

**Hagar International
Cambodia Programme Office**



**Programme Annual Report
January – December 2018**

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2 Letter from our Executive Director

Dear Hagar's supporters, stakeholders and partners,

I am privileged to begin this letter by commemorating 25-years of Hagar's service. As you might already be aware, Cambodia has been the heart and home of Hagar for these 25 years. We have come a long way and have built a very strong foundation as a specialist aftercare organisation. We are also a champion of Trauma Informed Care, in which we provide quality support to survivors affected by trafficking, slavery and abuse. Over the past 25 years, Hagar has walked the long journey of recovery with thousands of women, girls and boys who now live life in all its fullness.



I take this opportunity to express my profound thanks to each of you. I also want to acknowledge you for your strong partnership, collaboration, compassion and big hearts to contribute to changing people's life. With our global team we wanted to celebrate *"our great impacts"* with our donors, stakeholders and supporters around the world.

As I look back over the last year, we at Hagar Cambodia, continue to make excellent progress with our programmes and service delivery by focusing on community-based care approach. This is achieved through our holistic approach to program implementation and critical assessment of our practices, to ensure we are always focused on the best interests of our clients.

In 2018, we were recognised for our *leadership and action*, demonstrating confidence, collaboration and creativity at our core. This was guided by our strategic plan framework; *'Goal 3: We invest to ensure we have the best People and Processes'*. Our Senior Management Team is motivated to make sure we implement our strategy and programmes with excellence in all components. They are committed to encouraging our staff, aligning all our activities to our strategy and to promoting the development of future leaders in our organisation.

For 2019 outlook, we will strive to continue this momentum towards our organisations vision for the future. We will finish the three-year strategic plan (2017-2019) and then begin to look towards our next strategic plan, reflecting on effective practices and lessons learnt in the past years. We foresee challenges in the next year – as there will be for all organisations like Hagar, therefore, we are as Hagar family constantly put solidarity at the centre of our work and together we will strive to overcome those upcoming challenges. We will continue our journey alongside our clients towards our vision of *'Communities free and healed from the trauma of trafficking, slavery and abuse.'*

I, personally and on behalf of the organisation, want to invite and urge all our donors, supporters and stakeholders to continue your ongoing support to children, women and vulnerable people affected by trafficking, slavery and abuse.

Kind regards,

Makara Vong

Executive Director Cambodia

3 Highlights and Key Achievements

In this twelve-month period, we have made significant achievements that contribute towards realising Hagar Cambodia's operational plan to deliver effective services to our clients, strengthen staff capacity, enhance, as well as, improve partnerships with government and stakeholders, maintain donor relations, enhance systems/procedures to better meet clients' needs in an efficient manner and share knowledge related to domestic violence and parental skills to clients' families and communities.

We are proud to report the progress of 2018:

- 83% (132/159) of clients demonstrated improved resilience.
- 130 clients were supported by the Legal and Protection unit. 73 clients among the 130 are currently involved in active domestic court cases and 35 cases led to a final conviction.
- 8 community outreach sessions related to Parental Skills and Domestic Violence were conducted in different areas with 228 (182F) community members.
- 165 (64F) children received catch-up education at the CLC and received daily nutritious breakfast, adequate learning materials, and two sets of uniforms.
- Our Client Management System is now fully functional and is providing an effective tool for providing management oversight and monitoring of client issues, and contributing to improved programme quality.
- Hagar arranged and led a 3-day Multidisciplinary Advisory Group (MDAG) retreat with 35 participants including MDAG members; MoSVY members; Local DoSVY members and supporting Family Care First NGOs in Battambang province. They conducted field visits observing Hagar's foster care work, as well as taking part in reflections and planning of the project.
- Final draft Generalist Practice Social Work Standards have been completed and feedback from members of the MDAG has been collected; revisions are complete and the final draft is now sitting with MOSVY for approval
- 76% (48/63) of eligible client's secured employment during the report period.

FAST FACTS

542 (335F) clients supported across Hagar's projects, and **321 (188F)** among the **542** are active cases by end of December.

17 female clients newly admitted

17 (10F) reintegrated into their family of origin or kinship

129 (89F) cases closed

2539 (1343F) were Hagar's direct beneficiaries

2817 (1363F) were Hagar's indirect beneficiaries

13 (9F) DoSVY and DoWA social workers trained on Advanced Case Management and Counseling level 2

151 (86F) trainees, both internal (84 Hagar staff) and external, received training from Hagar's PSCB project.

316 (160F) clients who of school age (over 5) accessed the appropriate formal education opportunities

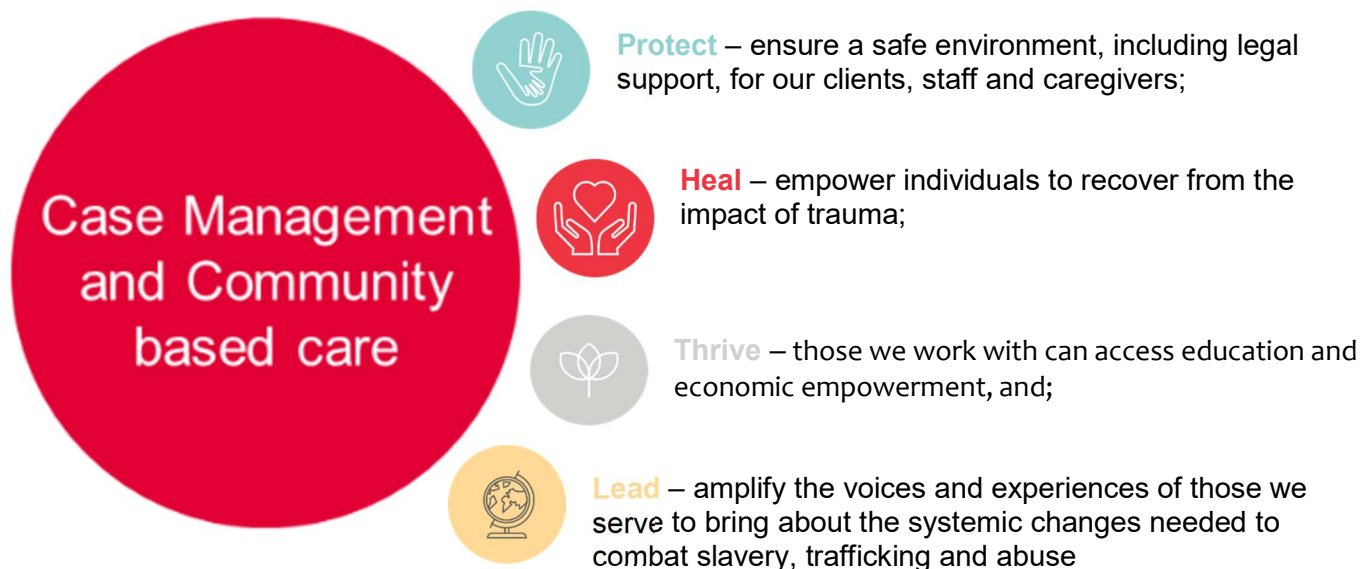
30 Hagar staff joined external workshops/trainings related to their skills.

