

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

# MAXIMISE IMPACT

HAGAR

The whole journey

2022  
ANNUAL  
REPORT

for the year ending on 31 December 2022





# 49.6 million

people live in **modern slavery** today




1 in 4

are children

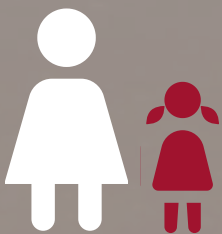
## 22 million

people in forced marriages



## 27.6 million

people in  
**forced labour**  
(including commercial  
sexual exploitation)



## 54%

are women & girls

In 2022, we supported

**599,068**

direct and indirect  
beneficiaries

and reached over

**1.5  
million**

people with awareness-raising  
activities via social and  
traditional media



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.

# CONTENTS

## ABOUT HAGAR

Our Vision & The Whole Journey	1
Where We Work	2
Message from our Chairman	3
Message from our Executive Director	4
Our Leadership	5

## OUR WORK

2022 Global Impact	7
Our Beneficiaries	8
Singapore	9
Cambodia	12
Vietnam	15
Afghanistan	18
Solomon Islands	23
Myanmar	26

## MAJOR INITIATIVES

Hagar Charity Golf Tournament Returns	28
CV-Writing Project for Migrant Workers	31
40.3 Freedom Race Against Slavery	33

## OUR VOLUNTEERS AND PARTNERS

36

## LOOKING AHEAD

41

## OUR ACCOUNTABILITY

2022 Financial Highlights	42
Corporate Governance	44



# About Hagar

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

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 work every day to maximise our impact at the personal, community, country, and global levels.

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

## 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 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.

**We do whatever it takes, for as long as it takes to restore a broken life.**



-  Programme Offices
-  Support Offices
-  Partner Alliance Offices

# Where We Work

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.**



# Message from our Chairman

Marking the start of a post-COVID era, 2022 saw HAGAR resuming in-person activities and the leadership team from 9 Hagar offices met in Singapore to develop our next 3-year (2023-2025) global strategy.

The post-pandemic economic challenges are having profound consequences on the well-being of vulnerable communities. Together, the leaders debated over emerging human trafficking trends across local and global territories, pressing concerns and ideas tackling underlying root causes. We are grateful for the valuable guidance from Deloitte who lent their consulting expertise in helping us shape our plans amid the increasingly challenging landscape.

After the Singapore meetings, the leadership team went on to Cambodia to visit the communities and beneficiaries where our projects have made an impact. At the *"Home of Love"* shelter, I was humbled to witness the incredible resilience of the young women and girls who had experienced extreme trauma of abuse from human trafficking. These ladies were deceived into work overseas without realising they had been trafficked for sexual exploitation and forced labour. **Despite the depths of despair they had experienced, we saw faces of a growing hope and I am very grateful that HAGAR could help to restore them.**



**Paul Chan Chee Onn**

Working with vulnerable communities in Afghanistan, Vietnam, Cambodia, and Singapore is no mean feat and we do this in partnership with local governments, corporates, businesses, academic institutions, community organisations, volunteers, donors, and civil society to provide effective rehabilitation and economic empowerment for survivors of trafficking, slavery, and abuse.

There are no easy solutions for this work we are doing. However, we know our efforts in the past 28 years have not been in vain as we witness the **gradual but life-changing transformation in the many lives of women and children who have benefitted from HAGAR's help through the years.**

Thank you for joining us in our mission. Without our committed donors, partners, and volunteers, our work would have been an impossible task. God bless you for the blessing that you are!

A handwritten signature in black ink, appearing to read 'Paul Chan', followed by a long horizontal flourish.

# Message from our Executive Director

With growing inflation and ongoing post-pandemic uncertainty, the economic slowdown is hitting vulnerable populations the hardest. Particularly in Singapore, our Hagar beneficiaries in the past year experienced major difficulty making ends meet and struggled to provide for their families back home.

Fearful of losing their jobs and potential repatriation if they report the abuse, these vulnerable women migrant workers continue to hang on to their jobs, accepting the exploitative employment conditions. At the same time, poverty and worsening financial hardships continues to drive migration. Deceived by fake job offers, vulnerable women and girls fall straight into the enslavement traps set by criminal syndicates.

Being able to be a part of their journey of recovery is a very precious experience for me. Three of our beneficiaries returned home in 2022; we have journeyed with them since 2015 when they were first rescued from human trafficking in Singapore. Broken, fearful and unskilled when we first met them, these three young ladies flourished during the last 7 years. **As we bade them goodbye, we saw beautiful reflections of a changed person through their grateful heart, higher skills, and a fresh hope for their future.**

I am deeply grateful for the overwhelming support to our Hagar beneficiaries in Afghanistan in the aftermath of the earthquake and the unrelenting humanitarian crisis, and other aggravated situations in Cambodia and Vietnam during the year. **It was the unwavering support from donors and partners that enabled us to continue delivering our programmes and services to ensure protection for our clients, provide primary healthcare, support education and rebuild livelihoods.**

With the global economic uncertainties driving unemployment rates and exposing the vulnerable to human trafficking schemes, it is imperative that we step up to improve aftercare services and inform policies and systems to deter such crimes. I look forward to having your continued support in this life-changing work together. Thank you for your kindness and for being part of our story of hope for the afflicted.





# 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 3 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**

Board Director, appointed 1 January 2013  
Associate Director, National University of Singapore  
Past: Honorary Treasurer, appointed 15 March 2017  
Resigned in June 2022



**Chua Eng Hui**

Honorary Treasurer, appointed 1 December 2021  
Senior Consultant, Luo Ling Ling LLC  
Past: Board Director, appointed 3 March 2016

## GOVERNING BOARD (CONT'D)



**Dominique Choy Sok Fun**

Board Director, appointed 3 March 2016  
Vice President, HCSA Community Services  
Resigned in June 2022



**Lee How Giap**

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



**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



# 2022 Global Impact

2022 was about **maximising HAGAR's impact**. From providing direct support to survivors to scaling up prevention initiatives and advocating for legal and policy change, we shared our experience, and raised HAGAR's voice at the community, national and global levels.

It was a challenging year in many ways. However, leveraging the success we have achieved over the years in building trust with local governments and key stakeholders, establishing strong support networks, and empowering vulnerable communities, we were able to increase our reach and maximise our impact to meet the desperate needs of vulnerable women and children.

