




HAGAR

The whole journey

# Annual Report 2019

(for the financial year ending  
on 31 December 2019)

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

The background is a collage of images. On the left, a woman in a red headscarf is smiling. On the right, a woman in a black headscarf and beige jacket is looking off to the side. The bottom of the image shows green foliage and a person in a dark headscarf. A large white circle is centered on the page, containing the following text:


Since 1994, Hagar has supported more than 20,000 women and children on their journeys to healing and empowerment after experiencing human trafficking, slavery and abuse.



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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.

A young girl with dark skin and hair is shown in profile, looking out of a window. She is wearing a light-colored, long-sleeved shirt with a graphic design. The background is a blurred view of green foliage and a blue sky, suggesting an outdoor setting. The lighting is soft, coming from the window she is looking out of.

**There are more  
people in slavery  
now than at any  
other time in  
human history.**

---

**40.3 million**

people are living in slavery

**10 million**

are children

**29 million**

are women and girls

**61% of victims**

are in Asia and the Pacific

Source: Alliance 8.7

# About Hagar

## Our Purpose and Mission

A registered charity in Singapore, Hagar Singapore Ltd ("HAGAR") is part of a global organisation. We seek to empower vulnerable women and children, and marginalised communities to be **freed and healed from the trauma of human trafficking, slavery and abuse**. We carry out this mission by:

- Providing holistic recovery care and empowerment to survivors of trafficking and slavery, and exploited migrant workers
- Advocating and raising awareness of human trafficking and labour exploitation issues faced by vulnerable communities
- Building capacities of enforcement groups, governmental agencies and civil society organisations through anti-trafficking and victim identification training

**In 2019, HAGAR supported client programmes, capacity building and awareness initiatives in four countries, namely, Singapore, Cambodia, Vietnam and Afghanistan.**

Working in some of the most challenging geographic locations in the world, where war, genocide and exploitation have devastated communities and caused widespread trauma, we hold tight to the organisation's core values of **Respect, Integrity, Compassion and Excellence**, doing whatever it takes, for as long as it takes, to restore a broken life.

### WE WORK INTENSIVELY AT THE:



**INDIVIDUAL LEVEL**  
to help survivors  
heal and thrive.



**PROJECT LEVEL**  
to build access to  
strong social service  
systems and structures.



**SYSTEMIC LEVEL**  
to bring an end to  
human trafficking,  
slavery and abuse.

# Message from our Chairman

## Chan Chee Onn

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Dear Supporters,

2019 has been an incredible journey, marking our 25 years of working with some of the most marginalised and vulnerable communities in Singapore, Cambodia, Vietnam and Afghanistan. Through that time, we have made an impact in the lives of more than 20,000 survivors, and millions more protected from the lures of trafficking and slavery.

As we reflect on the past two decades, much of what we have achieved would not have been possible without the support from like-minded government and community agencies, sponsors and donors, corporate partners, passionate individuals, and volunteers who gave generously to HAGAR's work over the years.

HAGAR was started in Cambodia back in 1994 by a missionary from YWAM, Pierre Tami who saw the massive need in Phnom Penh. In the post-war era, destitute women and children were living on the streets, with no access to social help, and in dire lack of food and water. Many were especially vulnerable to violence, abuse and exploitation.

25 years on, HAGAR has developed expertise in working with vulnerable persons who have experienced trauma from human trafficking, slavery and abuse. In all of our programmes, we look into the whole journey and develop individualised care

plans simply because there is no cookie cutter solution. Everyone is unique and has different experiences and varying needs.

Eradication of human trafficking and exploitation requires a holistic approach. Besides increasing impact in victim care through access to consistent, quality social services that enhances personal empowerment, strengthening of prevention efforts through development of upstream solutions has become a key priority to HAGAR's strategic initiatives in all of the four countries where our beneficiaries come from.

From Singapore, we are privileged to be able to support essential recovery and empowerment programmes and services for survivors in Cambodia, Vietnam and Afghanistan, as well as in Singapore where female migrant workers are the prime targets of criminal syndicates. Young women across Asia are trafficked to our country for sexual and labour exploitation. To this end, we work closely with the Singapore government's Inter-Agency Taskforce on Trafficking in Persons to combat this serious crime.

Your support enables us to carry out this significant work. Thank you for joining us to rebuild broken lives and to see humanity restored.

**Regardless of the enormous challenges faced, HAGAR is committed to the recovery and empowerment of individuals who are marginalised and oppressed.**

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A handwritten signature in black ink, which appears to be 'Chee Onn', written in a cursive style.



# Message from our Executive Director

**Michael Chiam**

Dear Supporters,

2019 has been a landmark year for HAGAR. Singapore saw the first labour trafficking conviction since the establishment of the Prevention of Human Trafficking Act in 2015. Two club managers were found guilty of exploiting three women, subjecting them to oppressive work conditions and eventually coercing them into prostitution. The three victims were placed under HAGAR's care upon rescue by the authorities. With consistent support and empowerment through the years, we are heartened that they are living stable and independent lives back in their home countries now.

The Singapore government also revised the Women's Charter to step up protection for women duped into prostitution. The new law sees stiffer penalties imposed on offenders to deter such crimes. While the amendments are welcomed, more efforts would be needed to educate the public and improve their awareness of human trafficking and exploitation.

With the increasing number of foreign workers in Singapore's total labour force, HAGAR has also been expanding the scope of our recovery programmes and awareness campaigns to rehabilitate victims of trafficking and abuse, and protect migrant workers.

The ongoing attention on vulnerable migrant workers in our community highlights the need to help improve their migration outcomes, reducing their risks to exploitation. This year, with the strong support from the Macquarie Group Foundation, a dedicated life skills training programme customised for migrant workers was developed. This modular-based training programme will help workers develop resilience to face the challenges of life.

In a social campaign to raise awareness of human trafficking in Singapore, we launched the *"Be A Voice for the Silenced"* initiative in conjunction with World Day Against Trafficking in Persons. Together with five local renowned fashion designers and artists, a series of scarves was designed, each inspired by a true human trafficking story and carries a help message written in a native language known to potential human trafficking victims. Powered by a community of social influencers, Asia's largest advertising firm DDB, and Bless Inc Asia, the anti-trafficking campaign generated active conversations and support for victims.