4 Project Achievements

Our focus is on working with women and children who are suffering from trauma as a result of human trafficking, slavery and abuse.

We seek to extend and expand the reach and impact of this work through advocacy and capacity building with governments, international institutions, other NGOs, corporations and communities to combat human trafficking, slavery and abuse and advance the rights of those who have experienced these practices.

Over our 25-year history of working in Cambodia, we have built a strong reputation and trusting relationships with the Royal Government of Cambodia (RGC), local authorities and partner NGOs. When incidences of trafficking and abuse occur, these institutions confidently refer the most challenging cases to Hagar for comprehensive trauma-informed care. This involves walking the 'whole journey' with each client, through four inseparable pillars of recovery;



Hagar's Influence

Our holistic approach not only provides intensive care to each individual client, it ensures that their family is supported, their community is trained to prevent further abuse and the provincial and national institutions have the capacity to continue this life-changing work into the future.



Thanks to the generous support of individuals, foundations, schools, churches, companies and governments, we are pleased to report on the following achievements against each pillar, changing lives in Cambodia in 2018.

4.1 PROTECT: Ensure a safe environment, including legal support, for our clients, staff and caregivers.

4.1.1 Legal and Protection Unit (L&P):

The Legal and Protection (“L&P”) project provides legal support to clients who seek justice through legal proceedings in Cambodia or abroad, ensuring timely access to quality legal representation and support during their legal proceedings. This project also ensures all clients have access to justice and legal support where needed, and builds the capacity of the community, including foster families and clients, to ensure that every client is safe to live in the community. This project also builds the capacity of the broader legal and NGO community who support survivors, to ensure a strong legal ecosystem of protection.

Outcome 1: Clients are safe

This year L&P focused on capacity building to improve the skill and knowledge of Hagar’s staff who work direct with clients as well as foster families regarding the protection of survivors, in order to ensure the safety of clients. 100% of staff who work direct with clients increased capacity knowledge.

97% (276/285) clients who feel safe in their current living situation or community. We are uncertain how 9 clients are feeling because we lost contact. They did not have a specific residence and move without informing us.

Additionally, 29 clients who are clients of Hagar’s Economic Empowerment programme received labour law training, to provide them with greater knowledge of their labour rights.

Outcome 2: Clients have increased opportunities for justice

In 2018, the L&P Unit supported 130 clients by providing access to legal support in various stages of legal proceedings. As at 2018, there are 73 (52F) clients with active court cases who are victims/witnesses in domestic court cases, among whom 50 are children. In addition, L&P continued to assist another 5 (1F) clients who were victims/witnesses in cases being pursued overseas.

L&P ensures that 100% of clients involved in a court case had access to a lawyer, and provides support at all stages of the legal proceedings:

- 72 (49F) of clients with a court case received pre-trial support.
- 38 (27F) clients involved in court proceedings went to trial at the Court of First Instance,
- 4 (F) clients had their cases heard by the Appeals Court.
- 35 (20F) of clients had their court cases lead to a final conviction.



PROTECT

130 clients were supported by the Legal and Protection unit

73 (52F) clients are currently involving in an active domestic court cases.

35 (20F) of client had their court cases led to a final conviction.

35 (19F) foster families received training on child rights and robust child protection.

100% (124/124) of clients involved in a court case who had access to a lawyer.

75 of case conferences in which L&P has provided guidance on protection and legal issues



MoJ and Hagar in first Technical Working Group with Secretary of State

In 2018, Hagar continued supporting the Ministry of Justice on the second phase of a project on enhancing the protection and support given to child victims and witnesses in legal proceedings. In 2017, Hagar had drafted a Preliminary Research paper relating to the law on Juvenile Offenders and Child Victims and Witnesses, and the final result of the project will consist of a set of **Judicial Guidelines** on procedures to be adopted when dealing with children in the judicial process. In December 2018, the Ministry of Justice convened a meeting with key governmental stakeholders to progress this project, and Hagar presented the content of our Preliminary Research paper and discussed next steps for the development of the Judicial Guidelines in 2019.

Case Study:

Malis is eleven, and loves playing with her friends in their village. Her community is close knit, with neighbours dropping by often. Unfortunately, an older family member took advantage of this when Malis was nine and sexually assaulted her. Malis was referred to Hagar by local authorities, and that's when our legal and protection officer Sotheary was brought into her life.

Sotheary worked closely with Malis to prepare her for court, showing her Hagar's children's book about what things would be like and talking her through exactly what she could expect. Sotheary also worked alongside her parents to ensure they had the tools they needed to support her.

After months of waiting, the time came to go to trial. Hagar took care of the practical side of things, organizing transport and snacks for Malis and her parents. When Malis' perpetrator spoke in court, Sotheary placed a screen in front of him so that she did not have to be retraumatized by seeing him. Malis was afraid when it was her turn to speak, "I was scared, and my heart was beating so fast, and it was hard to breathe," but she stepped forward and spoke anyway. Malis made it through the day in court and was proud of herself for how strong she was.

A month after the trial, Malis' counsellor travelled to her province to let her know that her perpetrator had been sentenced to seven years in jail. Malis was so happy, knowing that she didn't need to fear him any longer because he could not reach her. She says, "I don't need to worry anymore, I know the perpetrator is in jail."

Malis journey with Hagar is not only helping her to heal from the trauma of her past but has inspired her for her future. Malis wants to work for an NGO and wants to be just like Sotheary in helping advocate for survivors of abuse.



Sotheary (picture from the left) accompanied client to the court

4.2 HEAL: Empower individuals to recover from the impact of trauma

4.2.1 Counselling Project (CST):

The Counselling project is a team of trained professionals who provide counselling services to clients who have experienced high levels of trauma. CST works alongside clients to enable healing and build resilience to participate fully in society. Over the year, the counsellors provided professional trauma treatment and counselling to 109 (64F) clients who are survivors of trafficking, slavery and abuse. In total, 1118 face-to-face interaction sessions and 429 phone interaction sessions were provided to these clients. Through our professional services, 45 (31F) clients have completed their treatment plans and reached the point where they are ready to be discharged from counselling services.

Outcome 1: Clients' trauma symptoms decreased

Hagar's clients came to receive our services with high levels of trauma and disturbances. According to clinical assessment, the most common symptoms of the clients include difficulty sleeping, nightmares, somatic complaints, suicidal thoughts, low self-confidence and self-esteem, shame, fear and hopelessness. A variety of clinical techniques and interventions have been identified and provided to individual clients such as Trauma-Focused Cognitive Behavioural Therapy (TF-CBT), family and individual counselling, solution focused therapy, group therapy, art therapy and systematic counselling in order to meet the needs of the clients. The therapeutic relationship is an essential component of the counselling process and is the core in supporting clients to reduce trauma symptoms and heal.

