HAGAR

The whole journey



Impact Report 2019

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



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.



CONTENTS

TRAUMA-INFORMED CARE	**2**
THE STORY OF HAGAR	**6**
MESSAGE FROM THE GLOBAL CEO OF HAGAR INTERNATIONAL	**8**
MESSAGE FROM THE CHAIR OF THE HAGAR INTERNATIONAL BOARD	**9**
THE PROBLEM	**10**
ABOUT HAGAR	**10**
2019 GLOBAL IMPACT	**11**
WHERE WE WORK	**12**
AFGHANISTAN	**13**
CAMBODIA	**15**
VIETNAM	**17**
SINGAPORE	**19**
MYANMAR	**21**
OUR SUPPORT OFFICES	**23**
OUR VOLUNTEERS	**25**
OUR PARTNERS	**25**
GLOBAL STRATEGY 2020-2022	**26**
GLOBAL GOVERNANCE	**29**
HAGAR INTERNATIONAL BOARD	**30**
HAGAR SUPPORT OFFICES BOARDS	**32**
2019 FINANCIAL SUMMARY	**40**
CONTACT US	**42**

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.

Trauma-Informed Care

Over the past 26 years, Hagar has worked in some of the most challenging geographic locations in the world, where war, genocide and exploitation have devastated communities and caused widespread trauma. Many of our clients have experienced physical, sexual and/or emotional abuse and we aim to respond to their trauma with empathy, understanding and specialist knowledge. To make sure this happens across the Hagar network, we follow the principles of Trauma-Informed Care.

TRAUMA-INFORMED CARE

Trauma may cause long-term effects on the emotional and physical wellbeing of survivors, so we work closely with our clients to understand their history of trauma and provide services that meet their specific needs. Taking time to truly understand survivors' backgrounds, the impacts of trauma upon their lives, and the ways Trauma-Informed Care tools can help keep them safe and prevent re-traumatization is what we mean when we say our work is 'trauma-informed'. Understanding the trauma, and building safe, supportive living and working environments helps us find the individual pathway each survivor needs to heal and recover.

The Principles of Trauma-Informed Care:

- **Realize** the widespread impact of trauma.
- **Recognize** the signs and symptoms of trauma.
- **Respond** fully by integrating knowledge throughout the organization's operations.
- **Actively resist** re-traumatizing any members of the community, staff or clients.

We apply Trauma-Informed Care principles throughout our organization to promote a culture of safety, empowerment and healing not only for clients, but also for communities, our staff and partners. Following Trauma-Informed Care principles ensures that our processes and practices do not inadvertently trigger painful memories and re-traumatize clients, or affect the wellbeing of our staff, some of whom have also experienced trauma.



LEADING CHANGE

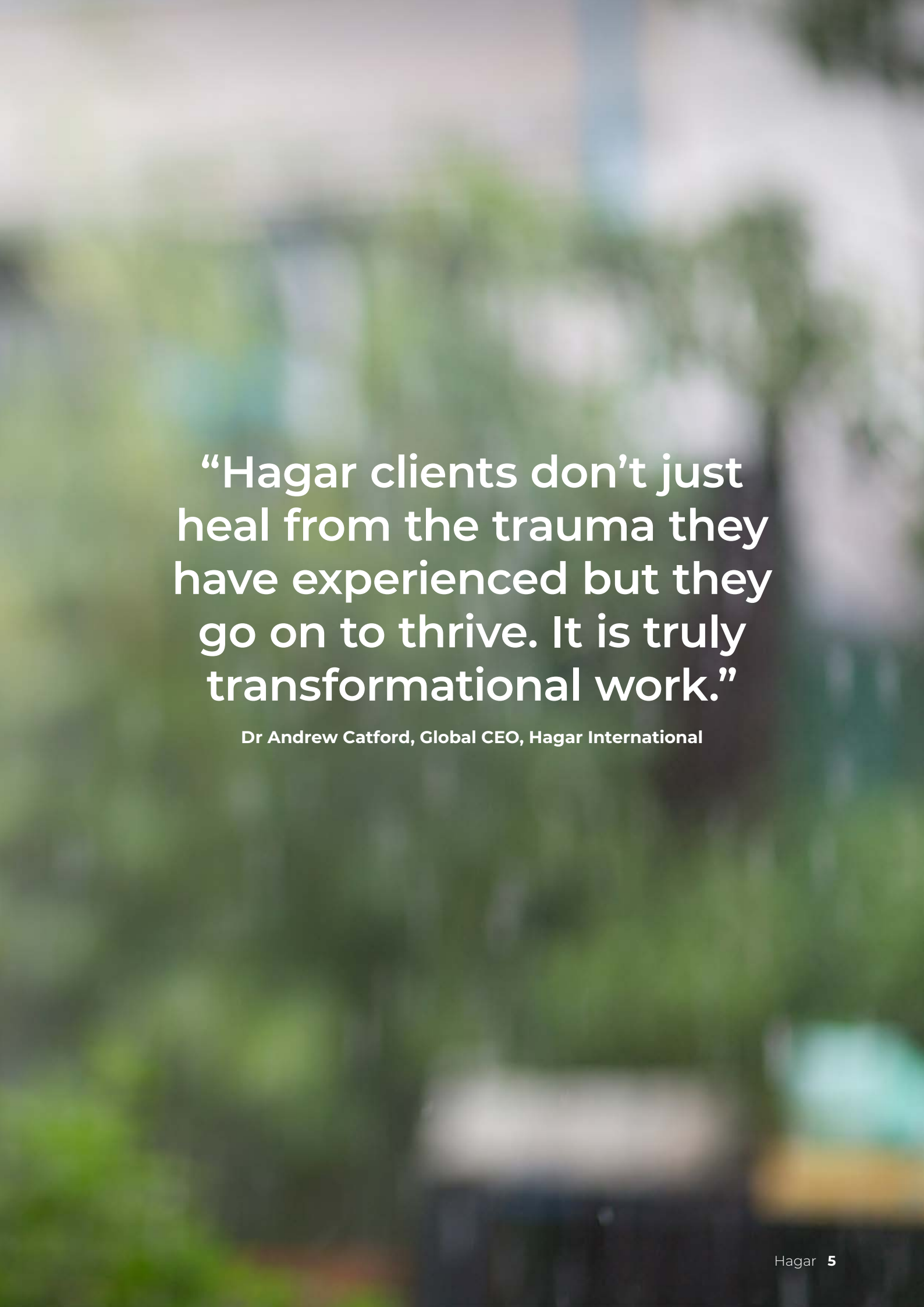
We are deeply committed to leading systemic change to prevent human trafficking, slavery and abuse, and advancing the rights of survivors. Our Trauma-Informed Care experience enhances our ability to effect change and, along with our partners, we work to educate and inform, lobby for law revisions, establish protection systems, and collaborate with governments and organizations around the globe.



SHARING KNOWLEDGE

Hagar is a global specialist in Trauma-Informed Care and we provide education, support and technical advice to diverse organizations including governments, non-government organizations (NGOs), public and private service providers, schools and communities. The lessons we have learned through implementing Trauma-Informed Care form the basis for governments and other agencies to scale-up and replicate in communities in which Hagar does not work.





“Hagar clients don’t just heal from the trauma they have experienced but they go on to thrive. It is truly transformational work.”

Dr Andrew Catford, Global CEO, Hagar International

THE STORY OF HAGAR

The Hebrew name Hagar means 'one who flees' or 'one who seeks refuge'. The story of Hagar and her son, Ishmael, is the story of millions of exploited, trafficked, abused and rejected women and children.

In around 2,000 BC, Hagar worked as a domestic servant for a rich man named Abraham, and his wife, Sarah. Sarah was unable to bear children so, following a common practice of the time, she offered her servant to Abraham. When Hagar became pregnant, Sarah grew jealous and threw her out of their home.

An angel found Hagar alone in the desert and promised a blessing on her child, naming him Ishmael, which means 'God hears'.

Hagar and Ishmael returned to Abraham's household 14 years later. Sarah had borne her own son and, again, forced Hagar and Ishmael to leave. They returned to the desert and God again heard their cries. An angel called to Hagar: "Do not be afraid. God has heard the boy crying." He reminded Hagar of God's blessing and provided a spring of water. Hagar and Ishmael survived and prospered, and Ishmael sired a great nation, as God had promised.

The story of Hagar is known to many faiths including Christianity, Islam and Judaism. Hagar is committed to providing sanctuary and hope to women and children like Hagar and Ishmael, and a journey of renewal for each one.



1994

1994
Founder Pierre Tami opens the first Hagar Shelter in Cambodia.

1998
Hagar Cambodia launches its first foster care project for survivors in Phnom Penh.

2000
Hagar Cambodia's House of Smiles opens for children with disabilities.

2002
Hagar Australia launches.

Hagar International registers in Switzerland as an NGO.

