

# HAGAR

The whole journey



## Impact Report 2022



Maximizing  
our impact



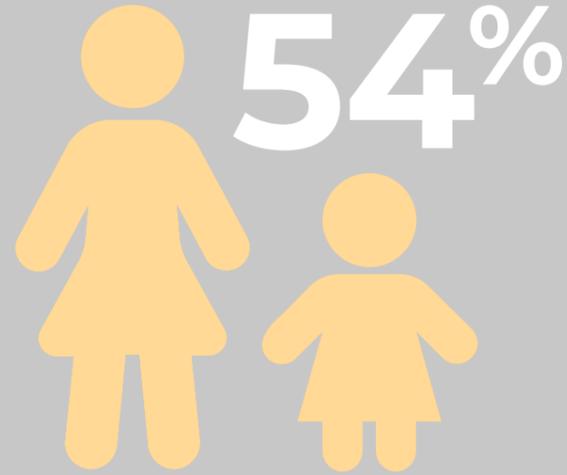
# 49.6 MILLION

PEOPLE LIVE IN MODERN SLAVERY TODAY

**1 IN 4 ARE CHILDREN**



Source: walkfree.org



ARE WOMEN AND GIRLS

# 27.6 MILLION

PEOPLE IN FORCED LABOR (INCLUDING COMMERCIAL SEXUAL EXPLOITATION)



# 22 MILLION

PEOPLE IN FORCED MARRIAGE

IN 2022, WE SUPPORTED **599,068**

DIRECT AND INDIRECT BENEFICIARIES, AND REACHED OVER

**1.5 MILLION**

PEOPLE WITH AWARENESS RAISING ACTIVITIES VIA SOCIAL AND TRADITIONAL MEDIA.



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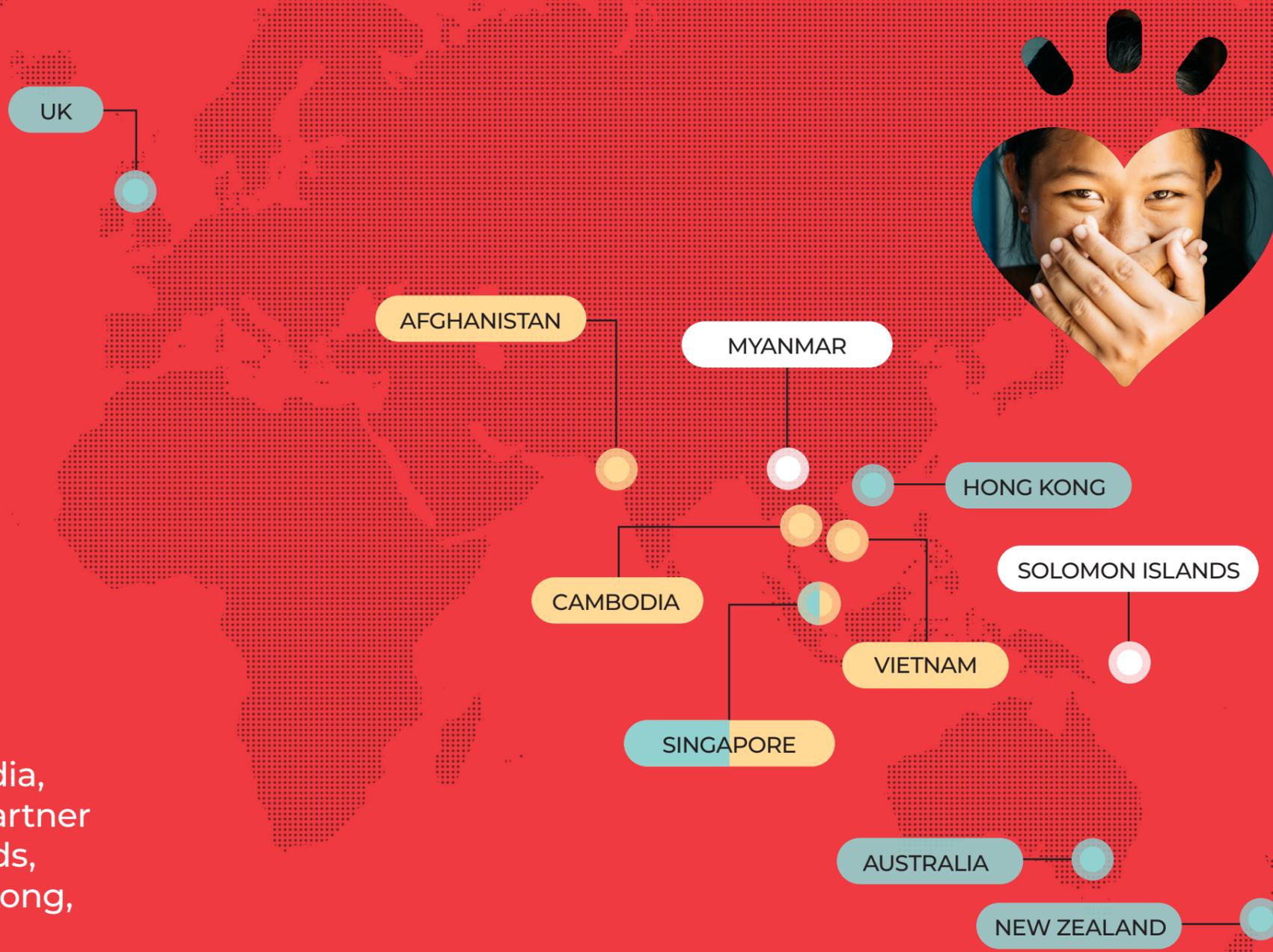
We pursue the highest degree of care and protection for our clients. While client images have been used throughout this report, these images do not necessarily represent the individuals profiled. Names have been changed where required to protect client identities.