Hagar Singapore continues to be part of an international network, and we are grateful to every supporter who has contributed their resources, time, skills, finances and networks to join us in this mission.

**We step forward into 2020 with an emboldened spirit to tackle human trafficking, slavery and abuse. The urgency cannot be understated; millions continue to face hardship, abuse and exploitation in our modern societies.**

Thank you for your unwavering care, and I look forward to your continued support in the new year!



# 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.

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## GOVERNING BOARD



**Chan Chee Onn**

**Chairman,  
appointed 11 March 2019**

*Past: Board Director,  
appointed 3 March 2016*

Director of Financial Services  
Great Eastern Life



**Jimson Cheng Jang Fa**

**Board Director,  
appointed 11 March 2019**

*Past: Chairman,  
appointed 27 July 2015*

Regional Managing Partner,  
Heidrick & Struggles



**Koh Eu Beng**

**Honorary Treasurer,  
appointed 15 March 2017**

*Past: Board Director,  
appointed 1 January 2013*

Associate Director,  
National University of Singapore



**Chua Eng Hui**

**Honorary Secretary,  
appointed 15 March 2017**

*Past: Board Director,  
appointed 3 March 2016*

Senior Consultant,  
RHTLaw Taylor Wessing





**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



**Sylvia Chan**  
**Board Director,**  
**appointed 3 March 2016**

Founder and Director,  
Emancipasia



**Michael Chiam Tow Khoon**  
**Board Director (no voting rights),**  
**appointed 15 March 2013**

Executive Director,  
Hagar Singapore Ltd

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## EXECUTIVE MANAGEMENT

**Michael Chiam Tow Khoon**  
**Executive Director,**  
**appointed 15 March 2013**

## OUR WORK

# 2019 Global Impact in Numbers

Founded in response to the prevalence of extreme domestic and community violence towards women and children in post-civil war Cambodia, 25 years on, HAGAR now runs recovery services and empowerment programmes from **Singapore, Cambodia, Vietnam** and **Afghanistan**, uplifting survivors of trafficking, slavery and abuse.

# 1,167

CLIENTS SUPPORTED ON THEIR JOURNEYS TO  
RECOVERY FROM TRAFFICKING, SLAVERY AND ABUSE



**2 MILLION PEOPLE** REACHED  
THROUGH AWARENESS-RAISING  
INITIATIVES, COMMUNITY  
OUTREACH, EDUCATION  
PROGRAMMES, GOVERNMENT  
AND NGO PARTNERSHIPS, AND  
MEDIA STRATEGIES.



# 43,789

DIRECT AND INDIRECT BENEFICIARIES

**Clients:** Survivors of human trafficking, slavery and abuse who received direct client-based services.

**Direct and indirect beneficiaries:** People who participated in capacity-development training, community-based campaigns, and other community members who benefitted through their relationships with participants.



# The Whole Journey Approach

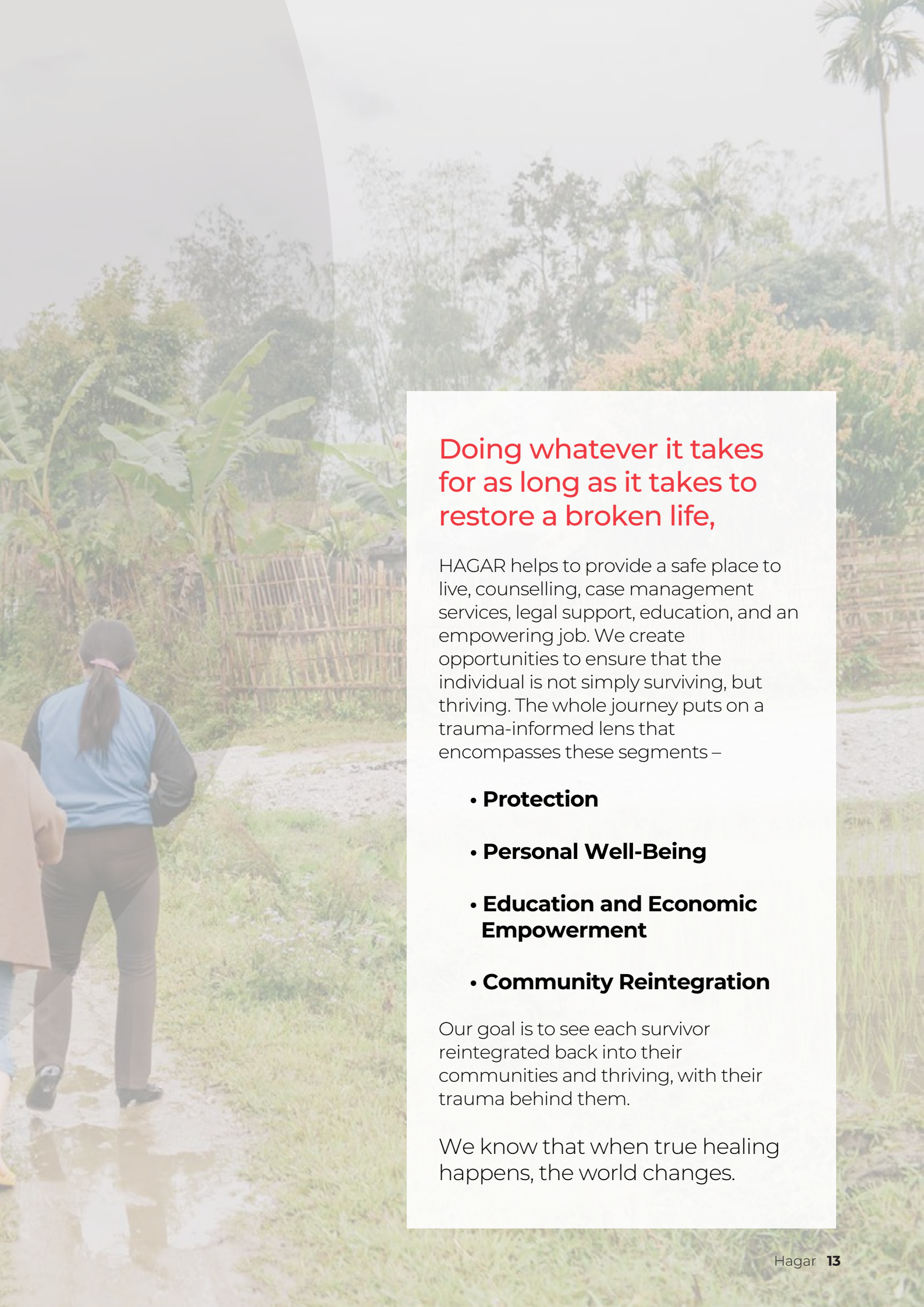
A woman with dark hair, wearing a brown jacket and blue jeans, is walking away from the camera on a dirt path. She is carrying a brown shoulder bag and a clear plastic bag. The path leads through a lush green landscape with a thatched-roof hut in the background. The scene is overlaid with a semi-transparent circular graphic.