Over the year, client feedback shows that 94% (82/87) of clients are able to build a therapeutic relationship with their counsellors, and 96% (85/89) of clients are able to develop trust and share their stories in counselling sessions. In addition to this, 78% (7/9) of clients showed a reduction in their trauma symptoms, as measured through the Child Exploitation Psychosocial Assessment Tool (CEPAT). 93% (81/87) of clients reported that they have the ability to manage their emotions and stress in their daily life using skills learnt during counselling.



HEAL

109 clients received counselling, including art therapy, group therapy, and individual counselling

94% (16/17) of families observed understand the effects of trauma

45 clients successfully completed their counselling treatment plan

88% (78/89) of clients report they are now able to build healthy relationships with people they trust

36 (14F) clients received "Keeping Safe" training conducted by counsellors over the year

75% (66/88) of clients have showed significantly decreased anxiety symptoms through anxiety assessment

Counselors provided training on effective ways to support clients who have survived trauma to over 18 foster parents

Outcome 2: Clients increased resilience

According to the results of Anxiety and Resilience assessments, 74% (65/88) of clients showed an increase in resilience, and 30 (18F) who received counselling services were able to be reintegrated to their families. Many clients received therapeutic support from counsellors when testifying in court, resulting in 79% (23/29) expressing an increased ability to manage anxiety and confidence during a court case. As safety is an essential factor in clients ability to live in community, the counsellors also taught their clients to make their safety planning in counselling sessions, 69% (60/87) of the clients were able to make their own safety plan and 83% (74/89) now understand how to avoid high risk situations and keep themselves safe.



Client in Art Therapy

Outcome 3: Children receive increased emotional support from their family

Counsellors work regularly and comprehensively with client's families to increase support and build resources for each person as families play a significant role in supporting clients in their journey to recovery. Over the year, 17 clients' families received family therapy, psychoeducation, and training provided by the counsellors. Based on counsellor assessment, 88% (15/17) of families have increased their emotional support to clients and 88% (15/17) used constructive behaviour responses to clients' "acting out" behaviours.

Outcome 4: Counselling staff improved their capacity to be professional counsellors

In partnership with the Royal University of Phnom Penh, our Counselling Team joined in organizing the 6th Cambodia Mental Health Day event where over 1800 people participated in October.

To enhance our skills in art therapy, our partnership with the Red Pencil International has resumed with 3 stages of art therapy training being provided to all counsellors in 2018 and 2019. In November, 10 counsellors were trained in the 1st of a series of 3 stages in art therapy and 24 (7F) clients received group art therapy sessions from Red Pencil registered art therapists. The Clinical Practice Development Workshop programme, which provides monthly capacity building opportunities to the counselling staff, has been conducted on a monthly basis throughout the year.

To keep our practices up to date with other professionals and clinical interventions, all counsellors (10/10) attended relevant training throughout the year. Trainings included: family therapy, how to work with boy survivors effectively, professional health counselling, international training on Eye Movement Desensitization and Reprocessing (EMDR) in Thailand and international training on mental health in Taiwan. TF-CBT and Systematic Counselling workshops were conducted to all counsellors this year. The team reflection and debriefing have been conducted quarterly, focused on supporting self-care and preventing burnout and secondary trauma.

Case Study:

Channary, like any new mother, is tired. Her baby girl is three months and 27 days old and isn't yet sleeping through the night. Though tired, Channary has a quiet confidence about her, and a very close relationship with her counsellor.

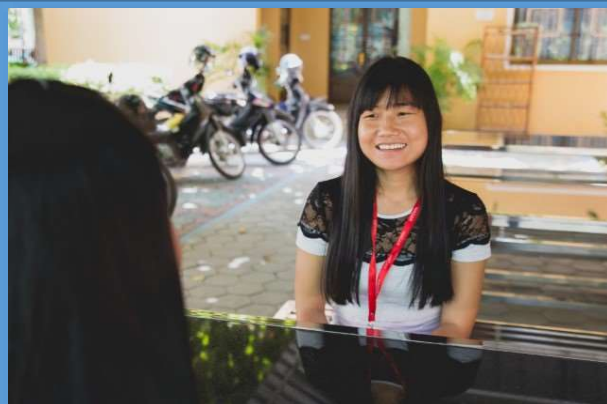
Channary grew up in Battambang, a province in the north of Cambodia with her six siblings. While Channary recounts memories of her siblings with fondness and says that she had a happy childhood, it was not without its sadness. She grew up in a violent home, with her father often being violent towards her and her siblings. When Channary was fifteen, her father's physical violence turned sexual, and he raped her. Channary sought help, and that's when she was connected to Hagar. When Channary first came to Hagar, she describes herself as having mental health issues and being very sad. With her permission, her counsellor shares that she felt afraid of trusting, she carried with her a strong sense of shame, anger, and disappointment. The trauma of her past impacted Channary deeply, and it was obvious when she first entered Hagar's care. Channary was nervous when she first met her counsellor but felt relieved once she realised her counsellor could help her. Her counsellor provides intensive weekly sessions, using trauma-focused cognitive behavioural therapy. To date, Channary has been learnt relaxation techniques, she has been given psycho education, relaxation techniques, cognitive reprocessing, and has created a safety plan. Channary says that now, she understands herself better. When asked to describe herself, she says, "I am strong and brave, more than before. I have more confidence, and I trust myself."

Counselling can be a challenging process, and Channary acknowledges that it isn't always easy, but she keeps going because she has seen much improvement in her time doing it. She knows that big change has happened in her life and the way she understands herself and her past. Hagar has given her the tools to build a future, not only through counselling, but through economic empowerment.

Channary is training in a salon, learning skills to help her with sustainable employment. She shares that she wants to run her own business one day, but that alongside of that her dream is that she will have a happy family. Channary is confident that it will happen if she works hard and continues to be supported by Hagar.

Channary's husband takes care of her baby while she goes to salon training, but she is also supported by her mother who they live with. She says a typical day looks like an early morning, waking up and caring for the baby, and then heading out to her training. She shares that she wants a bright future for her daughter, "I think counselling has helped me to become a good mother. I will help my daughter to be like me, strong, confident and brave."

When she's not working, Channary likes to relax by watching Thai romantic films. She enjoys cooking, and her favourite meal is Khmer soup. She's deeply grateful to Hagar for helping her to rebuild her life, sharing "I just really want to say thank you for helping us" and says she'd like to encourage other people to get counselling because she believed it will help them just as it's helped her.



