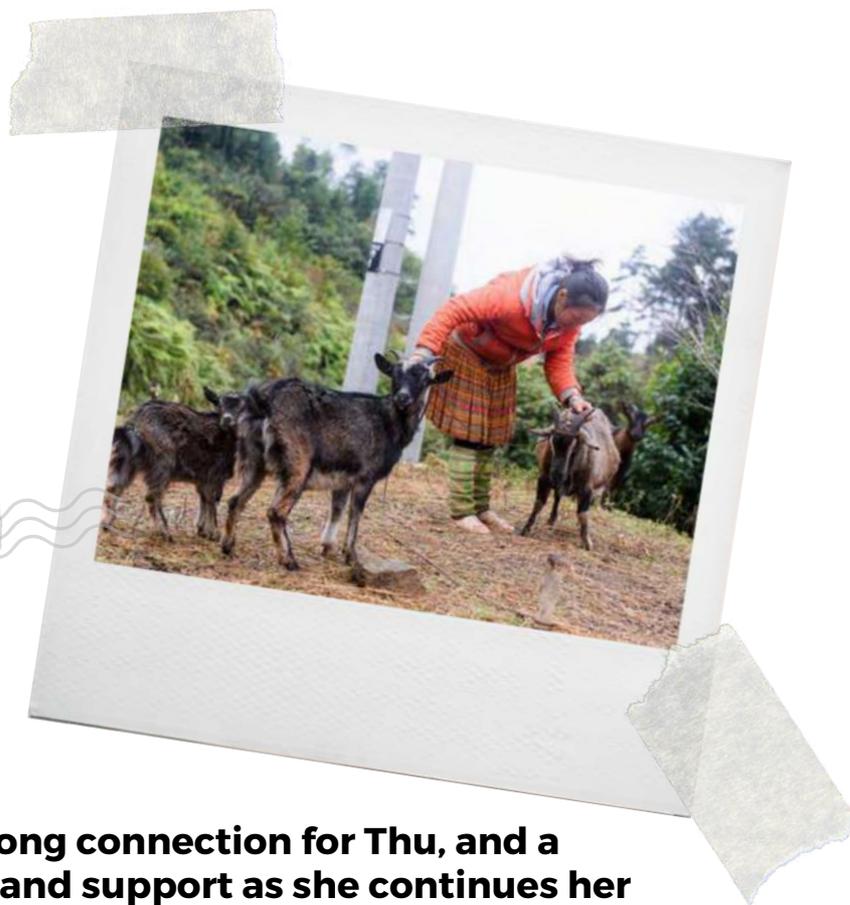
HAGAR's 24/7 hotline received 460 calls, provided psychological first aid support, and assessed survivors' immediate needs to ensure their safety. We provided emergency food, shelter and medical supplies and responded to suicide threats and extreme depression.

As HAGAR's reputation as a specialist Trauma-Informed Care leader grows, more organisations reach out with requests for collaboration, training and support. During the year, we worked with many partners and like-minded agencies to build their knowledge of Trauma-Informed Care based on our 28 years of experience. We delivered 16 courses to increase the child protection and case management capacity of 92 ChildFund and Government staff

in Hoa Binh and Cao Bang provinces. Training was delivered to 567 participants from 14 partner organisations including Oxfam, UNFPA, UN Women, the UK Embassy, and the Ministry of Labour, Invalids and Social Affairs. And we conducted 17 gender-based violence prevention training courses for 273 participants from Women's Unions across multiple regions.

HAGAR is a proactive organisation, presenting and participating in international, national and regional workshops, seminars and events. At the national level, we participated in the Counter-Trafficking Network and the Child Rights Working Group, and contributed to the revision of the Domestic Violence Prevention Law.

During the year, we hosted a Trauma-Informed Care Learning Forum for 55 participants from a range of national and international NGOs and social organisations. This work enables us to continue to build the knowledge of government officers, social workers, and NGO and UN staff to increase their capacity to implement Trauma-Informed Care in their own work.



**HAGAR remains a strong connection for Thu, and a source of motivation and support as she continues her journey. We are pleased to walk alongside Thu and are committed to do whatever it takes for as long as it takes to ensure she and her family are safe.**

## Thu's Story

When Thu first came to us at HAGAR she was just a teenager. Now, more than 10 years later, we are proud to continue walking the whole journey with her.

Born and raised in a mountainous area in Vietnam, Thu never thought she would see the hustle and bustle of a large city. Unfortunately, traffickers took advantage of her and she was sent to an illegal karaoke bar in Hanoi.

Although Thu was rescued quickly, the trauma of being trafficked remained with her for a long time. In 2011, she joined HAGAR's programme and received support and social services, including safe accommodation, emergency food, education, vocational training and psychological counselling. It took over a year of care, but Thu became strong and stable and returned to her hometown to build a new life.

Despite overcoming the trauma of trafficking, poor health meant Thu continued to face difficulties. She was in fragile physical health, with poor eyesight and intellectual limitations that made it difficult for her to generate a livelihood. With the support of HAGAR and the Women's Union, Thu received training in animal husbandry and was able to develop a sustainable livelihood.

As the mother of two children, Thu's happiness doubled, but the COVID-19 global pandemic again placed Thu and her family under enormous pressure. After finding out about the financial difficulties the pandemic was causing Thu, HAGAR provided nutrition and education support for her and her children.

# Afghanistan



**3,134**

direct beneficiaries including COVID-19, natural disasters and other emergencies

**25,072**

indirect beneficiaries

**8**

small businesses (groceries and popcorn selling) were set up for reintegrated clients

**329**

participants from governmental agencies and local communities attended Child Rights and Anti-Human Trafficking awareness sessions

**In 2021, the world watched on as Afghanistan came under the control of the newly created Islamic Emirate of Afghanistan (IEA).**

Since then, the humanitarian situation has deteriorated significantly, with the bitter winter exacerbating the needs of an already vulnerable population. Without food, warm clothing and winter heating, there are warnings that millions of displaced people in Afghanistan, particularly children, will freeze to death if humanitarian aid does not arrive in time.

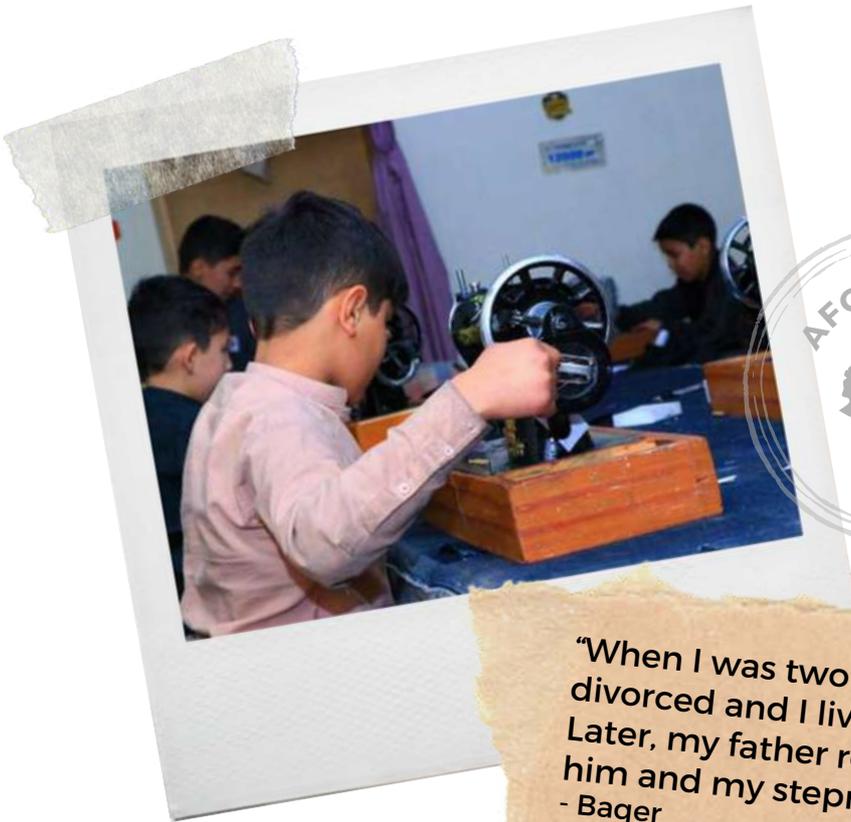
Given our important humanitarian agenda, in 2021 we received government assurances that our life-changing work will continue, and we are committed to serving the people in Afghanistan.