2004
Hagar Singapore launches.

2005
Hagar USA launches.

2006
Hagar Cambodia's Community Learning Centre is built in Phnom Penh to provide catch-up education to survivors.

2008
Hagar Afghanistan and Hagar New Zealand launch.

2009
Hagar Vietnam launches.

2006

2011

Hagar UK launches.

2012

Hagar's Legal and Protection project launches to provide legal services and support to survivors.

Hagar Afghanistan launches its first project for trafficked boys.

Hagar Vietnam establishes its Survivor Recovery Centre.

2013

Hagar Hong Kong launches.

2014

Hagar begins building the capacity of NGOs working directly on human trafficking, slavery and abuse in Myanmar.

Hagar Singapore provides human trafficking awareness training to over 4,000 law enforcement officers.

2015

Hagar Vietnam partners with the Yen Bai Women's Union to establish and manage a social protection centre.

Hagar Singapore starts providing direct services to trafficking survivors.

Hagar Vietnam establishes Raising Awareness of Human Trafficking in Nghe An province, bringing together judicial authorities from 20 high-risk provinces.

2017

Hagar Australia presents survivor testimonies to contribute to the development of a Modern Slavery Act in Australia.

Hagar Afghanistan and partners spearhead the Combatting Human Trafficking in Afghanistan project.

2018

Hagar Vietnam hosts its first national learning forum on Trauma-Informed Care in Hanoi.

Hagar Singapore introduces the Legal Toolkit for Vulnerable Witnesses in partnership with the Singapore Government and key partner agencies.

Hagar Afghanistan trains 1,230 government officials, university lecturers, religious leaders, community members and care providers on identifying and preventing human trafficking, and effective trauma care for survivors.

2019

2019

Hagar Vietnam evaluates the 10-year impact of The Whole Journey project.

Hagar Cambodia drafts Juvenile Justice Guidelines for application nationwide.

Hagar streamlines its operating model to strengthen global governance.

Hagar develops its 2020-2022 Global Strategy to expand programming and presence, and impact 150,000 survivors over three years.

Message from the Global CEO of Hagar International

Dr Andrew Catford

Prior to joining Hagar, I was well aware of the leading role that Hagar has played over the past 26 years, pioneering effective Trauma-Informed Care services and case work for survivors of human trafficking, slavery and abuse. I had also heard much of Hagar's ground-breaking work in establishing effective social enterprises and economically empowering the most vulnerable clients across Asia. It was therefore my absolute pleasure to join Hagar in June 2019 as Global CEO. I am honored to have the opportunity to lead Hagar globally into the next stage of its journey.

Over the course of 2019, I had the wonderful opportunity to see first-hand the life changing impact Hagar has on the women and children it serves, who really are some of the most vulnerable people in the world. What I learned over this time is that Hagar clients have not only come from situations of extreme poverty and from countries emerging from significant conflict but also, by being trafficked, enslaved or experiencing some of the worst forms of gender-based violence, our clients have all experienced severe trauma. Effectively addressing this trauma is Hagar's real area of specialty. I have been so impressed to see the high rate of success that Hagar achieves in assisting clients after these horrific events. Hagar clients don't just heal from the trauma they have experienced, they go on to thrive. It is truly transformational work.

Another key observation I made over this period was the commitment of our staff and supporters. I met staff in Cambodia, Vietnam, Myanmar, Hong Kong, the US, Australia and New Zealand and was struck by how many had worked for Hagar for a decade or more. Many commented that they felt working for Hagar was not just a job, but a real calling. Similarly, I have thoroughly enjoyed meeting our dedicated donors and supporters who inspire us each and every day with their passion and commitment to helping Hagar free and heal even more vulnerable women and children around the world.

In my short time with Hagar, we have already made strong progress to build upon this foundation. In this report, you will read of the ambitious three-year strategy we developed to use our strengths and experience from the past 26 years to take Hagar's work to a whole new level of impact. Our aim is to reach 150,000 women and children over the three-year period. You will also read about the refinements we made to the structure of our Boards. Due to be implemented in 2020, they will enable Hagar to work as a more streamlined global organization, which will enable us to achieve our strategic objectives.

I would like to thank our donors, staff and volunteers for their support in 2019. As you will read in this report, the impact of your contributions is remarkable. I look forward to the exciting opportunities that the new year brings, and to dramatically increasing our impact on survivors in 2020 and beyond.





Message from the Chair of the Hagar International Board

Mr Phil Badger

It was my pleasure to witness the impact Hagar had in 2019 on the lives of some of the most vulnerable people in the world – survivors of human trafficking, slavery and abuse.

During the year, the Hagar International Board and the Chairs of the Boards of our Hagar Support Offices visited our field work and clients in Cambodia as part of our annual face-to-face Board Meeting. We were honored to meet some of the foster families Hagar supported while they cared for our vulnerable clients, and heard directly from a young client, Savorn, about the positive impact of our foster care program. She explained that despite the horrors of everything she had endured in the past, she was filled with purpose and hope for the future as she prepared to embark on a career as a language teacher abroad. This is the sort of transformation we are privileged to see in Hagar clients. It is incredibly special.

We are particularly proud that Hagar has not only been an implementer of foster care in Cambodia but also a leader in introducing the program nation-wide. We are thrilled to see that, as a result, foster care is now widely accepted and applied in Cambodia, including by government agencies. It is a great reminder of the long-term impact Hagar has on national systems and structures, in addition to the transformational impact on individual clients like Savorn.

I would like to sincerely thank my fellow Board Members for their time, energy, wisdom and significant contributions throughout 2019. It is never easy to govern any organization, particularly an international NGO working on the complex issues that we encounter across a variety of different and challenging contexts. However, we made significant progress on governance in 2019 by simplifying and streamlining our global structures. I am confident this will position Hagar well for the future as we build on this strengthened foundation to more effectively and efficiently serve our clients as one united, global organization. I would like to thank all Hagar Board members, globally and in each Support Office, for the deep thought they put into the process of improving our governance and for the great result, which will serve us well as we take Hagar into the future.

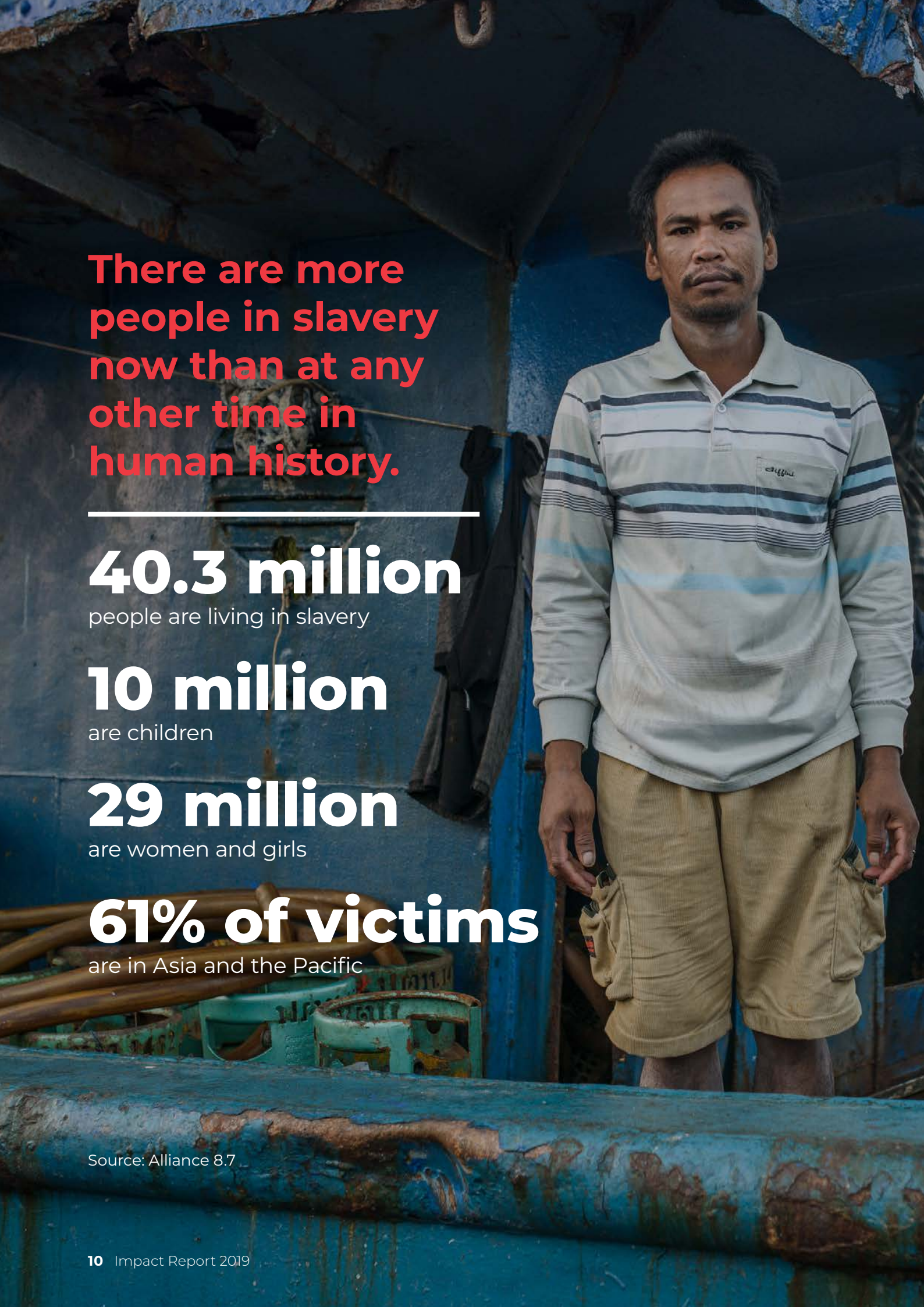
On behalf of the entire organization, I extend an official welcome to our new Global CEO, Dr Andrew Catford. We were fortunate to have Andrew join Hagar in 2019 to lead us into this important next season. We are extremely grateful for his extensive experience in international development, NGO executive leadership in a variety of country contexts, gender-based violence programming, and organizational governance, all of which are helping shape our future direction.