## OUR VISION

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

- Program Offices
- Support Offices
- Partner Organizations

Hagar is a global not-for-profit organization with Program Offices in Afghanistan, Cambodia, Vietnam and Singapore. We also work with partner organizations in Myanmar and Solomon Islands, and have Support Offices in Australia, Hong Kong, New Zealand, Singapore, the UK and the USA.



## ABOUT HAGAR

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

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

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

### THE WHOLE JOURNEY

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

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

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

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

MESSAGE FROM THE

# Chair of the Hagar International Board



In August 2022, the Hagar International Board visited Cambodia for our first face-to-face meeting in three years. While there, I was impressed by the exceptional quality of our staff, their unwavering commitment to Hagar’s work, and their expert skills in assisting survivors of human trafficking, slavery and abuse.

At Hagar Cambodia’s ‘Home of Love’, I was humbled to meet a young trafficking survivor whose life was completely transformed by Hagar’s Whole Journey program. I also had the privilege of sitting with members of the ‘Good Husbands’ group who learned how to effectively prevent human trafficking and gender-based violence in their local community.

Working with survivors in the countries where Hagar operates is often challenging. I am so very thankful for our staff in Hagar’s Program and Support Offices and the global team, including Global CEO Dr. Andrew Catford, for the work they do every day.

I would particularly like to thank Hagar Afghanistan staff for their resilience and commitment, and for effectively navigating the challenges they encountered in 2022.

I am extremely grateful for the support of the Hagar International Board and thank retiring Board Members Sarah Barrer, for her expertise improving our fundraising capacity, Sarah Bearup, for her valuable advice on programming and strategy, and Aletta Boshoff for the rigor she brought to our finance and audit operations. We are pleased to welcome Suzanne Wilson-Higgins to the Hagar International Board as the new Hagar UK Board Chair, revitalizing our presence in the UK.

I am proud of Hagar’s achievements in the past year and throughout the 2020-2022 Global Strategy, and for the support of our faithful donors who enabled these wonderful results.

As we look ahead, we are confident that our robust 2023-2025 Global Strategy (page 20), which was wonderfully facilitated by our pro-bono partner the Deloitte D2i Program, will guide us as we continue Hagar’s life-changing work, maximize our impact, and help create a world free of human trafficking, slavery and abuse.



Phil Badger

MESSAGE FROM THE

# Global CEO of Hagar International



2022 was a significant year for Hagar as it marked the completion of our 2020-2022 Global Strategy. When we developed the strategy with the invaluable assistance of our pro-bono partner, the Deloitte US D2i program, we were optimistic about the impact we could achieve in the three-year period. Now it is complete, we are grateful for the help of our supporters and the impact we have made in combatting human trafficking, slavery and abuse.

I am delighted to share some of Hagar’s key achievements and the progress we made towards achieving each of our five strategic goals in 2020-2022.

### EMPOWER

 The Restoring Lives Through Livelihoods program and its cash for work, cooperatives and small business models, empowered female survivors in Afghanistan, providing them with a regular income and a sense of dignity, which are crucial to the healing process.

### INFLUENCE

 At community, national and global levels, our efforts continue to make a significant impact. In Cambodia, Hagar collaborated with the Ministry of Justice to finalize legal guidelines to improve the court experience and outcomes for child survivors of trafficking and abuse. The development of these practical, national guidelines drew heavily on Hagar’s decades of experience working with survivors.

The past three years were a valuable learning experience for us, informing our future efforts, indicating areas in which we need further development, and shaping Hagar’s new 2023-2025 Global Strategy. I’m grateful to each and every Hagar staff member, Board Member, supporter and local partner for your unwavering commitment as we work together to see Hagar grow, reach more survivors, and achieve our vision of a world free of human trafficking, slavery and abuse.

### HEAL

 By updating Trauma-Informed Care training for all staff and improving Hagar’s Whole Journey model, we enhanced survivors’ mental health, education levels, vocational skills, job placements and financial security.

### PARTNER

 We started our first survivor services and prevention project in Solomon Islands without establishing an in-country Hagar Program Office. This is an important step for Hagar, enabling us to maximize our impact by focusing on building sustainable indigenous capacity to provide services.

### PREVENT

 In Cambodia we implemented the ‘Good Husband’, ‘Good Wife’, ‘Youth’, and ‘Church’ group prevention models, while in Vietnam the new Hagar Integrated Prevention model targeted the root causes of human trafficking, slavery and gender-based violence.



Dr. Andrew Catford

# 2020-2022 GLOBAL STRATEGY ACHIEVEMENTS



Hagar's 2020-2022 Global Strategy was designed to maximize our impact. From providing direct support to survivors, to advocating for legal and political change, we shared our experience and raised Hagar's voice at the personal, community, country and global levels.

In addition to delivering our regular programs for survivors of human trafficking, slavery and abuse, we collaborated with other organizations to increase our reach and ease the impacts of COVID-19, natural disasters and other emergencies on survivors.

## TOTAL BENEFICIARIES

3-YEAR TARGET

3-YEAR ACTUAL

159,663

1,471,659

## DIRECT BENEFICIARIES

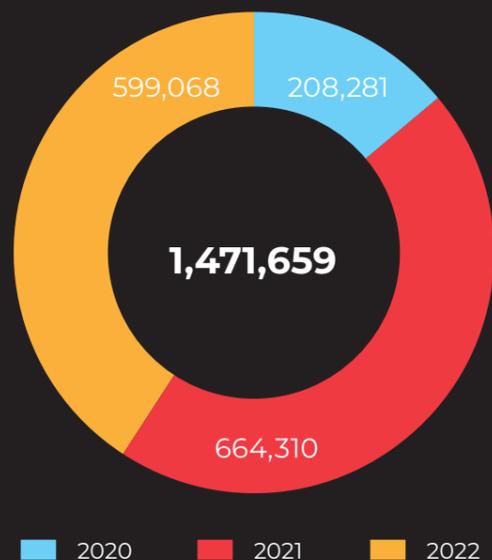
SURVIVORS AND PROJECT PARTICIPANTS

## INDIRECT BENEFICIARIES

FAMILIES AND COMMUNITIES



## TOTAL BENEFICIARIES BY YEAR



## 2020-2022 GLOBAL MEDIA REACH



# AFGHANISTAN EMERGENCY RESPONSE PLAN

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

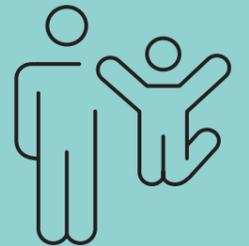
In late 2022, the ERP began to focus on longer-term assistance and building independence, including restoring people's livelihoods.

