

# 2018 ANNUAL REPORT

*The* HUMAN TRAFFICKING  

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INSTITUTE

A person is riding a bicycle on a dirt path that leads up a hill. The path is surrounded by dense tropical vegetation, including banana trees and various other plants. The scene is captured in a high-contrast, low-key style, with the rider and the path appearing as dark silhouettes against a bright, clear sky. The overall mood is serene and natural.

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# A Letter from the CEO



Dear Friends,

As the Human Trafficking Institute enters its third year, we are excited to see important strides forward in our mission to decimate trafficking by attacking it at its source: traffickers. Each trafficker stopped means a future stream of victims doesn't have to spend years enduring the horrors of trafficking or struggling to recover from it. Our proven model to stop traffickers has already empowered our Partner Countries, Belize and Uganda, to take significant steps in the fight to decimate trafficking.

This report is a celebration of the progress we made together thanks to our team, partners, and generous supporters.

This year, we have seen our Partner Countries commit to forming new specialized police units to focus on human trafficking. In October, prosecutors, law enforcement officers, and social workers from Belize, South Africa, and Uganda convened outside of Washington, D.C. for the first-ever Global Human Trafficking Academy. Together, they received two weeks of intensive hands-on training from some of the world's most experienced FBI agents and prosecutors. Now they are beginning to use those skills in their home countries to stop traffickers and free victims.

In addition to our progress internationally, the Institute's work has been recognized in our own country. We are excited to celebrate with you the groundbreaking success of the first-ever Federal Human Trafficking Report, which was released in April of last year. This report provided important insights into how traffickers in the United States operate based on a review of every criminal and civil human trafficking case handled by federal courts during the prior year and has already been used in reports by leading nonprofit organizations, government agencies and international organizations.

It is a privilege to partner with you in the fight against modern slavery. On behalf of our whole team, thank you for your faithfulness, encouragement, and support!

Warmly,

A handwritten signature in black ink that reads "Victor". The signature is stylized and written in a cursive-like font.

**Victor Boutros**  
Chief Executive Officer

*The* HUMAN TRAFFICKING  
INSTITUTE



# Getting to the Root of the Problem

There are an estimated 24.9 million human trafficking victims in the world today.

Traffickers force victims to work in their business or in prostitution, seize their earnings, and pay them little or no wages. Although every country has laws against this form of modern-day slavery, trafficking explodes in developing countries where traffickers face no meaningful risk from local law enforcement, who often receive little or no training in criminal investigation.

There are police officers, prosecutors, and judges in developing countries who are motivated to free trafficking victims in their communities and bring traffickers to justice, but are not yet equipped to do so. For traffickers in those countries, crime does pay. Annual profits from human trafficking exceed those of Microsoft, Wells Fargo, Samsung, J.P. Morgan, and Apple combined, helping make trafficking the fastest-growing criminal enterprise in the world.

Yet many anti-trafficking efforts have little to no impact on the trafficker's business model. Instead, they focus on raising awareness, reducing vulnerability, and caring for survivors. These efforts are essential, but if we don't stop the traffickers, they will keep creating more victims who need more survivor services. Ending widespread trafficking in developing countries requires confronting the problem at its root: the traffickers themselves.

“  
There are a thousand hacking at the branches of evil to one who is striking at the root.

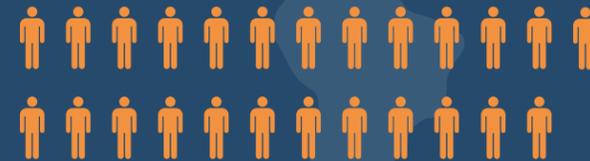
— HENRY DAVID THOREAU

## SLAVERY TODAY

There are more slaves in the world today than during all 400 years of the transatlantic slave trade.

ESTIMATED  
**24.9** Million  
SLAVES TODAY

**12** Million  
DURING ALL 400 YEARS OF  
TRANSATLANTIC SLAVE TRADE



## ANNUAL NET PROFITS

(in billions of U.S. Dollars)

Microsoft	Wells Fargo	Samsung	J.P. Morgan	Apple
\$22.1	\$23.5	\$27.2	\$32.6	\$37.0
All Human Traffickers				\$150.2*

\*Source: International Labor Organization, 2014

## The Solution

**Trafficking collapses when justice systems send traffickers to jail.**

We are beginning to see what those in the field have known for a long time: many traffickers are only willing to use slaves if they know there is no meaningful cost to doing so.

Everything changes when justice systems begin to enforce the law, and traffickers realize that continuing to enslave others could mean having their profits seized and going to jail. With a little bit of enforcement, trafficking becomes too risky. Every trafficker stopped makes a big difference –it means the trafficker's current victims are freed, his future victims are spared, and other traffickers are deterred from engaging in the crime.

# Our Mission



The Human Trafficking Institute exists to **decimate modern slavery at its source** by empowering police and prosecutors to stop traffickers.

Working inside criminal justice systems, the Institute provides the embedded experts, world-class training, investigative resources, and evidence-based research necessary to **stop traffickers and free victims.**

# Our Strategy



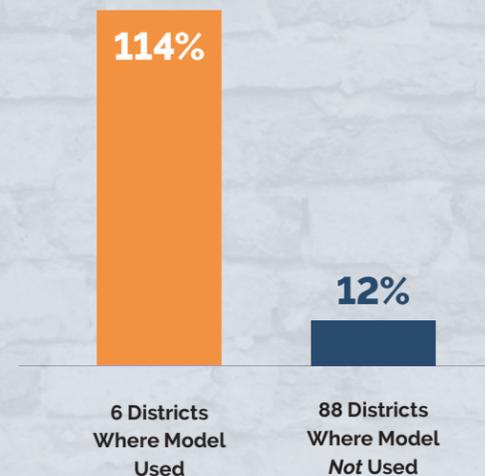
Police, prosecutors, and judges cannot send traffickers to jail if they are never equipped with the specialized skills to do so. Developing specialized skills in any profession involves mastering core knowledge and then developing skills with an experienced mentor. Law enforcement and prosecution are no different.