Client received face to face follow up with counselor

4.3 THRIVE: Those we work with can access education and empowerment.

4.3.1 Community Learning Centre Project (CLC):

The Community Learning Centre (CLC) works with child survivors of abuse as well as families from impoverished local communities to provide high quality primary education. The delivery of a specialised curriculum enables students to catch up on previously missed formal education at the accelerated rate of two grades each academic year. Children receive school materials, extra nutrition and uniforms to help with the cost of schooling. The school social worker and teachers also work closely with families and counsellors specialised in Trauma Focused-Cognitive Behaviour Therapy (TF-CBT) to guide the child's recovery and development.

165 (64F) students, divided into 3 grades, were supported at the CLC. During this reporting period 115 (46F) students continually studied at school while the rest closed from CLC due to graduation, reintegration, and moving home.

Outcome 1: Increased in students' learning behaviour through support from parents/guardians

Students' behavioural performance, adherence to rules and regulations, their learning achievements and challenges have been assessed and reviewed on a monthly basis by teachers and school management. There is a particular focus on behavioural issues, frequent absences, slow learning and other social and medical hardships. These assessments provide timely feedback for the project team to address any challenges responsively.

Positive learning behaviour of our children is a priority for our project success. As such our project achievements revealed that 91% (150/165) of our students demonstrated positive learning behaviours in doing school work and homework and 90% (148/165) attended class on a regular basis. It was possible to achieve this result because of the participation from 96% (134 heads) of parents and caregivers after they received parent-teaching meetings with teachers, school workshops and/or referral to other social services through the school social worker. In addition, 215 parents/guardians from 134 families had extra knowledge after they received the "Parenting Skills" and the "Impact of Domestic Violence" trainings where this knowledge was helpful to them in providing better care for their children.

"I'm 13 years old, and I'm in grade One B. Before I started at CLC, I was not a good reader and I didn't understand maths or the exercises we were given. Now, I can read and do maths exercises really well. I used to insult and hit my classmates, but now I've changed my behaviour and I never have problems. I have good relationships with my friends. For my parents, they are so happy that I have come to CLC. Because I study here for a full day each day, my Mum has time to work and doesn't need to spend money on school fees, materials, uniforms, or breakfast, because CLC provides it all.", said a female student at grade 1.



THRIVE

– EDUCATION –

116 (48F) students joined a study tour to National Museum in Phnom Penh, **102 (44F)** joined an outing to Safari World in Phnom Penh, **87(36F)** joined the Cambodian Book Fair at national library, and **110 (42F)** received online safety training.

48 (23F) students joined school soccer teams and competed in a tournament with around 40 local schools

165 (64F) students received extra curricula for English and library, while **52 (16F)** of them received extra coaching after school to accelerate their abilities to catch up with their classmates.

107 (52F) students received medical treatments and social services.

11 (1F) students received psychological counselling services.

HAGAR

The whole journey

Outcome 2: Improved teaching quality

Client management system (CMS) was successfully integrated into our school performance management and now provides timely and responsive feedback of our school performance on a regular basis. Also, CMS helps improve the efficiency and effectiveness of our project team by creating monthly and quarterly reports etc. including help for school management team to review and improve project's performance.

Five teachers and other CLC staff received Trauma Informed Classroom training, and 100% (5/5) of teachers received support through individual supervision. Through this learning, the project assessment revealed that 100% of them were qualified to develop quality teaching materials and improved their teaching methodologies. This was done through technical meetings, peer classroom observations, and exchanging teaching classes including internet search engines (e.g. Google).



Students standing for Cambodia's National Anthem

Outcome 3: Increased in students' academic results

Students' academic achievements have been an emphasis of the project team. The measurements of project achievements showed that 81% (87/107) of students passed to the next grade while 100% (31/31) of eligible students successfully graduated from CLC and passed to next education sector (secondary school). Another achievement showed that 75% (39/52) of slow learners increased their ability to catch up with their classmates. Additional afterschool support for slow learners was provided by teachers and the school librarian every Monday and Wednesday for their particular improvement points.

Another contributing factor to the success of the project was the extra curricula and supporting interventions provided. English classes, library access, sports activities, online safety training, a study trip to the national museum, an outing to Safari world in Phnom Penh, vegetable gardening and ensuring students' safety (including supervision during lunch time) are available to all CLC students.

Additional Project Achievement: Nutrition programme

Cognitive development of the children, including academic successes at school, is also strongly influenced by physical development and nutritional status. When funding permits, the school provides a daily breakfast and twice a day soya milk drinks for 165 (64F) students.

We recognize that environments such as family issues, health issues and socio-economic hardship have a great impact on the success of children at school. Therefore, the school social workers play a very important role in helping both students and their head of families. Through engaging with local authorities, community outreach, counseling and by educating children and their families, we were able to provide referrals to free-of-charge services, addressing emergency issues (especially medical treatments) and giving them a helping hand when needed. In addition, our school social worker worked alongside our internal psychological counseling team and external relevant institutional partners.

4.3.2 Economic Empowerment Project (EE):

The Economic Empowerment team works with vulnerable women and young people in Hagar's programmes, as well as other NGOs, to develop basic job skills and provide them with opportunities to work with employers to learn a skill or a trade. With help from employment support and client relations officers, clients are empowered to find satisfying work and create a livelihood that supports them and their family members.

In 2018, we served 142 (113F) clients. Among these clients, 63 (47F) are currently receiving support from the project, while the rest (79) finished with the program during the reporting period.

Outcome 1: Client employability skills increased

Supporting clients to grow employability skills is one of the project's key accountabilities; therefore, work readiness training and on the job trainings were provided to clients with regular follow up and career counselling including coaching and mentoring. A project team conducted assessment of clients' employability skills through a survey with a sampling of 50% (33) of clients in self/ employments and on-the-job trainings; as a result, the findings showed that 100% (33/33) of clients increased their competency of their core employability skills such as trust, honesty, confidence, communication, behaviour and attitude etc., and that 100% (33/33) client increased their competency in hard skills.

Outcome 2: Client's employment improved

Helping clients gain sustainable employment was another priority for the project team. This was done by working on a wide range of collaborative partnerships with relevant stakeholders, especially employment partners and clients themselves, to ensure that clients gained an improved living situation. As a result, an assessment reported that 75% (42/56) increased their benefits packages. Also, a survey with a sampling of 50% (31/63) reported 100% (31/31) of clients expressed confidence in their futures career goals and job satisfaction.

The betterment of our clients' situation relied mainly on collaborative partnership support from all relevant stakeholders. Therefore, the project team conducted three key workshops to increase further collaboration and engagement for this cause. This included a workshop aiming at raising awareness of project interventions and increasing further collaboration, especially for refugees, from private sectors for 15 employers with cooperation from the government Department of Immigration. Another workshop aimed at awareness raising of Safe Migration was provided for 340 (210F) communities' member participants from 5 communes from Kandal and Battambang provinces. Lastly, a Trauma Informed Workplace workshop was held with 33 employers to enhance and increase supportive cooperation with Hagar to promote clients' work environment at their place of employment.