In addition to delivering our regular programmes for survivors of trafficking and abuse in **Singapore, Cambodia, Vietnam, and Afghanistan**, we collaborated with other organisations in **Myanmar and Solomon Islands** to **increase our reach and ease the impacts of COVID-19, natural disasters, and other humanitarian emergencies**.

**599,068**  
total beneficiaries

**9 times**  
growth in impact

65,000  
beneficiaries  
(target)



**138,157**  
direct beneficiaries



**460,911**  
indirect beneficiaries



**1.5 million**  
media reach

# Our Beneficiaries

Driving sustainable and lasting transformation and building on our global experiences, all programmes and activities were implemented through five strategic goals.



## Goal 1: Heal

Support survivors to heal through access to consistent quality services



## Goal 2: Prevent

Strengthen mechanisms to prevent trafficking, slavery, and abuse of vulnerable populations in target areas



## Goal 3: Partner

Build the capacity of our partners to deliver trauma-informed care to survivors



## Goal 4: Empower

Empower and equip survivors at community, national and international levels, to actively contribute to society and the economy



## Goal 5: Influence

Contribute to changing policy at the community, national, and international levels

## Where we work:

Singapore

Cambodia

Vietnam

Afghanistan

Solomon Islands

Myanmar



# SINGAPORE

**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.**

Young women and girls, in particular, are targeted by traffickers with tempting job offers that promise to lift their families out of poverty. Fearing repatriation and a loss of income and the ability to support their families back home, these young women stay entrapped in exploitative conditions. Bonded by debt and psychological coercion, there is almost no way of escape.

**Collaborating closely with the Singapore Government, Hagar assisted 593 women migrant workers who fell prey to human trafficking, exploitation or abuse in Singapore.**

Besides meeting their immediate needs for food, basic living support, medical treatment and providing legal aid, we accelerated efforts to improve the women's literacy and employment levels through English and digital literacy training, skills building programmes, and re-employment and resettlement assistance.



In 2022,  
Hagar Singapore assisted

**593**

Direct beneficiaries

**2,810**

Indirect beneficiaries

through the Whole Journey programme



## Heal

**593 survivors** of trafficking and abuse were supported with critical recovery services, literacy and upskilling programmes, employment, and reintegration assistance.

**43 clients** received legal aid and representation during their court trials. 100% of clients scheduled for court appearances were accompanied by Hagar staff or volunteers who provided vital emotional support.



## Prevent

**Over 974,000 people** were reached via a video marketing campaign across multiple social media channels. The campaign raised awareness of human trafficking and the deceptive tactics used to trick vulnerable young women into working in Singapore.

**Strategic partnerships** with community agencies and local governments enabled us to reach vulnerable communities across Asia, where most migrant workers in Singapore come from.



## Partner

**Anti-trafficking** partnerships with the Singapore government, businesses, and employment agencies strengthened anti-trafficking efforts and increased community response to human trafficking and abuse of migrant workers.

**Job placements** partnerships with Far East Hospitality enabled us to place clients in hotel cleaning jobs with safe and fair hiring practices





## Influence

**Provided expert knowledge** to a Singapore government research project aimed at strengthening local policies and processes to tackle human trafficking.

**24 community** and corporate organisations provided employment assistance to exploited female migrant workers under Hagar's care.



## Empower

**406 clients** increased their ability to build stable livelihoods through skills training, literacy education and employment support services.

**100% of clients** who were eligible for work under the Temporary Job Scheme were successfully placed in jobs.

**4 clients** received reintegration support after returning to their home countries.

## Mikha's story



**“I am now employed as a cleaner in the hotel industry. Thanks Hagar for your help and love.”**

Mikha gave up her college education so she could work to support her children, parents, and seven siblings. The family struggled to make ends meet and was displaced after a typhoon destroyed their home.

Mikha accepted a job as a domestic helper in Singapore, but her employer subjected her to sexual and physical abuse. Fearful of losing her job, she endured the abuse until confiding in a friend. With the help of police, Mikha was rescued and taken to a shelter.

Hagar counsellors helped Mikha recover from her trauma, while a caseworker secured employment for her under the Ministry of Manpower Temporary Job Scheme.



# CAMBODIA

**Rich with cultural heritage, Cambodia continues to deal with the aftermath of the Khmer Rouge regime, with many people suffering physical and mental health problems because of the trauma they experienced.**

Cambodia faces high levels of poverty and inequality. Domestic violence has become a significant problem, particularly in rural areas. According to the Global Slavery Index, **Cambodia is one of the top 10 countries with the highest prevalence of modern slavery**, including forced labour and forced marriage.

Hagar began supporting survivors of human trafficking, slavery, and abuse in Cambodia more than 29 years ago. We are proud and privileged to continue to walk **The Whole Journey** with survivors and our team continues to streamline operations and maximise our impact.

**In 2022, 287 survivors were admitted into Hagar's Whole Journey programme and received recovery services including medical care, counselling, legal services, food support, access to education, and economic empowerment.**





In 2022,  
Hagar Cambodia assisted

**52,860**

Direct beneficiaries

**211,040**

Indirect beneficiaries

through the Whole Journey programme



## Partner

**66 staff** of our NGO partners received Trauma-Informed Care training.

**392 schoolteachers and government officials** received Psychological First Aid training, delivered in partnership with the Ministry of Education, Youth, and Sport.



## Influence

In collaboration with the **Ministry of Justice (MoJ)**, Hagar developed a training curriculum for the Children in Judicial Proceedings Guidelines and the Juvenile Justice Procedure Operational Guidelines.



## Heal

**117 survivors** received legal assistance and counselling.

**1,542 counselling sessions** were conducted for survivors and their families.



## Prevent

**5,731 adults and children** attended 211 training sessions on child protection, human trafficking awareness, gender-based violence prevention, positive parenting, reporting mechanisms, and child protection.

**44,062 people** were reached through 337 community education awareness sessions.



## Empower

**79 survivors** received education support.

**157 survivors** received economic empowerment support.

**57 people** were supported to establish small businesses.



# Phavy's story



When Phavy was 10 years old, she was convinced to go to a party where she was beaten and raped.

She recalls, "I was so frightened and scared to face my community and my family after what happened to me. I hated myself. It was a terrible experience and I did not want to live anymore."

After a year of Hagar's support, including counselling, vocational training, and economic empowerment assistance, Phavy made a remarkable recovery.