During their time at the U.S. Department of Justice and the FBI, the Institute's leaders helped develop and implement a model that was piloted in six U.S. districts to improve the U.S. federal response to prosecuting traffickers.

**Within two years, those six pilot districts increased the number of traffickers charged by 114% and convicted more traffickers than the other 88 federal districts combined.**

In developing countries, though, no such model exists for prosecutors or police. The Human Trafficking Institute is now taking that same successful model to our partner countries.

## NATIONAL INCREASE IN TRAFFICKERS CONVICTED



# Our Plan



## Specialized Units

The Institute partners with countries to set up Specialized Human Trafficking Units and courts that are dedicated to hearing human trafficking cases. That means we don't have to improve the entire criminal justice system to be successful. We just need one specialized unit to start enforcing human trafficking laws.

## The Academy

The Institute then puts the Specialized Units through its Global Human Trafficking Academy, where they learn how to identify more cases, use trauma-informed interviewing techniques, and develop successful trial strategies.

## Embedded Experts

The Institute's anti-trafficking experts, such as former FBI agents or prosecutors, move to the Institute's Partner Countries to work with the Specialized Units on their cases to stop traffickers and rescue victims. These embedded experts also ensure a level of transparency and accountability that protects against corruption.



— CHIEF JUSTICE  
KENNETH BENJAMIN,  
BELIZE

This is an important partnership. We do not have the expertise in human trafficking as a subject for which the courts are responsible. It means we have to partner with someone who has the expertise in order to render ourselves capable and competent to perform the role we are constitutionally required to do.

# Belize



CAPITAL CITY  
**Belmopan**



POPULATION  
**385,854**  
(JULY 2018 EST.)



PRIMARY INDUSTRY  
**Tourism**



This small, Central American country is well-known for its climate, beaches, jungles and the second largest barrier reef in the world. What many do not realize is that officials in Belize must also confront human traffickers, who are profiting from sex trafficking and forced labor.

Despite many identified trafficking victims every year, a trafficker has not been convicted for exploiting those victims since 2016. It is also likely that many more victims are not even being identified.

Over the past year, by working with the government of Belize to create trafficking specialists within the criminal justice system and then equipping those specialists with the tools and skills they need, the Institute is laying the groundwork to ensure more victims are identified and more traffickers are convicted in the years to come. Moving forward, the Institute will continue partnering with police and prosecutors in Belize to bring freedom to victims and hold traffickers accountable for their crimes. The Institute will also partner with specific government and non-government organizations responsible for providing effective care for victims.