At HAGAR, we are committed to walking the whole recovery journey with survivors of human trafficking, slavery and abuse.

The whole journey starts with a survivor; an individual who has experienced severe trauma from extreme exploitation or abuse. From the moment a survivor enters our care, we work with them to assess their needs and we provide a range of intensive and individualised services to help rebuild trust and resilience. We don't have a set time frame for how long we work with a client as each survivor's journey is different.

We recognise the profound impact that human trafficking, slavery and abuse can have on a person's mental health and well-being, and we take a trauma-informed approach to responding with care and compassion.





## Doing whatever it takes for as long as it takes to restore a broken life,

HAGAR helps to provide a safe place to live, counselling, case management services, legal support, education, and an empowering job. We create opportunities to ensure that the individual is not simply surviving, but thriving. The whole journey puts on a trauma-informed lens that encompasses these segments –

- **Protection**
- **Personal Well-Being**
- **Education and Economic Empowerment**
- **Community Reintegration**

Our goal is to see each survivor reintegrated back into their communities and thriving, with their trauma behind them.

We know that when true healing happens, the world changes.

# Protection

## Key Highlights

In **Singapore**, HAGAR signed a Memorandum of Understanding with the Law Society Pro Bono Services. The partnership with the Society has enabled us to connect victims to free legal aid. To help allay their fears of standing in court as a witness, HAGAR co-organised an interactive-based and experiential-styled legal workshop with the NUS Centre for Pro Bono Clinical and Legal Education. Simulating a real-life court setting at the NUS Law Moot Court, survivors were visibly uplifted by information shared through the court role-plays and gained greater confidence in navigating Singapore's criminal justice system.

In ensuring clients are safe and protected from physical harm, abuse and exploitation, all clients in **Vietnam** had access to safe accommodation with help from partnerships with other NGO agencies, shelters, government-operated facilities including the Yen Bai Satellite Care Centre and the Hanoi-based Peace House Shelter.

Trauma-informed Care awareness workshops were conducted for six Protection Centres in **Afghanistan**. These workshops were aimed at providing psychosocial support training to staff and caregivers who assist survivors of violence and trafficking. Technical support was also given to the Ministry of Labour and Social Affairs, the Ministry of Women Affairs, and the Afghan Shelter Network (ASN) in the finalisation of draft guidelines for the Protection Centres that incorporated Trauma-Informed Care principles to address gaps in service provision.

In **Cambodia**, the Legal and Protection project supports clients, keeps them safe during legal proceedings and ensures they have quality legal representation. In 2019, collaborations were forged with the Ministry of Justice and Justice Law Working Group to draft the Judicial Guidelines Related to Children in Judicial Proceedings in Cambodia (Children in Conflict with the Law, Child Victims and Child Witnesses). The guidelines which are due to be launched by the Ministry of Justice in 2020, will support children who go through the court system.



**CLIENTS ARE SAFE IN AN ENVIRONMENT THAT IS FREE FROM ABUSE, NEGLECT, EXPLOITATION. THEY HAVE ACCESS TO LEGAL SUPPORT AND ARE EQUIPPED TO PROTECT THEMSELVES.**

**100%**

of clients from Singapore, Cambodia, Vietnam and Afghanistan placed in safe accommodation

**111**

clients accessed justice through legal aid

**36**

Trauma-Informed Care and protection training workshops conducted



## Hoa's story

**Hoa is a 29-year-old woman who is blind and comes from an extremely poor family. Her father lives with a mental illness, her mother is elderly and unable to work, and all of her siblings have disabilities. Hoa supported the family by wandering the streets, singing and asking for money.**

In 2017, Hoa's four-year-old daughter was sexually abused. When she found out, Hoa was miserable and blamed herself for not being able to protect her daughter.

When Hoa was introduced to HAGAR, initial assessments indicated that she was traumatised and there were complexities. We provided comprehensive medical, legal, psychotherapy, education and economic services to help Hoa and her family recover. Her daughter was taken to hospital for examination and treatment and then to preschool to start her education. After receiving legal support, Hoa was able to seek justice for her daughter, and the child's abuser received a 13-year prison sentence for his crime.

Hoa required urgent employment and, through HAGAR, she accepted a position with Omamori Spa, which is a social enterprise that teaches people who are blind to provide spa treatments. Hoa received vocational training, learned English and received housing support and living expenses until she began to earn an income. Hoa said, "I have a lot of difficulties because I am not used to it, my hands are still weak, but I think this is an opportunity for me to have a better job. The case manager and trainer encouraged me a lot."

After only three months of training, Hoa was able to provide services for customers. And after six months, her skills improved and her income increased, which enabled her to maintain her life in Hanoi, send money for her daughter and start to put aside some savings.

**"Hoa is very hardworking and willing to learn and work seriously. Some customers have good feedback when receiving spa treatments from Hoa and she has a stable monthly income. If HAGAR has someone else like Hoa, then please recommend to me."**

Hoa's employer



# Personal Well-Being

## Key Highlights

This year, we were able to extend in a greater capacity our trauma recovery services and empowerment programmes to foreign domestic workers who had suffered exploitation and abuse, reaching a wider community of women migrant workers in **Singapore**. Through trauma-informed care, counselling and other therapeutic interventions, we saw improvements in clients' mental health, emotional capacity and ability to navigate through life's challenges. Through the sessions, it was evident that some clients were still suffering from the impact of childhood-related trauma and trafficking-related trauma, and the counselling support aided in their healing and helped built increased resilience.