She now runs a food and grocery business in the local market, earning approximately USD \$300 a month to support her family.

**"Now I love my life again. Without Hagar, I might not be alive and standing here today."**



# VIETNAM

Vietnam has experienced strong economic growth over the past few decades. Yet the root causes of human trafficking such as poverty, limited education, and few job opportunities, remain a challenge.

Vietnam is a **significant source country for sex trafficking and forced labour**. Women and girls are particularly vulnerable to domestic and international trafficking, often being lured by false job or marriage offers and then forced into exploitative situations.

Throughout 2022, Hagar worked closely with local communities and partners in Vietnam. Unfortunately, we witnessed the growth of human trafficking on social media platforms, specifically targeting young people looking for work. Together with local partners, we moved swiftly to **promote preventative measures** including improving the capacity of our partners, enhancing the resilience of vulnerable people, and sharing our knowledge.

During the year, we scaled up our prevention activities and expanded service delivery to 39 communes, 13 districts, and 3 provinces.







## Heal

**139 survivors and 363 dependents** received support services including health care, education, food, shelter, legal assistance, and vocational training.

**776 calls** attended to by the Hagar Hotline, including **53 cases** requiring **emergency intervention**.



## Prevent

**1,308 people** attended awareness training and learned about the impact of gender-based violence, abuse, and human trafficking.

**12,450 adults and children** from vulnerable communities were reached via 9 awareness raising campaigns.



## Empower

**33 survivors** received education support.

**211 survivors** equipped with vocational training skills.

**171 women** empowered to set-up livestock businesses through the provision of micro-loans and assistance.



## Partner

**1,252 staff** from 39 partners received training on child protection, Trauma-Informed Care, case management, gender equity, and trafficking.

**22 training courses** on providing Trauma-Informed Care to survivors were conducted for 168 participants.



## Influence

**10 community-based** Emergency Response Teams were established, allowing us to meet the needs on the ground more timely and efficiently.

**In collaboration with UN Women**, we led 2 nationwide workshops and 1 study tour.

**Knowledge sharing at 3 international events** where we contributed to improving strategies in preventing trafficking, abuse and violence.

In 2022,  
Hagar Vietnam assisted

# 60,731

Direct beneficiaries

# 70,038

Indirect beneficiaries

through the Whole Journey programme



# Lua's story

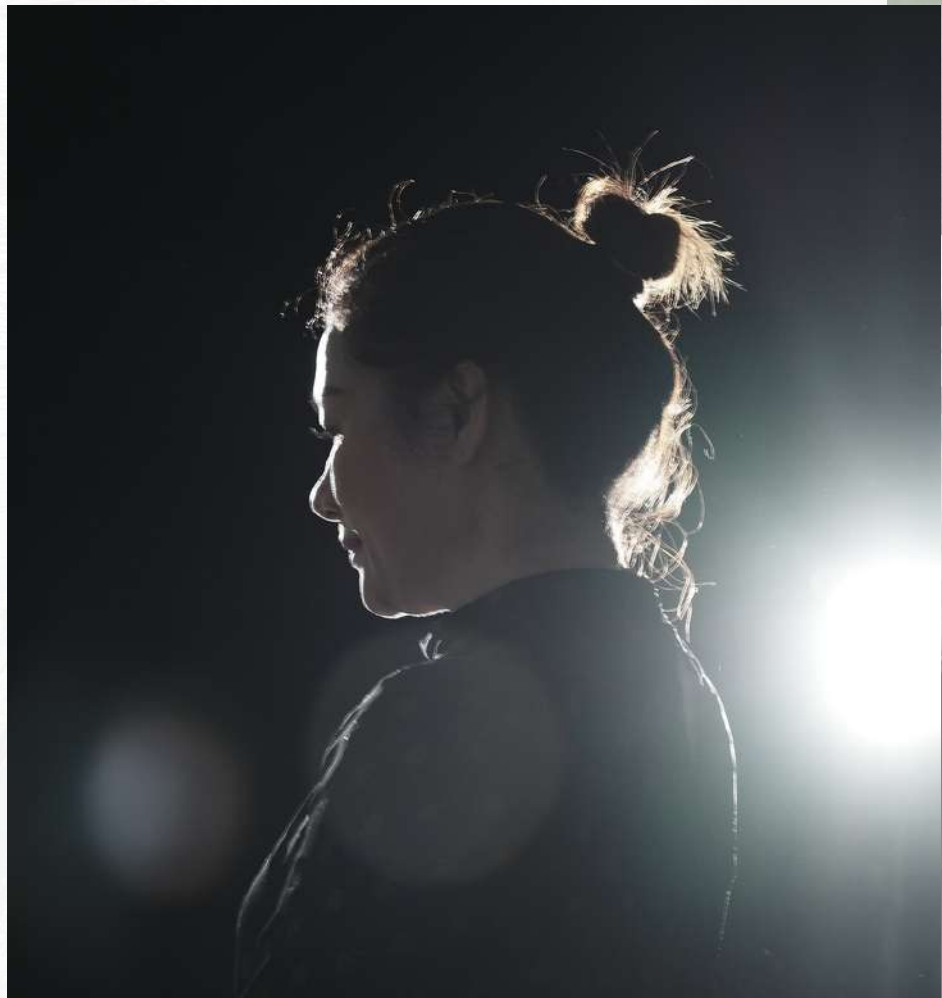
**“I am so thankful to have Hagar by my side. I feel encouraged and motivated to move on with my life.”**

Lua's nightmare began with a simple glimmer of hope—an opportunity to provide herself and her daughter with a better life.

A man Lua knew and trusted offered her a well-paid job in the UK, but it was a trap. When she arrived, Lua was imprisoned by human traffickers. She was starved, beaten, and forced to work on a cannabis farm in deplorable conditions. She endured this inhumane treatment for six years. Thanks to her incredible courage and the help of a neighbour, Lua escaped but she was left with deep physical and emotional scars.

Salvation Army UK connected Lua with Hagar Vietnam, who assisted her return home. Hagar provided immediate psychological first aid and ongoing help, guidance and legal assistance.