I would like to thank our committed staff, volunteers, donors and supporters. Without your help the achievements you see outlined in this report would not have been possible.

2020 looks to be a promising year for Hagar. With a streamlined global governance framework and an ambitious new three-year strategy to effectively reach more clients, I look forward to us working as a team, together with our donors and supporters, to free and heal even more women and children from the trauma of human trafficking, global slavery and abuse.







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 Vision

What are we working towards?

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

Our Mission

Why do we exist?

For those affected by trauma and those who support them, Hagar is an expert in care and recovery. When healing happens, the cycle of trauma stops.

Our Values

What do we stand for and how do we behave?

Respect: We believe in the right of all people to be heard and treated with respect and dignity.

Integrity: We commit to act ethically and honestly and strive to do the right thing at all times and in all circumstances.

Compassion: We want compassion and kindness to be evident in our attitude and communication, and in active, practical ways.

Excellence: We hold ourselves to high standards. We listen and learn from those we support, our partners and each other, to continuously improve all that we do.

Our focus is on working with women and children who are suffering trauma as a result of human trafficking, slavery and abuse. We seek to extend and expand the reach and impact of this work through advocacy and building the capacity of governments, international institutions, other NGOs, corporations and communities to combat human trafficking, slavery and abuse and advance the rights of those who have experienced these horrors.

WE WORK INTENSIVELY AT THE:



INDIVIDUAL LEVEL
to heal trauma.



PROJECT LEVEL
to ensure access to high-quality, culturally appropriate, Trauma-Informed Care services.



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

2019 Global Impact

1,167

CLIENTS DIRECTLY SUPPORTED ON THEIR JOURNEYS TO RECOVERY AND EMPOWERMENT.

2 MILLION PEOPLE REACHED THROUGH OUR AWARENESS-RAISING INITIATIVES, COMMUNITY OUTREACH, EDUCATION PROGRAMS, 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.

Other direct beneficiaries: People who participated in capacity-development training, or attended community-based campaigns, e.g. family members, local authorities, government, and like-minded agency staff.

Indirect beneficiaries: Other community members who benefitted from Hagar's capacity-development work, e.g. clients reached by people who were trained by Hagar, family members of school children, or other community members who were trained or attended community campaigns.

34,290

INDIRECT BENEFICIARIES OF OUR WORK.

8,332

OTHER DIRECT BENEFICIARIES OF OUR WORK.

2,278

TRAUMA-INFORMED CARE COUNSELLING SESSIONS DELIVERED.

Where We Work

Hagar is a global organization with Program Offices in Afghanistan, Cambodia, Vietnam and Singapore. We also work with partners in Myanmar, and have Support Offices in Australia, Hong Kong, New Zealand, Singapore, UK and USA.



CAMBODIA



SINGAPORE



AFGHANISTAN



VIETNAM



MYANMAR

Afghanistan

After four decades of conflict, Afghanistan persists in the struggle for stability. A complex political context, economic vulnerability, and high migration and displacement create the conditions for human trafficking to flourish. Afghanistan has one of the highest rates of violence against women in the world and deeply entrenched gender roles.



In Afghanistan, Hagar works closely with government ministries and the Trafficking in Persons (TiP) High Commission to increase the country's capacity to tackle human trafficking, slavery and abuse.

Our **Empowering Women for a Better Future (EWBF)** project tackles gender inequality and aims to overcome disadvantage by increasing women's access to education, training and employment. In 2019, we created six community Self-Help Groups (SHGs) to financially empower women. All attendees reported improved social skills and networks and increased business and marketing skills, mentorship opportunities with the Afghanistan Women Chamber of Commerce and Industry, and household incomes. We welcomed the backing of 50 new partners, who provided pro-bono or discounted services to support the education and empowerment of the women. The active and effective engagement of male gatekeepers in communities and households was critical to the success of the SHGs.

Afghanistan has 27 Protection Centres dedicated to supporting survivors of abuse. During the year, we were invited to conduct **Trauma-Informed Care awareness workshops** and provide support at the policy and program levels to strengthen core psychosocial services within six of the Protection Centres. The sessions included Trauma-Informed Care awareness and education, and quality improvement assessments. At the conclusion of our program, participants knew how to provide psychosocial support and manage the culture changes required to transform into Trauma-Informed Care organizations. One of our primary motivators for this work is to protect those who serve survivors. Secondary trauma suffered by caregivers is often overlooked or underestimated.

We provided technical support to the Ministry of Labour and Social Affairs, the Ministry of Women Affairs, and the Afghan Shelter Network (ASN) by finalizing draft guidelines for the Protection Centres that incorporated Trauma-Informed Care principles to address gaps in service provision.

OUR IMPACT

1,517
direct beneficiaries.

11,378
indirect beneficiaries.

371
Engaged with 371 government and civil society organizations.

682
Conducted 682 counselling sessions.

100%
of clients in residential care accessed education, justice and vocational training.

10
Trauma-Informed Care workshops for agencies with frontline caregivers.

152
Protection Centre staff trained in Trauma-Informed Care.

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. But with the support of her mother, and of our partner, Tear Australia, Madina is determinedly overcoming the barriers to education and forging a path for herself and other young women in Afghanistan.

There is severe discrimination in Madina's family and community, and a strong belief that boys are better than girls. Madina's grandparents (on her father's side) 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 Islamic 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."

"I am proud to say that Hagar has helped me a lot. Through the counselling I have learnt to share my problems freely without fear and to listen to others. Hagar has been like a mother to me."

Madina



Cambodia

Emerging from the ravages of conflict and relatively recent genocide, Cambodia is a country with rich cultural heritage and, at the same time, deep inter-generational trauma. With an estimated 256,800 people living in modern slavery, it has the highest prevalence of slavery in the world after North Korea and Uzbekistan. Domestic and gender-based violence are prevalent, with a recent UNICEF report revealing that one in five Cambodian men between the ages of 18 and 49 admitted to perpetrating rape.



For more than 26 years, we have worked with survivors of human trafficking, slavery and abuse in Cambodia. At the individual level, we provide safe places to live, loving foster families to care for children, trauma counselling, medical care, legal advice and the opportunity to go to school, learn vocational skills or gain a university degree. At the national level, we work closely with the Royal Government of Cambodia to increase its capacity to sustain this life-changing work in their country.

The **Legal and Protection** project supports clients, keeps them safe during legal proceedings, and ensures they have quality legal representation. In 2019, 83 clients were supported by this project and all were placed safely in foster care, their families of origin, or kinship care.

In 2019, our **Community Learning Centre (CLC)** worked with child survivors of abuse, and families from impoverished local communities to provide high-quality primary education. Children undertook a specialized 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.

We provided support to the Ministry of Justice by coordinating the second and third National Meetings of the **Juvenile Justice Law Working Group** to review the draft Judicial Guidelines Related to Children in Judicial Proceedings in Cambodia (Children in Conflict with the Law, Child Victims and Child Witnesses). The meetings were conducted in Phnom Penh and chaired by Her Excellency the Secretary of State with the participation of judges, lawyers, prosecutors, Legal Aid of Cambodia, UNICEF and Hagar Cambodia's leadership team. The guidelines, which are due to be launched by the Ministry of Justice in 2020, will support children who go through the court system.

OUR IMPACT

2,725
direct beneficiaries.

8,311
indirect beneficiaries.

20
clients received job placements.

66
participants from partner organizations attended Trauma-Informed Care workshops.

747
face-to-face counselling sessions and 194 phone counselling sessions were delivered.

2
Cambodia government ministries, the Ministry of Justice and the Ministry of Education, Youth and Sport, partnered with Hagar Cambodia to develop national guidelines and curriculums.

281
communities were trained in Good Parenting Skills, Domestic Violence and Child Protection.

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 neighbor. 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 organization 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



Vietnam

Vietnam is one of South East Asia's fastest-developing countries, yet it remains a significant source country for women, men and children who are subjected to sex trafficking and forced labor. Women are trafficked as brides to neighboring countries, as well as further afield, with incidents of trafficking that reach as far as Europe. Domestic violence is widespread and almost 60 per cent of married women have suffered physical or sexual abuse in their lifetimes.