An evaluation project was commissioned in 2019 to assess the impact of HAGAR's work in **Vietnam** in the past decade. The evaluation employed a mixed-method design, using both primary and secondary data collection through surveys, home visits, focus group discussions, informal conversations, and in-depth interviews with clients, HAGAR leaders and staff, local authorities and partners. The evaluation findings were very encouraging; it showed that the majority of clients demonstrated positive and sustainable changes in safety practices and legal awareness, self-esteem and values, self-confidence, physical and psychological well-being, and the ability to trust and relate to others. The findings also indicated strong evidence of the positive impact of education and vocational training on our clients' long-term financial stability and economic empowerment.

During the year, psychological support, counselling services, crisis interventions were provided for clients at each step of their recovery journeys. We also worked with communities to raise awareness of mental health issues and reduce stigma and discrimination.



**CLIENTS ARE EMPOWERED TO HEAL FROM THE IMPACT OF TRAUMA AND GAIN RESILIENCE IN DEALING WITH LIFE'S CHALLENGES**

**2,278**

trauma-informed counselling sessions delivered

**100%**

of clients received mental, physical and/or psychological health support

Collaborations forged with **416** government and civil society organisations in Singapore, Cambodia, Vietnam and Afghanistan to support survivors



# Champa's story

**Champa is 17 years old and in her final year of high school. She has a two-year-old daughter who is the result of a rape that occurred when she was 14.**

Champa was born into a typical rice-farming family in a village in the South of Cambodia. One day, when she arrived home from school, and her parents were away working in the rice fields, she was raped by a neighbour. The perpetrator threatened her and demanded that she not tell anyone. As a 14-year-old girl, Champa was too afraid to disclose what had happened. Eight months later, however, her pregnancy made the secret impossible to keep.

Champa was connected to HAGAR by a local partner organisation called Mother's Heart. Initially, her family did not want HAGAR staff to come to their house because they felt embarrassed and concerned that people in their community may discover what had happened. HAGAR staff provided information about services and encouraged the family to file a complaint against the perpetrator. Champa and her family received HAGAR services including case management, counselling and legal support.

When Champa first met her counsellor, she had many distressing symptoms including nightmares, shame, worries, difficulty sleeping and concentrating, low self-esteem and a feeling of hopelessness. The counsellor developed a Trauma-Informed Care treatment plan to help Champa heal, and assisted her through the intense court process.

Champa is a courageous and strong young woman. She studies hard and is thriving. She is also a good mother who loves her daughter very much. Champa dreams of helping others and says, "I want to become a teacher to help children in my community have a good future."

"I felt very lonely.  
No one helped me!  
I couldn't find anyone  
who I trusted [and  
could] share my  
problems with. I was  
not confident at all.  
Once I met HAGAR  
staff [counsellor], I was  
very happy because  
she helped me and  
listened to me."

Champa



# Education and Economic Empowerment

## Key Highlights

Proficiency in English is integral in improving clients' access to securing job employment in **Singapore** and beyond the shores even when they return home. English and computer classes were conducted in 2019, and this has helped build their confidence in daily communication, and enhanced their employability. For those who were successfully placed in jobs through the Temporary Job Scheme, on-going support was provided to help clients assimilate in their new workplace and navigate common work practices in Singapore. This led to improved job retention and relationships with employers and co-workers.

In **Afghanistan**, the Empowering Women for a Better Future (EWBF) project tackles gender inequality by increasing women's access to education, training and employment. In 2019, six community self-help groups were created to financially empower women. All attendees reported improved social skills and networks and increased business and marketing skills and household incomes, benefitting from the mentorship opportunities with the Afghanistan Women Chamber of Commerce and Industry. The backing from 50 new partners who provided pro bono or discounted services to support the education and empowerment of the women contributed greatly to the project's success.

In 2019, our Community Learning Centre (CLC) in **Cambodia**, worked with child survivors of abuse, and families from impoverished local communities to provide high-quality primary education. Children undertook a specialised curriculum that enabled them to catch up on missed education, and school social workers and teachers worked closely with families and counsellors to guide the children's recovery and development. 114 students received catch-up education at CLC in 2019 and 100 students were subsequently referred to public primary and secondary schools. University scholarships were awarded to students who continued to perform well in their studies. Besides providing school fees and educational supplies, students also received monthly food assistance for their daily needs.

The Whole Journey Programme in **Vietnam** supported clients with education, vocational training and job placements, improving their ability to lead a secure and productive life. Individual care plans were developed to ensure clients are set on a path to gain self-sustainability in the long run.



**CLIENTS INCREASE THEIR POWER OVER ECONOMIC DECISIONS THAT INFLUENCE THEIR LIVES. THEY BECOME FINANCIALLY INDEPENDENT AND ARE ABLE TO SUPPORT THEMSELVES AND THEIR FAMILIES.**

**1,167**

women and children from Singapore, Cambodia, Vietnam and Afghanistan benefitted from a selection of these educational and job support services in 2019:

- Formal Education (Primary, Secondary, Tertiary)
- English and Computer Literacy
- Vocational Skills Training
- Mental Wellness and Life Skills Education
- Job Placements and Ongoing Employment Support

# Madina's story

**Fifteen-year-old Madina knows what it's like to be knocked down. Living in male-dominated Afghan society, she faces enormous opposition to attending school, pursuing her dreams, and even riding a bike.**

There is severe discrimination in Madina's family and community, and a strong belief that boys are better than girls. Madina's grandparents mistreated her mother, who was beaten for giving birth to three girls. They would not let Madina's mother go out to the market and did not want Madina and her sisters to go to school.

"My family thought girls were weak and could not take responsibility but my mother disagreed and taught me and my sisters that we have value."

Madina's father was eventually persuaded to allow the sisters to go to school. Even so, her family does not have enough money to enable Madina to continue her education. One of Madina's classmates told her about HAGAR, and she says, "Through HAGAR, I was linked to an English course at the Adult Learning Centre. I am working hard to learn so I can get a scholarship."