**Today, Lua has a job and a regular income.**





# AFGHANISTAN

**Afghanistan is home to the world's largest humanitarian crisis, with two-thirds of the population (28 million people) estimated to be in need of aid in 2023.**

Decades of conflict, poverty, and displacement have forced families to flee their homes. Many have migrated to neighbouring countries in search of work. And **those who remained have lost their livelihoods and continue to struggle to provide food and basic medical care for their families.**

Poverty, a widespread issue across the country, is the main driver of human trafficking in Afghanistan with women and children being at high risk of exploitation due to the deep systemic discrimination against them.

**Afghanistan is the most repressive country in the world for women** and most structures and mechanisms for supporting vulnerable women and children have been destroyed, **The basic rights of women and children are being violated**, and they are prohibited from working or attending school and university.

**Despite the many challenges, Hagar Afghanistan positively impacted thousands of lives in 2022 and our programmes supported clients on their journey from reliance on emergency relief to long-term independence.**





# EMERGENCY RESPONSE PLAN

2 years after the Government takeover in Afghanistan, the country continues to experience a deepening humanitarian crisis. Livelihoods have been decimated, and Afghans across the country are dealing with poverty, acute malnutrition and starvation, and a raft of natural disasters such as earthquakes, drought, and floods.

**HAGAR continues to be one of the international NGOs permitted to provide humanitarian support in Afghanistan.**

In response to the unfolding humanitarian crisis in Afghanistan, Hagar International launched the Emergency Response Plan (ERP) to provide **immediate nutrition, health, and education assistance for vulnerable families.**



## Emergency Response Plan



Food Aid



Primary Health Services



Child-Friendly Spaces



Winter Support



Earthquake Response



Livelihood Development

In late 2022, the emergency response plan began to focus on longer-term assistance, including restoring people's livelihoods.



Through the ERP, we supported

**22,668**

**Direct beneficiaries**

**164,887**

**Indirect beneficiaries**



**3,831 men, women, and children** in Paktika province were directly assisted through the **Hagar Earthquake Response**



**1,000 families** received winter support



**16,284 men, women, and children** received primary healthcare and psychosocial support



**500 families** received hygiene supplies



**332 children** received quality education, recreation activities, counselling, and winter support at our specially created child-friendly spaces







## Heal

**392 direct and 2,940 indirect beneficiaries** were supported by the **Forgotten No More (FNM) project**, including 92 child survivors of trafficking.

**29 girls** who had experienced trafficking, sexual abuse, underage and forced marriages, and gender-based violence were supported at **Hagar's Girls' Shelter** which opened in 2022.



## Prevent

**6 institutional outreach sessions** were attended by 120 staff of stakeholder organisations.

**9 public outreach sessions** were conducted for 180 community members, including parents, schoolteachers, religious leaders, and community leaders.



## Empower

**284 direct and 2,130 indirect beneficiaries** were empowered by the Restoring Lives through Livelihoods (RLL) project. RLL aims to assist, stabilise, and restore the lives of women who have experienced sexual exploitation, sexual abuse, gender-based violence, and trafficking.

In addition to the ERP, Hagar Afghanistan has also helped

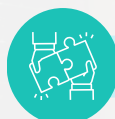
# 23,711

Direct beneficiaries

# 175,582

Indirect beneficiaries

through the Whole Journey programme



## Partner

**MOUs** were signed with the Ministries of Labor and Social Affairs, Refugees, Education, Public Health, and Economy, **permitting Hagar's vital work.**

Hagar's continued partnership with the Afghan government allows us to carry on our efforts to combat trafficking and abuse in the country.



## Influence

**15 training sessions** were conducted with staff of institutions working for or directly with children and their communities, to raise awareness about children's rights and how to protect children from exploitation.



# Hania's story



Poverty and insecurity forced Hania and her family to flee from their home in Takhar province to Kabul.

After arriving in Kabul, Hania pursued a bachelor's degree, which she completed just as the Taliban seized power. Despite her education, Hania's lack of experience made it impossible for her to find work. To make matters worse, Hania's severely ill younger sister had to go without her usual medication and regular check-ups, causing her health to deteriorate.

Hania's life changed when she joined Hagar's Restoring Lives through Livelihoods (RLL) project. She began working for a carpet company and used her first salary to purchase medication for her sister.

**"I thank Hagar from the bottom of my heart for giving me the opportunity to stand on my own two feet and care for my sick sister."**



# 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.**

Hagar's SAFE program is designed to raise awareness of the harmful effects of human trafficking, and the services available for survivors.

2022 was the second year of the five-year program, funded by Tearfund New Zealand through the Ministry of Foreign Affairs and Trade (MFAT) New Zealand.

**SAFE builds the capability of a local NGO, HOPE Trust, in the skills Hagar has learned over the past 29 years to prevent and respond to human trafficking, child sexual exploitation, and sexual abuse. This includes casework, Trauma-Informed Care, legal support, and human trafficking prevention.**

To ensure the sustainability of HOPE Trust, the organisation's finance, human resources, administration, programmes, communication and governance were assessed. This helped reveal gaps in capacity, which Hagar and HOPE Trust will address over the coming five years.





## Heal

**30 social workers**, case managers and frontline responders attended a three-day Trauma-Informed Care training course to learn about Hagar's Whole Journey approach and Solomon Islands national referral mechanisms.

**Trauma-Informed Care and access to social services** were extended to the first survivors of human trafficking, child sexual exploitation, and sexual abuse.



## Prevent

**Our cross-organisation learning and support** efforts with Homes of Hope, our Fiji-based programme partner, has led to the adaptation of their Thumbs Up school awareness programme and their Sexual Exploitation and Trafficking Awareness programme for the Solomon Islands context, allowing for more culturally sensitive and relevant assistance.



## Influence

**Awareness and engagement initiatives** to educate and inform religious leaders and community about child protection and safeguarding, and the need to combat human trafficking, child sexual exploitation and abuse.

In 2022, we assisted

# 262

Direct beneficiaries

# 1,441

Indirect beneficiaries

through the Whole Journey programme



## Partner

**Strong multi-organisation partnerships** between key stakeholders (Hagar International, Hagar New Zealand, Tearfund New Zealand, Homes of Peace Fiji, and LIFT International Thailand) contributed significantly to HOPE Trust's organisational development, the strengthening of its governance, and improvements to its internal organisational compliance system.



## Empower

**Identified livelihood options** that would strengthen the incomes of households vulnerable to trafficking and sexual exploitation.