Hagar Vietnam supports women and their children through the whole journey of recovery, offering Trauma-Informed Care counselling, education, vocational training and job placement while they are living in safe accommodation in the community.

Hagar Vietnam's **The Whole Journey** program ensures that clients and their dependents are safe and protected from physical harm, abuse and exploitation. In 2019, we employed a range of approaches to ensure that all clients had access to safe accommodation and we cooperated with shelters, NGOs, and government-operated accommodation including the Yen Bai Satellite Care Centre and the Hanoi-based Peace House Shelter. We rented simple houses in communities to enable our case managers to work closely with clients and their families to develop individual safety plans, no matter where they lived.

In 2019, our commitment to **strengthening national systems** continued and we used field-based evidence to influence national legislation, policies and procedures across a range of areas including Trauma-Informed Care, gender-based violence, human rights, child protection, and positive parenting. We worked with organizations including the Government of Vietnam and the United Nations, and presented Hagar's Trauma-Informed Care model at provincial, national and international forums. Hagar Vietnam participated in national Child Rights, Counter-Trafficking Network, Ethnic Working Group, and Gender-Based Violence working groups. In 2019, Hagar Vietnam was elected to the NGO Resource Centre Steering Committee, and we also took part in international NGO discussions with the Government of Vietnam.

970 people from government agencies, NGOs, academic organizations, the United Nations, and client families attended 26 **Trauma-Informed Care training sessions** throughout the year. The sessions increased awareness, knowledge and the capacity for attendees to include Trauma-Informed Care approaches in their own work. Forty child-protection focal points working in Cao Bang and Hoa Binh provinces were provided longer-term capacity development training and supervision opportunities.

OUR IMPACT

5,110
direct beneficiaries.

14,391
indirect beneficiaries.

26
Trauma-Informed Care training courses were conducted for 970 participants.

16
events raised awareness about gender-based violence and reached 3,800 people.

60
officers in Yen Bai, Hoa Binh and Cao Bang improved their capacity to support survivors and lead activities against gender-based violence.

3
reports about Hagar's Trauma-Informed Care approach were broadcast on national TV.

657
people from different organizations learned Trauma-Informed Care tools to help support survivors.

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 hard-working 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 Manager



Singapore

Singapore is a popular transit point and destination hub for human trafficking activities, and women and girls are brought into the country for sexual or labor exploitation. Taking advantage of Singapore's attractive economic conditions, criminal syndicates deceive vulnerable victims with false job offers, promising them a better life for their families. Singapore's one million low-wage foreign workers are among the most vulnerable.

Hagar Singapore provides services that help clients recover from trauma and restart their lives. We offer assistance with literacy, economic and life skills, employment opportunities, and reintegration to home countries. At the systemic level, we elevate the capabilities and awareness of local communities to respond to slavery and abuse by training enforcement groups and community members on topics like human trafficking and exploitation.

In 2019, we worked closely with the Singapore Government to assist women and young girls who were trafficked into the country for sexual exploitation and forced labor. During the year, we saw the first labor trafficking conviction since the establishment of the Prevention of Human Trafficking Act in 2015. The Singapore State Courts found two nightclub managers guilty of human trafficking and exploiting three women from Bangladesh. The women were subjected to oppressive working conditions and their salaries, passports and identification documents were withheld. The three women were placed in Hagar's care by local authorities in 2016. We are deeply encouraged by the women's resilience, as shown throughout their recovery journeys, and pursuit of justice. All of them have since returned to their home countries and are living new lives.

Workshops at the National University of Singapore (NUS) Moot Court helped clients visualize being in court and learn about their rights, including requesting a translator, asking for toilet breaks and seeking clarification. Knowing what to expect in court helped allay their fears and anxiety. Hagar staff and trained volunteers were present at every client's court session and provided a total of 90 hours of moral support and emotional strength throughout the year.

Our **Proficiency in English** project helped 86 clients improve their conversational English skills, which are critical for building confidence and enhancing employability. We also partnered with an agency that specializes in financial education for migrant workers and one client completed a six-month course on money management, essential computer skills and communication skills (see Aanya's Story).



OUR IMPACT

117
direct beneficiaries.

10
indirect beneficiaries.

1.78 million
people reached through our public awareness initiatives.

32
We collaborated with 32 corporate and educational institutions, 13 community partners and social groups, and various government bodies to raise awareness.

630
migrant workers reached through eight awareness and mental-wellness events.

90
hours were spent in court supporting clients though their legal proceedings.

32
clients received education about their legal rights.

86
beneficiaries attended English classes that helped improve their conversational skills.

Aanya's story

At 17 years of age, Aanya was deceived by a false job offer and arrived in Singapore to discover she had fallen into a trap set by traffickers. Instead of working as a performing artist, Aanya was forced into working under harsh, exploitative conditions in a nightclub. After she was rescued by Singapore's Ministry of Manpower, Aanya was referred to Hagar for help.

Through consistent Trauma-Informed Care counselling and therapy, Aanya regained a sense of self-worth and hope for the future. With a keen interest in technology, Aanya dreamed of pursuing an IT-related course when she returned home but did not have the necessary basic computer skills. Motivated and keen to learn, and with our support, Aanya began a six-month course in money management, essential computer skills and communication skills.

From having no digital literacy, Aanya is now able to use simple internet applications. In addition to computer skills, she gained valuable money management skills that will greatly aid her future-planning. Aanya will complete the course soon and is excited about enrolling in the advanced course.

It was rewarding to connect Aanya with our partner agency, Aidha, which specializes in financial education for migrant workers. The course helped improve Aanya's employability, as the workforce is increasingly moving towards digitiztation. The money management component helped Aanya reach her financial goals for herself and her family. Aanya set an excellent example for our other clients, and a number of them are now motivated to pursue higher learning."

Hagar Singapore



Myanmar

Myanmar presents many developing-world contextual challenges such as poverty, significant gender inequity, high rates of human trafficking and other human rights abuses, and ethnic conflict and the resulting refugee migration. These challenges have become social, political and economic vulnerabilities in Myanmar, as human services and government infrastructure are insufficient to address them. With so many risk factors and minimal capacity for intervention, Myanmar sees high numbers of victims of human trafficking, sexual exploitation and abuse, as evidenced by its rank as the 18th lowest of 167 nations on the global slavery index www.globalslaveryindex.org



The data that is available cannot fully communicate Myanmar's context of trauma. There is a causal relationship between trauma and the onset of mental health conditions and many in Myanmar have endured trauma for decades. We are likely only seeing the tip of the iceberg regarding the impact of trauma in Myanmar, and the growing problem needs urgent attention. Unfortunately, support organizations are often ill-equipped to help human rights abuse survivors recover from the emotional, physical and mental impacts of trauma.

Through our own qualitative field research, local NGO partners highlighted a critical gap across services in the country: trauma exposure, symptoms and recovery are rarely discussed and often overlooked. Among service providers, there needs to be increased awareness of trauma and its impact on clients and staff, and integration of Trauma-Informed Care interventions beyond meeting safety and basic needs.

We work in partnership with four large non-profit organizations to build their understanding of the impact of trauma and improve their skills in providing Trauma-Informed Care services to their approximately 60,000 beneficiaries. We also help our partners implement staff wellbeing policies, practices and procedures. These are essential components of trauma-informed organizations, and they ensure the emotional wellbeing and retention of staff, and strong client outcomes.

The **Capacity Building Project** for Non-Profits in Myanmar builds upon the foundational Trauma-Informed Care training that began our efforts in Myanmar (2017-2018). In 2019, we conducted courses for teams of trainers from World Vision, World Concern, Yangon Kayin Baptist Women Association and Action Aid. The local trainers subsequently began to educate their own organizations and beyond, which allowed the project to have a ripple effect that continues to grow.

OUR IMPACT

30
participants from four partner organizations received Trauma-Informed Care training.

200
Within a few months of completing their own training, the participants had trained 200 of their colleagues and other NGO staff.

In September 2019, The Hagar International Global CEO, Hagar USA Executive Director, and Lead Trainer travelled to Myanmar to assess the effectiveness of the project and determine long-term needs in Myanmar.

The team was struck by both the impact of the Hagar capacity-building program on participants and their work, and the enormous need for Hagar to continue to expand services in Myanmar, given the significant levels of trauma in-country and the limited services to effectively address it.

Over the next three years we aim to:

- Strengthen and expand the core team of trainers delivering Trauma-Informed Care training.
- Reach an ever-broadening network of NGOs.
- Empower partners to provide Trauma-Informed Care training and support to their direct service teams, particularly in areas of conflict or high volumes of refugees.
- Help partner organizations promote staff personal care and wellbeing within their organizations to ensure that front-line employees are able to provide Trauma-Informed Care and avoid secondary trauma and burnout.