Madina entered an essay writing competition and won first prize, a computer, which she sold to buy a bicycle to ride to her study courses. It is uncommon for girls to ride bikes in Afghanistan though, and Madina was knocked off her bike by angry people several times. "I was once pushed off and fell into a drain. I was wounded but am determined to succeed so I persevere."

"My dream is to study astronomy, medicine and English. I want to do work like HAGAR and help provide inspiration to other young women in Afghanistan."

Madina



# Community Reintegration

## Key Highlights

In helping survivors recover, community reintegration is essential to helping them find stability so they can eventually be independent. Focusing on their living arrangements and safety, we identify the environmental factors that need to be addressed and equip survivors with the skills to adapt and integrate.

Being integrated into a safe and loving family environment is vital to the recovery of exploited children. In **Cambodia**, families are recruited and trained to foster children who are ready to leave the recovery shelters. Safety of the environment and the capacity of the family to care for the child are topmost considerations in the selection of foster families. We work with the family to assess the suitability and otherwise look to the extended family and relatives because that is the next safest place. In 2019, foster families were trained to care for children who have experienced trauma and received a small stipend so they can cope with providing for another family member.

In 2019, two clients returned to their home country after their legal proceedings in **Singapore** concluded. Due to the complex nature of human trafficking crimes, court cases typically run between 3-4 years. Prior to their departure, counselling sessions were conducted to support clients in making reintegration plans. They also received a resettlement allowance to tide them through the initial transition phase as they worked towards financial independence. Following their return, HAGAR continued to follow-up with the clients and provided continual economic assistance and opportunities through partnerships with local community agencies.

**Afghanistan** has one of the highest rates of violence against women in the world and struggles with deeply entrenched gender roles. Through the Transitional Care Centre in Afghanistan, exploited and abused women received healing from their distressing and traumatic experience. At the Centre, survivors received education and economic skills training to help them regain dignity and access livelihood opportunities. During the year, 85 women were safely reintegrated back to the community of their choice and are leading independent lives now.



**CLIENTS BECOME RESILIENT, SAFE AND INDEPENDENT MEMBERS OF SOCIETY.**

**170**

clients from Cambodia, Afghanistan and Singapore were reintegrated safely in foster care, kinship care or families of origin

**281**

Cambodian communities trained in Domestic Violence, Child Protection and Good Parenting Skills



# Anisha's story

**Having worked as a dancer where she entertained guests with cultural dance performances, Anisha did not think her job would be any different when she was offered a job to dance in Singapore.**

The money would help the family and she would not be in a constant state of anxiety having to worry about their next monthly rental payments and daily necessities. Besides, her husband was an abusive man too. This would be an ideal opportunity to get away from him.

However, when she arrived in Singapore, Anisha found herself working in an entertainment club where she was made to work for excessively long hours. Other than dancing, she had to drink with customers and the club manager pressured her to go out with customers and allow them to touch her. Anisha was not paid the wages she was promised, and she was not entitled to any tips she earned.

During a police raid, Anisha was rescued but she did not trust the police, HAGAR or anyone she met because she thought everyone was sent by the club manager to deceive and exploit her.

It took two and a half years before Anisha was able to trust HAGAR and she shared how she had intentionally lied to protect herself. HAGAR counsellors walked with Anisha, helping her to heal from the trauma. Facing the perpetrator in court, Anisha was able to deliver her witness account courageously, strengthened by the ongoing emotional support from HAGAR's social worker and volunteer counsellors throughout her justice journey.

Anisha found peace before she returned to her home country. To prepare her for the transition back home, HAGAR helped Anisha to develop concrete plans on what she would do to earn an income and also on how to improve communication with her family. A resettlement sum was also given to tide her through the initial resettlement.

Anisha developed strong bonds with the HAGAR team during the course of her stay. Caring for her, she sought the emotional refuge and comfort that she had never received and learnt to forgive herself for the mistakes that she had held herself accountable to for so long. We are glad that Anisha was able to overcome her personal struggle to love herself and to stop blaming herself any longer.

**"I don't know where I will be if HAGAR didn't help me. I will work hard for my children's future so that they will have a good life."**

**Anisha**



# Major Initiatives

Tackling human rights issues such as gender-based violence, sexual exploitation and human trafficking is a colossal challenge that requires a multi-faceted approach and partnership with networks that spans across sectors and industries.

In every country that HAGAR operates in, we work closely with the local government, law enforcement, corporate partners, legal institutions, educational institutions, religious groups, help agencies, healthcare bodies, and the civil society.

## HAGAR CHARITY GOLF TOURNAMENT 2019

Swinging in style at the HAGAR Charity Golf Tournament, golfers putt their best foot forward and pitched to provide recovery support and empowerment for vulnerable women and children who have suffered exploitation and abuse.



Also marking HAGAR's 25th anniversary, this year's golf tournament was held for the first time at the Singapore Island Country Club on 19 July 2019 which saw overwhelming support from corporate sponsors, golfers and volunteers.

Cranking up the excitement for golfers, there was a whole new smorgasbord of treats and delights, and a radiant wave of hospitality. With the largest ever volunteer contingent, the HAGAR team welcomed a full slate of 144 golfers on the golf course and during the dinner celebration. Two PGA golf professionals, Lip Ooi and Nicholas Seng also joined as volunteers, giving golfers a chance to play against pros, in a bid to raise funds.



From novelty games on course, piping hot snacks and an ice cream cart for a sweet treat, to the all-new Chairman Challenge and a refreshing landscape, the golfers enthusiastically played the game in good stead for the cause of the charity, learning about the work of HAGAR through the volunteers on the golf course.



Right through to dinner, golfers continued to give generously through the auction and enjoyed the evening programme as the band delivered an outstanding performance, bringing classics and evergreen music. The day ended on a high note, raising a total of \$171,539.

All of this would not have been possible without the support of our faithful HAGAR volunteers, some of whom had been part of the planning and event organising journey that spanned many months. The generous outpouring of support from volunteers and donors humbles and strengthens us each day as we walk the whole journey with our beneficiaries towards complete recovery and empowerment.



