



The HUMAN TRAFFICKING

INSTITUTE

2017 ANNUAL REPORT

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Dear Friends,

We launched the Human Trafficking Institute after spending years as federal prosecutors developing the specialized skills required to stop traffickers. We discovered that modern slavery is preventable, and we can move upstream to stop it at its source: the trafficker. Each trafficker stopped means a future stream of victims doesn't have to spend years enduring the trauma of human trafficking or struggling to recover from it. We are now taking proven methods for stopping traffickers to countries serious about measurably improving their trafficking enforcement. This report is a celebration of the progress we made toward that goal in 2017 thanks to our team, partners, and generous supporters.

Our primary goal for the year was to complete our country assessment and build the high-level relationships necessary to operate in two partner countries. We completed that process ahead of schedule! We are now operating in Belize and Uganda and have an experienced Institute attorney working full-time on the ground in each country.

The Institute's expertise has also been sought out by key leaders in the U.S. Government who help shape global anti-trafficking priorities. Since the fall of 2016, the Institute has briefed the President, a bipartisan group of legislators working on human trafficking legislation, and the U.S. Supreme Court on human trafficking issues.

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

Warmly,

A handwritten signature in black ink, appearing to read 'Victor'.

Victor Boutros
Founding Director

A handwritten signature in black ink, appearing to read 'John'.

John Cotton Richmond
Founding Director



GETTING TO THE

Root of the Problem

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

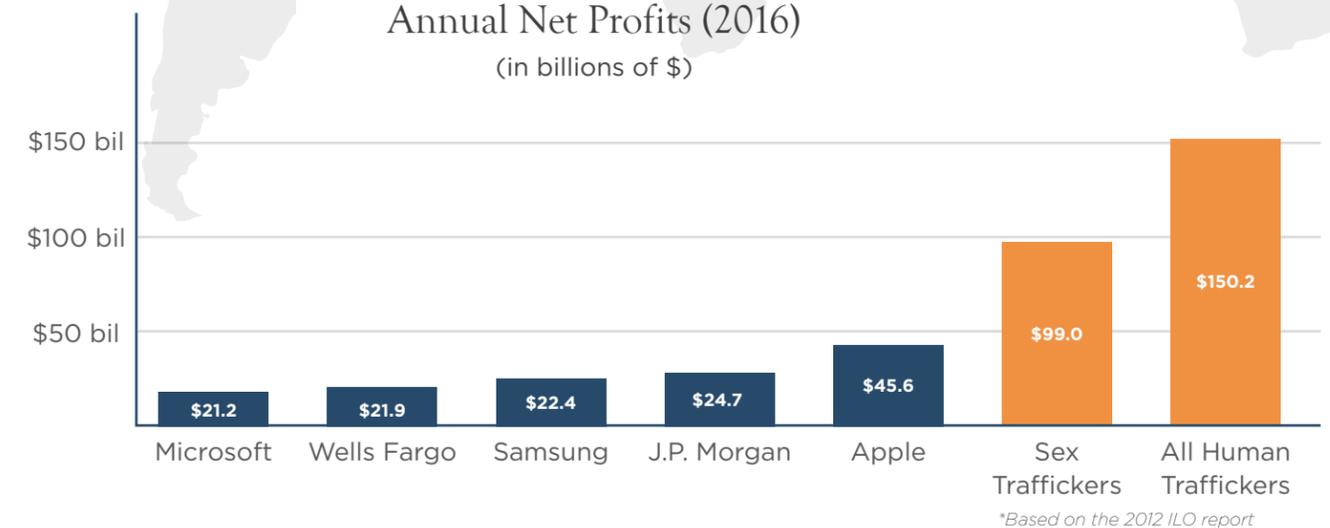
Traffickers force people to work in their business or in prostitution, seize their earnings, and pay them little or no wages. Although every country has laws against this form of modern-day slavery, trafficking explodes in developing countries where traffickers face no meaningful risk from local law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

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

Yet many anti-trafficking efforts have no impact on the trafficker's business model. Instead, they focus on raising awareness, reducing vulnerability, and caring for survivors. These are essential, but if we don't stop the traffickers, then 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.



Annual Net Profits (2016)
(in billions of \$)



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 there is no meaningful cost to doing so. They begin to leave the vulnerable alone when the alternative is losing their business, forfeiting their profits, and sacrificing their freedom. A little bit of enforcement, and trafficking becomes too risky. But police, prosecutors, and judges of good will cannot send traffickers to jail if they are never equipped with the skills to do so.