THRIVE

– EMPLOYMENT –

142 (113) clients received training and safe employment pathways.

64 (48F) clients admitted into project from January-December 2018

34 (29F) clients maintained the same job at least 4 months after being placed

79 (66F) closed cases from the project

30 newly business partners recruited during the report period.

89 business partnerships engaged across the country in main industries such as education, hospitality, repair and machinery, beauty & salon, and dress making, etc

Outcome 3: Client's employment secured

In regards to the numbers of clients that secured their employment during this report period, 48 among the 63 (76%) of our clients sustained their employment with our business partners or with their own business. Regular coaching and mentoring provided by our project team to support clients in sustaining employment for a minimum of four months after being placed strongly contributed to this outcome. Hagar has helped keep these clients in employment through addressing the challenges and external factors that many of them faced including the immediate need to earn an income, misunderstanding among employers and work colleagues with 1677 times of individual follow up coaching (equal to an average of 12 times per clients per annum) during this reporting period.

Securing and establishing employment and job training partners was at the heart of the project commitment to ensure that there are jobs and trainings opportunities, free from all forms of exploitation and abuse due to a mutual understanding with the project's intervention goals, available for our clients in need. As a result, 86% (89 employers) were successfully maintained as on-going project's partners while 30 of them were newly established during this reporting period.

Quotation:

"I feel that before, I was a bit shy, but now I am open to talking about my problems with staff. I am open to getting advice from the trainer or the staff there. I am braver; I am more open minded to advice." said Arunny, 17 year old girl.



Client working in a Salon

4.3.3 Transitional Living Project (TLP):

This project works with survivors of abuse and exploitation who are not able or ready to return to their own family. In such cases, the TLP team places them in a safe and caring environment in foster families or semi-independent living arrangements. With continuing support from Hagar's counsellors and case managers, the project integrates clients into a community setting while continuing to support their care, education and/or employment and continued recovery. The staff work towards clients being able to be independent in the future and, where possible, to move back into their family of origin or kinship care.

Over the reporting period, the TLP team served 52 (31F) clients across seven provinces in Cambodia.

Outcome 1: Increased acceptance and support for the client by transitional living home and communities

A foster care reflection was conducted in Battambang and Kompot Province to recognize achievements, challenges and lessons learned over the year. 23 foster families participated, which included 41 individuals from 7 provinces in Cambodia. Foster families expressed thankfulness to Hagar and stated that they felt valued and respected. Above all, participants enjoyed meeting with other foster families from different areas as it enabled them to develop a widespread peer support network where they could share their experiences about caring for clients and provide support for each other. In addition to increasing foster carers morale, the feedback gathered from the reflection aids the project to provide more effective services moving forward. Upon completion of the workshop, it was observed that families went back to their community and encouraged other community members to join in Hagar's work, which resulted in the submission of new foster family applications in Siem Reap, one of our target provinces.

100% (52/52) of clients improved their physical, emotional and social well-being through Body Mass Index measurements and the reports from foster families. Through the assessment and support of the team and appropriate interventions, 11 clients were able to be reintegrated back into their families of origin or into kinship care.

To celebrate Khmer New Year and Pchum Ben Day, 44 clients (24F) visited their families and/or relatives. For this visit, clients received a stipend to buy new clothes, shoes and a gift to celebrate special events with their families of origin and/or relatives. Clients indicated that they had been able to create positive memories and build relationships with their communities and families during this trip. Eight clients (7F) who were not able to visit home, as they either didn't have family or relatives or the safety concern was too great, celebrated the event with their foster families and community members happily in the community.



THRIVE

– COMMUNITY –

52 Clients receive TLP services

26 Active foster families

43 Clients living in foster care

3 New foster families selected

8 New foster families trained (5 new families from last year that had not be trained)

15 Clients reintegrated into communities (4 clients from Semi-Independent and 11 from foster care).

13 foster families received refresher training

23 foster families attended a reflection workshop twice at Battambang and kompot province.



Foster Families taking a client to see the doctor for health care.

HAGAR

The whole journey

The TLP team conducted three days of parenting skills training for eight new foster families in Siem Reap. 13 existing foster families also attended for refresher training. The training was aimed at helping families to care for their foster children and focused on topics such as Trauma Informed Care, how to support traumatized clients, Parenting Skills, Child Development, and Legal and Protection Policy also to be aware of the forms of violence against children.

24 (16F) clients attended the training on self- development and forms of violence against children, and Hagar's child policy and keeping safe. They expressed improvements in their knowledge and had a better understanding about themselves and they could explain on each forms of abuses or violence clearly. They reported to us that they enjoyed each session and participated actively, bravely and asked questions a lot which reflected real practice. They committed to protect themselves as well as to share with community members to promote safe environments in the community.

Outcome 2: Semi-independent living clients increased their ability to have economic stability to aid independent living or reintegration

Nine clients joined vocational skill training during 2018. Through monthly follow up visits, mentoring and planning, three of these clients have since shown a positive increase in their living conditions in addition to an improved wage. Furthermore, as a result of improved wages, three clients among five have been able to start a savings bank account in preparation for their future goals to open a salon and a tailoring shop. During this report period, one case moved to independent living.

Through working closely with semi-independent clients and their families, clients are able to live safely in their communities. Moreover, three female clients have moved into the reintegration phase and have been reunited to live with their relatives during this reporting period.

Outcome 3: Clients who are living in foster care identified for reintegration to their families or transferred to semi-independent living

Through the commitment of our staff and foster families' contributions to help each client's journey, 15 clients (4F) no longer require services from TLP. Two new female clients (including 1 re-opened case) were admitted into our care. 88% (38/43) of clients reached sufficient improvement in their community placement, while 39 showed positive attitudes and improvements in their living situation in the community of their choice.

Our foster families reported that 24 clients(16F) in their care were engaged in good relationships within their communities and were participating in social activities such as football matches, celebrating Khmer new year at school, participating in clean environment day, attending children's clubs, wedding receptions and festivals in the village. They attended English, Khmer literacy and mathematics lessons. They expressed that these clients are now valued and respected as significant members of the community. Our foster families are very capable caregivers who have many years of experience in supporting and providing loving care for traumatized children, walking alongside them through their recovery. Our families actively promote positive discipline whilst striving to raise Hagar's clients and their own children in a safe and nurturing environment.



Clients' playing with other children in the community.

We ensured staff capacity building by providing opportunities for training, workshops, forums and network meetings with both internal and external organizations. Each staff member joined one or more workshops on social work supervision, boy first (social support for boys who have been sexually abused), issues of child marriage, report writing, building resilience, project cycle management and trauma informed care. A women's retreat and foster care networking was also provided. Staff continue to deliver high quality work to our beneficiaries to achieve our project goals.