**“Nothing is more rewarding than being able to impact the lives of victims of trafficking and abuse, helping them in this journey of transformation and seeing them give back to society. I'm so proud to be part of this amazing work with HAGAR.”**

**– Elaine Tan,**  
*regular golf volunteer*

## **'BE A VOICE FOR THE SILENCED' AWARENESS CAMPAIGN**

In collaboration with five leading artists and designers in Singapore, the '*Be a Voice for the Silenced*' awareness project took the community by storm during its inaugural launch on 30 July 2019 in commemoration of the World Day Against Trafficking in Persons. A stunning collection of chiffon silk scarves ingeniously created by Mark Ong, Sabrina Goh, Esther Goh, Drishti Khemani and Tiffany Lovage, each intricate design is inspired by a true story of human trafficking and carries a message of hope written in the native languages that victims will understand.

Powered by social media influencers, key opinion leaders and radio stations, the initiative sparked conversations about human trafficking. More than 1.78 million people were reached via digital, traditional and social platforms, gaining a better understanding of human trafficking issues and HAGAR's role in combatting human trafficking. In support, the public bought the scarves, sharing actively on their social channels sobering and heartfelt reflections with photos of themselves wearing the scarves.



# VOICE EN

The *'Be a Voice for the Silenced'* campaign led to various initiatives with companies that allowed HAGAR a platform to speak with employees through corporate lunch talks, inspiring more individuals to consider how they can contribute in the fight against human trafficking. Many responded with enthusiasm and supported victims by purchasing scarves and signed up to HAGAR's volunteer programme.

While efforts to increase awareness of human trafficking have been successful, more needs to be done as there are still many in the Singapore community who may have a different perception of the prevalence of human trafficking in the country and what it looks like. Our civil responsibility calls for each of us to act when we see a person being exploited.



**"I feel called to support the invisible women in our community [victims of trafficking]; they are unheard and unseen, highly vulnerable and severely exploited. I see myself as HAGAR's extended arm to give them beauty for their ashes and turn their mourning to joy."**

**– Ng Wei Chern,**  
*long-time donor and volunteer*

## HAGAR FREEDOM GALA



Marking 25 years of working amongst survivors of human rights abuse, the HAGAR Freedom Gala was a night where more than 300 guests came together to hear from three former HAGAR beneficiaries from Cambodia who are now thriving in their communities as a medical doctor, counsellor and teacher in a special needs school.

Held on 1 November 2019 at the Regent Hotel, the occasion was graced by Singapore Member of Parliament, Christopher De Souza who paved the way for the enactment of the Prevention of Human Trafficking Act in Singapore when he put up a private bill to the Singapore Parliament. In his keynote speech, Christopher shared of the lives he had met – foreign women who had come to seek employment in Singapore because of a pressing need back home, only to realise later they had been duped but had no way out of their situation. He affirmed the work of HAGAR and our trauma recovery programmes, and also their efforts to increase awareness of human trafficking, galvanising the public to make concerted changes and consider how they can play a role in turning the tide against human trafficking, both locally and globally.



# LUMINATE

**"When I saw the kids in Cambodia, I felt so sad... I hope they can have more money so they can upgrade their houses and live in a better place, and have more food and clean water."**

**9-year-old Noah Pan, donor**  
*(Photo taken at the Freedom Gala with his parents)*



Through the Freedom Gala, partners, donors and supporters had a first-hand experience witnessing the impact of the work that HAGAR has been doing over the years. The sharing by beneficiaries was extremely poignant as they spoke with authenticity of their dreams, hopes and aspirations for themselves, their loved ones, and their fellow countrymen. Guests were moved and affirmed their support for HAGAR, contributing generously through the night auction. The Freedom Gala was strongly supported by sponsors who bought tables and contributed in-kind through auction items. Total donations received from the private event totalled \$197,995.

In organising the Freedom Gala, we were backed up by a large team of volunteers throughout the stages of event planning to execution on the actual day. Manning auction items, assisting with guest registration and ushers, volunteers had the opportunity to hear about the work of HAGAR, rejuvenating their passion to use their skills and talents for a social mission. We are extremely thankful for volunteers who always make themselves available and devote their personal time and resources to lend a hand.

The strong connections with stakeholders and supporters that arose from the successful dinner event, granted us greater support and encouragement in continuing this significant work with survivors of trafficking and abuse.





# Our Partners and Volunteers

## OUR PARTNERS

Partnerships are integral to bringing our vision to life and they enable us to expand the reach and impact of our work through capacity building, research, advocacy, and vital financial support. To all of the individuals, governments, companies, trusts and foundations, schools, and churches, thank you for helping change thousands of lives over the past 26 years. With your support, we have helped women and children seek justice, achieve their rights and become leaders in their communities. We stand unified against the injustice of human trafficking, slavery and abuse, and we remain dedicated to walking the whole journey alongside survivors. Thank you for walking the whole journey with us to seek justice and healing for those who have been exploited and abused.

### Corporate

- Allied World Assurance
- Aviva Singapore
- Banyan Tree
- Boeing Global Corporate Citizenship
- BreadTalk
- Boston Scientific Corporation
- Broad Peak Investment Advisers Pte Ltd
- Capella Ubud
- Clifford Chance
- DDB Worldwide Pte Ltd
- Deutsche Bank
- Dymon Asia
- Dynaforce International
- Eden + Ellie
- Expat Dental
- Garibaldi Italian Restaurant & Bar
- Gen K. Jewelry
- Gennex Corporation
- Goldman Sachs GIVES
- Grand Park City Hall
- Heidrick & Struggles
- iLLido Group
- L Hotels and Resorts
- LEVEL
- Les Precieux
- Liberty Specialty Markets
- Lifestyle Retreats
- LINGWU
- Linklaters
- Longchamp
- Luxasia
- Monica Vinader
- Neal's Yard Remedies
- Noel Gifts International Ltd
- Proelect M & E Pte Ltd
- Rhodium Resources
- Salesforce
- Scott Dunn
- Seiko
- Singapore Airlines
- Sunray Woodcraft Construction Pte Ltd

- The Sanchaya
- The Upper House
- Trans Instruments (Singapore) Pte Ltd
- Villa Drupadi
- Villa Mahabhirom
- W Hotel Sentosa Cove