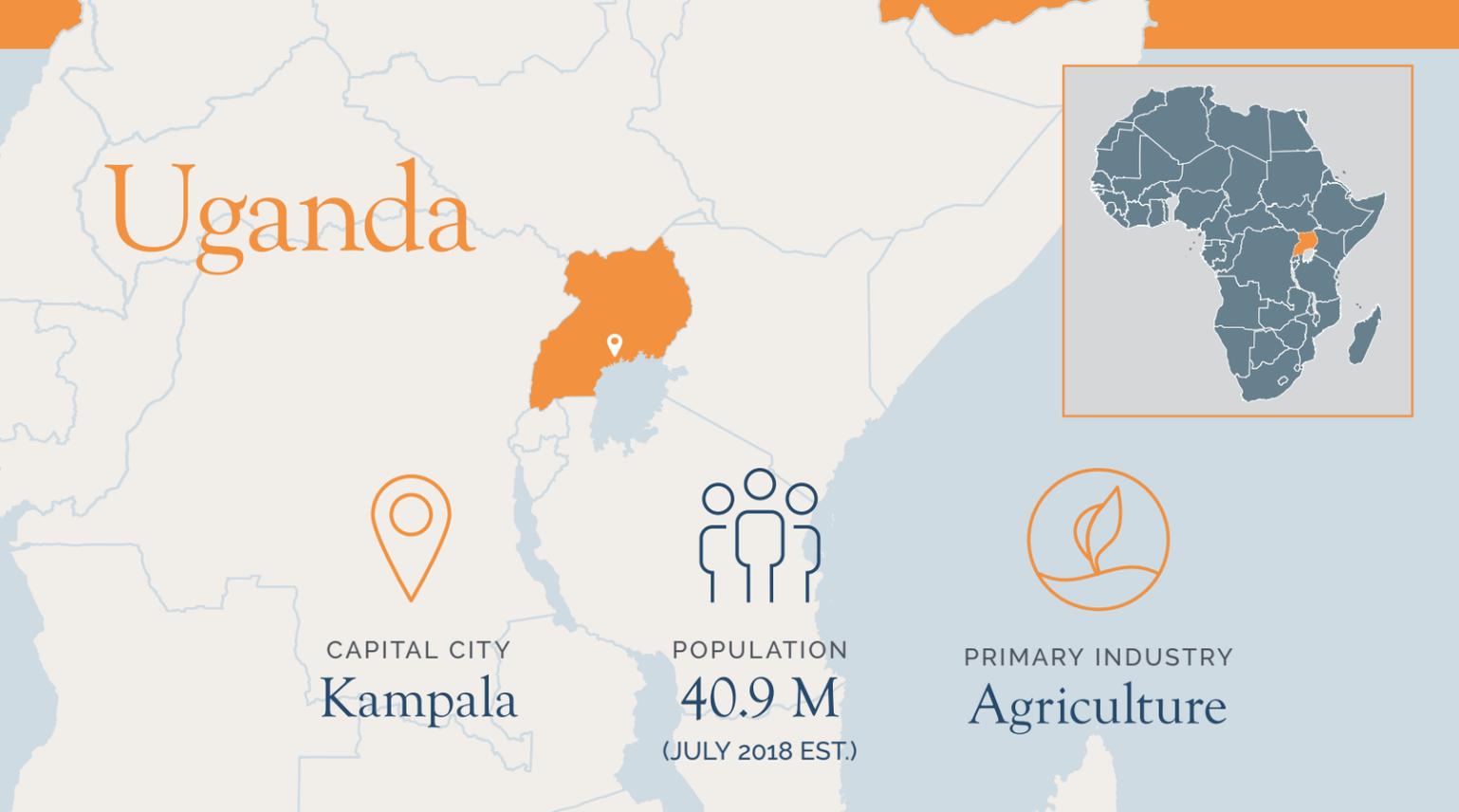
## Highlights

- ◆ A key component of the Institute's model came to fruition when the Head of the National Police Force in Belize formed a new specialized anti-trafficking unit. **For the first time in its history, Belize has specialized police officers whose sole job is to investigate human trafficking cases.**
- ◆ The Institute celebrated the realization of another key component of its model when the Belizean Government sent police, prosecutors, and victim specialists to the Institute's first **Global Human Trafficking Academy** for intensive hands-on training (see *Academy*, page 10).
- ◆ The Institute **signed a formal agreement with the Head of the National Police Force in Belize** to expand Belize's law enforcement capacity by supporting the newly formed specialized anti-trafficking unit's investigation and prosecution of human traffickers.
- ◆ The specialized police unit is now working human trafficking cases and starting to **arrest traffickers and free victims.**
- ◆ The Institute also entered into a formal agreement with the Chief Justice of the Supreme Court of Belize **to hire an Institute lawyer to help process cases more efficiently.** The clerk works under the supervision of Supreme Court Justice Moore, the judge appointed by the Chief Justice to hear all human trafficking cases (see *Moore*, page 16).
- ◆ Two human trafficking cases were slated for trial in front of Justice Moore in 2018. Although there has been a delay, these will be the first human trafficking trials heard in Belize since 2016, and they have the potential to be the **first convictions ever resulting in jail time** under the current anti-trafficking law.

## Our Goals

- ◆ **Increase the capacity of Belize's specialized anti-trafficking police unit** to investigate trafficking cases by working together with Institute experts in a new secure office location where they can store evidence, develop investigative strategies, and interview victims.
- ◆ **Improve trafficking survivors' response and cooperation with Belize law enforcement** by creating a safe, and secure environment in which they can provide witness statements.
- ◆ **Hire a Law Enforcement Advisor to office with the specialized police unit** and work with them each day to develop their skills, solve case-related challenges, and stop more traffickers.
- ◆ **Develop curriculum to train recruits at the Belize police academy** to identify trafficking cases and refer them to the Specialized Police Unit.





Uganda lies at the heart of the African Great Lakes region, bordering South Sudan, Kenya, Tanzania, Rwanda, and the Democratic Republic of Congo. Uganda also sits on the shore of Africa's largest lake, Lake Victoria.

Because of its centralized location, Uganda is an important destination in the region for trade and tourism. However, growing economic disparity and lack of employment opportunities has also resulted in making the population vulnerable to the crime of human trafficking. Traffickers in Uganda often use threats and violence to compel victims into commercial sex acts or to work in their business. The criminal justice system in the country is not yet adequately equipped to deal with this serious crime. In the absence of a credible risk of jail time, traffickers are emboldened to prey on victims with impunity.

With trafficking cases continuing to rise, mechanisms need to be implemented to help cases move through the criminal justice system, which will enable the prosecutors to bring justice to traffickers and victims.

In partnership with the Human Trafficking Institute, the leaders of the Ugandan government have followed through on their commitments to create specialized units focused on human trafficking. In March 2018, during a conference hosted by the Institute, participants drafted and committed to recommendations calling for specialized units for handling human trafficking cases within the entire criminal justice system. The Head of prosecutions for the country has designated a prosecutor for coordinating human trafficking cases, and the Uganda Police Force has also resolved to set up a new Human Trafficking Department within the police force.



## Highlights

- Working closely with the Human Trafficking Institute, the **Ugandan government approved the formation of a new specialized Human Trafficking Department in the Ugandan police force.** This new Human Trafficking Department is expected to have 250+ dedicated staff, including specialized human trafficking officers across the country.
- The Office of the Director of Public Prosecution **designated a specialized prosecutor to oversee all human trafficking cases around the country.**
- The Director of Public Prosecutions **entered into a new agreement, enabling the Institute to hire lawyers** to work inside his office long-term to work with prosecutors on building their skills, solving case-related challenges, and stopping more traffickers.
- The Institute co-hosted a **large-scale training of 140 judges** in Kampala to help them understand Uganda's human trafficking law and how to apply it in different scenarios.
- The Institute celebrated the realization of another key component of its model when the Head of the Uganda Police Force and the Director of Public Prosecutions sent police, prosecutors, and victim specialists to the Institute's first **Global Human Trafficking Academy** for intensive hands-on training (*see Academy, page 10*).
- Several human trafficking investigations were **referred to the Institute for guidance** on investigations, prosecutions, and victim services referrals. Most of the cases being investigated involve the sex trafficking of minors.



## Our Goals

- Work with the Ugandan government to **equip the newly created Human Trafficking Department with the tools and skills it needs to stop traffickers.**
- Hire a Law Enforcement Advisor to work directly with the specialized police department** on a day-to-day basis as it continues to increase their capacity to address human trafficking cases.
- Help **structure and integrate new Victim Witness Coordination Unit into human trafficking casework** and facilitate relationships with strong aftercare partners.
- Celebrate the 10-year anniversary of Uganda's anti-human trafficking law by convening key stakeholders to honor individuals who have been instrumental in the fight against trafficking and to work with the Ugandan government **on creating a new 10-year action plan for continued progress in Uganda.**



## Institute Pioneers Global Human Trafficking Academy

In October, specialized police, prosecutors, and victim specialists from Institute partner countries Belize and Uganda, as well as prosecutors from South Africa, traveled to Washington, D.C., to participate in the first-ever Global Human Trafficking Academy, hosted and conducted by the Human Trafficking Institute. During the two weeks of intensive training, participants developed practical skills and engaged in specially-designed simulations with a world-class faculty of experienced criminal justice practitioners from the Institute, FBI, and U.S. Department of Justice.