**Provided economic support** to survivors through local NGO partner Ola Fou.



## Kerin's story

**“I’m passionate and honoured to support the young girls in my country and help protect them from all forms of exploitation and abuse. I know that I will continue to deliver and reach more young girls through the SAFE program in coming years.”**

Kerin is one of HOPE Trust’s skilled counsellors. She holds a university degree and has completed Hagar's training in providing Trauma-Informed Care to survivors of human trafficking, sexual exploitation, and sexual abuse.

Her very first client had experienced sexual abuse and Kerin conducted an initial assessment to better understand the client, and gain her trust.

“

I was listening and giving her the space to share. One lucky thing I found is that I’m also from Guadalcanal, so the client could use her own dialect to tell her story. I just listened, as I had been taught in the Hagar training. It’s all about the survivor feeling safe enough to release and breathe in the space provided.

“Solomon Islands culture and tradition sees this topic as taboo,” says Kerin. “But awareness-raising activities should be ongoing to remind communities about the issues, how to report them, and what the law says.”





# MYANMAR

**Myanmar is one of the least-developed countries in the world. In February 2021, there was a military coup, which has since undone much of the economic and human development that occurred in the previous decade.**

By September 2022, Myanmar was ranked 149th out of 191 countries and territories in the Human Development Index and was ranked first for the greatest increase in fragility.

The political crisis, coupled with the COVID-19 pandemic, has had catastrophic economic effects. Mass job losses, business closures, and a weakened currency have caused household income to fall to roughly half of what it was before the coup. Families are struggling to feed themselves and a humanitarian crisis is emerging fast. This context exacerbates vulnerability to human trafficking and places additional pressure on households and communities, leading to increased risks of gender-based violence and exploitation.







Myanmar has limited services available for survivors of human trafficking, slavery, and abuse and few prevention approaches in place.

Since 2014, Hagar has been working in Myanmar to build the capacity of partner agencies World Vision, World Concern, the Yangon Kayin Baptist Women's Association (a local NGO), and ActionAid. Hagar works with local partners to build knowledge and capacity on Trauma-Informed Care services as well as economic empowerment for survivors.

In 2022, Hagar developed a programme that will begin a 12-month pilot in January 2023. Funded by the United Nations Population Fund (UNFPA), it will focus on building resilience and economic empowerment for women and girls who are at risk or are survivors, of gender-based violence.



## Hagar Charity Golf Tournament Returns

**Annual charity golf returns post-COVID-19**



**14 October 2022 marked the return of the Hagar Charity Golf Tournament in Singapore after a 2-year suspension since the COVID-19 pandemic. The response was overwhelming as golf enthusiasts and volunteers who support our mission readily stepped forward to join the event. Within a short 8 weeks, the entire event at the Seletar Country Club was fully subscribed.**

Despite the morning rain and the initial lightning alert, the golfers cheered in excitement and anticipation as they set off in their buggies for the shotgun when the skies cleared.

Greeted with bright smiles and exceptional hospitality from staff and volunteers, golfers had an incredible time, golfing for the cause.





Donned in iconic red Hagar shirts, volunteers were spotted throughout the club compound, passionately pitching for HAGAR through various games and activities on the golf course to raise awareness of human trafficking and support for victims.

The strong support from golfers continued into the night through the dinner celebration, as they contributed through the silent auction and learnt about the impact of their giving.



**In total, \$258,140 was raised to support the critical needs of women and children who have suffered the trauma of human trafficking, slavery and abuse.**

Through a suite of services, HAGAR supports survivors through the provision of emergency shelter, legal aid, medical care, trauma-informed counselling, education and economic empowerment, as well as support for reintegration assistance – so that survivors can achieve economic independence and become less vulnerable to human trafficking schemes.

An absolutely epic day, everyone left in high spirits; thankful for the opportunity to make a difference in the lives of the poor and afflicted.



## Words from the heart from golfers and volunteers

"Good job on organising such a huge event and getting all the sponsors even though HAGAR has a small staff team. I am so impressed! And there's so much warmth and hospitality from everyone and all your volunteers. All for a meaningful cause. Keep it up!"

—Michael Tan, golfer.



"Helping women and children has been something I really wanted to do and volunteering at the Golf event organised by HAGAR allows me to do so. And being together with like-minded people and the friendly community motivates me to come back year after year to play a part."

—Eleen Tay, regular volunteer



"Had a wonderful time stepping away from my normal routine to help out a great cause with lovely people. Being a volunteer for this event allows you to feel a heart that beats for someone or something else and I find that refreshing and rewarding. Although I'm giving my time, I'm the one that feels blessed!"

—Jasper Park, first-time volunteer



Our big heartfelt thanks go to all our sponsors and golfers, the organising committee and all 36 volunteers who had contributed to this success. Without whom, this event would have been completely impossible.



## CV-Writing Project For Migrant Workers



A Curriculum Vitae (CV) is often the first contact with a prospective employer and a chance to show the best one has in terms of educational qualification, work experience and top qualities.

Commonly, a CV is required when applying for jobs. It is easy to prepare for many of us in Singapore but certainly, a tall order for migrant workers. For most, they do not know what a CV is, much less how to prepare one.

In helping women migrant workers improve their employment outcomes in Singapore, HAGAR works with local businesses and employment agencies to seek job placements for migrant women so they can earn an income and support their families back home.

**Learning about HAGAR's new CV-writing initiative and purpose, our corporate partners namely, Microsoft, Linklaters and Micron volunteered to rally employees from amongst their respective companies to assist with this special project.**



Over Zoom sessions and in-person meetings, the corporate volunteers took time to listen to the workers as they shared about their background and past work experience, with help from those who could speak the native language.



**Drawing out the best in them, volunteers took careful note of their intrinsic qualities and quiet strengths that were frequently overlooked.**

With the information gathered, the volunteers drafted the CV document. The workers also had a chance to practice mock interview questions during the Pro Bono Day that was jointly organised by Microsoft and Linklaters where their teams rigged up scenarios and questions commonly asked by potential employers.



It was an eye-opening experience for the migrant workers and more importantly, a blessed time where they reaped huge encouragement from the corporate volunteers. Each left the meeting empowered with a renewed confidence for their future.