### Trusts and Foundations

- Chen Su Lan Trust
- Lee Foundation
- Macquarie Group Foundation

### Schools

- Anglo-Chinese Primary School (Barker Road)
- Nanyang Girls' High School
- National University of Singapore (NUS) Faculty of Law
- St. Patrick's School

### Non-Government Organisations

- Centre for Domestic Employees
- Community Justice Centre
- Emancipasia
- Foreign Domestic Worker Association for Social Support and Training
- HealthServe
- Humanitarian Organisation for Migration Economics
- Law Society Pro Bono Services
- Mount Alvernia Hospital
- Singapore National Eye Centre
- Transient Workers Count Too

### Churches

- Adam Road Presbyterian Church
- Barker Road Methodist Church
- Bethesda (Bedok-Tampines) Church
- Geylang Church of Christ
- Geylang Evangelical Free Church
- Living Waters Methodist Church

- Mar Thoma Syrian Church in Singapore
- Mount Carmel Bible Presbyterian Church
- Pentecost Methodist Church
- River of Life Church
- True Way Presbyterian Church, Singapore
- World Revival Prayer Fellowship

### Government/Public Institutions

- Ministry of Home Affairs
- Ministry of Manpower
- Ministry of Social and Family Development
- Singapore Inter-Agency Taskforce on Trafficking in Persons
- Singapore Police Force
- State Courts of Singapore

## OUR VOLUNTEERS

**7,868**

hours contributed by Singapore volunteers in 2019

From project research, content-writing, event planning to administrative assistance, we are grateful for the support of passionate volunteers who engage deeply with our work. Our volunteers bring their valuable skills to HAGAR, which helps us to keep costs down, reach more clients and, ultimately, change more lives.

# Looking Ahead

While much improvement has been made globally as countries enact legislation and outlaw slavery and slave-like practices, yet the situation is dire with 40.3 million entrapped in slavery. Even as the right steps are taken, traffickers and unscrupulous syndicates devise improved plans and tap on ever changing technology to evade the law and exploit vulnerable individuals for profit. More remains to be done and we approach the new year with a renewed resolve for the well-being of survivors, and to build stronger systems to protect the most vulnerable against exploitation and abuse.

Singapore has a large migrant worker labour force. Low wage migrant workers make up close to a million, about a third of the Singapore work force. Many leave their countries due to lack of economic opportunities and hope to eke out a living here to provide for their families back home. Female migrant workers are most vulnerable to exploitation and abuse. Often, the power imbalance between workers and their employers leave them at the mercy of their employer.



In 2020, HAGAR plans to produce a series of educational media to create awareness of human trafficking and exploitative labour amongst the local and foreign worker community in Singapore as well as potential workers from source countries. It is our hope that the collective efforts focused on victim care, advocacy and capacity building will galvanise the local community **to build a safer home for migrant workers in Singapore where they can find increasing protection and respect.**