Senior government leaders from Belize and Uganda were present as well, including Attorney General Michael Peyrefitte (Belize); Supreme Court Justice Antoinette Moore (Belize); Chief Justice Kenneth Benjamin (Belize); former Commissioner of Police Allen Whyllie; Director of Public Prosecutions Mike Chibita (Uganda); Director of Public Prosecutions Cheryl-Lynn Vidal (Belize); and CEO of the Ministry of Human Development, Social Transformation, and Poverty Alleviation Judith Alpuche (Belize).

"The Academy was a unique opportunity to accelerate a country's progress toward combating the crime of

human trafficking," said CEO Victor Boutros. "These police, prosecutors, and victim specialists are the tip of the spear in the battle against modern slavery in their countries."

Boutros opened the first day by explaining to the cohorts how the Academy is part of a larger transformational movement. "You have an historic opportunity to embrace the noble charge you have been given and to demonstrate to the world that modern slavery can be decimated on a large scale."

The Academy experience centered around a simulated human trafficking case specially developed by the Institute. Over two weeks, the international cohorts worked together in teams to gather evidence, interview human trafficking victims, find witnesses, make decisions about which suspects to charge, and ultimately try the case in a mock trial. They worked the simulated case with instruction from a team of experts, including the Institute's Special Counsel in Belize Dave Fillingame and the Institute's Special Counsel to Uganda's Director of Public Prosecutions Tanima Kishore, who helped design the training case.



With the support of the Institute, we have been able to fight bottleneck and find possible solutions. We have great hope in the future.

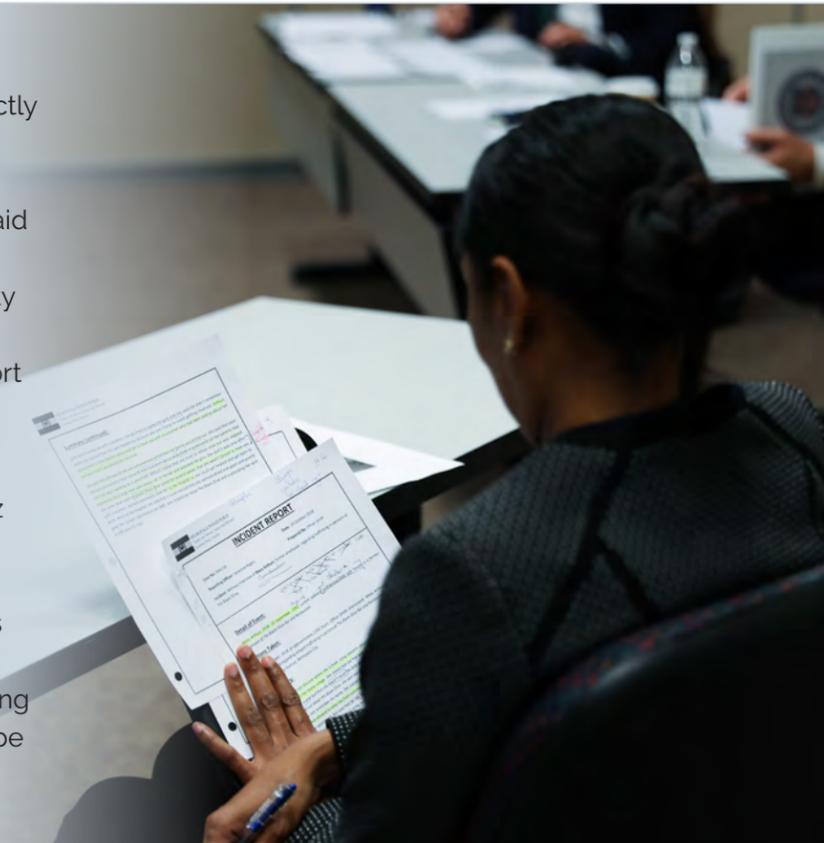
— JUSTICE MIKE CHIBITA,  
DIRECTOR OF PUBLIC PROSECUTIONS, UGANDA

"Spending two weeks working a mock human trafficking case allowed participants to have a distinctly different experience from the typical two- or three-day human trafficking training model. They weren't asked to just sit and listen to a few presentations," said Dave Rogers, Institute Director of Law Enforcement Operations. "Instead, they were given the opportunity to actually dive in and learn by doing. They were challenged and pushed to go outside of their comfort zones."

Academy participants learned from some of the leading experts in the field, including Marie Martinez Israelite, the Institute's Director of Victim Services. Israelite previously served as the chief of the U.S. Department of Homeland Security's Victim Services Unit. "One of our goals was to help the cohorts understand how the trauma experienced by trafficking survivors can manifest in ways that can sometimes be surprising," said Martinez.

"For example, a trafficking survivor might not always express joy or gratitude when they're first identified. Instead, they might be aggressive, withdrawn, untruthful, or very reluctant to engage. This is completely normal, and law enforcement and prosecutors can make mistakes in assessing a potential case if they do not understand the different ways trauma can manifest in the survivors they encounter."

The cohorts then worked on developing strategies and skills for conducting interviews of survivors who have experienced significant trauma and began to put those skills into practice in the Academy's Victim Interviewing Lab. Each member of the cohort



An Academy participant reviews an incident report as part of the training's mock human trafficking trial.

interviewed trafficking victims played by professional actors, who were specially trained to role play realistic trafficking victims in the Institute's simulated case. In each interview room, expert observers from the Institute, FBI, and U.S. Department of Justice provided real-time feedback to the cohorts. The cohorts then heard from a panel of real survivors on what they wished law enforcement and prosecutors understood about their experience participating in the prosecution of their traffickers.