**HAGAR is deeply grateful for the many CSR partnerships formed over the years with corporates that truly care, and committed to improving the lives of vulnerable women and children.**



## 40.3 Freedom Race Against Slavery



There are an estimated 40.3 million people trapped in slavery worldwide, and the numbers are set to rise with the impact of the pandemic, conflict, and worsening economic situation. Women and girls are disproportionately affected by modern slavery, accounting for over 70% of the overall total. Victims are coerced into sexual exploitation, slave labour and forced marriage.

Running for the third year since COVID-19, between 4–13 November 2022, men and women, and even children rallied together in the 40.3 Freedom Race. Each and every participant tackled their selected 40.3-themed challenge to raise awareness and support for survivors of human trafficking and abuse.

Doing their favourite sport or fitness activity, over the 10-day race period, participants of all ages and physical abilities cycled, kayaked, golfed, gymed, planked, swam, climbed, walked, ran, and rollerbladed. All through the 40.3 Freedom Race, family and friends cheered on those who joined and made a donation to show their support.





Through the 2022 Race, \$319,608 were raised by race participants, their friends and family. These funds enabled 4,173 survivors of human trafficking and abuse to receive critical recovery care, education and economic empowerment in the form of food aid and daily living essentials, medical treatment and trauma healing, education and livelihood assistance.



Corporates also rose to the occasion as they used the opportunity to foster team relations in the aftermath of the pandemic restrictions.

Corporate teams from **Liberty Specialty Markets, Linklaters, Agilent Technologies, Macquarie, Microsoft, Micron Technology and Napier** rallied their employees, forming teams and raising funds while championing for a meaningful cause.

A virtual fitness event, the 40.3 Freedom Race is open to everyone who would like to lend their support for some of the 40.3 million victims of human trafficking and modern slavery. We welcome you to join us at next year's race!



## Quotes from participants

**“I simply hope my little effort can help those who went through the agony to be able to live a new life, free from the evil hands.”**

—Jason Ng, race participant of Team Helping a New Life

**Individual raised amount: \$1,150  
Team total: \$6,040**



**It was great to be able to do this together as a team and motivate each other as we worked hard to complete our challenges, keeping in mind the much bigger daily struggles and challenges of Hagar’s clients.”**

—Johanna Leung, race participant of Team H.A.G.A.R (Microsoft)

**Individual raised amount:  
\$9,682  
Team total: \$16,596**

Team H.A.G.A.R from Microsoft doubled their team goal midway during the race period to raise medical fees for a trafficking survivor who met with a car accident.



# Our Volunteers & Partners

**Martin Luther King, Jr. put it so well—**

**“You don’t have to have a college degree to serve. You don’t have to make your subject and your verb agree to serve. You don’t have to know the second theory of thermodynamics in physics to serve. You only need a heart full of grace. A soul generated by love.”**

Inspiration comes in all shapes and sizes. Every day, we are humbled and many times, in awe of our volunteers who devote not just their time and skills, but their heart and soul to the work of HAGAR, in caring for the survivors under our care. These volunteers come from all walks of life. They do not necessarily have the time; in fact, most of them juggle with many responsibilities in school, at work and home. What they have is simply, the heart to improve the lives of those in need.

At HAGAR, we would never be able to achieve this level of impact with such a small staff outfit in Singapore. Volunteers are not just the backbone of HAGAR; they are our pride and joy, and the people who energise us to go on no matter how tough the going gets.





## Volunteer Feature

### Rachel Tey

Welcoming the support of interns, everyone on team HAGAR was excited to meet Rachel who had expressed her interest to intern with us.

For Rachel, beyond gathering experience, she was also seeking her life's purpose and the causes that resonate most with her. Besides her multi-faceted skills and contributions, Rachel's beautiful sincerity and deep compassion for the marginalised made her shine.

Just on the second day of her internship, she met some of the HAGAR beneficiaries and connected well with them. Rachel was genuinely concerned by their concerns and offered encouragement as she listened intently to their struggles. During the Afghanistan earthquake crisis, Rachel supported the team in the communication efforts, working past office hours during this critical period.



Studying in Yale-NUS College, during Rachel's 3-month internship with HAGAR, she contributed significantly to many of the marketing and communication, and fundraising initiatives. Our Singapore social media channel got a boost as Rachel took over the content and media development, producing reels and videos that helped to share the mission of HAGAR with the public and interested viewers.

Even after her internship, the whole journey for Rachel continues. She lends her time as a volunteer whenever her hectic school schedule permits and struggles hard to say No to HAGAR because of her genuine love for the cause.

Rachel stands out as a unique person with an extremely deep heart of compassion, bursting forth to change the world and make a difference. She always has a kind word ready and her fun-loving disposition and sensitivity to the needs of others makes her someone who is easy to connect with.

To say the least, we have been deeply blessed by this extraordinary young person whom we now call as Friend!





## Volunteer Feature Calaiselvy

She's a mother, a wife, a daughter, a sister, a teacher, and a lay leader. Her day mostly starts at 6.00 am and ends close to midnight.

Despite managing a tight daily schedule and little sleep, Selvy is a key volunteer translator for our beneficiaries. A competent interpreter, wonderful encourager, and faithful friend, it is no surprise why many of our beneficiaries pour out their hearts freely to Selvy even at their first encounter.

Supporting trafficked and abused women migrant workers in Singapore through trauma recovery, legal support, economic empowerment, and integration assistance, volunteer translators play an extremely key role in connecting support and facilitating change in their lives. Speaking their native language, interpreters like Selvy are the voice of our migrant workers – what our clients are unable to articulate in English; their pain and grief, and their helplessness, translators work closely with our staff, counsellors, lawyers, and social workers to help them on their recovery journey.

**“I used to think I’m only a translator, and I can only help these ladies in a very small way. But having served with HAGAR all these years, I realised that regardless of how little my contribution is, God can multiply it many folds. These ladies have suffered human trafficking and different kinds of exploitation and abuse. It is hard listening to their stories and I try my best to help them. With God’s help, I believe their lives can turn around. I feel blessed working with the staff at HAGAR to help these ladies and I thank them for giving me the chance to serve this community.”**

We are deeply grateful to Selvy for her genuine care to our migrant community. An amazing rare gem, we know we can always count on her in good days and bad.