Our Forgotten No More (FNM) project is a residential care centre that provides recovery services and access to justice for male-child victims of trafficking and abuse in a family atmosphere with caring house parents and a team of dedicated staff. An agreement with a neighbouring private school, Weda, meant all boys continued their daily education in 2021

and HAGAR provided items including stationery, sports clothes and equipment, and computers.

The Strengthening Shelter Project (SSP) improves the quality of care for victims in existing protection centres by raising public awareness of human trafficking, providing Trauma-Informed Care training to service providers in the sector, and improving communications between government and care providers. The project registration was successfully updated with the Ministry of Economy, and Memorandums of Understanding were signed with the Ministry of Women Affairs and the Ministry of Interior Affairs.

We will continue to strengthen our partnerships, systems, and policy work to amplify our impact and create positive change at the individual and systemic levels in the coming year.



*“When I was two years old, my parents got divorced and I lived for some time with my uncle. Later, my father remarried and I went to live with him and my stepmother and stepbrother.”*  
- Baqer

## Baqer's Story

Baqer is a 12-year-old boy who was referred to the FNM Centre by the Ministry of Labour and Social Affairs (MoLSA). He is from the Wardak province of Afghanistan and was subjected to physical abuse at home.

Baqer was eager to go to school, but his father and stepmother would not allow it. Baqer's stepmother often physically abused him. One day, she bound his hands and burnt his legs with a hot skewer. His father paid no attention to the ongoing abuse, so Baqer frequently ran away from home. Each time, he was found by relatives or the police and returned to his father and stepmother.

The final time he ran away from home, he spent the night on the street. “I cried a lot that night but there was no one to help me. I became disappointed and was very hopeless for my future. I was wondering what would happen to me. Suddenly the police came and asked me about my family. They took me to the police station and then to MoLSA. After spending some time in the MoLSA child protection centre,

when they were not able to find my family they sent me to the FNM centre.”

Baqer is thankful for all the services and support he has received at FNM. He particularly enjoys the art, calligraphy and tailoring sessions. Counselling helped him cope with his trauma and he is adjusting well in the FNM Centre and attending school.

The FNM team located his family and will assess his reintegration based on his home situation with his stepmother. For now, Baqer is safe at FNM and has hopes for a good future.

# Afghanistan

## Humanitarian Crisis

**When the newly-created Islamic Emirate of Afghanistan (IEAA) government took power on 15 August 2021, Afghanistan plunged into chaos and a humanitarian crisis quickly ensued.**

Supporting vulnerable women and children in Afghanistan since 2008, HAGAR's long-term presence and experience working in conflict areas meant we were able to provide immediate on-the-ground support. Our Hagar Afghanistan team worked to ensure the safety of our beneficiaries, our staff and their families during this major transition.

Hitting the ground running, our staff conducted a rapid needs assessment to identify where and how HAGAR could possibly make the greatest impact. Following which, an emergency response plan was launched, focussing on four key relief activities:



Providing food aid and basic essentials to desperate families and existing clients who had become even more vulnerable, especially those living in abject poverty



Setting up safe spaces for displaced children in camps for the internally displaced, so they could continue to learn, play, and feel safe



Supporting emergency shelters for displaced persons, particularly homeless children, who were most at risk



Providing primary healthcare to displaced persons by gaining approvals and preparing to launch a mobile medical clinic led by HAGAR staff in 2022

**Being one of the first few agencies on the ground to respond to the humanitarian crisis, our team in Afghanistan coordinated food and winter support, child protection and education, shelter support and emergency healthcare.**



### **In the last four months since August 2021:**

- HAGAR staff in Afghanistan have successfully obtained approval from the new government to start providing relief assistance through food aid, shelter, healthcare and child protection services.
- To date, 5,768 of some of the most vulnerable people in Afghanistan have benefitted from HAGAR's distribution of food packages.
- With temperatures dropping to below freezing point over winter, HAGAR provided warm blankets, clothing and children's shoes to vulnerable families (the majority of which are living in camps for Internally Displaced People - IDP). Approximately 7,752 people have benefitted from this winter support.
- Child-friendly spaces were created across 6 different IDP camps to provide education and recreation where children could continue to learn and play without fear and worry. A total of 1,860 parents and children have benefitted from this initiative.
- Approximately 15,400 vulnerable people in Afghanistan have received aid through HAGAR's Emergency Response so far.





## Beneficiary Testimonials



### Beneficiary of Food Aid

*“My husband is disabled and can’t do anything. I am the sole breadwinner of the family...I can barely make ends meet. In the past, I used to embroider before the fall of the government, which used to bring me some income, but now that work has come to a standstill. For now, HAGAR’s help is a solution to some of our domestic problems. I hope HAGAR can continue the food aid support because I do not have any other option to provide food for my family.”*

– Khadija

### Beneficiary of Child Friendly Spaces

*“I am Abdul Basit. My father did not have a special job and always worked as a labourer. And in the current government change, he remained jobless and we did not have any means of income. In that case, I would have to skip school and work to feed my family. With this, all my hopes and aspirations were shattered.*

*A friend told me that the HAGAR organisation is opening a basic education class in the Dak area botkhak for children interested in education. I told myself that now is the time to fulfil my dream of education. I quickly joined the class and started studying...thanks to Hagar International Foundation for making a positive difference in my life...”*

– Abdul Basit





### Impact of Winter Support

*Raghida is one of the smartest students in our class in the Arzan Qimat district. Her family is very poor and could not afford her education. When she enrolled in Hagar's educational programme, her clothes were so bad and she was barefoot that in such a cold winter, she could not continue her studies without warm clothes and shoes. They are living in a tent in the Botkhak IDP camp.*

*Her condition was really bad and it was very difficult to come to the class in this cold weather, but fortunately, HAGAR's office took very serious steps in this regard and through the emergency response plan provided warm winter clothes and shoes to the students of our classes. They bought shoes and helped their families with blankets. In doing so, the students who had been forced to drop out of school due to winter resumed their studies. And their families have survived the onslaught of winter."*