## In 2022:

1,000 families received winter support.



Hagar created child-friendly spaces for 332 children, providing quality education, recreational activities, counseling and winter support.



16,284 men, women and children received primary health care and psychosocial support.



Hygiene supplies were provided to 500 families.

3,831 men, women and children in Paktika province were directly assisted through the Hagar Earthquake Response. Hagar provided education, recreational activities, medical care and counseling.



## HAGAR'S INTERVENTIONS

- Food Aid
- Primary Health Services
- Child Friendly Spaces
- Winter Support
- Earthquake Response

22,668 DIRECT BENEFICIARIES

164,887 INDIRECT BENEFICIARIES

# Afghanistan



Afghanistan is home to the world's largest humanitarian crisis, with two-thirds of the population (28 million people) estimated to need aid in 2023<sup>1</sup>.

Decades of conflict, poverty and displacement have forced families to flee their homes and many have migrated to neighboring countries in search of work. Those who remained have lost their livelihoods and struggle to provide food and basic medical care for their families.

Afghanistan is the most repressive country in the

world for women<sup>2</sup> and most structures and mechanisms for supporting vulnerable women and children have been destroyed. The basic rights of women and children are being violated, and they are prohibited from working or attending school and university.

Poverty is the main driver of human trafficking in Afghanistan and women

and children are at high risk of exploitation.

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

<sup>1,2</sup> <https://news.un.org/en/story/2023/03/1134352>



Hania weaving wool for the carpet company.

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

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

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

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

## HEAL

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

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



## PREVENT

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

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



## PARTNER

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



## EMPOWER

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



## INFLUENCE

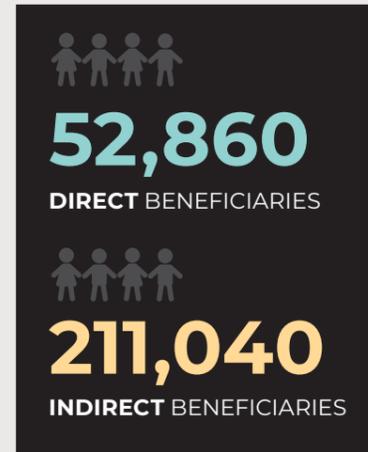
**15 training sessions** were conducted with staff of institutions working for or directly with children and their communities to raise awareness about children's rights and how to protect children from exploitation.



*"We learnt a lot and we can better perform our duties after this training."*

**– TRAINING PARTICIPANT**

# Cambodia



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

Cambodia faces high levels of poverty and inequality, and domestic violence is a significant problem, particularly in rural areas. According to the Global Slavery Index<sup>3</sup>, Cambodia is one of the top 10 countries with the highest prevalence of modern slavery, including forced labor and forced marriage.

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

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

<sup>3</sup> walkfree.org



## Phavy's story

Phavy making food for her customers.

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

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

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

Now that she is older, Phavy runs a food and grocery business in the local market, earning approximately US\$300 a month to support her family.

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

### HEAL



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

**1,542 face-to-face and phone counseling sessions** were conducted for survivors and their families.



### PREVENT



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

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

### PARTNER



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

**392 schoolteachers and government officials** attended 5 Psychological First Aid training sessions delivered in partnership with the Ministry of Education, Youth and Sport.



### EMPOWER



**79 survivors** received educational support.

**157 survivors** received economic empowerment support.

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



### INFLUENCE



**Worked with the Ministry of Justice** to develop a training curriculum of the Children in Judicial Proceedings Guidelines and the Juvenile Justice Procedure Operational Guidelines.



*"Hagar has done great work in the community to support vulnerable families who are in urgent need ... The relief support secured food for children and helped people start small businesses. Thank you very much."*

**- DEPUTY DISTRICT GOVERNOR, KAMRIENG DISTRICT**

# Vietnam



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

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

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

including improving the capacity of our partners, enhancing the resilience of vulnerable people, and sharing our knowledge.

During the year, we scaled-up Hagar's prevention activities and expanded service delivery to 39 communes, 13 districts and three provinces.



## Lua's story

Lua now has a job and a regular income.

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

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

a neighbor, Lua escaped but she was left with deep physical and emotional scars.

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

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

### HEAL



**139 survivors and 363 dependents**

received support services including health care, education, food, shelter, legal assistance and vocational training.

**776 calls**

were received by the Hagar Hotline, including 53 cases requiring emergency intervention.



### PREVENT



**1,308 people**

attended training about gender-based violence, abuse and human trafficking.

**12,450 vulnerable adults and children**

were reached via 9 awareness-raising campaigns.



### PARTNER



**1,252 staff**

from 39 partners received training about child protection, Trauma-Informed Care, case management, gender equity and trafficking.

**168 participants**

attended 22 training courses about providing Trauma-Informed Care to survivors, including survivors with disability.



### EMPOWER



**33 survivors**

received education support.

**211 survivors**

were provided with vocational training.

**171 women**

received micro-loans and assistance to set up livestock businesses.



### INFLUENCE



**10 community-based**

Emergency Response Teams (ERTs) were established.

**2 national workshops**

and a study tour led by Hagar + UN Women.