"We so often take for granted having access to quality health and mental health services when we need them in the developed world, because they are commonplace. Sadly, in Myanmar, where there is a very high rate of trauma, there are minimal services to assist those traumatized from acts of human trafficking, slavery and abuse."

Mike Nowlin, Hagar USA Director (Myanmar Project Manager)

"I will take what I have learned and provide it to my community, colleagues, church and project target areas."

Trainee

"I would like to thank you for the sessions; I learned a lot of knowledge that will be very useful for me in my career."

Trainee



The Whole Journey in Vietnam

A 10-YEAR REVIEW





The Whole Journey project has been providing care for trauma survivors in Vietnam for 10 years. In 2019, we commissioned an evaluation of the impacts of the project over 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 showed that the majority of The Whole Journey clients demonstrated positive and sustainable changes in safety practices and legal awareness, self-esteem and values, self-confidence, physical and psychological wellbeing, 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.

Our efforts to effect broad systemic change in Vietnam were confirmed in the evaluation findings. We aim to amplify clients' voices through awareness raising and advocacy and the positive impacts of Hagar's work in this area were noted. This is an area we will continue to explore as our frontline Trauma-Informed Care experience deepens and lends weight to our efforts. We aim to capitalize on opportunities to further raise public awareness as we develop and implement media and engagement strategies in the future.

The 10-year evaluation of The Whole Journey was a unique opportunity to measure our long-term impact and the sustainability of this impact on our clients' lives. It enables us to better understand our successes and pinpoint areas in which we might improve and increase our impact. It will inform our work and service development and help us ensure that we operate as efficiently and effectively as possible.

Thanks to our partner, Boeing, for supporting The Whole Journey project and this evaluation.

Our support offices

HAGAR AUSTRALIA

Modern Slavery Act

On 1 January 2019, Australia's first Modern Slavery Act came into effect, placing new statutory reporting requirements on larger companies operating within Australia. The Act requires companies with more than AUD$100 million in total revenue to publish an annual statement about potential slavery risks in their operations and supply chains, and their plans to assess and reduce those risks.

Hagar Australia played an active role in advocating for the Act. Our leadership team, along with Cambodia survivor, Sophea, gave evidence to the Parliamentary Inquiry into a Modern Slavery Act for Australia, urging parliamentarians to seize the moment to bring about change.



Hagar's first ever telethon raises more than AUD$53,000!

In less than 24 hours on 2 December 2019, Hagar Australia supporters rallied together across the country to raise an incredible AUD$53,508 to help survivors of modern slavery rebuild their lives. The event, which was held on the International Day for the Abolition of Slavery, was generously supported by The Spotlight Foundation, Peter Halas and an anonymous donor who made matching donations to help the Hagar Australia team reach their target. We send enormous thanks to all the passionate Hagar Australia volunteers who gave their time to make and receive calls from the early hours of the morning until late at night.

HAGAR USA

Awareness Raising

We deepened our engagement with partner organizations in the USA, our representatives spoke at a range of events, and we initiated collaborations with US government agencies in Washington DC, including the State Department's Office to Monitor and Combat Trafficking in Persons, and USAID Counter Trafficking in Persons.

Research

Executive Director of Hagar USA, Mike Nowlin, co-wrote two journal articles with Deakin University's Zoe Wyatt. Both articles drew on Hagar's work in Cambodia. *Spirituality and Resilience in Cambodia: A Trauma-informed Perspective* was published in the Global Journal of Human-Social Science: C Sociology & Culture and looked at how spirituality may be utilized as a trauma-informed approach to promote resilience and wellbeing for young people. The second article, *Trauma, Resilience and the Power of Human Connection: Reflections from the Field of Cambodia*, was published in the American Journal of Applied Psychology and examined factors that may help a child recover from trauma. These factors included the child's relationships and their ability to establish trust and connection to others.


American Journal of Applied Psychology

Trauma, Resilience and the Power of Human Connection: Reflections from the Field of Cambodia

Zoe Wyatt[1,2,*], Mike Nowlin[3,*]

[1]Deakin University, Melbourne, Australia
[2]The Cabin Group, Chiang Mai, Thailand
[3]Hagar USA, Charlotte, South Carolina, USA

Email address:

To cite this article:

Received: March 15, 2019; Accepted: June 11, 2019; Published: June 27, 2019

Abstract: Political and economic instability, poverty, war and terrorism, are just some of the harsh realities facing many young people globally. Various theoretical frameworks that conceptualize resilience exist in Western countries, yet there is limited research that looks specifically at resilience for children and young people in developing nations who have experienced complex trauma. This research article focuses on the story of Hagar children's recovery from trauma and the underpinning factors that enabled them to 'bounce back' from severe adversity and to develop resilience. Hagar is a global human rights organization, providing wraparound support for survivors of human trafficking from 21, 22. Resourced neuroscientist and child psychiatrist Bruce Perry, defines trauma as "an experience or pattern of experiences, which impairs the proper functioning of the person's stress response system, making it more reactive or less resilient" (Perry, 2006). Perry's work has contributed to our understanding of what continued activation of the stress response does to the brain in early childhood, anticipatory anxiety and PTSD. Given provide the basic blueprint and early childhood experiences influence the blueprint by creating a reality for the child [3]. The younger the child when trauma occurs, the more likely a child is to disassociate as they cannot

Keywords: Resilience, Cambodia, Childhood Trauma, Recovery, Connection, Relationships, Trust

1. Introduction: The Impact of Trauma

This research article focuses on the story of Hagar children's recovery from trauma and the underpinning factors that enabled them to 'bounce back' from severe adversity and to develop resilience. Hagar is a global human rights organization, providing wraparound support for survivors of human trafficking from 21, 22. Resourced neuroscientist and child psychiatrist Bruce Perry, defines trauma as "an experience or pattern of experiences, which impairs the proper functioning of the person's stress response system, making it more reactive or less resilient" (Perry, 2006). Perry's work has contributed to our understanding of what continued activation of the stress response does to the brain in early childhood, anticipatory anxiety and PTSD. Given provide the basic blueprint and early childhood experiences influence the blueprint by creating a reality for the child [3]. The younger the child when trauma occurs, the more likely a child is to disassociate as they cannot

light or flee. Whilst fear is frequently the reason that the brain is in a hyper-aroused state, it is also the case that a child's brain can have a comparable result [3]. For marginalized individuals, the unpredictability of living in poverty will create a much higher baseline level of distress. However, it is also important to note, that not every distressing event results in traumatic stress. There are a number of factors that affect short and long-term impact of events such as violence and abuse being influenced by several factors including:

a. The age of the child and developmental stage
b. The child's past experience with trauma
c. The nature, severity and duration of the danger and relationship with the perpetrator
d. What occurs in the aftermath of the trauma
e. The availability of trusted adults who can provide protection.

[Child Trauma Academy, 2018

In the case of chronic complex trauma (where a child

Global Journal of Human-Social Science: C Sociology & Culture

and Resilience in Cambodia: A Trauma-informed

By Zoe Wyatt & Mike Nowlin

Spirituality and Resilience in Cambodia: A Trauma-informed Perspective

HAGAR NEW ZEALAND

Inaugural 1,281 Challenge

At 5.30am on Saturday 14 December, a group of Hagar supporters from Christchurch met at New Brighton Pier with the goal of collectively travelling 1,281km by running, swimming and cycling. 1,281km is the length of the Vietnamese border with China, which is a known hotspot for human trafficking.

By the end of the day, the runners, swimmers and cyclists had together travelled 1,587km and raised an incredible NZD$7,038 to support our work in Vietnam. The event was a wonderful way to raise awareness about Hagar and the issues we tackle, as well as providing Hagar supporters the opportunity to partner in our work while doing something they love.

Youth Abolitionist Program

In 2019, we launched our Youth Abolitionist Program, which invites senior high school students to join us in the fight to abolish slavery. Students aimed to raise NZD$2,000 each by September while increasing awareness about human trafficking and Hagar's work. The Program offered the opportunity for a student and their mentor to travel to Cambodia to see our work first-hand and join the Angkor Wat marathon with Hagar supporters from around the world. The winner raised more than NZD$5,000 and the Program helped us reach new donors and supporters.





HAGAR SINGAPORE

ILLUMINATE – Hagar Freedom Gala



Attended by Member of Parliament, Mr Christopher de Souza, and supported by over 300 distinguished guests, the Hagar Freedom Gala celebrated the transformed lives of survivors of human trafficking, slavery and abuse over the past 25 years. Inspired by the moving testimonies of former beneficiaries, Rithy, Longdy and Aly, who are now thriving in their respective vocations, the event generated enormous support for Hagar projects in Asia.

Golf tournament a huge success!

Marking Hagar's 25th anniversary, 144 golfers participated in the Hagar Charity Golf Tournament 2019. Flanking the participants was our 50-person volunteer team, which took to the blazing sun with great commitment and enthusiasm. Returning PGA golf professionals, Nicholas Seng and Lip Ooi, gamely participated in the Beat-the-Pro Challenge, and Mr Lee How Giap, Hagar Golf Organising Chairman, took on golfers at the inaugural Chairman Challenge. To end the day, golfers enjoyed a grand dinner celebration, including an auction of generously donated gifts. Setting a new fundraising record, the golf event raised SGD$195,000, and over SGD$384,000 worth of non-cash sponsorship items.