- Teacher testimony from a  
Child Friendly Space

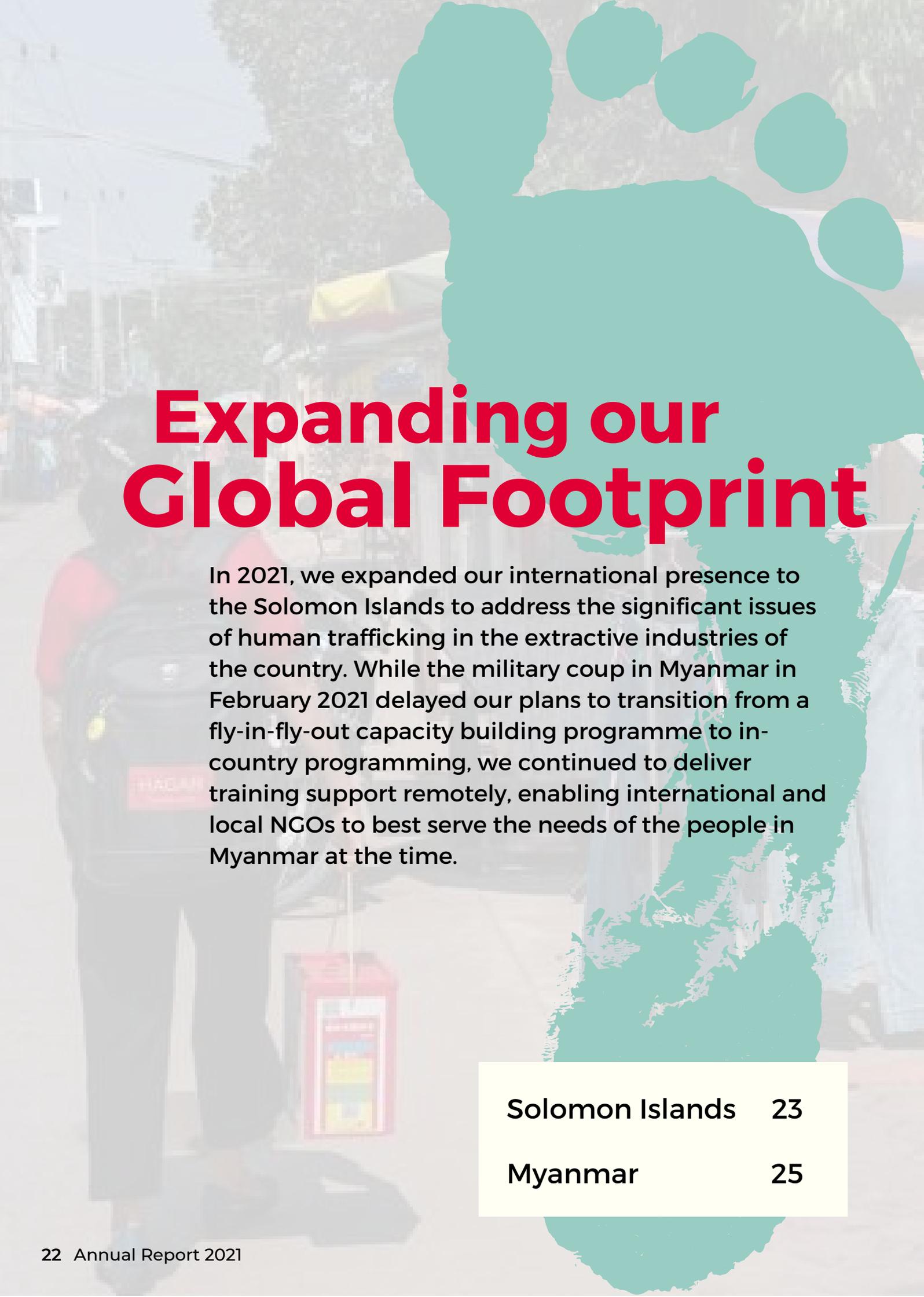


Each of these activities provided rapid, practical and essential help to those who were in desperate situations. HAGAR is committed to the people of Afghanistan for the long haul and we thank everyone who donated to our relief activities to date.

More updates and photos of the emergency response can be found on our HAGAR website here: <https://hagar.org.sg/help-afghanistan/>

**Beyond the emergency response activities, HAGAR is making plans to rebuild the lives of the people in Afghanistan in the long term so that they will not be reliant on emergency relief for survival. There is a real urgency to help the people develop the ability to gain independence, resilience and a financial livelihood.**

The relief activities remain ongoing. In 2022, the Hagar Afghanistan team will be working to implement new projects to help existing beneficiaries transition into independence.



# Expanding our Global Footprint

In 2021, we expanded our international presence to the Solomon Islands to address the significant issues of human trafficking in the extractive industries of the country. While the military coup in Myanmar in February 2021 delayed our plans to transition from a fly-in-fly-out capacity building programme to in-country programming, we continued to deliver training support remotely, enabling international and local NGOs to best serve the needs of the people in Myanmar at the time.

Solomon Islands	23
Myanmar	25

# Solomon Islands



**Human trafficking is a significant problem in the small Pacific Island nation of Solomon Islands, particularly in the extractive sectors such as fishing, logging, mining and hydroelectricity.**

Poor and vulnerable families frequently sell their underage daughters for 'marriage', with little understanding of the consequences. Awareness of the harmful effects of human trafficking and services for survivors are extremely minimal in country, which HAGAR's SAFE programme is designed to address.

In July 2021, we began our first project in the Solomon Islands. The five-year SAFE programme is funded by Tear Fund New Zealand through the Ministry of Foreign Affairs and Trade (MFAT) New Zealand. The SAFE programme focuses on building the capability of a local NGO, HOPE Trust, in the skills HAGAR has learned over the past 28 years to prevent and respond to human trafficking, child sexual exploitation and sexual abuse. This includes case work, Trauma-Informed Care, legal support, and human trafficking prevention activities. Ensuring the sustainability of HOPE Trust and their activities is also a major focus of this project. An organisational assessment of HOPE Trust's capabilities in finance, human resources, administration and governance is underway and it will reveal any gaps in capacity, which HAGAR will help address to strengthen the organisation over the coming five years.

Importantly, the project will raise community awareness of trafficking and abuse and provide training in prevention. Schools and churches will be a focus to ensure community-based care networks and safety nets are operating effectively, and survivors will be supported as they reintegrate into their communities and embark on positive, productive futures.

For the first six months of the project, the focus was on establishing HOPE Trust's presence in Honiara, the capital of Solomon Islands. An office was secured, and key staff were hired in-country and in New Zealand to help effectively deliver the project. Preparations began for activities to be implemented in 2022, including sharing the project objectives with government, NGOs and community stakeholders.

In 2022, the project will move into full project implementation in Guadalcanal Province, establishing client services and prevention programming in communities with a high risk of trafficking. The project is a strong example of HAGAR using its 28 years of expertise in a partnership approach. HAGAR is building the capacity of HOPE Trust to enable the delivery of effective survivor services and prevention approaches, and to help ensure their sustainability as a local NGO.



## Prema Maeato, Director of HOPE Trust

I have worked in marginalised communities in the Solomon Islands for 20 years. These communities lack access to healthcare facilities, quality education, proper roads, and police and government services. The risk of human trafficking, exploitation and abuse is high for these vulnerable people.

In 2014, I founded HOPE Trust because I am passionate about improving life in at-risk communities. When I learned in early 2021 that I would be directing a fully funded five-year programme, I knew we would be able to make a real difference with our work but we would need help from more experienced agencies to ramp up to what is required.