**3 international events**

at which we discussed Hagar's work, shared our knowledge and experience of Trauma-Informed Care, and contributed to strategies for preventing trafficking, abuse and violence.

*"Hagar's business coaching and financial support helped me start my own coffee shop and fruit stall. I share my knowledge to help other women in my community reach their dreams."*

– HAGAR CLIENT

# Singapore



Singapore is an attractive transit point and destination hub for human trafficking activities, and women and girls are brought into the country for sexual or labor exploitation.

Young women and girls, in particular, are targeted by traffickers with tempting job offers that promise to lift their families out of poverty. Fearing repatriation and a loss of income and the ability to support their families back home, these young women stay entrapped in exploitative conditions. Bonded by debt and

psychological coercion, there is almost no way of escape.

Collaborating closely with the Singapore Government, Hagar assisted 593 women migrant workers who fell prey to human trafficking, exploitation or abuse in Singapore. Besides meeting their immediate needs for food, basic living support,

medical treatment and providing legal aid, we accelerated efforts to improve the women's literacy and employment levels through English and digital literacy training, skills building programs, and re-employment and resettlement assistance.



## Mikha's story

Microsoft and Linklaters employees volunteered their time to help Mikha and other domestic workers learn presentation and interview skills and draft their résumés.

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

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

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

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

### HEAL

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

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

### PREVENT

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

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

### PARTNER

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

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

### EMPOWER

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

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

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

### INFLUENCE

**Research** Hagar contributed to a Singapore Government research project aimed at strengthening local policies and processes to tackle human trafficking.

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

*"I am extremely grateful for the efforts Hagar made to help me return home safely."*  
- HAGAR CLIENT



# Solomon Islands



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

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

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

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

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

## Kerin's story

### Trauma-Informed Care in Solomon Islands



Kerin, HOPE Trust counselor.

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

Kerin's very first client was a survivor of sexual abuse, and Kerin conducted an initial assessment to better understand the client and gain her trust.

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

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

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

**HEAL**

**30 social workers**  
case managers and frontline responders attended a 3-day Trauma-Informed Care training course to learn about Hagar's Whole Journey approach and Solomon Islands national referral mechanisms.

**Support for survivors**  
SAFE began providing Trauma-Informed Care and access to social services for survivors of human trafficking, child sexual exploitation and sexual abuse.

**PREVENT**

**Homes of Hope**  
In September 2022, the HOPE Trust team visited Homes of Hope, a Fiji-based SAFE program partner. Home of Hope's Thumbs Up school awareness program and their Sexual Exploitation and Trafficking Awareness program are being adapted for the Solomon Islands context.

**PARTNER**

**HOPE Trust**  
maintained strong partnerships with Hagar International, Hagar New Zealand, Tearfund New Zealand, Homes of Peace Fiji, and LIFT International Thailand. These relationships contributed significantly to HOPE Trust's organizational development and strengthening of the governance and internal organizational compliance systems.

**EMPOWER**

**Building livelihoods**  
A livelihoods assessment report provided recommendations for strengthening the incomes of households vulnerable to trafficking and sexual exploitation and providing economic support to survivors through local NGO partner Ola Fou.

**INFLUENCE**

**Raising awareness**  
HOPE Trust worked closely with pastors and church elders to encourage them to teach congregations about child protection and child safeguarding and the need to combat human trafficking, child sexual exploitation and sexual abuse.

*"Although my journey has been painful and tiring at times, thanks to Hagar there were many meaningful and beautiful moments. These valuable experiences and lessons will follow me for the rest of my life."*

**- HOPE TRUST CLIENT**

# Myanmar



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

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

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

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

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



## GLOBAL STRATEGY 2023-2025

# MAXIMIZING OUR IMPACT

Our Global Strategy 2023-2025 states a clear set of goals, outcomes, KPIs and activities to guide Hagar into the future and maximize our impact on the vulnerable adults and children we serve. All Program and Support Office staff and Board Members contributed to the development of the strategy, and their ideas and experience provided a comprehensive understanding of key issues, future trends and opportunities.

Five goals, underpinned by our experience in Trauma-Informed Care, will drive Hagar's global programming agenda for the next three years to maximize our impact.

### 2023-2025 STRATEGIC GOALS



**GOAL 1  
HEAL SURVIVORS**  
Heal survivors through Trauma-Informed Care and access to high-quality comprehensive services.



**GOAL 2  
SCALE PREVENTION**  
Scale prevention efforts to reduce trafficking, slavery and/or abuse.



**GOAL 3  
INCREASE CAPACITY**  
Increase capacity to impact survivors and communities through targeted strategic partnerships.



**GOAL 4  
PROMOTE AWARENESS**  
Empower and equip survivors at community, national and international levels to actively contribute to society and the economy.



**GOAL 5  
EMPOWER**  
Contribute to changing policy at the community, national and international levels.

### STRATEGY EXECUTION: CAPABILITIES

Six key organizational capabilities will help us realize the five Strategic Goals.



### STRATEGY EXECUTION: OPERATIONAL PRIORITIES

To ensure the five Strategic Goals are realized, we will hone in on four operational priorities.

#### 2023-2025 OPERATIONAL PRIORITIES

**FUNDRAISING**



Build a diverse, sustainable funding pipeline of US\$10-12 million per annum.

**PARTNERSHIPS**



Double Hagar's impact through strengthened and expanded partnerships with stakeholders across government, civil society and the private sector.

**FINANCE**



Implement a global financial management system and efficient processes to enable us to deliver trusted, clear, accurate, direct reports to the right people at the right time to serve as a foundation for organization-wide decision making.

**COMMUNICATIONS STRATEGY**



Develop and deliver an organization-wide marketing and communications strategy, leveraging compelling stories to amplify Hagar's brand awareness.