“I can help you, you are not alone.”

A simple yet powerful phrase that brings hope. It’s also one that trafficked victims don’t see or hear enough, because there is no way to speak to them due to language barriers.

In conjunction with the World Day Against Trafficking in Persons, Hagar Singapore launched the Be A Voice for the Silenced anti-trafficking campaign. In collaboration with five leading designers and artists in Singapore, we produced a stunning collection of scarves inspired by true stories of human trafficking. Using the local languages of four countries with high rates of human trafficking, ‘help messages’ were woven into the intricate designs.

Powered by social media influencers, key opinion leaders and radio stations, Be A Voice for the Silenced increased community awareness and sparked conversations about human trafficking. More than 1.78 million people were reached via digital, traditional and social platforms, and they gained a better understanding of human trafficking issues and Hagar’s role in combatting human trafficking. Many responded with enthusiasm and supported victims by purchasing scarves and signing up to Hagar’s volunteer program.

voiceforthesilenced.com





RUN FOR FREEDOM 2019

Imagine running around one of the world’s most famous and picturesque landmarks to help transform the lives of women and children who have been trafficked, enslaved or abused.

On 8 December 2019 in Siem Reap, Cambodia, more than 100 Hagar staff, supporters and beneficiaries from around the world participated in the Hagar Run for Freedom 2019, which was part of the Angkor Wat International Half Marathon. Blazing the trail around Angkor Wat, the Hagar contingent took part in all race categories, from the half-marathon to the fun run.

Sponsored by families and friends, our runners from Australia, New Zealand, the UK, Singapore, Vietnam and Cambodia raised almost USD100,000 to support Hagar’s life-transforming work.

While visiting Siem Reap, participants also had the opportunity to learn more about Hagar’s work, meet our frontline staff, and run alongside survivors who have been supported by Hagar to rebuild their lives.

HAGAR VIETNAM'S WORK FEATURED ON TALK VIETNAM

The VTV4 talk show watched by millions.

In December, Hagar Vietnam's work was brought to an international audience via Vietnam Television's VTV4 talk show 'Talk Vietnam'. Ms Carol Mortensen, Executive Director, Hagar Vietnam, and Ms To Thi Hanh, Trauma-Informed Care Team Leader, Hagar Vietnam, spoke about Hagar's Trauma-Informed Care approach and the support provided for survivors of human trafficking, sexual abuse and domestic violence. The English-language show was watched by millions of national and international viewers.



This episode of Talk Vietnam can be viewed on YouTube youtu.be/t8lkGUTS4as

REALITY CHECK

WE CREATED AWARENESS BY SERVING PEOPLE A REALITY CHECK.

We wanted to expose the issue of slavery, particularly how little it costs to buy a slave, in a way that was relatable. We presented unsuspecting diners with restaurant bills that showed the prices of their meals in terms of the number of slaves they could have bought with what they spent.

On average, a slave costs USD$90.

A waiter explained what the bill meant and informed the diners that slavery is more widespread than they might have thought. The waiter also introduced the diners to people at the very next table who had survived slavery and were helped by Hagar.

We would like to thank our partners DDB Hong Kong for their pro bono assistance to help produce this creative, innovative video.

Watch the award-winning video here youtu.be/9Y839CAwvxg



Our Volunteers

From legal research 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.

20,353
Hours contributed by volunteers in 2019

Our Partners

Together, we can change lives.

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.

2019 Partners

TECHNICAL PARTNERS

Colombo Plan Council
Global Fund to End Modern Slavery
Humanitarian Organisation for Migration
Economics, Singapore
International Organisation For Migration
United Nations International Children's Emergency Fund (UNICEF)
United Nations Population Fund (UNFPA)
UNWOMEN

CORPORATE

27 Seconds Wine NZ
Allied World Assurance
Afghanistan Women Chamber of Commerce and Industry
Animus Distillery
Ascalon Pacific NZ
Aviva Singapore
Banyan Tree
Boeing Global Corporate Citizenship
Boston Scientific Corporation
BreadTalk
Broad Peak Investment Advisers Pte Ltd
Capella Ubud
Clifford Chance
CLSA Chairman's Trust
Corrs Chambers Westgarth
CVC Asia Pacific
DDB Hong Kong
DDB Worldwide Pte Ltd
Deloitte US
Deutsche Bank
Dymon Asia
Dynaforce International
Eden + Ellie
Emperor Champagne
Expat Dental
EX-R Consulting
Garden City Rotary NZ
Garibaldi Italian Restaurant & Bar
Gen K. Jewelry
Gennex Corporation
Goldman Sachs Gives
Grand Park City Hall
Hartshorn Distillery
Heidrick & Struggles
HHG Legal Group
i=Change
Ignition Networks
ilLido Group
Joma Bakery
KPMG Cambodia
L Hotels and Resorts
Legal cabinet of Nguyễn Văn Tú
Les Precieux
Lettuce & Co
LEVEL
Liberty Specialty Markets

Lifestyle Retreats
LINGWU
Linklaters
Longchamp
Luxasia
Macquarie Group Foundation
Max Architectural Design NZ
Metropolis Events
Minter Ellison LLP
Monica Vinader
Morgan Stanley
Murkani Jewellery
Neal's Yard Remedies
Noel Gifts International Ltd
Ozdare
Parry Field Lawyers
Pacha Mama Wines
Proelect M & E Pte Ltd
Rhodium Resources
Salesforce
Scott Dunn
Seiko
Singapore Airlines
Splitrock Natural Spring Water
Starward Whisky
Stone & Wood Brewing
Studio Tweed
Sunray Woodcraft Construction Pte Ltd
The Sanchaya
The Upper House
Trans Instruments (Singapore) Pte Ltd
Villa Drupadi
Villa Mahabhirom
W Hotel Sentosa Cove
Wojo Signs
Xpert learning Centre

TRUSTS AND FOUNDATIONS

Alexis Tsang
Australian Philanthropic Services Foundation
Barlow Family Foundation
Birchall Family Foundation Trust
Cambodia Charitable Trust NZ
Chab Dai Coalition
Champion Family Foundation
Chen Su Lan Trust
Colleen Yu
Deirdre O'Connor
Dove Trust NZ
Equity Trustees
Fairfield Trust
Foundation – anonymous
Frimley Foundation NZ
Go International Aid Fund
Imago Dei Fund
I.S. Wong Foundation
J & B Hay Philanthropic Foundation
Jennifer and Yusuke Saito
Joe and Clara Tsai Foundation
Kamilla Holst
Kings Trust NZ
Lilian and Kenneth Lee
Lee Foundation
Nour Foundation
Origin Foundation
Perpetual
Spotlight Foundation
The Pratt Foundation
The Rhonda Wyllie Foundation
Tyne Family Trust NZ
United Nations Trust Fund
Valerie Hamilton Estate NZ
Van der Poel family, New Zealand
Virtue Foundation
Yip Foundation

SCHOOLS

ACS Primary School (Barker Road), Singapore
Anglo-Chinese Primary School (Barker Road), Singapore
Nanyang Girls' High School, Singapore
National University of Singapore (NUS) Faculty of Law
Melbourne Girls Grammar School, Victoria
St Brendan's Primary School, Victoria
St. Patrick's School, Singapore
Thang Long University
United Nations International School (Hanoi), Vietnam
University of Social Sciences and Humanity West Virginia University, Pacific Links Foundation

NON-GOVERNMENT ORGANIZATIONS

Action Aid
Be Slavery Free
Blue Dragon
Centre for Domestic Employees, Singapore
ChildFund Viet Nam
Christliche Ostmission
Community Justice Centre, Singapore
Emancipasia
Flame Cambodia
Foreign Domestic Worker Association for Social Support and Training
Green Pine Clinic, Hanoi
HealthServe
Hanoi International Women's Committee
Humanitarian Services for Children of Vietnam (HSCV)
Hopebox
Hope Unending
International Organisation for Migration
KOTO
Law Society Pro Bono Services, Singapore
Light
Mackillop Family Services
Mount Alvernia Hospital
Peace House Shelter
Ping-Pong-A-Thon
Reach
Save the Children
Singapore National Eye Centre
Tearfund New Zealand
TEAR Australia
Transient Workers Count Too
Vietnam Judicial Support Association for the Poor (VIJUSAP)
World Vision
World Concern
Yangon Kayin Baptist Women's Association (KKBWA)
ygap
Youth Career Initiative
Youth Academy

CHURCHES

Adam Road Presbyterian Church
Barker Road Methodist Church
Bethesda (Bedok-Tampines) Church
Canberra Baptist Church
Geylang Church of Christ
Geylang Evangelical Free Church
Grace Brethren
Grace Community Church Mitchell
Lakeside Presbyterian Church
Life Church Christchurch, NZ
Lincoln Baptist Church, NZ
Living Waters Methodist Church
Mar Thoma Syrian Church in Singapore
Methodist Church of NZ
Mount Carmel Bible Presbyterian Church
Parish of Waikanae, NZ
Pentecost Methodist Church
River of Life Church
St Andrews Uniting Church, Queensland
Te Awa Chapel, NZ
True Way Presbyterian Church, Singapore
World Revival Prayer Fellowship

GOVERNMENT/ PUBLIC INSTITUTIONS

Afghanistan

Afghanistan Independent Human Rights Commission
Ministry of Interior Affairs
Ministry of Justice
Ministry of Labor, Social Affairs and Disabled
Ministry of Women's Affairs

Australia

Australian Government through an Australian Aid: Friendship Grant.