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

Developing specialized skills in any profession always involves mastering core knowledge and working for an extended period of time under an experienced expert. Law enforcement is no exception. Just as physicians go to medical school and then residency, FBI agents go to the academy at Quantico and then get a field-training officer.

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

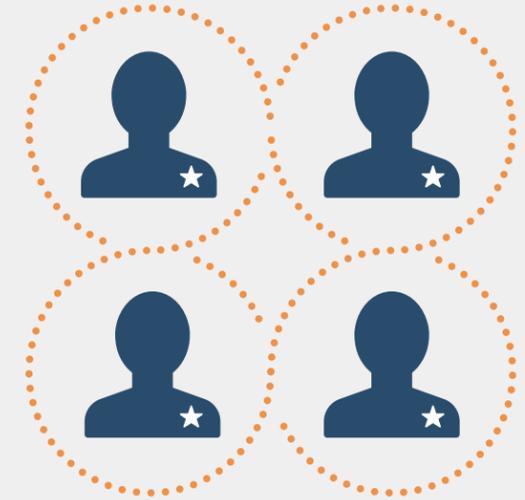
prosecuting traffickers. Within two years, those six pilot districts had more trafficking convictions than the other 88 districts combined. There is nothing like that for police and prosecutors in the developing world. The Human Trafficking Institute is now taking that successfully piloted model to developing countries serious about decimating trafficking.

“Within two years, those six pilot districts had more trafficking convictions than the other 88 districts combined.”

OUR Plan

SPECIALIZED UNITS

The Institute partners with countries to set up Specialized Human Trafficking Units, and fast track courts to hear the cases. That means we don't have to improve the entire criminal justice system to be successful. We just need a small part 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 Partner Country to work with the Specialized Units each day on their cases to stop traffickers and rescue victims. These embedded experts also ensure a level of transparency and accountability that protects against corruption.



SNAPSHOT OF

Belize




Belmopan
CAPITAL CITY


360,346
POPULATION
(July 2017 est.)


\$8,200
GDP PER CAPITA


Tourism
PRIMARY INDUSTRY



10

TRAFFICKING CASES
INVESTIGATED IN 2017



0

NEW TRAFFICKING
PROSECUTIONS IN 2017



0

TRAFFICKING
CONVICTIONS IN 2017

“ 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 perform.”

- CHIEF JUSTICE KENNETH BENJAMIN, BELIZE JUDICIARY



ABOUT BELIZE

The small Central American country is well-known for its climate, beaches, and ease of life. What many do not realize is that officials in Belize must also confront human traffickers, who are profiting from sex trafficking and forced labor.



THE NEED

According to the 2017 U.S. Department of State's Trafficking in Persons Report ("TIP Report"), Belize is one of two countries in the Western Hemisphere with a failing grade (Tier 3). This ranking is in part because Belize has had only one conviction under its trafficking law, which was established in 2013.

With no meaningful cost for their crimes, traffickers continue to force the vulnerable into labor and commercial sex in Belize, and sex trafficking of women and children, in particular, is a problem. 2017 was the third year in a row Belize was ranked as a Tier 3 country on the TIP Report.



PROGRESS IN 2017

In August 2017, the Human Trafficking Institute invited members of the Belizean Cabinet and other senior officials to Washington, D.C. Members of the delegation attended meetings organized by the Institute with senior leaders at the Department of State, Department of Justice, Federal Bureau of Investigation, Department of Homeland Security, USAID, and Department of Health & Human Services. At the conclusion of these meetings, the Attorney General of Belize made a commitment to establish specialized investigative and prosecutorial units focused on human trafficking.

HIGHLIGHTS

- » The Belizean Cabinet approved the recommendations developed by the Belizean delegation to Washington, D.C.
- » The Attorney General designated a specialized human trafficking prosecutor.
- » The Chief Justice appointed a judge to fast track human trafficking cases.
- » The Institute partnered with the U.S. Embassy and Department of Homeland Security to train more than 75 Belizean criminal justice practitioners on anti-trafficking interviewing techniques.
- » The Institute hired experienced human trafficking attorney Dave Fillingame as Special Counsel on trafficking cases in Belize.
- » Upon the request of the Chief Justice, the Institute hosted a training on Trafficking in Persons cases for Belize's magistrate judges and Supreme Court Justices in December 2017. More than 80% of the Belizean judiciary attended.



THE GOAL

Our goal is to see Belize rescue more victims and hold more traffickers accountable. In partnership with the Human Trafficking Institute, we believe Belize could move off the U.S. Department of State's failing grade list in the next 1 to 2 years.