Quotation and Photo:

"I would like to say a special thanks to my foster family who gave me a place where I was loved and in a safe house. My foster family is my second home".

*"My life has changed from being a broken life because of Hagar and my foster family. They have made me feel hopeful and loved. I know now that I have a lot of people who love me and are always beside me. Without them all, I wouldn't have become the confident person that I am today", **said by a 16 years old girl in grade 7.***



Clients and foster family members have lunch together

4.3.4 Central Case Management Project (CCM):

This project works with survivors of sexual abuse, trafficking and exploitation across all of Hagar's programmes, coordinating the different projects and services they are involved in and ensuring that clients' needs are met. Case managers meet at least monthly or more frequently if needed with each client and monitor their individual care plan, following up on any issues and challenges. Case managers also work with families, communities, partners and stakeholders to ensure the client's safety and well-being.

Outcome 1: Improved mental and physical health of new clients

100% (12/12) of newly admitted clients decreased their trauma symptoms during the past 12 months. The intake specialist and case managers (CM) have reviewed the cases and requested a counselor for initial assessment of counseling for support in emotional well-being when needed.

100% (13/13) of newly admitted clients improved their physical health. 2 weeks after admission, the intake specialist/case managers facilitated clients to get health assessments and treatment if the client had injuries. Case managers also conducted assessments of client's history of vaccinations. If clients were missing vaccinations the case managers ensured they were received.

Outcome 2: Clients have improved living environments that are free of violence

95% (205/214) of clients reported felt safe in their current living situation/community. Case managers conducted regular follow up meetings and completed a safety plan with all clients to ensure they are living in a safe situation. We work closely with foster families, original families, kinship care where clients have reintegrated or are placed in, local authorities, DoSVY and local police to secure the clients' safety.

CCM team conducted 4 trainings in different areas where most clients are living including: Kandal, Kampong Speu and Kampong Cham provinces. There were 151 participants who attended these trainings including village chiefs, local police and DoSVY. As a result, 93% (140/151) of community member's/client's family members understood domestic violence based on our pre-test and post-test results, and during our field visit and follow up.

100% (214/214) of clients received support from DoSVY/local authority or NGO if this was identified as necessary in their plan. CCM team built a strong collaboration with local authorities, local police, DoSVY and NGO partners when admitting clients to our service or reintegrating them into the community. These partners are involved in the referral of clients, reintegration of clients, assessments, completing individual care plans and case closure. In addition, they provided crisis intervention support as needed for our clients.



THRIVE

214 (134F) clients supported by CCM

13 (13F) new clients admitted

88 (57F) cases closed

9 clients received support with the implementation of physical safety measures. 3 new houses built, 3 houses fixed and 3 toilets built for clients and families

100% (84/84) of students are well equipped with learning materials package to continue their education

100% (13/13) of new clients' families increased their ability/understanding of how to care for clients

28 (18F) clients accessed improved employment options

100% clients had safety plan

Outcome 3: Clients accessed appropriate formal education opportunities and clients and their families had increased economic stability

100% (112/112) of clients who are of school age (over 5) accessed the appropriate formal education opportunities.

76% (129/169) of clients' families reported improvements or stability in their economic situation. CMs worked with Economic Empowerment Team to provide vocational training to clients and helped to find jobs for clients' families to improve their income to support their daily life.



Client cooking at her place of employment

82% (69/84) of clients who are working demonstrated economic stability or independence.

81 client's families who received support services in the last six months are assessed as financially stable or improved their stability. We have cooperated with local authorities to assess clients' families' needs. When they are in need, we provided them with food support and monetary supplements from 3 months until six months and we stop support based on their improved situation and income.

4.3.5 North West Project (NW):

This project provides an integrated case management, counselling support, economic empowerment services to survivors of abuse, trafficking and exploitation. The project focuses on successful social re-integration of clients and ensuring stability in their families and communities. This project aims to equip clients with the necessary tools to establish a socially and economically safe and stable life.

Outcome 1: Improved mental and physical health of clients

Four newly admitted clients (4F) increased their physical health and two (2F) among the four demonstrated decreased trauma symptoms after receiving counseling service. 100% of participants (63 clients' families) demonstrated that they increased their abilities and understanding of how to care for clients.

94% (67/71) of clients demonstrated that they increased and improved their levels of resilience.

100 % of 71 (56F) clients reported that they felt safer and more secure in their current living situation.

Outcome 2: Clients have improved living environment that are free of violence

98% (70/71) of clients show that they improved relationships with their families and community and 100% (71/71) of them reported that they felt less stigmatized in their families and community.

One female client in a foster care family was successfully reintegrated into her community after the family received a newly built house and toilet.

100% (71/71) clients report feeling safe in their current living situation/community.

Outcome 3: Clients accessed appropriate formal education opportunities and clients and clients' families have increased economic stability

Through the extra class support to two clients (one in 9th grade and one in 12th grade), they both passed their national exams successfully.

Eleven (10F) clients who are currently working, demonstrated stability and improved their employment options.

Two female clients were placed in vocational training for sewing skills at Caritas Vocational Training centre.



THRIVE

100% (21/21) of students were equipped with school materials packages and **82% (37/45)** were advanced to next grade.

100% (71/71) have developed safety plan, all of them report feeling safe in their living environment

77 (57F) of community people received domestic violence

59 (24F) community members attended human trafficking outreach training.

One foster care client (1F) was reintegrated back to her community



Community members participated in Domestic Violence training



Client learning tailoring skills

work. ***“I find the training is***

valuable to my tailoring skill, I have more innovative thought to put into my tailoring work in the future”. - 37-year-old female client.

One client's family has received small business package support to run her small business so she is able to secure her livelihood income to support her family. ***“if I have no Hagar, my life would not be better—Hagar helps my family”.*** –client's mother

Two women clients have received additional training in Principles of Fashion Design in Battambang through the Nomi Network Cambodia. After the training, they both tell us that they have gathered many ideas in terms of fashion design that will help their tailoring

Case Study:

Kunthea giggles a lot when she speaks. She is eleven years old, and she looks as if she's just had a growth spurt, but her posture is confident. Kunthea has lots of dreams, ones that she believes

she will be able to reach because of the support of her foster parents. But Kunthea's story has not always been a happy one.

Kunthea's father couldn't care for her, and her mother left for work in Thailand when she was very small, so at a young age, she was placed in an orphanage. At the age of seven, Kunthea was raped by an older boy at the shelter. When orphanage staff found out, they knew she couldn't stay, and arranged for her to be taken into short-term care while a more permanent solution could be found. After three months there, Kunthea was referred to Hagar, and started her journey towards healing with her foster family.