*Continued on Page 12*



Tonight is a celebration. It is the start of something new. If we witness a sea change in trafficking enforcement in Uganda, Belize, and South Africa, it will be because of the criminal justice professionals sitting in this room.

— VICTOR BOUTROS, CEO

*Continued from Page 11*

At the conclusion of the Academy, participants, government leaders, and staff celebrated the accomplishments of the cohorts with a finale dinner at the Library of Congress. Boutros opened the evening by highlighting the achievements of each cohort and celebrating that as they went back to work cases, they had the commitment of some their most senior leaders behind them.

Both Uganda's Director of Public Prosecutions, Mike Chibita, and Belize's Supreme Court Chief Justice Kenneth Benjamin addressed those in attendance at the Academy Finale Dinner and affirmed the importance of applying the specialized skills as they return to their home countries to work trafficking cases.

"The Institute has helped us assemble a group of police and prosecutors and equipped them with the skills they need to do their work," said Justice Chibita. "This has been done during the recent Global Human Trafficking Academy. With the support of the Institute, we have been able to fight bottleneck and find possible solutions. We have great hope in the future."

"Tonight is a celebration," said Boutros. "It is the start of something new. If we witness a sea change in trafficking enforcement in Uganda, Belize, and South Africa it will be because of the criminal justice professionals sitting in this room. Most of the great movements of history began with a small group of dedicated and courageous leaders. But training is not an end in itself. It is only useful if it actually produces change. So in that sense, too, this is the beginning for these cohorts. They are leaving the Academy and entering the arena."



*Belizean and Ugandan government officials and Institute leadership met with the U.S. District Judge Liam O'Grady, Eastern District of Virginia.*



*The Institute's Director of Law Enforcement Operations, Dave Rogers, teaches a class about investigation techniques.*



*A participant examines a piece of evidence as part of the mock human trafficking case exercise.*



*Academy participants interview "suspects" as part of a mock human trafficking investigation.*



*After building their case for two weeks, Academy participants take the case to mock trial.*



## Staff Spotlight: Marie Martinez Israelite Director of Victim Services

“  
When we ensure that every helper who comes into contact with trafficking survivors – including criminal justice professionals – is trained to understand how trauma impacts trafficking victims, we improve their ability to help victims heal and hold traffickers accountable for their crimes.

*As the Director of Victim Services, Marie's job is to lead the Institute's efforts with its partner countries on all issues related to building better supports for systems that are more responsive to survivors, at all stages in their journey.*

**Q Can you describe your role at the Institute?**

**A** I help criminal justice professionals think through operational considerations for victims and plan more effectively for victims who will be identified in the course of their investigative work. I provide help with consultation and problem-solving around victim-witness challenges and how to best support victims in their role as witnesses in a criminal case, including how to partner more effectively with non-profit organizations providers whose services are essential to victims having the stability and security to participate more fully in the process.

I provide training on trauma-informed, victim-centered approaches and encourage our partners to employ these approaches as not only the right thing to do by the victims they are working with, but as an investment into better outcomes for the case overall. I love having a chance to work alongside professionals in different parts of the world as they assess the needs and challenges specific to their country and build better institutional responses for survivors identified in investigations.

**Q What led you into anti-human trafficking work?**

**A** I moved to DC for a postgraduate fellowship and was fortunate to join the U.S. Department of Justice's Office for Victims of Crime. I had an opportunity to help build that program and collaborate closely with nongovernmental service providers around the country who were working to meet the very diverse, complex needs of trafficking victims and to work with the first human trafficking task forces.

From there I was hired as the Trafficking Program Specialist, and then Section Chief of the Victim Assistance Program at Homeland Security Investigations. At that time there were just a few of us who were working to create and build a responsive, robust victim assistance program within a large federal law enforcement agency. I had a chance to be involved in everything from developing the Department's first crime victim policies to training agents about immigration relief remedies for undocumented victims to helping build local relationships with NGOs and helping on the ground with victims identified in large cases. It was incredibly rewarding, and it's where I discovered my love of advocacy and doing this work within the criminal justice system.

**Q What surprised you most about human trafficking?**

**A** I sometimes wondered when I first began working in this field whether the emotionally challenging nature of the work would lead to quick burnout. When people find out what I do for work, the most common question I'm asked is, "Isn't that too depressing?" I've always been able to answer that question with an honest "no." The victim advocacy role still feels like a privilege, whether it's helping a survivor find important resources, safety planning, or simply being a supportive presence and bearing witness to someone's pain. When connected with services and opportunities, survivors are resilient and inspiring. They lobby effectively for organizational, policy, and legislative change and the partnerships are both fun and rewarding.

**Q What do you wish people knew about the reality of trafficking?**

**A** I think the anti-trafficking field has made strides in recognizing the pervasive, long-term impact of trauma on survivors, from how they make choices to

how they engage – or don't engage – with people who are waiting to help them. Trauma can have a profound impact on everything, including memory, worldview, executive functioning, physical and emotional wellbeing, and financial health. When we ensure that every helper who comes into contact with trafficking survivors - including criminal justice professionals - is trained to understand how trauma impact trafficking victims, we improve their ability to help victims heal and hold traffickers accountable for their crimes.



**Q What gives you hope and the ability to continue working in this field?**

**A** I am continually inspired by the growth in this field throughout the world and by colleagues who innovate and work tirelessly to improve responses to survivors in victim services, criminal justice, public health, child welfare, and other fields. I always feel like I work amongst the brightest, most committed people, and I'm also energized by the next generation of anti-trafficking leaders. It's gratifying to see the heart and intensely hard work of colleagues who are involved in investigating and prosecuting trafficking, providing victim services, and running survivor-led organizations. The work is challenging and dynamic – every collaboration is a new opportunity not only to solve problems in a particular case, but also to have a larger impact by improving institutional responses.