SNAPSHOT OF Uganda



Kampala
CAPITAL CITY



41.5 M
POPULATION



\$2,300
GDP PER CAPITA



Agriculture
PRIMARY INDUSTRY
*and other natural resources



114

TRAFFICKING CASES
INVESTIGATED IN 2016



20

TRAFFICKING CASES
PROSECUTED IN 2016



8

TRAFFICKING
CONVICTIONS IN 2016



ABOUT UGANDA

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 shores of Africa's largest lake, Lake Victoria. Its centralized location makes it an important economic destination in the region. However, this has also bolstered Uganda's human trafficking industry.



THE NEED

Sex trafficking and forced labor are both major problems for Uganda. Traffickers coerce indigenous people and foreign workers into agricultural work and commercial sexual exploitation. Uganda's 2009 Prevention of Trafficking in Persons Act prohibits all forms of human trafficking. However, that law has rarely been enforced. The government of Uganda reported 8 convictions country-wide in 2016.

During 2017, the Institute met several senior Ugandan leaders, including the Director of Public Prosecutions, the Chief Justice of Uganda, the Speaker of the Parliament, and the Head of Uganda's Interagency Coordinating Mechanism on Human Trafficking. Each described a need for specialized human trafficking units equipped with the skills and tools necessary to be effective.



PROGRESS IN 2017

Ugandan officials are taking steps to bring tangible hope to victims of human trafficking. The Institute is helping Uganda lay the groundwork to improve the effectiveness of trafficking investigations and prosecutions in Uganda.

HIGHLIGHTS

- » The Chief Justice invited the Institute to lead a large-scale training for 175 judges, police, and prosecutors in Kampala in June 2017, and to produce a series of recommendations to be approved by the Ugandan government.
- » The Institute hired experienced trial lawyer Tanima Kishore to serve as Special Counsel in Uganda in the Office of the Director of Public Prosecutions.
- » The Director of Public Prosecutions of Uganda entered into a formal partnership with the Institute to designate a Specialized Human Trafficking prosecutor and allow the Institute to embed one its lawyers in his office and be assigned to all the human trafficking cases.
- » The Director of Public Prosecutions tapped 10 prosecutors to receive specialized training in human trafficking. In October 2017, the Institute traveled to Kampala to provide specialized training conducted by an international team of experienced human trafficking prosecutors and investigators.
- » The Chief Justice invited the Institute to conduct a large-scale training on human trafficking for Uganda's judiciary in March 2018.



Human trafficking is done in secrecy, although its effects are seen openly."

- LADY JUSTICE ELIZABETH NAHAMYA
(Uganda International Crimes Division)



THE GOAL

Our goal is to empower Ugandan officials to make significant progress in stopping traffickers and sparing victims from the trauma of trafficking. In partnership with the Institute, we believe that in the next 3 to 5 years Uganda could become a regional leader in East Africa.

ON THE GROUND

Mike Chibita

Director of Public Prosecutions in Uganda



Mike Chibita recently spoke with Tanima Kishore to share about his work and his thoughts on human trafficking.

Q: What inspires you in your work?

A: Many things. One is the fact that every day can make a difference in the life of somebody. Two, that I contribute in the fight for justice in the country and internationally. Third, that I have an army of young people who are very eager to do their job. It dawned on me a few years ago: I was a young lawyer trying to work and now most of my staff are younger than me. So, I have to inspire them.

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

A: The majority of people who work in law enforcement in Uganda are actually passionate about justice. We may have a few bad apples, but the majority of people are in it because they are passionate about it. They are not in it for the money or whatever. They are in it because they believe in trying to do justice and make a difference.

Q: Why is it important to combat human trafficking in Uganda?

A: It is important because it is the right thing to do. It is against the law. It is illegal and unlawful. But it also dehumanizes the victims. I think whenever one human being is dehumanized, all humanity is dehumanized. When that trafficking victim is dehumanized, even I—though I may not be trafficked—should feel dehumanized.



“ I think whenever one human being is dehumanized, all humanity is dehumanized.”

Q: How would you describe the partnership between the Human Trafficking Institute and the DPP's office?

A: It is one of the best things that has happened to my office. It has helped us identify hiccups. It has helped us consolidate our work between the two departments. It has helped us set goals, one of which is to move into another tier.

Q: What excites you about the Institute's work in Uganda?

A: What excites me about this partnership is that [the Human Trafficking Institute] has been able to send us an expat to be based in our office, to work with us, and to advise us on how we can improve our battle against human trafficking. That is really exciting.