# SUPPORT OFFICES

## HAGAR AUSTRALIA

In 2022, Hagar Australia gained base-level accreditation with the Department of Foreign Affairs and Trade. This allows us to partner with the Australian Government as a member of the Australian NGO Cooperation Program. We are currently delivering this program as part of our efforts to decrease gender-based violence in ethnic communities in northern Vietnam.

During the year, we partnered with the doTERRA Healing Hands Foundation to set up an Animal Bank in Vietnam's Yen

Bai Province. This project aims to grow household income for survivors and women at risk of violence, sexual abuse and human trafficking.



## HAGAR NEW ZEALAND

2022 was a busy year for the Hagar New Zealand team! Along with supporting the Solomon Islands SAFE program (funded by the Ministry of Foreign Affairs and Trade), we hosted donor events, ran awareness sessions on slavery and trafficking, launched a Regular Donor Appeal video, conducted a Youth Program, and supported a New Zealand Modern Slavery Act.

Hagar New Zealand's Executive Director, Don Lord, retired in December 2022 after many years of inspiring achievements and leadership. Thank you, Don, for your dedication and commitment to Hagar and the vulnerable adults and children we serve.

## HAGAR HONG KONG

Hagar Hong Kong continued to raise awareness and support with corporate and legal partners. Under the leadership of Executive Director, Barbora Mayer, Hagar Hong Kong secured funding from a new corporate partner for women's economic empowerment in Vietnam, and ongoing support from long-term partners in the legal and finance sectors.

In 2022, we launched the Bauhinia Challenge, which saw our supporters run, walk or hike to raise awareness and funds for Hagar's important work with survivors of human trafficking, slavery and abuse. The Bauhinia is the national flower and emblem of Hong Kong. Thank you to the Bauhinia Challenge Team for your participation in the 2022 event!



## HAGAR SINGAPORE

Hagar Singapore increased partnerships with the government, businesses, corporates and employment agencies to strengthen anti-trafficking efforts and community action. We held community awareness and fundraising events to meet the needs of survivors locally and globally.

The annual Hagar Charity Golf Tournament was held on 14 October 2022 after a two-year hiatus. Greeted with bright smiles and exceptional hospitality from staff and volunteers, golfers had an incredible time playing for the cause. Almost

S\$260,000 was raised and with an evening of celebration and prizes, the night ended on a high.

## HAGAR USA

Hagar USA continued a successful partnership with Boeing Foundation to support Hagar's Whole Journey program in Vietnam. The team also raised funds for the RLL project in Afghanistan, the Home of Love in Cambodia, and was thrilled to finalize the US Government Joint Trafficking in Persons program in Vietnam. We also worked with the United Nations Population Fund to secure funding for a new project in Myanmar.



## HAGAR UK

Currently, only 0.2% of survivors have access to our life-changing support services. To extend our reach and maximize our impact, Hagar established a UK fundraising team. Its focus is to build engagement and support from individuals, grant-giving bodies and companies.

### Delia Shepard

Delia joined our 2022 Rise for Freedom fundraiser and tackled two walks to support the cause - a challenging 50km route through the Chiltern Hills and a virtual 144km trek along Hadrian's Wall. Delia raised an amazing £675! We are incredibly grateful to Delia and all Rise for Freedom 2022 participants.



## A SPECIAL THANK YOU TO TWO KEY PARTNERS

### Deloitte D2i



Since 2019, Hagar has received amazing pro-bono support from Deloitte as part of D2International (D2i), a Social Impact Program that connects high-performing Deloitte consultants with non-profits and social enterprises to serve global communities and build a generation of young change-makers.

In 2022, the D2i team completed various Hagar projects including a Sharepoint and Salesforce system review, a global Human Resources Manual review, and a global Wellness Survey for staff. They also led the process to develop Hagar's 2023-2025 Global Strategy. Hagar is extremely grateful for the incredible support received from the D2i program.

D2i facilitated a workshop in Singapore for Hagar employees.

### DDB Hong Kong



Doyle Dane Bernbach (DBB) Hong Kong provided invaluable pro-bono support during the year to help Hagar produce the Unbroken campaign, which will be released in 2023. DDB worked closely with Hagar staff and a survivor to understand our work and develop a campaign that conveys the importance and impact of our services for survivors of human trafficking, slavery and abuse. DDB produced the stunning campaign in conjunction with Sydney-based artist, Yoko Kawada. There will be more to come on Unbroken in 2023!

## OUR PARTNERS

### CORPORATE

27 Seconds Wine NZ  
 Accor  
 Advanced Learning Ltd  
 Agilent Technologies Singapore  
 Andrew Compton  
 Ark Industries  
 Art Aid  
 Ascalon Pacific Ltd  
 Asia Piling Co Pte Ltd  
 AVPN Hong Kong  
 AWOT Global Logistics (S) Pte Ltd  
 Beacon Law Corporation  
 Best Home Employment  
 Boeing Global Corporate Citizenship  
 Brian Rooke  
 Bunker House Petroleum Pte Ltd  
 Cole Varvel  
 Conveyor Technology  
 Corrs Chambers Westgarth  
 Covenant Chambers LLC  
 Creative Eateries Pte Ltd  
 DDB Hong Kong  
 De Souza Et Cie Pte Ltd  
 Deloitte D2i  
 Eden Resources  
 FAF Flying Transportation  
 Far East Organization  
 Foley-Crete Ltd  
 Formula Foods  
 GHK Holdings Pte Ltd  
 Hai Di Lao  
 Hubsons Airfreight Pte Ltd  
 i=Change  
 IN.FOM Pte Ltd  
 Jack Focus Employment  
 Jeuneora Limited