I am delighted to have started this project with the strong support of HAGAR and Tearfund New Zealand, who are supporting us in so many ways to be an effective and sustainable NGO, as well as to be strong in Trauma-Informed Care and the provision of services to trafficking survivors. I am looking forward to learning more about prosecution and investigation of trafficking offenders from LIFT International, and gaining lessons from Homes of Hope Fiji so we can apply their expertise in Solomon Islands. Our vision is that the communities we work with use their resources to build healthy, safe

and inclusive environments and become role models to surrounding communities. I am confident the partnership with HAGAR on this project will help make this a reality.

### HAGAR SAFE programme partners

- HOPE Trust Solomon Islands
- LIFT International
- Ola Fou Solomon Islands
- Homes of Hope Fiji

# Myanmar



**Myanmar is a poor country with a large population of 55 million, many of whom have experienced significant trauma over recent years. It has one of the highest levels of human trafficking, given its borders and proximity to China, Laos, Thailand, India and Bangladesh, and numerous vulnerability factors.**

It has limited services available for survivors of human trafficking, slavery and abuse and few prevention approaches in place. In addition, the COVID-19 pandemic has had a significant impact on the country, increasing financial vulnerability and the risk of human trafficking and abuse nationally. This has been further exacerbated by the impacts of the military coup in February 2021.

Since 2014, HAGAR has been working in Myanmar to build the capacity of partner agencies World Vision, World Concern, local NGO the Yangon Kayin Baptist Women's Association, and ActionAid. HAGAR has been working with these agencies to educate their front-line staff in Trauma-Informed Care and how it can be effectively applied in survivor case work. In 2021, training materials that were developed in 2020 were made available to our partners via an online training platform.

These important training sessions were delivered in English and also in local language. The programme was delivered through the online platform only, given the inability to travel and provide in-country training as in previous years. Partner agency staff are now equipped and actively using their new skills as they work on the front-line with the large number of women, children and families affected by human trafficking, slavery and abuse.

Given the huge need that exists and the very limited capacity, HAGAR is working to further develop its programme in Myanmar in 2022. This will include starting new in-country programmes that build partner capacity to deliver effective Trauma-Informed Care client services and women's economic empowerment for survivors.

## MAJOR INITIATIVES

# The *Invisible Contract* Film Campaign

What does human trafficking in Singapore look like? Are victims here for a quick buck? If they are true victims, why don't they seek help? That's what "The Invisible Contract" seeks to explain and share with viewers, as the film uncovers how unsuspecting victims are deceived by false job offers to work in Singapore, and are consequently entrapped in exploitative work with no way of escape.

Shot and produced in Singapore, "The Invisible Contract" sought to raise public awareness of the pressing issues of human trafficking in Singapore and within international communities. The film narrative follows the personal experiences and real-life events encountered by foreign women who entered Singapore on a work permit for performing artistes. Deceived by a false job advertisement and fraudulent recruitment agent, Deepa\* unsuspectingly accepted the job offer of working in Singapore as a cultural dancer. The job promises a ticket out of poverty; she would be able to get a doctor to treat her sickly mother and send her two younger sisters to school.

Upon arrival in Singapore, Deepa realised she's been duped but it was too late. Exploiting her vulnerabilities and her love for her family, the traffickers used multiple tactics to control her and forced her to comply with their demands. The film chronicles Deepa's journey from a victim to a survivor; after rescue by the authorities, she was placed under HAGAR's care and received recovery care and empowerment to start a new life.

Launched in commemoration of International Women's Day, the 16-minute short film was released on 8 March, via social media and online channels. Two video cuts were produced, targeted at the Singapore public and migrant workers respectively. The video cut for migrant workers was produced in the English, Tamil and Bengali language. Part of the awareness campaign involved delivering the native language videos to prospective migrants from Bangladesh and India.

*\*Name has been changed to protect the victim's identity.*

While Singapore has made significant efforts in combatting human trafficking over the last decade, Singapore remains an enticing destination for criminal syndicates to use as a transit point or a destination country for their trafficking activities due to Singapore's vibrant economic conditions. In recent years, the majority of persons who have been deceived into working in Singapore are women migrant workers entering on a work permit for performing artistes.

**"When we first conceived this film idea in our minds, beyond creating public awareness of human trafficking in Singapore, we wanted the film to be used as a tool to help improve prevention of the crime at source. For women who are considering migration for work, it is important that they are aware of the common ploys and factors used by traffickers to deceive and bind them. With greater awareness, we hope it would help contribute to helping women to be less vulnerable to exploitation. Both upstream measures and downstream interventions are essential to combatting human trafficking effectively,"** explained Lynette Lim, Development and Communications Director at Hagar Singapore.





A scene in the film where Deepa (left) was humiliated by the nightclub manager when she first arrived in Singapore.

Overall, the film campaign generated over 5.69 million impressions and 2.1 million engagements. The videos were widely shared by viewers with their family and friends to exercise caution and look out for potential red flags as they sought employment. The campaign also provided a platform for victims to reach out, and allowed us to respond to vulnerable individuals who came forward and sought help. For the civil society, "The Invisible Contract" equips individuals with the knowledge of exploitation and what they can do to help victims, report instances of exploitation and be aware of their own actions that could contribute to modern slavery.

Our heartfelt thanks go to the Kewal Ramani Foundation and the Singapore Government's Inter-Agency Taskforce on Trafficking in Persons for co-funding this awareness initiative and the film production. We would also like to thank our amazing volunteer digital strategist, Jonethan Lee, who led the social media campaign and steered the team towards reaching and engaging the various target audiences on the digital channels.

Watch "The Invisible Contract" at <https://hagar.org.sg/the-invisible-contract/>



## MAJOR INITIATIVES

# 40.3 Freedom Race 2021



Following a successful inaugural race in 2020, the virtual 40.3 Freedom Race returned this year with a fresh new spin! Featuring all-new fitness challenge categories based on 40.3 themed distances, durations or intervals, participants of all ages gamely took up the ultimate challenge of raising critical support for some 40.3 million victims of modern slavery.

From 5 to 14 November, everyone gave their best to complete their fitness challenge. From traditional activities like walking, running or cycling, to swimming, golfing or even HIIT exercises and everything in between, participants did their favourite sport or fitness activity to achieve their personal fitness and fundraising target. Those who wanted a bigger task had the option of designing their own 40.3 themed challenge. Some formed teams and others stretched their own personal fitness limits, all for a meaningful cause - to combat modern slavery and empower survivors of human trafficking. It was an incredible 10 days of fitness fury as they went all out to galvanise support from their social and business networks.

Corporates and groups of young people also took to the Race as a means to get together and do something meaningful for vulnerable women and children. Though the pandemic restrictions and fatigue had some impact on the race registration at the initial stages, our HAGAR team continued to push on, driving publicity and engagement through various media channels and stakeholder groups. Even the adverse weather during the race period could not stop our incredible participants who stuck to the commitment they had made to their supporters to finish their challenge! People went indoors and found alternative ways to exercise, and above all, everyone had fun as seen in their photos posted on social media.

We are incredibly thankful for all the participants, sponsors, donors and volunteers who have given of themselves to make this event a success for the beneficiaries under HAGAR's care. Surpassing the initial target, \$267,355 were raised from the Race, providing survivors of trafficking and abuse with vital food aid, recovery assistance, and economic empowerment!