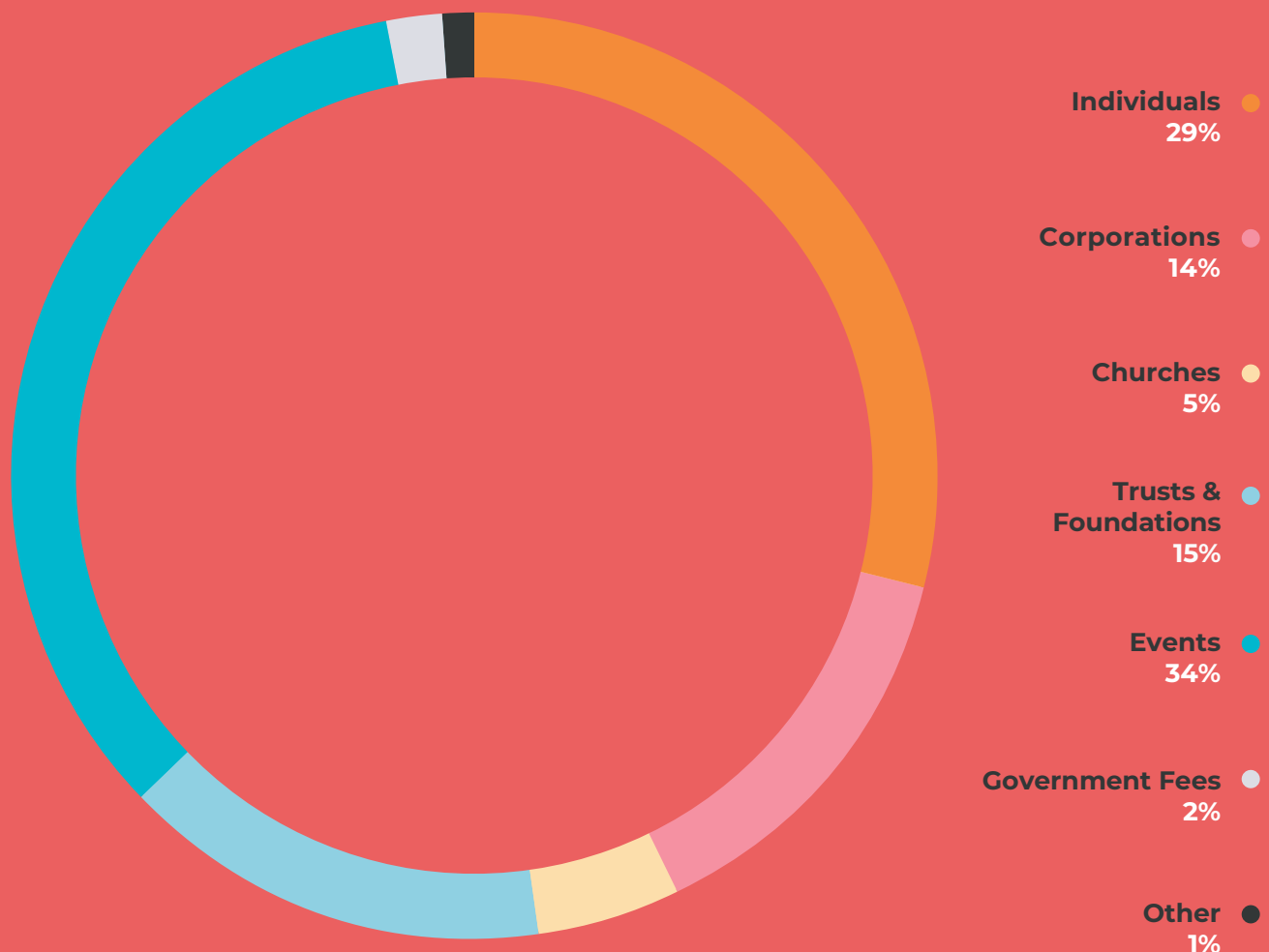


## OUR ACCOUNTABILITY

# 2019 Financial Highlights

### 2019 INCOME SUMMARY

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# \$1,076,109

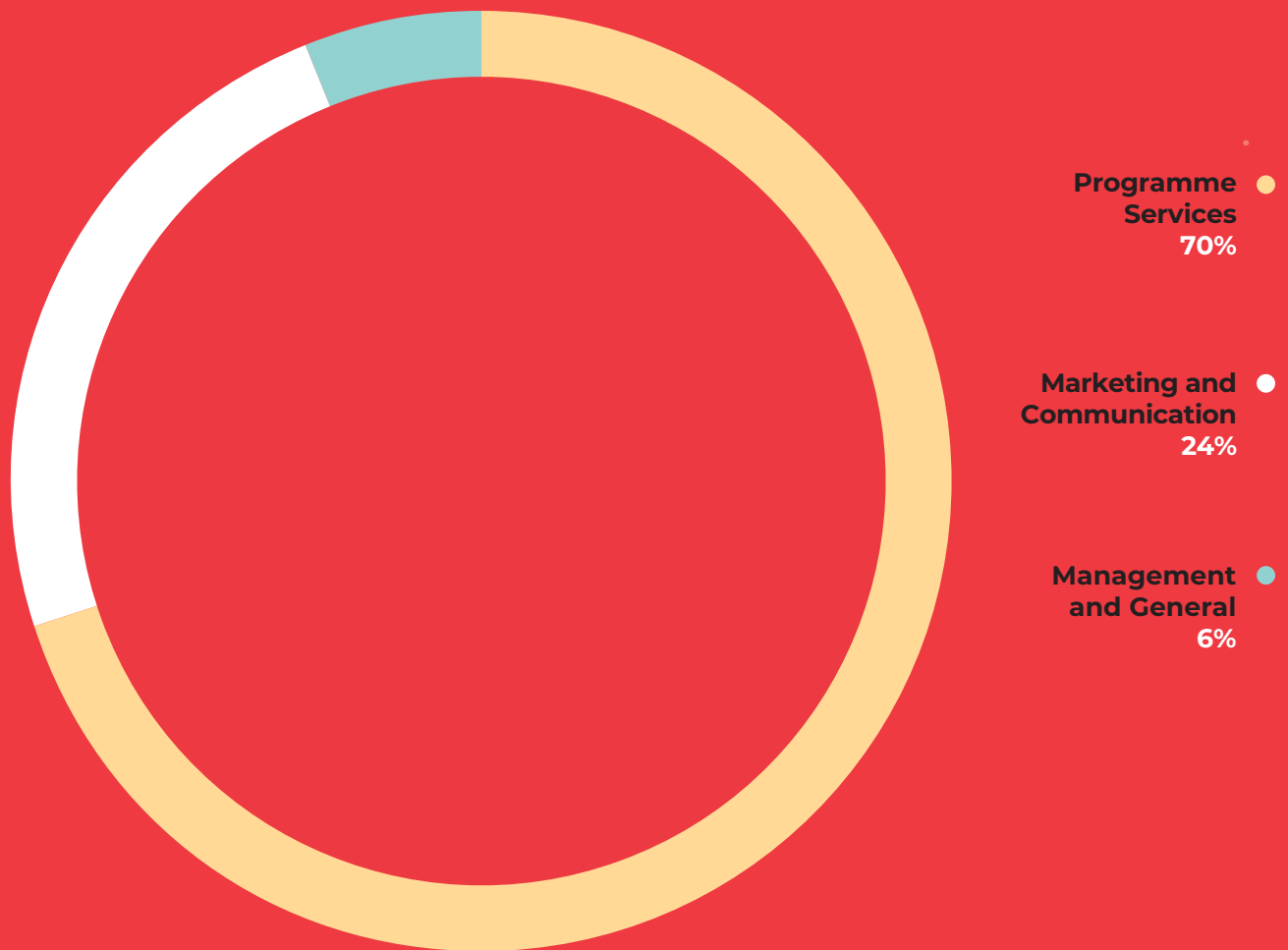
**TOTAL (SGD)**

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## 2019 EXPENDITURE SUMMARY

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**\$1,033,015**  
TOTAL (SGD)

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### FINANCIAL PERFORMANCE SUMMARY

Total Income: **\$1,076,109**

Total Expenditure: **\$1,033,015**

Donations increased by \$233,627 in the financial year mainly due to funds received from the Freedom Gala, organised in commemoration of the charity's 25th anniversary.

Expenses increased by \$235,440 in the financial year, mainly due to:

- Channelling more funding support to programme services for beneficiaries;
- Expenses incurred in organising the Freedom Gala; and
- Change in event venue for the Charity Golf Tournament

# 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

Name	11-Mar	5-Jun	19-Sep	11-Dec
Chan Chee Onn	■	■	■	■
Dominique Choy Sok Fun			■	
Chua Eng Hui	■	■	■	■
Lee How Giap	■	■	■	
Koh Eu Beng	■	■		■
Jimson Cheng Jang Fa	■	■	■	
Sylvia Chan			■	■
Michael Chiam Tow Khoon	■	■	■	■

## CODE OF GOVERNANCE

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



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## **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:

- (a) Programmes and services to beneficiaries in Singapore and;
- (b) Commitments to global programmes for survivors of trafficking and abuse in Cambodia, Vietnam and Afghanistan, and;
- (c) 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 19) 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 4 February 1994, and is an exempt charity. HAGAR was registered as a charity under the Charities Act (Chapter 37) since 7 April 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 Bedok Post Office  
P.O. Box 200  
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)**