Latham & Watkins Hong Kong  
 Liberty Specialty Markets  
 Linklaters Hong Kong  
 Linklaters Singapore Pte Ltd  
 Micron Technology  
 Microsoft Singapore  
 MinterEllison Hong Kong  
 Murkani Jewellery  
 Napier Technologies Limited  
 One Percent  
 Ozdare  
 Parry Field Law  
 Pegasus Pharmacy Practice Ltd  
 Precepts Legacy Pte Ltd  
 Quantedge Foundation (Singapore) Ltd  
 Recruit4Good  
 Robert Walters Hong Kong  
 Roslyn Wilson  
 Rynamo Building Services Pte Ltd  
 Sound of Art  
 Sunray Woodcraft Construction Pte Ltd  
 The Rightway Corporation Pte Ltd  
 Thirst Collective  
 Watermark Employment Law  
 White & Case Hong Kong  
 WICE Logistics (Singapore) Pte Ltd

### TRUSTS AND FOUNDATIONS

Affleck Family Trust  
 Australian Communities Foundation  
 Boeing Foundation  
 Charis Foundation  
 Community Foundation Singapore  
 doTerra Healing Hands Foundation Australia and New Zealand  
 Dove Trust  
 Equity Trustees  
 Evolution Trustees  
 Fairfield Trust  
 Frimley Foundation  
 Go International Aid Fund  
 Gracefield Foundation  
 Highway Church Amberley Trust  
 Home Credit  
 HPK Trust  
 Joseph and Associates Limited Foundation  
 Just Giving  
 Koshland Innovation Extension  
 Lee Foundation  
 Lenity Australia  
 L'Oreal Fund for Women  
 Macquarie Group Foundation  
 Malcolm Foundation  
 Max Architectural Design Charitable Trust  
 Meta Lazarus Fund  
 Micron Foundation  
 Naylor-Stewart Ancillary Fund  
 NOUR Foundation  
 Perpetual Foundation  
 Scanlon Foundation

## OUR PARTNERS (cont.)

### TRUSTS AND FOUNDATIONS (cont.)

The Birchall Family Foundation Trust  
The Bowden Marstan Foundation  
The Lachapelle Trust  
The Malcolm Foundation  
UN Trust Fund  
Virtue Foundation

### SCHOOLS

Aslami High School  
Biblical Graduate School of Theology  
CHIJ St. Joseph's Convent  
Earth School Singapore  
Hillview Christian School  
Mazhar-e-Danish High School  
Mercy School, Solomon Islands  
Middleton International School  
National University of Singapore (NUS), Faculty of Law  
Nguvia School, Solomon Islands  
NTU Christian Fellowship  
NUS Centre for Pro Bono and Clinical Legal Education  
Raffles Girls' School  
Rahnawad Noor High School  
UoM International  
Wida High School

### NGOs

A2I  
ACRATH  
Artists Against Slavery  
ChildFund  
Christliche Ostmission  
Colombo Plan  
ERIKS Development Partner  
ERIKS Humanitarian European Reintegration Support Organizations  
Foreign Domestic Worker Association for Social Support & Training  
HealthServe  
Holy Trinity Anglican Community Shop  
Homes of Hope Fiji  
HOPE Trust  
IJM  
International Development Law Organization  
International Organization for Migration  
LIFT International  
Minderoo  
Ola Fou  
Open Road Alliance  
Oxfam Solomon Islands  
Ping-Pong-A-Thon  
Save the Children  
Shelter Now International  
Swiss Development Corporation  
Talitha Kum  
Tearfund Australia  
Tearfund NZ  
UNFPA  
UNICEF  
World Vision  
ygap

### CHURCHES

Aldersgate Methodist Church  
Base Church  
Bethesda (Bedok-Tampines) Church  
Bethany Emmanuel Church  
Canberra Baptist Church  
Changi Bethany Church  
Church of the Good Shepherd Massey, NZ  
Churches of Christ WA  
Evangel Family Church  
First Light Church Perth  
Holy Trinity Church Doncaster  
Kalamunda Church of Christ  
Lincoln Union Parish, NZ  
Little Company of Mary Sisters  
Mar Thoma Syrian Church  
Melbourne True Light Church  
Methodist Church of NZ  
Parish of Burnside, NZ  
Paya Lebar Methodist Church  
Riccarton Community Church  
Sister Act, Christ Church Flackwell Heath, UK  
St Margaret's Anglican Church  
The Bible Church  
The Gateway Café, St Mary's Shinfield, UK  
Wesley Methodist Church  
World Revival Prayer Fellowship

### GOVERNMENT/ PUBLIC INSTITUTIONS

#### Afghanistan

Kabul Municipality  
Ministry of Economy  
Ministry of Education  
Ministry of Finance  
Ministry of Interior  
Ministry of Labor and Social Affairs  
Ministry of Public Health  
Ministry of Refugees and Repatriation

#### Australia

Australian Council for International Development  
Ministry of Foreign Affairs

#### Cambodia

Cambodia National Council for Children  
Ministry of Education  
Ministry of Foreign Affairs  
Ministry of Interior  
Ministry of Justice  
Ministry of Social Affairs, Veterans and Youth Rehabilitation  
National Committee for Counter Trafficking

#### New Zealand

Ministry of Foreign Affairs and Trade

#### 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  
US Embassy, Singapore

#### Solomon Islands

Anti-Human Trafficking Advisory Committee  
Ministry of Immigration, Commerce and Labour  
Ministry of Tourism  
Ministry of Women, Youth, Children and Family Affairs  
New Zealand High Commission  
Royal Solomon Islands Police Force

#### United States

US Department of State  
US Agency for International Development (USAID)

#### Vietnam

Australian Embassy  
Ministry of Public Security  
Ministry of Labor, Invalids and Social Affairs  
New Zealand Embassy  
Nghe An Provincial People's Committee  
Nghe An Provincial Police Department  
Nghe An Women's Union  
NGO Resource Centre  
UK Embassy  
US Embassy  
Yen Bai Provincial People's Committee  
Yen Bai Provincial Police Department  
Yen Bai Women's Union