# On the Ground: Justice Antoinette Moore

## Supreme Court Justice of Belize

*Chief Justice Antoinette Moore serves as the designated human trafficking judge for the Supreme Court of Belize.*

**Q What inspires you in your work?**

**A** I am inspired by the concept of justice. I am inspired by efforts to ensure that all people have access to justice and that justice is equal for all. I am inspired by the idea that we can make a better world by what we do everyday. I am also inspired by the words and deeds of those who sacrificed and fought for freedom, equality, and justice, who came before me and improved the world for my generation. I am equally inspired by the hope of what future generations will do to advance these same eternal causes.



In my court, I am often inspired by the people who appear before me. The enormous courage displayed by victims and survivors who testify through trauma and tears is always encouraging. After suffering tremendous pain, I have witnessed statements and acts of forgiveness, which reinforce the humanity in us all. At times, accused persons who, through admission of wrongdoing and sincere expressions of remorse, demonstrate the human capacity to change.

**Q What is one thing you wish people knew about law enforcement and criminal justice in Belize?**

**A** It is important for people to know that those in law enforcement and the overall criminal justice system are fighting against significant odds and cannot be successful in accomplishing the important goals in isolation. We have limited resources and expertise against the increasing criminality across the country. The change in our society has been gradual yet it feels like we took one gigantic leap from one day being a small peaceful country to the next being a violent, crime-riddled nation. It has taken a psychological toll on all in society, including those of us in the criminal justice system in Belize. We cannot fight the scourge of crime without the participation of communities, and we also cannot do it without greater commitment of resources from those who hold the purse strings.

**Q Why is it important to combat human trafficking in Belize?**

**A** Combatting trafficking in Belize is important in the same way that battling any criminal offence is important, that is, because it harms individuals and society, and we must protect ourselves from such harm. Human trafficking is more pernicious, however, than other crimes because in addition to the injury inflicted, trafficking attempts to dehumanize the victims — to treat them as profit-making objects and not people. In fighting this crime, we show that we value each and every human being.

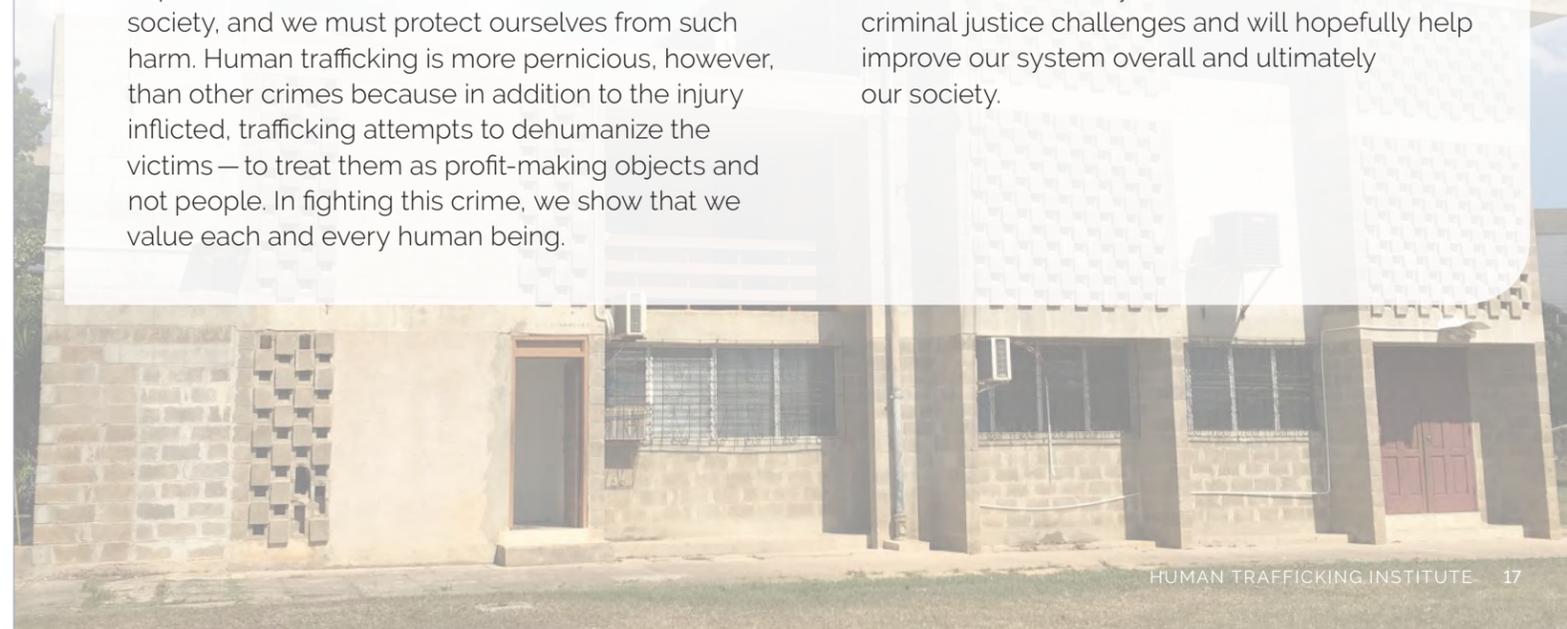
**Q How would you describe the partnership between the Human Trafficking Institute and your office?**

**A** I would describe the partnership as innovative and respectful. It is innovative because the Institute is working with every sector of the criminal justice system — law enforcement, prosecution, and the judiciary. I believe this wholistic approach is helpful and unusual. Having an embedded lawyer in the country is also an innovative approach and a genuine commitment of resources, which gives us confidence that the assistance offered is not fleeting.