Cambodia

Cambodia National Council for Children
Commune Committee for Women and Children
Ministry of Foreign Affairs and International Cooperation
Ministry of Interior
Ministry of Justice
Ministry of Labor and Vocational Training
Ministry of Social Affairs, Veterans and Youth Rehabilitation
National Committee for Counter Trafficking
Provincial Cambodia National Council for Children
Provincial National Committee for Counter Trafficking
Provincial of Social Affairs, Veterans and Youth Rehabilitation

Singapore

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
The Law Society of Singapore

USA

United States State Department

Vietnam

CCHIP
Government of Vietnam
National Child Protection Line
Nghe An Women's Union
Social Work Centers in Provinces
Yen Bai Women's Union

Global Strategy 2020-2022

150,000

BENEFICIARIES BY 2022

Hagar's Global Strategy 2020-2022 was developed in 2019 and implemented at the beginning of 2020. The Strategy outlines a clear set of goals, outcomes, KPIs and activities that provide a robust strategic framework to guide Hagar into the future. Our overarching goal is to impact 150,000 beneficiaries by 2022.

All Hagar Program and Support Office staff and Board members participated in the development process and contributed their opinions and ideas in strategic planning workshops. This provided a comprehensive understanding of key issues, future trends and opportunities. We will review the Strategy each year.

Five goals will drive Hagar's global programming agenda for the next three years. They are underpinned by our experience in Trauma-Informed Care, which includes services in casework, counselling, economic empowerment, family support, legal support, reintegration and staff care.

GOAL 1

HEAL

Support survivors (particularly women and children) to heal through access to consistent quality social services.

To achieve this goal, we will focus on:

- Establishing and sharing best practices across Hagar to equip staff with knowledge and skills.
- Strengthening Hagar's network of service providers.
- Maximizing impact across programs.

Outcome

The cycle of trauma is broken for an increasing number of survivors.

GOAL 2

PREVENT

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

To achieve this goal, we will focus on:

- Understanding the extent and impact of current prevention activities and models.
- Developing replicable, low-cost prevention programs that can work to scale and are appropriate to local contexts.

Outcome

Increased behavior changes in communities to reduce human trafficking, slavery and abuse in target areas.

STRATEGY EXECUTION: CAPABILITIES

Five key capabilities will help us realize the five program goals.

- Financial Stability
- Robust Governance and Support
- Sustainable Fundraising
- Strong People and Culture
- Effective Quality Assurance Practices

STRATEGY EXECUTION: MANAGEMENT SYSTEMS

To ensure the five program goals are realized, we will hone our management systems across five main areas.

MANAGEMENT SYSTEMS

- **Client**
- **Budget**
- **Knowledge**
- **Personnel**
- **Board**

GOAL 3

PARTNER



Build the capacity of our partners to deliver Trauma-Informed Care to survivors.

To achieve this goal, we will focus on:

- Delivering tailored capacity-building to partners.
- Developing best-practice training models for Hagar staff and building their capacity to be effective trainers.

Outcome

Partners are confidently using Trauma-Informed Care approaches to scale to meet survivor needs.

GOAL 4

EMPOWER



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

To achieve this goal, we will focus on:

- Providing survivors with tools to lead and give back.
- Piloting and learning from a survivor leadership program.

Outcome

Survivors help build their communities at the local, national and international levels and disrupt the cycle of human trafficking, slavery and abuse.

GOAL 5

INFLUENCE



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

To achieve this goal, we will focus on:

- Maximizing key external engagement opportunities.
- Strategic communication.
- Measuring the progress and impact of Hagar's contribution to policy change.

Outcome

Policy, practice and systems at community, national, and international levels better prevent exploitation, protect survivors and prosecute the perpetrators of human trafficking, slavery and abuse.

Streamlined Global Governance

As a small, niche and only 26-year-old international non-governmental organization, our global governance arrangements have not always kept pace with the organization's expansion and evolution. In 2019, the Hagar International Board and Hagar Support Offices reviewed the global operating model and explored options to simplify and streamline the way Hagar works as a federated governance structure to best serve our clients now and into the future.

The review confirmed the strong foundation of our global federated governance structure and our shared conviction to enhance it to ensure the organization's effectiveness.



The key principles of the Hagar global federation are:

1) Empowerment

Ensuring decisions are made closest to the level they affect.

2) Interdependence

Ensuring a clear balance of power between entities. No single entity is to have an over-concentration of power and the power and decision rights that belong to each entity are clearly articulated.

3) Accountability

Ensuring each entity plays, and is accountable for, their agreed role.

4) Twin citizenship

Ensuring a culture where all entities acknowledge the need to balance the requirements of their local context with being part of the global organization.

The review helped us clarify the roles and responsibilities of Boards and Management in terms of:

- Mission, vision and core values;
- Strategy development;
- Accountability to deliver on the strategy;
- Promoting 'One Hagar';
- Annual planning and budgeting;
- Ensuring financial reporting and analysis of value for money; and
- Developing the capabilities of member entities to reach their objectives.

The result is a much more simple, clear and aligned governance system across all entities. Improvements include:

- The Hagar International Board has broader membership, including the Chairs of the Boards of our six Support Offices, with five internal and external members. This creates a comprehensive and balanced global decision-making body.
- Application of 'best practice' Board systems applied to all Hagar entity Boards including Board Member selection, consistent Board Member terms, clear Board Member roles and responsibilities, and the effective use of Board Committees.
- The implementation of effective matrix management systems across all entities with the Global CEO of Hagar International.

Hagar Boards and management look forward to these changes bringing improved clarity and focus across the organization as we strive to achieve the objectives of the Hagar Global Strategy 2020-2022.

Hagar International Board

Phil Badger, B.Com
Chairman, appointed 2016
(1 Jan 2019 – 31 Dec 2019)

Phil has a strong grounding in the financial sector, which has formed the basis of a broad commercial business career. He is currently a professional director, chairman and investor, with interests in a range of industries such as construction, wholesale and distribution, horticulture and import/export. Phil's passion for business development, combined with extensive senior management experience, allows him to successfully tailor governance, organizational capability, and strategic management solutions for Hagar's operations. Phil also provides professional support services to New Zealand start-ups as well as financial and management services to already established businesses. Phil's passion for supporting charities is demonstrated in his numerous Chairman and Board commitments to Charitable Trusts.

Emmanuel Tsakis, GAICD, MBA, CPA, BBus (Accounting)
Treasurer
(1 Jan 2019 – 31 Dec 2019)

Emmanuel has over 25 years of experience in not-for-profit organizations, acquired through a broad range of senior roles including Chief Financial Officer, Business Development and Divisional Management. Emmanuel is currently the Executive Director Corporate Services for a large community service organization based in Australia. Emmanuel's specialist skills include financial analysis, financial modelling, and strategic and business planning. Emmanuel is also a board member and treasurer of a large community health organization.

Sharon Wilkinson, MSc, BA, RN, PGdip
(1 Jan 2018 – 31 Dec 2018)

Sharon has extensive international development experience in health sector reform, education, community development and emergency response. For the past 40 years she has worked for major international aid programs including DFID, WHO and CARE International. Sharon has initiated and led humanitarian aid programs in Africa, India, Myanmar, and Cambodia. She is now retired and living in Cambodia.

Dr Bronwyn Graham, PhD
(1 Jan 2018 – 31 Dec 2018)

Bronwyn is a qualified medical doctor. In 2003, after completing postgraduate studies in women and children's health, she moved to Afghanistan with her family. From 2011-2013 she served as Hagar Afghanistan's Country Director based in Kabul. Now in New Zealand, Bronwyn has returned to clinical medicine and is working as a doctor in general practice.

Dr Peter Hess, Dr Iur., LL.M.
(1 Jan 2018 – 31 Dec 2018)

Peter is a practicing lawyer and partner at Reichlin Hess Ltd. in Zug, Switzerland. He completed his postgraduate studies in law at Columbia University, New York. Peter has made a significant contribution to his community, having served in the Federal Parliament from 1983 to 2003, and was Speaker of the House of Representatives in the year 2000/2001.