Mike Chibita is the Director of Public Prosecutions in Uganda. He leads a staff of 600 members in prosecuting felony and misdemeanor crimes across the country. Prior to this role, Chibita served as a judge on the High Court of Uganda for three years.

In the same way, Chibita is a legal professional who inspires the Human Trafficking Institute. He has worked closely with the Institute and Tanima Kishore, the Institute's Special Counsel in Uganda, to build a foundation for improved police and prosecutor effectiveness on trafficking cases in Uganda.

Legal professionals have continued to inspire Chibita throughout his career — people such as Thurgood Marshall, Antonin Scalia, and Ugandan prosecutors who have paid the ultimate price for justice.



STAFF HIGHLIGHT

Dave Rogers

Director of Law Enforcement Operations

Whether serving in the military, working in the U.S. government, or leading nonprofit organizations, Dave Rogers has had an impressive career with one overarching theme -- protecting people from national and international threats.

Rogers began his career with the U.S. Air Force in 1984. He served in the United Kingdom and deployed as a medic in Operation Desert Storm. Four years later, he transitioned to the Air Force reserves and became a criminal investigator for the U.S. Department of Labor.

"I grew up in the military," Rogers said. "I became a man. I learned I could survive in the world."

Upon leaving the Department of Labor, Rogers joined the Federal Bureau of Investigation as a Special Agent working against organized crime, labor racketeering, asset forfeiture / money laundering and international terrorism.

He then took his expertise to the FBI Academy at Quantico, where he instructed new agents on law enforcement practices and provided instructor development for the FBI and other police forces throughout the country. During this time, Rogers learned about the extensive problem of human trafficking and immediately decided to dedicate his skills and experience to stopping it. He became the FBI's National Program Manager for Human Trafficking, overseeing the Bureau's anti-trafficking work across the United States and coordinating anti-trafficking efforts with other governments and entities.

In April 2017, Rogers joined the Institute as the Director of Law Enforcement Operations. In this role, he builds, equips, and supports a team of experienced human trafficking investigators placed in specialized units around the world. He also develops training materials and assists governments on human trafficking cases.

"I believe strongly in the Institute's vision to stop traffickers and free victims. My skillset in investigations and program management has a part to play in bringing about that vision. And the chance to work with world-class experts who are also good friends—how could I turn down the opportunity?" Rogers said.

“When John [Richmond] and I began to consider who could best lead the Institute's law enforcement component, the same name instantly came to mind: Special Agent Dave Rogers. No one has better credentials or is better fit to connect with the officers we seek to empower.”

- VICTOR BOUTROS



OUR

Douglass Fellowship

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

In its inaugural year, the program accepted the top 10% of applicants from some of the nation's top law schools, including **Stanford, Columbia, Duke, Vanderbilt, Pepperdine** and the **University of Virginia**.

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. In the program's first year, Fellows assisted with research projects including collecting data for the

Institute's inaugural Federal Human Trafficking Report, wrote articles for the Institute's website, drafted an Amicus Brief filed with the 8th Circuit Court, and facilitated advocacy events at their respective law schools which featured guest speakers including Ambassador Susan Coppedge, Ambassador Lou de Baca, USAO Chelsea Rice, and AUSA Michael Frank, among others.

Each Fellow also receives mentorship from a senior leader in the anti-trafficking space. This year's mentors hold senior positions at **the Federal Bureau of Investigations, U.S. Department of Justice, U.S. Department of State, International Justice Mission, Human Rights First, the National Center for Missing and Exploited Children, and The Human Trafficking Pro Bono Legal Center.**



"I wasn't sure what to expect from this program, but whatever I was expecting, you have surpassed it in every way possible. I can't tell you how grateful and honored I am to be a part of the inaugural class of Douglass Fellows and to be involved with the Institute."

- KATHERINE CAREY
STANFORD LAW SCHOOL
Douglass Fellow, Class of 2017-18

2017-18 Douglass Fellows' Law Schools



- 1 Stanford University
- 2 Pepperdine University
- 3 Vanderbilt University
- 4 Duke University
- 5 University of Virginia
- 6 Columbia University

"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."

- KENNETH B MORRIS JR.
FOUNDER & PRESIDENT
Frederick Douglass Family Initiatives
Great-Great-Great Grandson of Frederick Douglass





ENGAGING Leaders

The Institute seeks to broaden its impact by not only implementing its model in Belize and Uganda, but also engaging leaders who will influence the larger funding and policy decisions that shape global anti-trafficking efforts. The Institute's expertise has been sought out by key leaders in government, business, and the academy.