Their family home is in a province a few hours outside of Phnom Penh. They raise pigs, chickens, cows and dogs. Kunthea is good at taking care of the animals, she says herself that her best chore is taking care of the chickens and the cows. She's learnt how to plant vegetables as well, and can clean and cook, thanks to her foster mother. Her favourite thing to cook is rice and fried pork. Kunthea loves her foster siblings, she says "my sisters always make me happy, we joke and tell stories." Her social skills have developed a great deal since she lived in the shelter, where she would often have behavioural problems and didn't know how to interact with her peers. Now, she talks confidently about her best friends and what they like to do at lunchbreak, they jump rope and talk about things that are happening in their lives. Each day, they walk to school together.

When Kunthea first arrived, she felt nervous and a bit scared. She said, "I lived in fear, I was scared." But those feelings quickly change when she experienced the love and acceptance that came from her foster family. "I felt happy. I joined a family. I stopped having scared feelings, and I felt happy. Now I feel safe, I enjoy my family." Kunthea says just the place itself makes her feel happy. She loves to read Khmer books in her spare time, and she likes drawing and painting. Kunthea hopes to be a science teacher when she grows up.

Her foster parents love children. They've have been fostering for 11 years, and they've had a total of 21 children through their home. When asked why they became foster parents, they shared,

"Because some children need someone other than their parents to care for them. They have no warmth or real shelter. We want to provide warm care to children who don't have real love in their lives. To increase the hope in their lives. We want to send them to school"

They've had their challenges with fostering children, with some having behavior issues and others even attempting to end their own lives. Kunthea has not been exempt from difficulties, initially, she struggled to manage her anger and her foster parents had to learn new ways to help her to do so. Kunthea would hide under her bed when she was mad, and wouldn't come out easily. Now, they say she listens to advice, and she's the best behaved daughter that they currently have living with them. Kunthea, they say, is the child that they could trust to run the house if they weren't here, making sure all the chores get done. They describe Kunthea as smart and charming, and are obviously proud of her school results, sharing that she is a role model in her class.

Her foster parents have big dreams for her future, hoping that she will go on to study and become a teacher just like she wants to. With the continued support of Hagar and her foster parents, we are confident that Kunthea will go on to thrive.

4.4 LEAD: Amplify the voices and experiences of those we serve to bring about the systemic changes needed to combat human trafficking, slavery & abuse.

4.4.1 Psycho-Social Capacity Building Project (PSCB):

Project Introduction: Psychosocial Capacity Building Project (PSCB) is committed to providing staff with the training opportunities necessary for their personal and professional growth and development which will enhance the quality of care and recovery of clients.

Outcome 1: Staff and partners' knowledge of trauma-informed services and practices increased

All (84) Hagar staff attended the introductory training of trauma-informed care (TIC). This training oriented staff to trauma and trauma-informed care, and introduced staff tools of TIC including, but not limited to, Safety Plans, and Community Meetings.

We have commenced rolling out Trauma-informed care core principles to staff on a monthly basis. 100% (84/84) of Hagar staff attended the workshop on Safety, one of the six TIC core principles, and all of them have developed personal safety plans which promote well-being and safety for themselves and clients.

95% (80/84) of Hagar staff attended the workshop on Trust and Transparency, the second core principle of TIC.

10 Hagar staff from various levels and departments within the organization were identified and trained to support the rollout of TIC training. With appropriate support and preparation, each of them could manage and take the lead to conduct trauma-informed care training to all staff of Hagar Cambodia.

13 government officials from the Department of Social Affairs and the Department of Women Affairs were trained in advanced case management and advanced counselling level 2.

Hagar provided an extra 5-day training on Systematic Counselling to 21 government officials from the Department of Social Affairs (DoSVY) and the Department of Women Affairs (DoWA) of Kompong Speu province upon the request of our partner – World Hope International. According to the results of pre-test and post-test, 90% (18/20) of the trainees have obtained a higher score on their post-test. In addition to this, 100% (20/20) of the trainees passed their post-test. One trainee missed to do the pre-post test.

In partnership with the Economic and Empowerment project, 33 business employers attended the workshop on Trauma Informed Workplace.

64 Hagar staff completed the 2-day Trauma-Informed Care Training. 72% (46/64) of staff showed increased knowledge of trauma and could name correctly at least two symptoms of trauma after completing the training.



LEAD

13 Ministry staff were trained in advanced case management and advanced counselling level 2

21 Ministry staff were trained in systematic counselling

4 new training curriculums were developed

84 Hagar staff completed Trauma-Informed Care Training.

100% of stakeholders reported their satisfaction on training's content

14 new-recruited foster parents from Phnom Penh and 2 north-west provinces were oriented on trauma and trauma-informed care.

11 Community Learning Centre staff attended a Trauma Informed Classroom workshop which was conducted by PSCB.

Outcome 2: Social workers of DoSVY and DoWA's officer's increased their knowledge of advanced case management and counselling practices

4 new training curriculums were developed such as Advanced Case Management, Advanced Counselling, Trauma-Informed Care, and TIC Training of Trainers.

100% (13/13) of trainees who attended the Advanced Case Management and Advanced Counselling trainings reported their satisfaction over the content and teaching methodology employed in the trainings.

At least 85% (11/13) of trainees increased their level of understanding and knowledge on Advanced Counselling and at least 77% (10/13) increased their level of understanding on Advanced Case Management based on their scores in pre- and post-tests.

Quote and Photos:

In 2018, in collaboration with World Hope International, Hagar trained government social welfare workers in Kampong Speu Province as a part of a project called “Enhancing Responses to Violence Against Women and Girls in Cambodia.” Our team trained them in counselling, case management, and client referrals, increasing their capacity to better serve women and girls who are survivors of violence. This capacity building project is crucial in empowering communities to create their own change, and many of the case workers found that it profoundly impacted the way that they practice.

“This capacity building training changed the ways I communicate with my clients and others. It also transformed the ways I work. It deepened my understanding on how to write good case notes, and built up my professional skills,” shared one case worker.



Photo of a trainee from DoSVY of Kampong Speu province holding his printed hand with writing in Khmer language meaning “You and I, joined hand, to prevent violence on women and children.”



Photo of trainees from DoSVY and DoWA of Kampong Speu province holding their printed hand in support of stopping violence against women and girls, during counseling level 2 training.

4.4.2 Family Care First (FCF):

Family Care First is an initiative funded by USAID in partnership with Save the Children that seeks to uncover and advance transformational solutions to considerably reduce the number of children growing up outside of safe, nurturing family based care.

Hagar was selected to lead two Thematic Sub Groups (TSG) of this project.

TSG2 - Direct response through a more developed workforce, through the development of a national set of Social Work practice and training standards.