Dr Andrew Catford, PhD, M.IntDev, B.App.Sc.
Global Chief Executive Officer, appointed 2019

Andrew has extensive experience in the international development sector, having lived and worked in Asia, the Pacific, Africa, the Middle East and South America. He has worked for non-government organizations including World Vision and Build On, and consulting company Hassall GHD, where he secured and implemented large-scale international development projects. Andrew has 10 years' experience as a Country Director in Senegal and the Solomon Islands, and was a Board Member of the Solomon Islands Development Services Exchange and Board Chair of the microfinance institution Vision Fund. Andrew holds a PhD focused on effective community development approaches in Vietnam and was a master's degree lecturer at RMIT University Melbourne in the courses of project design, monitoring, evaluation and gender.

HAGAR AUSTRALIA BOARD

Dr William J. Hurditch **(Chair)**
Marita Ham
Catherine Jacob
Sarah Prescott
Marianne Roux
Carla Webb-Sear

HAGAR HONG KONG BOARD

Jennifer Saito **(Chair)**
Lilian Lee
Alexis Tsang
Hans Yeung
Colleen Yu

HAGAR NEW ZEALAND BOARD

Phil Badger **(Chair)**
Lois Dickinson
Ken Lord
Susan Maiava
Paul Martell
Rosie White

HAGAR SINGAPORE BOARD

Paul Chan **(Chair)**
Sylvia Chan
Jimson Cheng
Dominique Choy
Chua Eng Hui
Koh Eu Beng
Lee How Giap
Michael Chiam (non-voting member)

HAGAR UK TRUSTEES

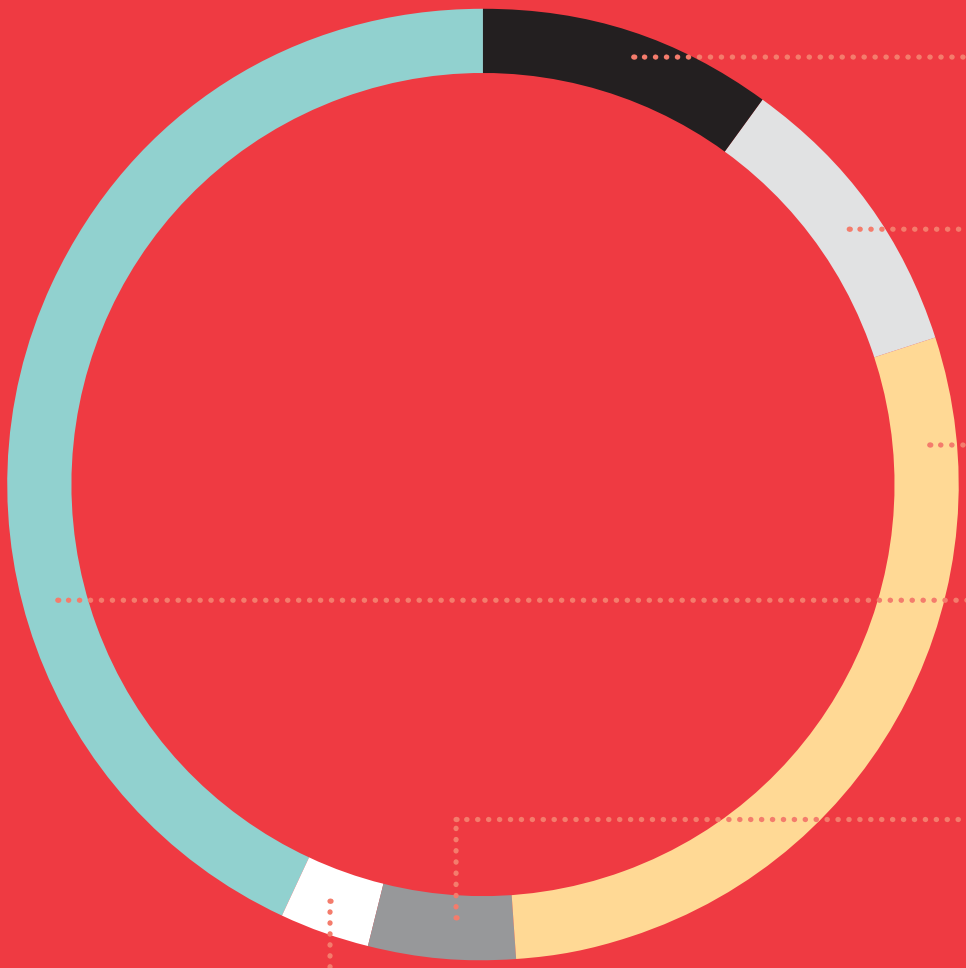
Caroline Hayward
Dr Anne Keene
Suzanne Wilson

HAGAR USA BOARD

Jeff Buterbaugh **(Chair)**
Alex Brown
Deborah Manzanares
Bruce N. Messenger
Bahiyyah A. Walker

2019 Financial Summary

2019 APPROVED BUDGET USD$'000



Government & Multilateral Grants 10%

Other 10%

Individuals 29%

Foundation & Partner Organizations 43%

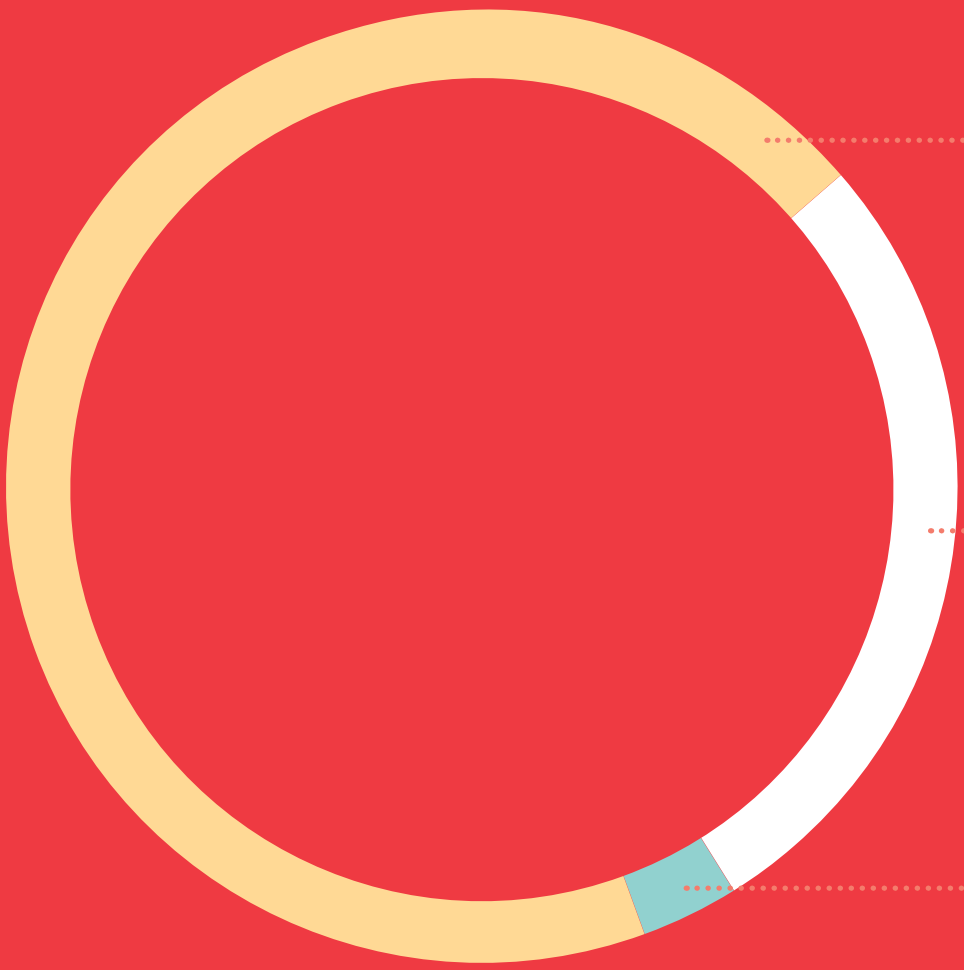
Corporations 5%

Churches 3%

$4,683

TOTAL (USD$'000)

2019 EXPENDITURE USD$'000



Program Services $2,922

Fundraising $1,160

Global Management and Oversight $132

$4,214

TOTAL (USD$'000)

HAGAR

The whole journey

CONTACT US

Our ability to make a difference in the lives of women and children 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 contact us.

HAGAR INTERNATIONAL
https://hagarinternational.org/
info@hagarinternational.org

HAGAR AUSTRALIA
https://hagar.org.au/
admin@hagar.org.au

HAGAR HONG KONG
https://hagar.org.hk/
hongkong@hagarinternational.org

HAGAR NEW ZEALAND
https://hagar.org.nz/
admin@hagar.org.nz

HAGAR SINGAPORE
https://hagar.org.sg/
singapore@hagarinternational.org

HAGAR UK
https://hagarinternational.org/
info@hagarinternational.org

HAGAR USA
https://hagarusa.org/
usa@hagarinternational.org

Facebook **HAGARInternational**

Twitter **@HAGARIntl**

LinkedIn **HAGAR**

YouTube **HAGARinternational**