The Institute briefed leaders in each branch of the U.S. Government:



» In March 2017, the **White House** invited the Institute to brief the President and senior administration officials on ways to stop human traffickers from exploiting victims.



» In May 2017, the Institute was invited back to the White House to meet with a **bipartisan group of Senators and Representatives** working on human trafficking bills.



» In October 2016, the Institute was invited to file a brief in the **U. S. Supreme Court** on a case impacting human trafficking enforcement.

The Institute also engaged with leadership at the following:

» At the invitation of the **United Nations Office on Drugs and Crime (UNODC)**, John Richmond hosted a seminar on prosecution strategies for TIP cases for participants from 13 countries in the Southern African Development Community.

» **USAID** invited Victor Boutros to speak to its senior leaders about the connection between human trafficking and economic development.

» The Institute met with industry leaders at the **United Way Business Leaders Forum** to Combat Human Trafficking. The forum emphasized the importance on stopping human trafficking for global supply chain management.

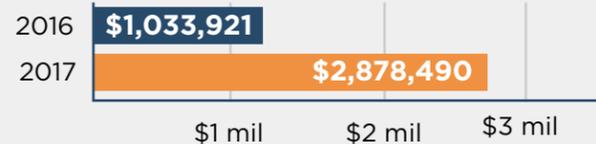
» **The Center for Strategic and International Studies (CSIS)** featured Victor Boutros in a discussion on efforts to fight human trafficking in Belize.

» **Deloitte** invited Victor Boutros to speak on the global human trafficking landscape and the implications for private and government sector work.

» Institute Leadership gave lectures and spoke on human trafficking at universities including **George Washington, American, Catholic, Pepperdine, Wake Forest, and Oxford.**

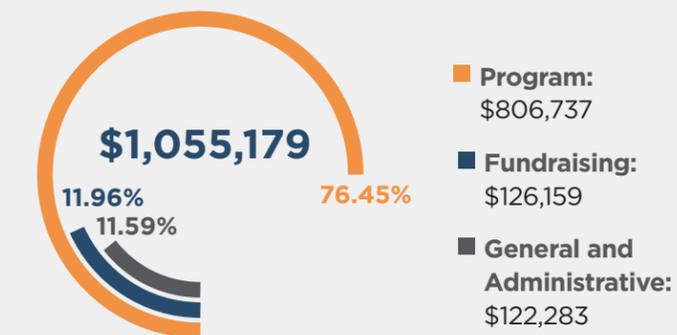
OUR Finances

Total Revenue



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.

Total 2017 Expenses



TEAM

- Megan Abrameit**, Archer Fellow Intern
- Lauren Baldwin**, Operations Manager
- Victor Boutros**, Founding Director
- Annick Febrey**, Director of Government and Corporate Relations
- Kyleigh Feehs**, Associate Legal Counsel
- Dave Fillingame**, Special Counsel in Belize
- Tanima Kishore**, Special Counsel to Uganda's Director of Public Prosecutions
- Mary Love Koons**, Strategic Partnerships Associate
- Abigail P. Powell**, Strategic Partnerships
- John Cotton Richmond**, Founding Director
- Jonathan Roberts**, Communications Associate
- Dave Rogers**, Director of Law Enforcement Operations
- Kelli L. Ross**, Project Manager & Assistant to the Founding Directors

BOARD OF DIRECTORS

- Victor Boutros**
- Christine Buchholz**, chair
- Ted Haddock**
- John Cotton Richmond**

BOARD OF ADVISORS

- Kim Biddle**, Founder & Executive Director, Saving Innocence
- Bridgette Carr**, University of Michigan School of Law
- Ashely Garrett**, Lead for Services to Human Trafficking Victims, U.S. Department of Justice
- Rahel Gershuni**, Former Israeli National Anti-Human Trafficking Coordinator
- Holly Austin Gibbs**, Director of the Human Trafficking Response Program, Dignity Health
- Lisa Krigsten**, Former Principal Deputy Assistant Attorney General, U.S. Department of Justice
- Karima Maloney**, Former Human Trafficking Prosecutor, U.S. Department of Justice
- Bonnie Martin, M.Ed., CACS**, Professional Trauma Counselor for Trafficking Survivors
- Ruth Freedom Pojman**, Deputy Coordinator for Combatting Trafficking, OSCE
- Hon. Daniel Weiss**, Judge & Former Human Trafficking Prosecutor, U.S. Department of Justice
- Mara Vanderslice-Kelly**, Director Human Trafficking & Slavery Center, United Way Worldwide
- Shandra Woworuntu**, Human Trafficking Advocate & Survivor

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