## CORPORATES

Accor  
Agilent Technologies Singapore  
Ark Industries  
Asia Piling Co Pte. Ltd.  
AWOT Global Logistics (S) Pte Ltd.  
Beacon Law Corporation  
Best Home Employment  
Boeing Global Corporate Citizenship  
Bunker House Petroleum Pte Ltd  
Covenant Chambers LLC  
Creative Eateries Pte Ltd  
De Souza Et Cie Pte Ltd  
Deloitte  
Eden Resources  
FAF Flying Transportation  
Far East Organization  
GHK Holdings Pte Ltd  
Hai Di Lao  
Hubsons Airfreight Pte Ltd  
IN.FOM Pte Ltd  
Jack Focus Employment  
Liberty Specialty Markets  
Linklaters Singapore Pte Ltd  
Micron Technology  
Microsoft Singapore  
Napier Technologies Limited  
Precepts Legacy Pte Ltd  
Quantedge Foundation (Singapore) Ltd  
Rynamo Building Services Pte. Ltd.  
Sound of Art  
Sunray Woodcraft Construction Pte Ltd  
The Rightway Corporation Pte Ltd  
Thirst Collective  
WICE Logistics (Singapore) Pte Ltd

## TRUSTS AND FOUNDATIONS

Community Foundation Singapore  
Gracefield Foundation  
Lee Foundation  
Macquarie Group Foundation  
Micron Foundation



## SCHOOLS

Biblical Graduate School of Theology  
CHIJ St. Joseph's Convent  
Earth School Singapore  
Middleton International School  
National University of Singapore (NUS) Faculty of Law  
NTU Christian Fellowship  
NUS Centre for Pro Bono and Clinical Legal Education  
Raffles Girls School  
UoM International

## NON-GOVERNMENT ORGANISATIONS

Centre for Domestic Employees  
Foreign Domestic Worker Association for Social Support and Training  
HealthServe  
Humanitarian Organisation for Migration Economics

## CHURCHES

Aldersgate Methodist Church  
Bethesda (Bedok-Tampines) Church  
Bethany Emmanuel Church  
Changi Bethany Church  
Evangel Family Church  
Mar Thoma Syrian Church  
Paya Lebar Methodist Church  
The Bible Church  
Wesley Methodist Church  
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  
US Embassy, Singapore



# Looking Ahead

The post-pandemic economic challenges as well as the global inflationary crisis are having profound consequences on vulnerable populations around the world. As the global economy worsens, the United Nations Office on Drugs and Crime (UNODC) believes that the number of human trafficking victims will continue to swell as the economic crisis drives unemployment rates, exposing migrants and vulnerable persons to human trafficking schemes. With millions out of work and out of school and without social support in the continuing COVID-19 crisis, people are desperately seeking economic opportunities overseas, leaving them at greater risk of human trafficking and modern-day slavery.

**In 2023, HAGAR will focus on developing and increasing survivors' access to long-term, comprehensive recovery support, including economic empowerment and psychological services. By building personal and community resilience and increasing economic empowerment, women and girls will be in better stead to combat trafficking scams.**

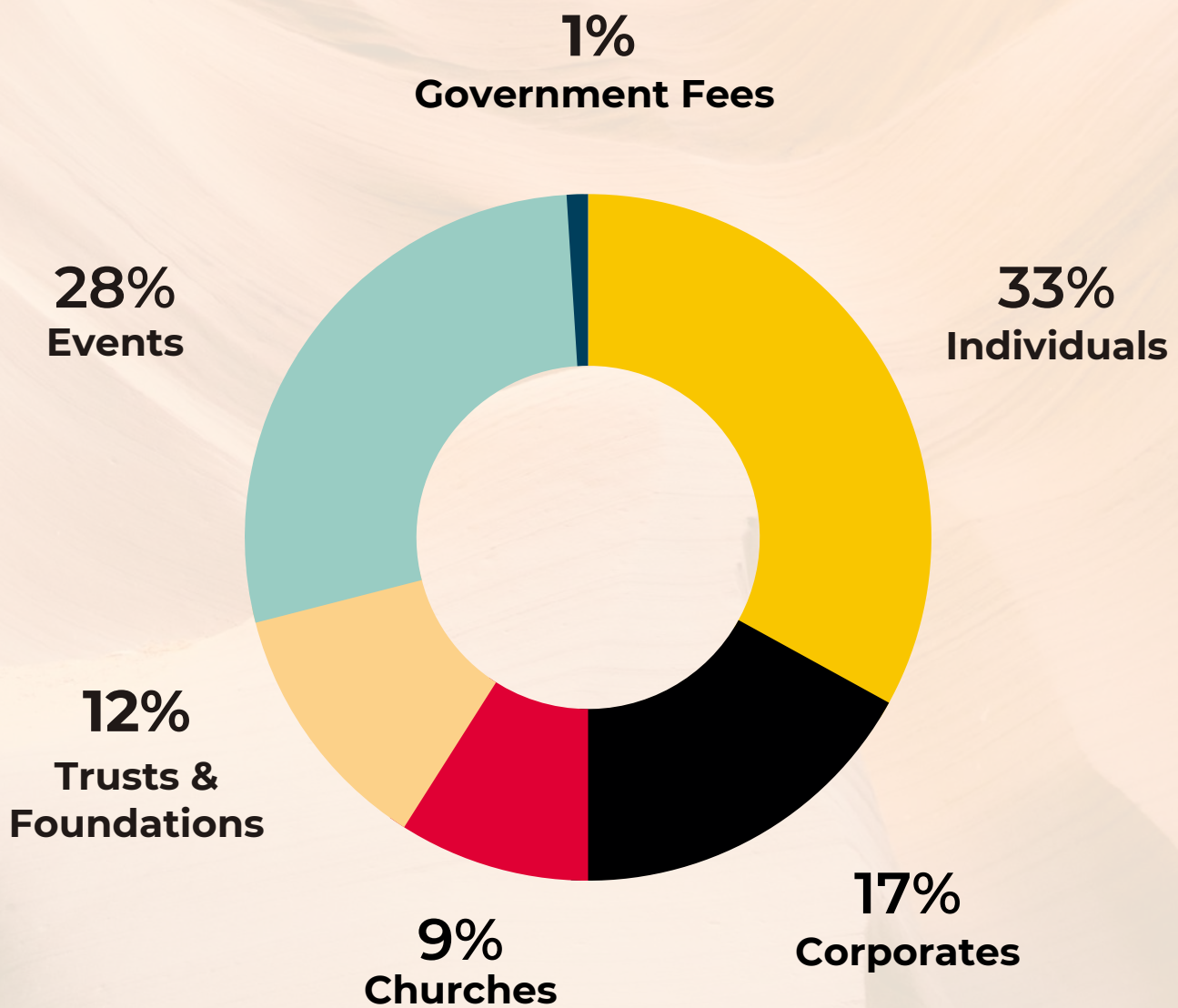
Recognising recent trends where traffickers are using technology to profile, recruit, control, and exploit their victims, HAGAR will also tap the use of technology to create awareness of human trafficking and deceptive job offers through online and social media campaigns. This will be done in collaboration with local government ministries, businesses and corporates, NGOs, and civil society, to prevent the trafficking of vulnerable women and children, and close gaps in labour laws and practices in high-risk sectors. These campaigns will touch on the gendered dimensions of vulnerability, including women's economic inequality, challenging harmful masculinities, and cultural norms that justify the exploitation and abuse of women and children.