Thank you to all participants who enthusiastically shared about the plight of trafficking victims and advocated for these marginalised communities. Because of you, more than 1,700 vulnerable women and children in need have benefitted from your practical support. We look forward to having you and many more in our Singapore community to join us in the 2022 Race against slavery!



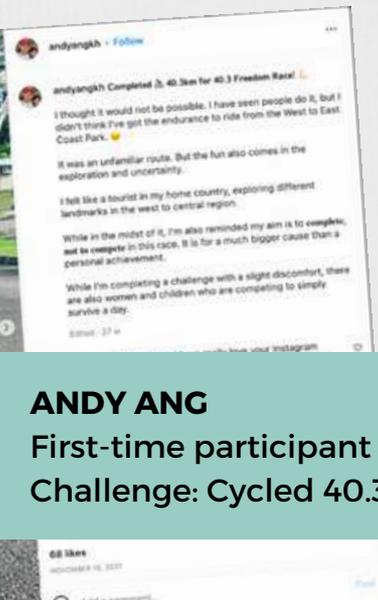
## Quotes from 2021 Race Participants

### MARI CRISTOBAL

First-time participant

Challenge: Completed 403 burpees and raised \$1,140

*"It is a sad reality that slavery is not a thing of the past. With the Covid-19 pandemic, the vulnerable have become and are becoming even more vulnerable. Every little bit helps, and I hope you can help me reach this goal."*



### ANDY ANG

First-time participant and regular donor

Challenge: Cycled 40.3km and raised \$5,000

*"I thought it would not be possible. I have seen people do it, but I didn't think I got the endurance to ride from the West to the East Coast Park. While I'm completing a challenge with a slight discomfort, there are also women and children who are competing to simply survive a day."*



*“To lending hope to those who need it, and being a salt and light as we have been called to be.”*



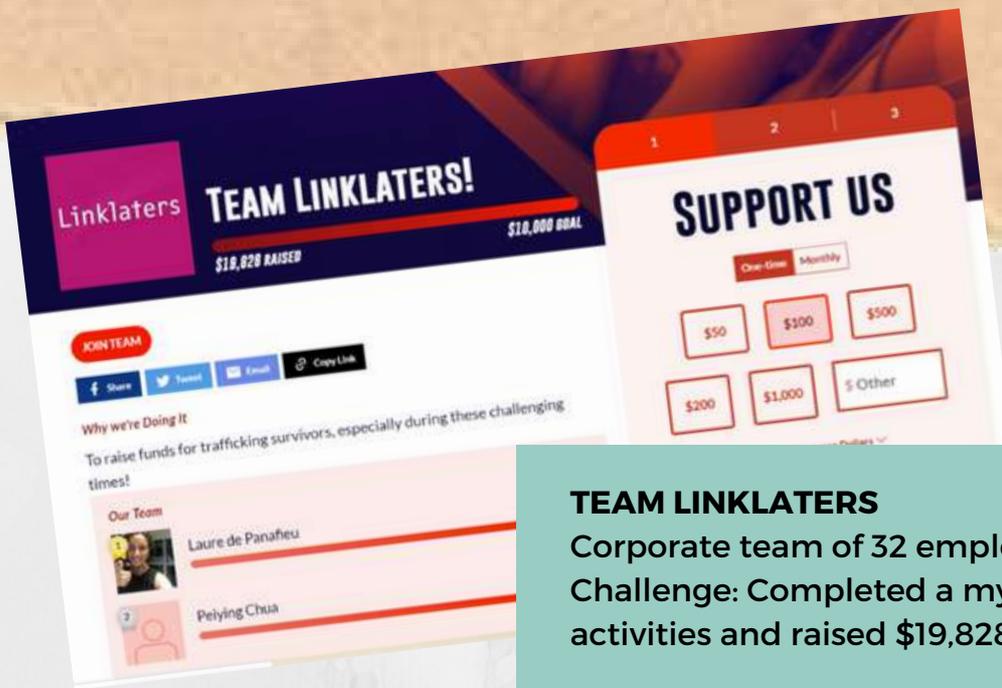
**MELODY ONG-GOH**  
 First-time participant and winner of the Most Engaged Social Influencer award  
 Challenge: Completed 40 secs of HIIT activity x 3 reps every day during race period, and raised \$1,050



*“My race is nothing compared to what the clients of Hagar have to suffer, many of them for years. So I do hope everyone will do our small part to help those less fortunate...with time, money n resources.”*

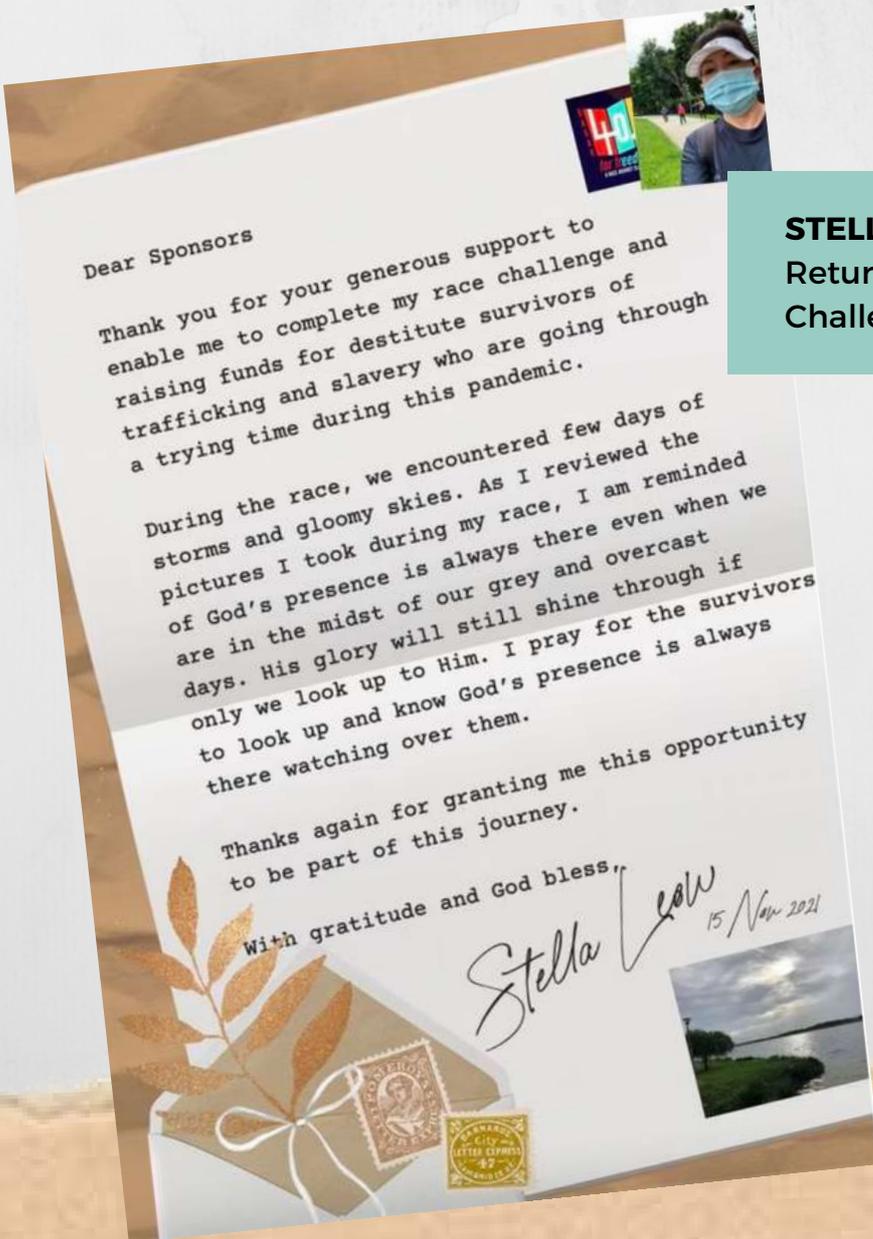
**KOH EU BENG**  
 First-time participant and long-time volunteer  
 Challenge: Ran 40.3km and raised \$2,060