## 2022 BOARD MEMBERS

### HAGAR INTERNATIONAL BOARD

**Phil Badger, BCom**  
Chair (appointed 2016)  
Chair, Hagar New Zealand

**Dr. Jeff Buterbaugh, PhD**  
Chair, Hagar USA

**Dr. Andrew Catford, PhD, M.IntDev, BAppSc**  
Global Chief Executive Officer

**Paul Chan, MBA, CLU, ChFC, FChFP, CWM**  
Chair, Hagar Singapore

**Dr. Peter Hess, Dr. Iur, LLM**

**Dr. Jill (Kila) Reimer, PhD, Grad Dip (Theology), M.Sc, BA (Hons)**

**Connie Ridley, BEc, MBA**  
(joined 19 Apr 2022)

**Sarah Barrer, M.IntDev, BA**  
(until 20 Dec 2022)

**Sarah Bearup, M.IntDev, BA**  
(until 31 Dec 2022)

**Aletta Boshoff, M.Com, BCom (Hons), BAcc**  
(until 8 May 2022)

### HAGAR SUPPORT OFFICE BOARDS

#### Hagar Australia Board

Connie Ridley, Chair

Marita Ham

Catherine Jacob

Carla Webb-Sear

Suzanne Williams

#### Hagar Singapore Board

Paul Chan (Chair)

Sylvia Chan

Jimson Cheng

Cheryl Chong

Lee How Giap

Chua Eng Hui

Michael Chiam (non-voting member)

#### Hagar New Zealand Board

Phil Badger (Chair)

Madina Knight

Ken Lord

Susan Maiava

Paul Martell

Hannah Anderson

#### Hagar Hong Kong Board

Dr. Andrew Catford (Chair)

Daniel Ang

Jacqueline Cheng

Deborah Papworth

Hans Yeung (until 1 June 2022)

#### Hagar UK Trustees

Suzanne Wilson-Higgins (Chair)

Caroline Heyward

Anna Nileshwar (joined 15 Dec 2022)

Tom Simkiss (joined 15 Dec 2022)

David Calfo (until 15 Dec 2022)

#### Hagar USA Board

Dr. Jeff Buterbaugh (Chair)

Adam Broadway

Deborah Manzanares

Bruce N. Messenger

Amanda Wild

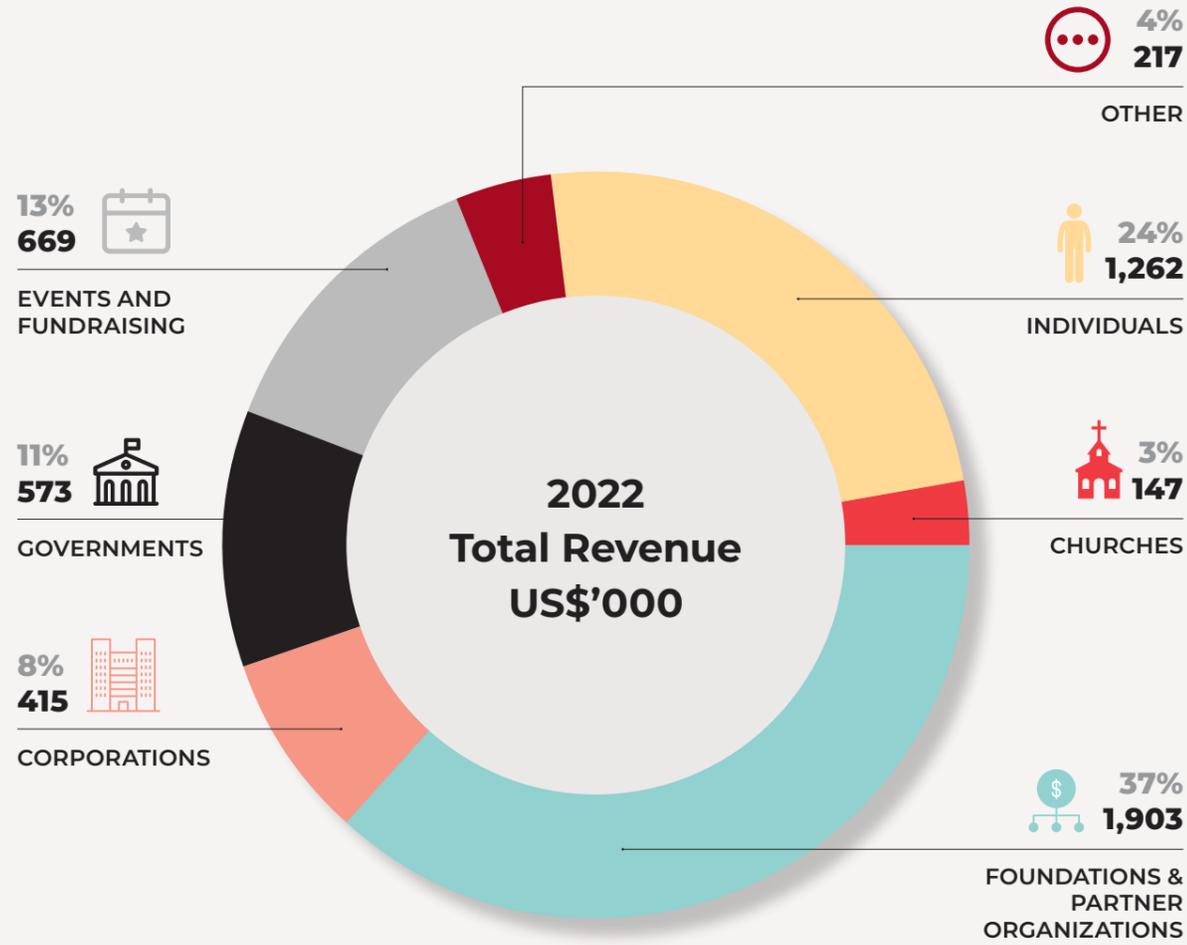
Tiffany Yore

Carie Zoellner

Photos opposite:  
The Hagar International Board visited Cambodia in August 2022.