I also say the partnership is respectful because the Institute did not come into Belize with assumptions about what we needed but rather asked questions and listened to where we were and what we were lacking. They have been patient and continue to listen. While providing assistance, they respect the experiences of our professionals and of our country. The Institute is a unique international organization, and we are pleased they chose Belize to partner with.

**Q What excites you about the Institute's work in Belize?**

**A** I am excited that the Institute's work here will lead to sustained improvement in the fight against human trafficking in Belize. On a practical level, we want to see the identification and prosecution of more trafficking matters. Where the evidence exists, of course, I hope our jurors will convict and those increased numbers of convictions will in turn be a disincentive for traffickers to operate in Belize. Lastly, I believe some of the lessons we learn in fighting human traffickers may be transferable to other criminal justice challenges and will hopefully help improve our system overall and ultimately our society.



# Engaging Leaders

The Institute's work extends far beyond the borders of Belize and Uganda. Now, more than ever, we are leading efforts that advance the conversation on a national and global level.

We are engaging people from diverse sectors of business and philanthropy to bring new momentum to the fight to decimate slavery in our lifetime.

At the Institute, we call this component of our work Thought Leadership. What exactly do we mean by that? Thought Leadership is the term we use for our efforts to shape policy, lead important conversations, and impact prosecution of human trafficking cases. And, in 2018, we led the way in groundbreaking efforts to increase awareness and make important resources more readily available to the wider public.



The Institute launched **TraffickingMatters.com**, a website providing resources and original content to those engaging in the fight against human trafficking. By creating a destination for articles, trending cases, and resources, the Institute helps foster dialogue about best practices and current trends.



The Institute filed an **amicus brief with the U.S. Court of Appeals for the 8th Circuit** in March to defend against a challenge to the victim-centered approach to human trafficking investigations. By filing these briefs in strategic cases, the Institute helps shape human trafficking law across the United States. Through this particular brief, the Institute supported the defendant's commitment to methods and practices that centered on the safety and well-being of the victim.



The Institute launched a **Restitution Campaign** in December 2018 in an effort to increase the number of cases in which restitution is awarded. Restitution is money the Court orders convicted traffickers to pay survivors for specific harms they caused. For many victims, restitution can be a catalyst to independence and open doors to employment, counseling, childcare, or numerous other resources that help a survivor avoid re-victimization. The Institute discovered that in 2017, mandatory restitution was ordered in only 21.4 percent of cases. To help prosecutors and judges better understand the need for mandatory restitution, the Institute's legal team published a unique resource guide for judges and prosecutors that included proper procedures for calculating and awarding restitution.



The Institute was asked to co-lead the **Alliance to End Slavery and Trafficking (ATEST)**, a coalition of leading organizations dedicated to raising awareness about trafficking and advocating for policy solutions to prevent and end slavery around the world. Co-leading ATEST gives the Institute a stronger voice in the U.S. Government policy solutions that bring traffickers to justice around the globe. Annick Febrey, the Institute's Director of Government and Corporate Relations, co-leads ATEST on the Institute's behalf.

# Institute Releases First-Ever Federal Human Trafficking Report



The first-of-its kind Federal Human Trafficking Report was released on April 18, at the National Press Club, in Washington, D.C. The report provides important insights into how traffickers in the United States operate based on a review of every criminal and civil human trafficking cases handled by federal courts in 2016 and 2017.

The 2017 Report provided objective data to inform the work of prosecutors, policymakers, researchers, journalists, and nonprofit leaders. It was used as a resource for news stories by the Associated Press and Reuters as well as The Dallas Morning News and The Baltimore Sun, among others. It's also been used in reports by leading nonprofit organizations as well as government agencies and international organizations.



One government leader described the Report as **the most reliable cross section of human trafficking data within the United States.**

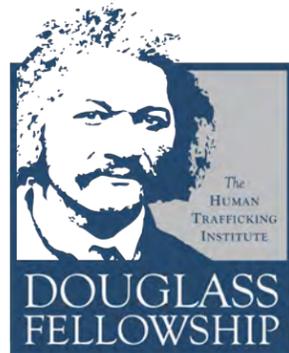


# Douglass Fellowship



—KENNETH B. MORRIS, JR.,  
FOUNDER AND PRESIDENT,  
FREDERICK DOUGLASS  
FAMILY INITIATIVES,  
GREAT-GREAT-GREAT GRANDSON  
OF FREDERICK DOUGLASS

When I first heard about the Douglass Fellowship program, I felt very honored. Any time I hear about great work that is being done in the name of my great-great-great grandfather Frederick Douglass—it's very humbling to know that all these years later, his legacy, his life, still matter and can inspire the next generation of leaders.



In September 2017, the Institute launched the Douglass Fellowship to identify and develop the next generation of anti-trafficking leaders. The program is inspired by Abolitionist Frederick Douglass's commitment to freedom, education, and advocacy.

Now in its second year, the 2018-19 class of Douglass Fellows is composed of law students from Boston University, University of Chicago, Harvard University, University of Notre Dame, Pepperdine University, University of Virginia, and Stanford University.

Each Douglass Fellow spends one academic year supporting the Institute's efforts to provide clear, data-driven thought leadership to scholars and criminal justice practitioners combating human trafficking. Fellows assist with research projects, including collecting data for the Institute's Federal Human Trafficking Report, writing articles for the Institute's website, and facilitating advocacy events at their respective law schools. Fellows also assist in drafting amicus briefs, which are documents filed in court cases by parties outside of the court who have a strong interest or expertise in the subject matter. These briefs help to strategically shape the law in the United States as it comes through the system.

Each Fellow also receives mentorship from a senior leader in the anti-trafficking field. This year's mentors hold senior positions at the FBI, U.S. Department of Justice, U.S. Department of State, the National Center for Missing and Exploited Children, the Human Trafficking Pro Bono Legal Center, Shared Hope International, and D.C.-based law firm McGuire Woods.