Made a final push today to finish 1 day ahead with a 10km run... Must say I feel good to have completed they challenge and do feel fitter (though the 2nd km is always the toughest part of the daily run!).  
 But this is nothing compared to what the clients of Hagar have to suffer, many of them for years so I do hope everyone will do our small part to help those less fortunate...with time, money n resources.  
 Thanks to all my friends for your support, though I have not met my donation target. I do hope everyone will continue to donate in 1 way or another not just now, but regularly.  
 God bless n am early Christmas greeting to everyone! Christ is the reason for the season so let's all celebrate His birth!



**TEAM LINKLATERS**  
 Corporate team of 32 employees  
 Challenge: Completed a myriad of 40.3km fitness activities and raised \$19,828

*"We hope to raise funds for trafficking survivors, especially during these challenging times!"*



**STELLA LEOW**  
 Returning participant  
 Challenge: Walked 40.3km and raised \$4,919

*"I pray for the survivors to look up and know God's presence is always there watching over them."*

*Stella Leow in her thank you note to all who gave generously to support her 40.3 Freedom Race.*



# Our Volunteers and Partners

Despite our small outfit in Singapore, at HAGAR, we have been able to achieve the reach and impact beyond the size of the team only because of a pool of dedicated volunteers and partners backing up our work. Leveraging one another's skills and expertise, influence and networks, we collaborate closely with volunteers from all walks of life, government ministries, corporates and businesses, non-governmental organisations, academic institutions, religious groups, and social organisations on projects that seek to put an end to human trafficking and slave labour. With a single-minded vision to restore humanity and empower the futures of marginalised communities, we move with one heart. Each and every one of us play a special role in the beautiful tapestry of a survivor's journey. We are deeply grateful to all of our volunteers, partners and donors who have given sacrificially, enabling vulnerable women and children to break free from the chains of human trafficking, slavery and abuse.

# Volunteer Feature

## JONETHAN LEE

A seasoned social media specialist with extensive campaign and digital marketing experience, we never thought we would one day have someone of such calibre knocking our doors, offering his skills and time to help with just about anything.

Incredibly generous, humble and kind, Jonethan came to us right at the start of our anti-human trafficking public awareness campaign preparation for the #TheInvisibleContract. Knowing it was our first attempt running a full-on social media campaign, Jonethan guided us patiently through the whole process of campaign planning, advertising campaign setup on Facebook and Instagram, and mentored the staff team on creative strategy and development of media assets. Spending almost a few hours every day during the 3-month project, he made sure we had everything we needed to make this debut project a success despite our struggle with resources.

Under Jonethan's tutelage, we were so thrilled that #TheInvisibleContract awareness campaign generated over 5.69 million impressions and 2.3 million engagements online, making a step towards preventing human trafficking in Singapore and the region! To wrap it all up, he prepared a final social media analytics report and gave insightful recommendations that would pave the way for future efforts. Apart from these tangible outcomes, we had gained even more, learning his pure heart and unreserved commitment to make a difference.

Even after the project completion, Jonethan continues to be our offline adviser on digital projects. A friend whom we dearly love and appreciate, we know we can always count on him for everything big and small.



*"I was fortunate enough to come across HAGAR through a pro-bono work programme back in my agency days. What really drew me to them was their enthusiasm and passion for their work in helping the vulnerable. You can really see the impact of your work, and it was honestly a nice change of pace from the corporate world. So much so, it broadened my view of how I can apply my skills to make a greater impact on the world. I have now taken humanitarian work full-time, and it was all thanks to HAGAR showing me how it's done."*

# Volunteer Feature

## ESTHER LEE

Esther has proved this saying to be true: **“Volunteers do not necessarily have the time; they just have the heart.”** We see this so evidently in this young person who has been volunteering with us since 2018.

A full-time law student, Esther's schedule's packed out with ongoing schoolwork, internships in between, and other commitments outside of school. She hardly has time for rest but nonetheless, puts the needs of others above her own. No matter how busy Esther is, she will always try her best to help HAGAR with just about anything we need; from copywriting, to visual communication and graphic design which are some of our greatest needs in the organisation. Endowed with multiple gifts and diverse skill sets, Esther takes on every assignment with joy; making the needs of the organisation her greatest priority. A strong pillar of HAGAR, she takes time to encourage our team with her sweet friendship, thoughtful gestures and loving prayers.

A larger-than-life personality, we cannot wait for this trainee lawyer to live her purpose, bringing restorative justice to the broken!



*"I will never forget meeting girls around my age from Syria, the Philippines and Cambodia, and thinking that if they grew up in the same environment as me, and if they were given the same opportunities and resources, they would definitely excel and outshine so many. I realised that I am immensely blessed, and that I have a responsibility to make the best use of everything I have to benefit others as much as possible. By God's divine leading, I somehow ended up at HAGAR – an organisation that not only fights for the lives of women and girls, but also a family that is genuine and passionate in all that they do. The team at HAGAR is always so generous with their compliments towards me, but in all honesty, it is me who is privileged to have found a place where my amateur skills can serve real needs. I am also thankful to the HAGAR team for journeying with me these past few years even though I am just a volunteer; they are a constant reminder of why I do what I do. I am always inspired by HAGAR's dedication and tenacity, and I hope that all our survivors will also be encouraged to keep the hope regardless of how difficult or long the whole journey may be."*

# Our Partners

## Corporates

- Beacon Law Corporation
- Boeing Global Corporate Citizenship
- CFAM Pte Ltd
- Covenant Chambers LLC
- Expat Dental
- Agape Services Pte Ltd
- Liberty Specialty Markets
- Linklaters Singapore Pte Ltd
- Micron Technology
- Randstad Singapore
- Rutledge Omni Services Pte Ltd
- SITA Singapore Women's Committee
- Singapore Anti-Narcotics Association (SANA)
- Sound of Art
- The Rightway Corporation Pte Ltd
- Trident Trust
- TTBH Pte Ltd

## Trusts and Foundations

- Community Foundation Singapore
- Gracefield Foundation
- Kewal Ramani Foundation
- LEAP Foundation Ltd
- Lee Foundation
- Macquarie Group Foundation
- Micron Foundation
- Trailblazer Foundation Ltd (Chan Chiew Ping Fund)
- Texel Foundation
- The Majority Trust

## Schools

- American International School
- Anglo-Chinese Primary School (Barker Road)
- National University of Singapore (NUS) Faculty of Law
- NUS Centre for Pro Bono and Clinical Legal Education
- Singapore Bible College
- United World College of East Asia