With soaring inflation and a likely recession on the horizon, 2023 does not look to be an easy year. **However, we remain hopeful that with the support of our faithful donors, and the foundations we have built and anchored deep over the years, will enable us to overcome every challenge ahead of us.**



## **2022 FINANCIAL HIGHLIGHTS**

### **INCOME SUMMARY**

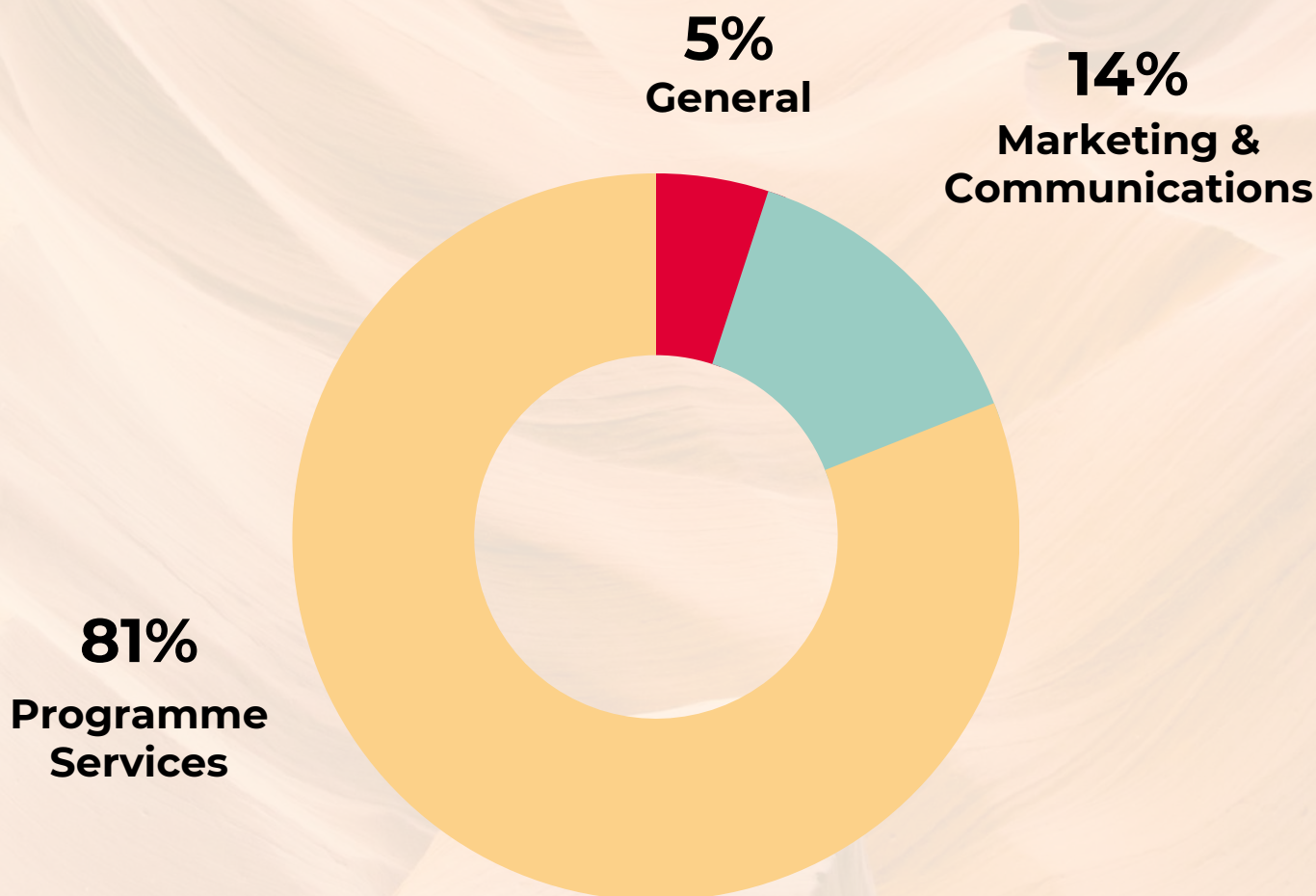


**Total Income: SGD 1,793,907**



# 2022 FINANCIAL HIGHLIGHTS

## EXPENDITURE SUMMARY



**Total Expenditure: SGD 1,546,119**

**Total Income: \$1,793,907**

**Total Expenditure: \$1,546,119**

Overall, donations in the financial year maintained around the same level as compared to the previous year.

Expenses on the other hand, reduced by \$56,299 in the financial year, mainly due to slightly reduced funding needs from humanitarian emergencies as a result of improved stability in the affected communities.

# CORPORATE GOVERNANCE

HAGAR's Board provides strategic direction and oversight of HAGAR's programmes and objectives and to steer 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 2022	29 Mar	15 Jun	15 Jun (AGM)	21 Sep	14 Dec
Chan Chee Onn	■	■	■	■	■
Chua Eng Hui	■	■	■	■	■
Lee How Giap	■			■	■
Jimson Cheng Jang Fa	■			■	■
Sylvia Chan		■	■	■	■
Michael Chiam Tow Khoon	■	■	■	■	■
Cheryl Chong Chiew Peng	■	■	■	■	■
Dominique Choy Sok Fun		Resigned			
Koh Eu Beng		Resigned			



## **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 6-9 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 9 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:

- Programmes and services to beneficiaries in Singapore and;
- Commitments to global programmes for survivors of trafficking and abuse in Cambodia, Vietnam and Afghanistan, and;
- 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**

Two of the charity's staff received 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)**