The 2018-19 Douglass Fellows represent the following law schools:





## John Richmond Sworn-in as Ambassador-at-Large for Trafficking in Persons

On Wednesday, November 14, John Cotton Richmond, Institute Co-Founding Director, was formally sworn-in by U.S. Secretary of State Michael Pompeo as the Ambassador-at-Large for Trafficking in Persons and the Director of the U.S. Department of State's Office to Monitor and Combat Trafficking in Persons (J/TIP). The ceremony was held in the Benjamin Franklin Room at the U.S. Department of State in Washington, D.C.

"John is a great choice and a clear choice to oversee our office," said Secretary of State Pompeo. "John gets it. He understands the extraordinary complexities of the problem and is prepared to work toward developing solutions."

This office leads the United States' global engagement against human trafficking and is responsible for international diplomacy, foreign

aid, and public engagement on human trafficking. It also develops the annual Trafficking in Persons (TIP) Report, the U.S. government's principal diplomatic and diagnostic tool to guide relations with foreign governments on human trafficking. The TIP Ambassador is the highest-ranking position in the U.S. government related to trafficking in persons and is a Senate-confirmed position.

"I have worked in the private sector, government, and NGOs, and as I re-enter public service I will bring those perspectives with me," said Richmond at his swearing-in ceremony. "Together, we will bring a focused, strategic approach that generates measurable impact to end systemic slavery. I am grateful for the opportunity to serve as a U.S. Ambassador for this important topic, and I am grateful that we are all in this work together."



Richmond was unanimously confirmed by the Senate in October to lead the United States' global engagement to combat human trafficking and support the coordination of anti-trafficking efforts across the U.S. government. He succeeds Ambassador Susan Coppedge in this position. He started this full-time position at the U.S. Department of State on October 27, 2018.

"I am so grateful for John's friendship and the gift of getting to work together over the last couple of years to launch the Human Trafficking Institute," said Victor Boutros, Institute CEO and Founding Director. "We're sad to see him leave the Institute, but he is an exceptional leader, and we are excited to see all that he will accomplish in his new role as U.S. Trafficking in Persons Ambassador."



I am so grateful for John's friendship and the gift of getting to work together over the last couple of years to launch the Human Trafficking Institute. We're sad to see him leave the Institute, but he is an exceptional leader, and we are excited to see all that he will accomplish in his new role as U.S. Trafficking in Persons Ambassador.

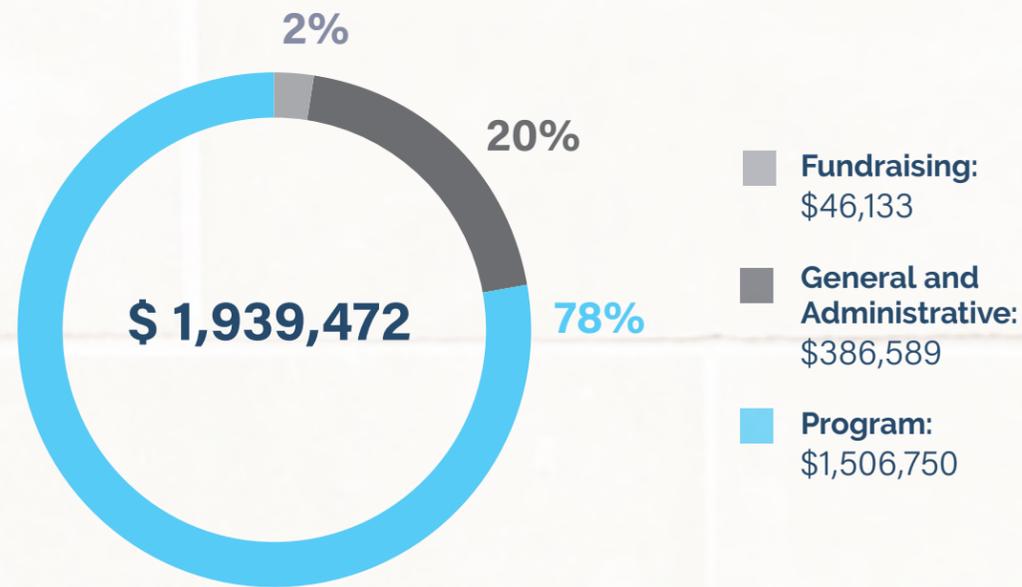
— VICTOR BOUTROS, CEO

# Our Finances

## Total Revenue



## Total 2018 Expenses



The Human Trafficking Institute is a 501(c)(3) registered charity and is committed to modeling and maintaining the highest standards in our work, including our commitment to financial integrity.



## Our Team

**Victor Boutros**  
CEO

**Alyssa Currier**  
Legal Advisor

**Annick Febrey**  
Director of Government and Corporate Relations

**Kyleigh Feehs**  
Associate Legal Counsel

**Dave Fillingame**  
Special Counsel in Belize

**Abigail Powell Foose**  
Director of Strategic Partnerships

**Ariana Hadden**  
Archer Fellow

**Rachel Hews**  
Strategic Partnerships Assistant

**Marie Martinez Israelite**  
Director of Victim Services

**Taylor King**  
Communications Associate

**Tanima Kishore**  
Special Counsel to Uganda's Director of Public Prosecutions

**Mary Love Koons**  
Strategic Partnerships Associate

**Cassandra (Cj) Murphy**  
Robert F. Kennedy Public Service Fellow

**Lindsey Roberson**  
Senior Legal Counsel

**Dave Rogers**  
Director of Law Enforcement Operations

**Kelli Ross**  
Chief of Staff

**Molly Wicker**  
Communications and Project Associate

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non-profit consultant

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Former Human Trafficking Prosecutor, U.S. Department of Justice

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Director of Human Trafficking and Slavery Center, United Way Worldwide

**Shandra Woworuntu**  
Human Trafficking Advocate and Survivor

*The* HUMAN TRAFFICKING  

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