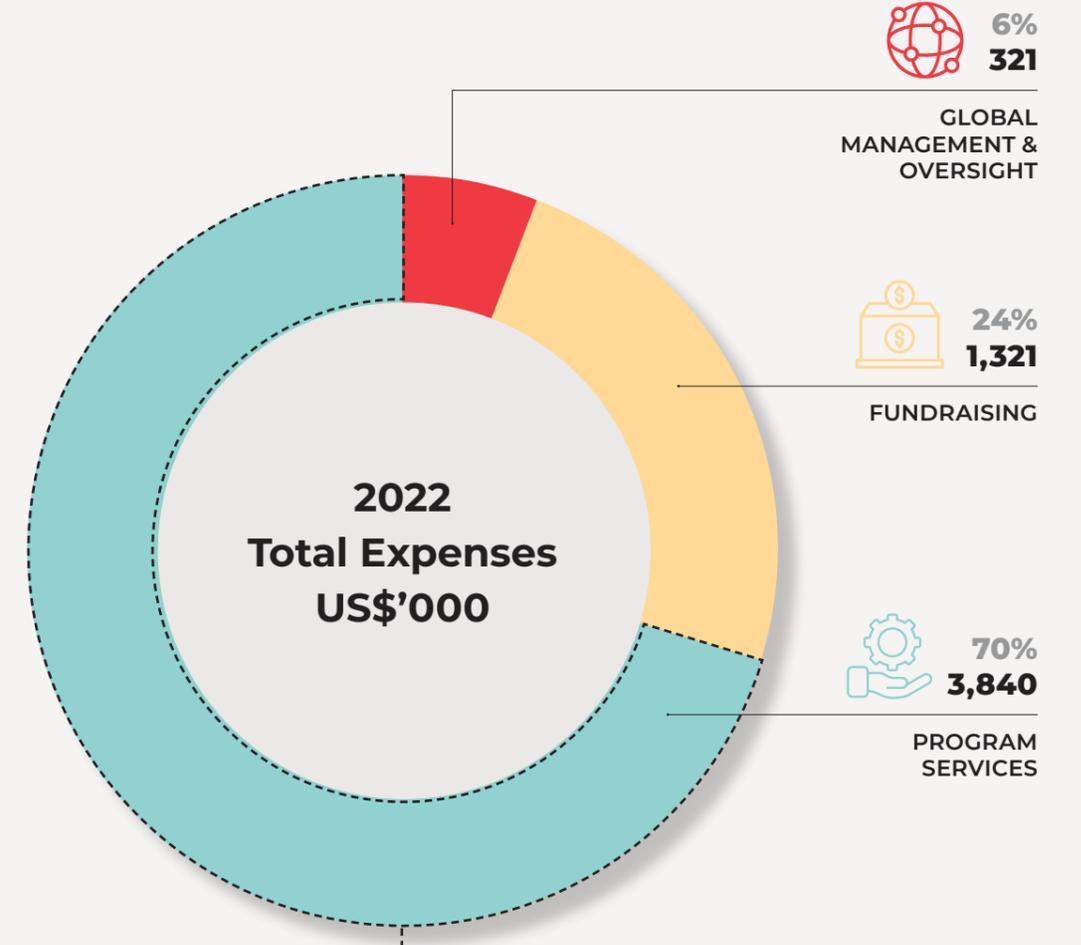


# 2022 FINANCIAL SUMMARY



**\$5,186**

TOTAL



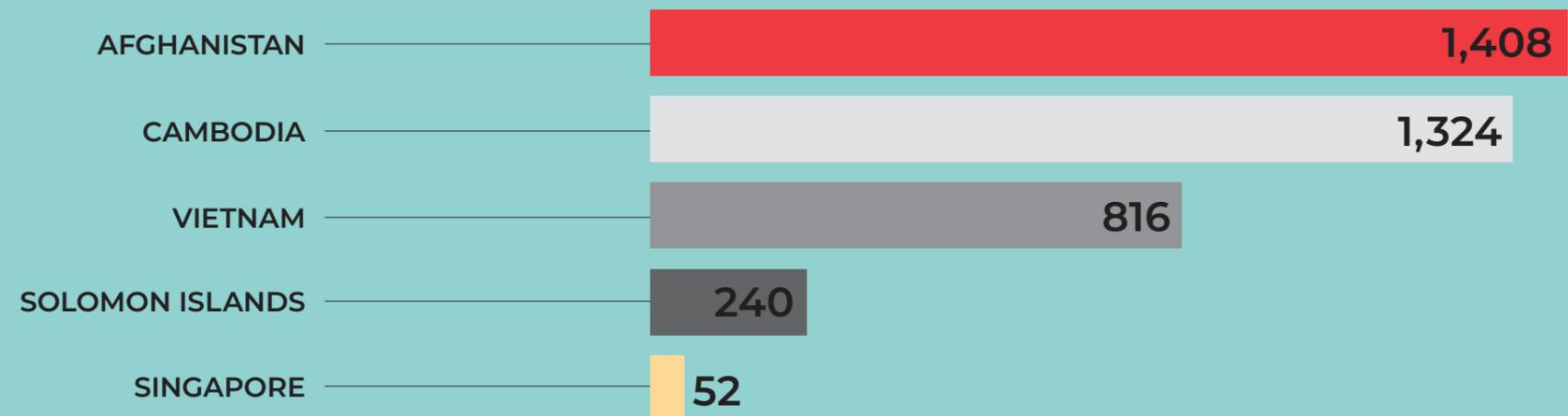
**2022  
Total Expenses  
US\$'000**

**\$5,482**

TOTAL

In 2022 we increased support to our program activity and invested in future growth by adding capability in both fundraising and capacity building. This was partially funded by a drawdown from reserves.

## 2022 Program Services funding by country US\$'000



**\$3,840**

TOTAL



## 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.

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# HAGAR

The whole journey