## Non-Government Organisations

- Alliance of Guest Workers Outreach
- Community Justice Centre
- Emancipasia
- Foreign Domestic Worker Association for Social Support and Training
- Habibi Singapore Ltd
- HealthServe
- Hope Initiative Alliance
- Humanitarian Organisation for Migration Economics
- Justice Without Borders
- Law Society Pro Bono Services
- Migrant x Me
- Rotary Club of Singapore
- Scarlet Web
- Tamar Village
- The Life Art
- The Navigators, Singapore
- World Outreach International

## Churches

- Aldersgate Methodist Church
- Bethel Assembly of God
- Bethesda (Bedok-Tampines) Church
- Bethany Emmanuel Church
- Bethesda Katong Church
- Church of Christ Geylang
- Evangel Family Church
- Harvest Force Church
- Hearts Alive Church
- His Sanctuary
- Hougang Assembly of God
- JHM Ministries (Jesus Heal Me)
- Katong Presbyterian Church
- New Horizon Church
- New Creation Church
- Paya Lebar Methodist Church
- The Bible Church
- The Way Church
- Wesley Methodist Church
- World Outreach International
- World Revival Prayer Fellowship

## Government/Public Institutions

- Singapore Ministry of Home Affairs
- Singapore Ministry of Manpower
- Singapore Ministry of Social and Family Development
- Singapore Inter-Agency Taskforce on Trafficking in Persons
- Singapore Police Force
- State Courts of Singapore
- The Law Society of Singapore
- US Embassy, Singapore

# Looking Ahead

The ongoing COVID-19 pandemic and the loss of economic activities have aggravated poverty levels amongst vulnerable populations locally and globally. In addition to severe income shocks and psychological distress, the crisis has amplified their existing vulnerabilities.

With fewer regular means for migration post-COVID-19 and the lack of opportunities for safety and prosperity at home, already vulnerable persons will face even greater desperation in the coming days, making them prime targets for trafficking syndicates, especially women and children. As record levels of hunger persist in Afghanistan, humanitarian assistance to those internally displaced remains greatly important, as do the needs to rebuild shattered livelihoods.

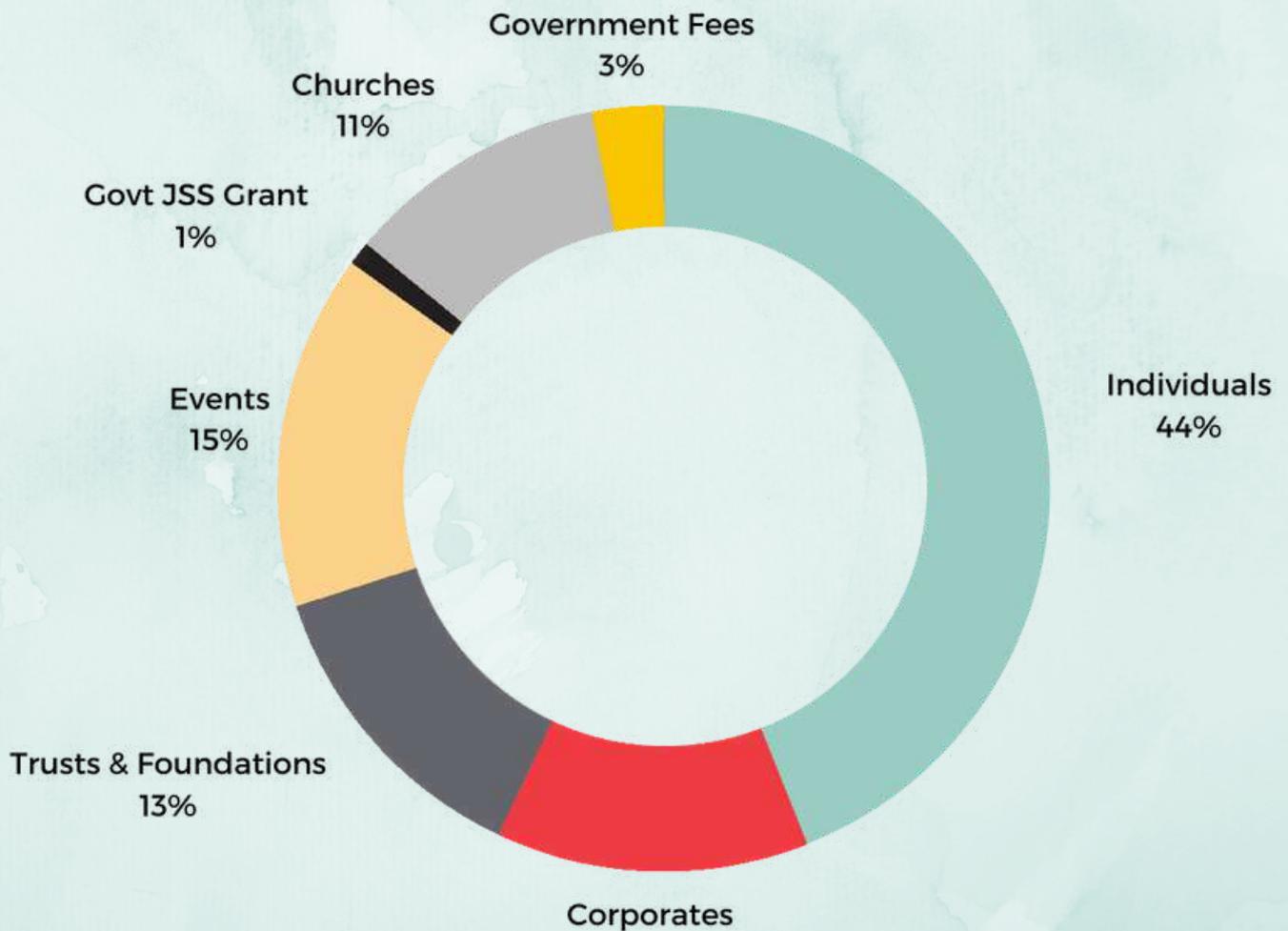
In 2022, HAGAR will be prioritising greater attention and resources to help survivors build community resilience and vital economic skills in this increasingly uncertain global climate. Across Afghanistan, Cambodia, Vietnam and Singapore, recovery responses will be targeted at some of the most vulnerable women and children to ensure their safety, community well-being, and at the same time, increasing enablers to enhance survivors' access to education and economic empowerment. Beneficiaries will be equipped with business and e-commerce skills as part of HAGAR's economic assistance. These key development priorities are set to meet the long-term goals of helping them reach economic independence and freedom from exploitation.

While the economic outlook in 2022 remains uncertain with a tentative global rebound and rising inflationary costs, at HAGAR, we will continue to press on in our enabling work to help vulnerable and marginalised communities reach their dreams for a better life for themselves and their future generations.

OUR ACCOUNTABILITY

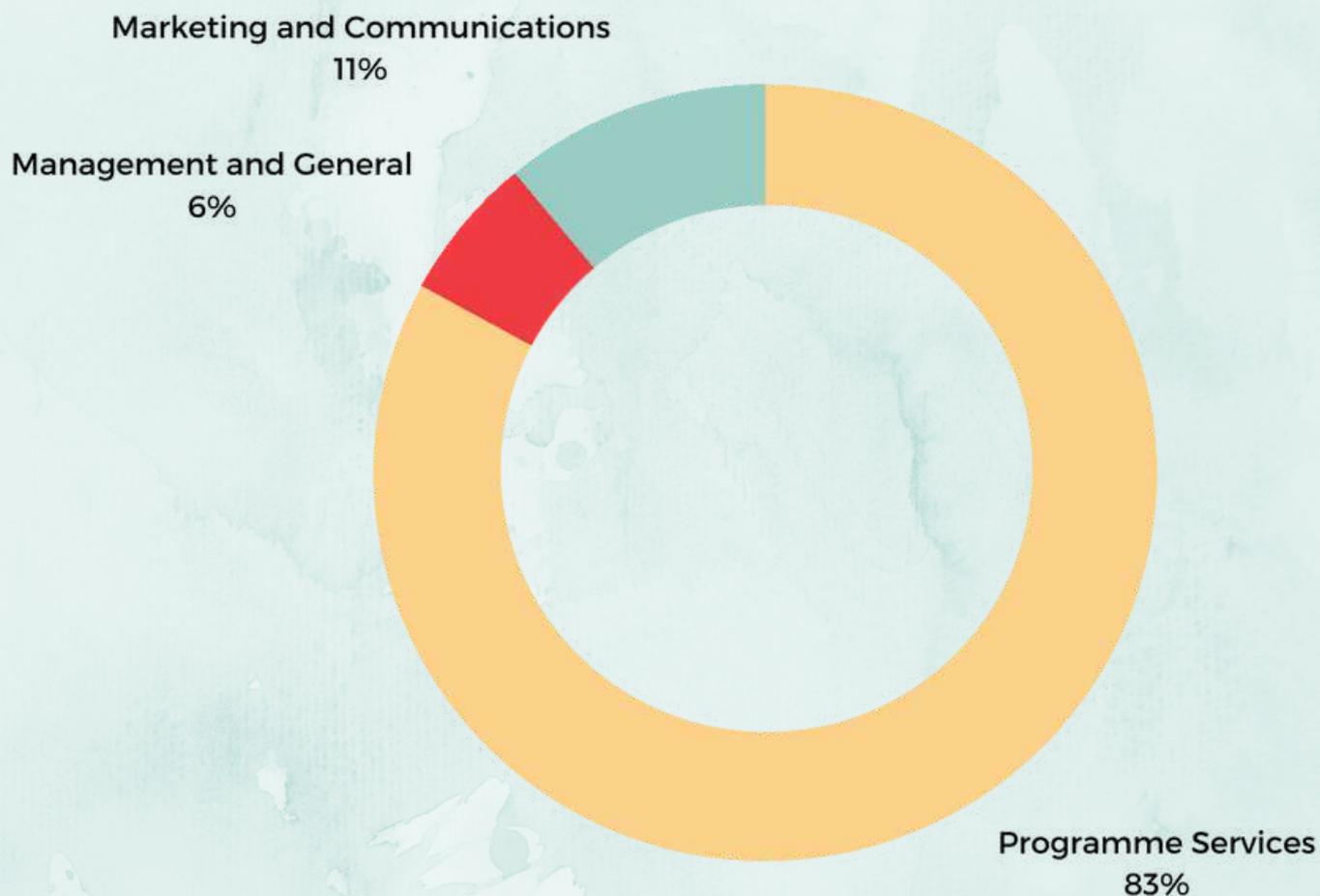
# 2021 Financial Highlights

## 2021 INCOME SUMMARY



Total Income: **\$1,795,936 (SGD)**

## 2021 EXPENDITURE SUMMARY



**Total Income: \$1,602,418 (SGD)**

### FINANCIAL PERFORMANCE SUMMARY

Total Income: **\$1,795,936 (SGD)**

Total Expenditure: **\$1,602,418 (SGD)**

Overall, donations maintained around the same level with a slight drop of \$44,533 in the financial year, mainly because the Job Support Scheme payouts and donations for the COVID-19 relief efforts ceased.

Expenses increased by \$539,670 in the financial year, mainly due to channelling more funding support to programme services for beneficiaries to meet their increased needs as a result of the pandemic and other crises impact.

# Corporate Governance

HAGAR’s Board provides strategic direction and oversight of HAGAR’s programmes and objectives in steering the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require the Board’s approval:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve quarterly financial statements;
- Regularly monitor the progress of the charity’s programmes

To enable succession planning and steady renewal of the charity, the Board has a term limit of nine years.

Four board meetings and one AGM were held during the financial year.

## BOARD MEETING ATTENDANCE

Board Meetings 2021	30-Mar	15-Jun	15-Jun (AGM)	28-Aug	14-Dec
Chan Chee Onn	■	■	■	■	■
Koh Eu Beng	■	■	■	■	■
Chua Eng Hui	■	■	■	■	■
Lee How Giap	■	■	■	■	■
Jimson Cheng Jang Fa	■			■	■
Dominique Choy Sok Fun					
Sylvia Chan	■	■	■		■
Michael Chiam Tow Khoon	■	■	■	■	■
Cheryl Chong Chiew Peng	■	■	■	■	■

## **CODE OF GOVERNANCE**

HAGAR is committed to and adheres to the Code of Governance for Charities issued by the Charity Council.

## **RESERVES POLICY**

HAGAR has a reserve policy for long-term stability of the operations and it ensures that there are sufficient resources to support the charity in the event of unforeseen circumstances. As a general rule of thumb, HAGAR targets to have at least 3-6 months of operational expenditure kept as reserves. The reserve level is reviewed yearly by the Board to ensure that the reserves are adequate to fulfil the charity's continuing obligations.

The reserves that have been set aside provide financial stability and the means for the development of the charity's principal activity. HAGAR intends to maintain its reserves at a level that is capped at a maximum of 6 months of operational expenditure. The charity intends to use the reserves to sustain the following activities in the event of an economic crisis where HAGAR's ability to receive funds is severely hampered:

1. Programmes and services to beneficiaries in Singapore; and
2. Commitments to global programmes for survivors of trafficking and abuse in Cambodia, Vietnam and Afghanistan; and
3. Running of the HAGAR office to provide uninterrupted delivery of services and programmes for stakeholders and beneficiaries.

*For more information on the charity's current reserve balance, please refer to Note 7 on fixed deposits (page 16) of the charity's Financial Statements.*

## **CONFLICT OF INTEREST POLICY**

All Board members and staff are required to comply with the charity's conflict of interest policy. The Board has put in place documented procedures for Board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

## **WHISTLE-BLOWING POLICY**

HAGAR has in place, a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

## **REMUNERATION DECLARATION**

None of the charity's staff receives more than \$100,000 in annual remuneration each.

## **FUNDING SOURCES**

HAGAR's main source of financial support are donations from foundations, individual donors, churches and corporations.

## **Hagar Singapore Ltd**

HAGAR was incorporated as a company limited by guarantee on 04/02/1994, and is an exempt charity. HAGAR was registered as a charity under the Charities Act (Chapter 37) since 07/04/2014. HAGAR has M&AA as its governing instrument.

Unique Registration Number (UEN): **200401226H**

Banker: **DBS Bank**

Registered Address: **600 North Bridge Road, #05-01, Parkview Square, Singapore 188778**

Mailing Address: **Simpang Post Office, P.O. Box 200, Bedok, Singapore 914807**

Auditor: **Baker Tilly**

Our ability to make a difference in the lives of survivors is dependent on your generosity. You can support us through financial giving, or volunteering your time and expertise. For more information about what we do, and how you can get involved, please visit:

**[hagar.org.sg](http://hagar.org.sg)**

Facebook **@HagarSingapore**

Instagram **@HagarSingapore**

Email **[singapore@hagarinternational.org](mailto:singapore@hagarinternational.org)**