Key Achievements:

- Field research with current and former bachelor of Social Work students to refine and revise the Generalist Practice Standards.
- Further field research with 44 leaders and managers to refine and revise the Specialized Leadership and Management Practice Standards.
- 3 days MDAG (Multidisciplinary Advisory Group) retreat in Battambang province to discuss and reflect on key achievements and challenges so far and agree on next steps in the development of the standards. Hagar hosted 35 participants including MDAG members; MoSVY members; Local DoSVY members and supporting FCF NGOs in Battambang province. They were shown the foster care work that Hagar does as well as taking part in reflections and planning of the project.
- 2 full day MDAG meetings have been held to collect feedback on the Generalist and Specialized Practice Standards.
- **Generalist Practice Standards** – MDAG feedback collected; revisions completed and final draft sitting with MOSVY for approval.
- **Specialized Practice Standards - Leadership and Management** – feedback collected from all MDAG. Revisions being translated.



"We must work together for our goal to develop Social Work standards for Cambodia", H.E. Nim Thoth, the Secretary of State of MoSVY addressing the MDAG members at the reflection retreat in Battambang, April 2018 (photo above)

5 Key Challenges and Lessons Learned

Protect:

- A few clients went through legal proceedings which took longer than one year. In some cases, court cases were delayed at various stages for a range of reasons such as lack of lawyers to support the accused, absence of trial judge committee and failure of prison officers and court administrators to escort the accused to court proceedings. These delays may cause clients to experience more difficulty in the pursuit of justice. To mitigate these challenges, Hagar conducts regular follow up with the court so that we are aware of any changes made to the proceedings, and can promptly inform clients of delays so that they feel ready to go to court when scheduled.
- In some cases, victims who had commenced legal proceedings ultimately withdrew the case due to various obstacles including pressure from the family or community or financial difficulties. Hagar seeks to reduce the impact of these potential obstacles to access to justice by providing legal support to clients and ensuring clients fully understand the impact of withdrawing complaints as well as providing economic empowerment to the family who have financial difficulties. This will help the family to access court services without receiving compensations from perpetrator to withdraw the complaint.

Heal:

- It is very challenging in Cambodia to find confidential space in the community environment in order to conduct counselling sessions. This issue is an ongoing issue that the counselling staff face in their day to day work. However, the counsellors adapt to their environment by using creative tools and art therapy techniques to enable clients to find ways to express themselves safely. In November 2018, Hagar resumed partnership with the Red Pencil International to bring capacity building opportunity in art therapy to all Hagar counsellors to work more effectively with the clients in the community.
- A small number of the clients suffered from severe mental disorders where they required more than counselling and psychotherapy. Hagar counsellors work closely with case managers to refer the clients to receive specialist treatment from our partners and other professionals. In order to support the clients effectively, the counsellors continue to provide counselling services and psychotherapy to the clients regularly while the clients receive expert mental health and medical treatment from psychiatrists.
- Dealing with clients experiencing crisis in communities can be very challenging due to the travel distance to provide intervention. The counsellors have always involved the clients' families in the safety plan so that the clients can receive support they need as soon as possible. The counsellors also increase phone counselling in between face to face interactions with their clients and follow up with the clients' families regularly.

Thrive:

- A challenge for the project team during this reporting period was that funding gaps and staff movement held us from filling the some key roles, which caused some disruptions to our internal team members while they were trying to support beyond their roles. To better manage this, we are now arranging our internal team members to take up a head teacher role and fill other gaps until the new strategy comes in place next year.

- Another challenge was the need to halt our nutrition programme since November 2018 due to funding constraints. As planned, this will be reviewed based on Hagar's new budget in place next year.
- Key challenge for the project team during this reporting period was that funding gaps and staff movement held us from filling 3 key roles of employers relation officer, client relation officer and community based officer on maternity leave. This caused some lags of a few project deliverables including some disruptions to our internal team members while they were trying to support beyond their roles. To cope with this, we recruited a new person to fill as employer relation officer while the rest will be reviewed later based on Hagar's new budget for 2019.
- There remains limited economic opportunities outside of agriculture in some rural communities. Our community based economic empowerment project will tackle this issue by exploring and assessing labour market trends in remote areas and utilizing relevant government supports for employment.

Lead:

- Having officials from Ministry of Social Affair to deliver specialised training was beneficial. Firstly, it provided opportunity for the provincial government social work officials to network with officials from the Ministry of Social Affair. Secondly, it was an opportunity for them to understanding about one another's needs, particularly in terms of capacity building needed by the provincial government social work officials. It could be seen that there were different power dynamics between the provincial government officials and the officials from the ministry, which could be addressed through further networking.
- Lack of resources is one of the common issues. There is a big gap between the available funding sources from the government to be able to address the needs of clients in the community. In addition, some government social work officials are newly recruited and lack information to refer clients to appropriate agencies, which often leads to a lack of active involvement in supporting the victims in the community. To mitigate this issue, the trainees were asked to collect information from other agencies that they knew or they could find online, or through their network, friends, or experiences, and then combine all the collected information to create a Service Directory Guide. This guide and network is to be used as a reference after the training to be able to respond to the needs of their clients.
- The government officials who have attended Advanced Counselling training from Hagar expressed their concerns of not having enough tools in their work places and resources to work more effectively with their clients in communities. To address this problem and in partnership with our partner – World Hope International, Hagar provided extra training on systematic counselling to help trainees learn new counselling techniques using creative tools and mobilizing their resources in their own communities to work with their clients. There is an identified need for this training to be continued and expanded.

6 Financial Information and our Major Donors and Partners

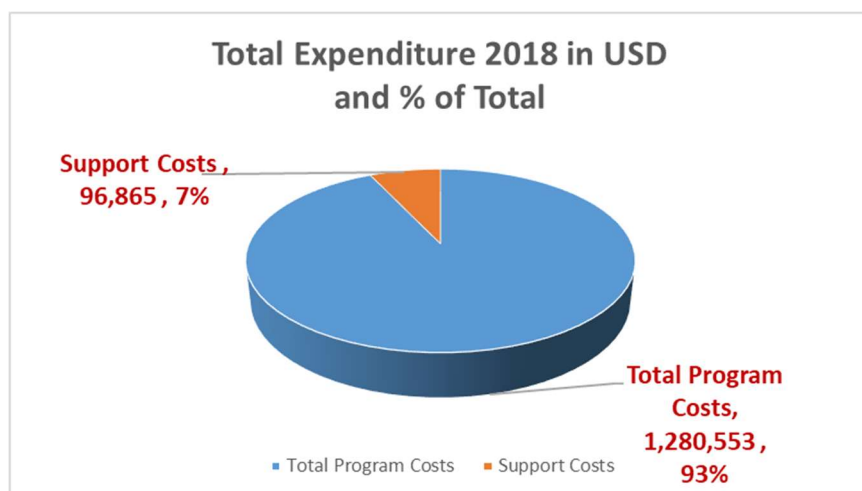
Operations/Projects	Annual Budget in USD	Expenses in USD
Protect		
Legal & Protection	113,589	62,408
Heal		
Counselling	198,662	190,514
Thrive		
Community Learning Centre	177,521	158,918
Economic Empowerment	180,854	153,035
House of Smiles	11,700	
Transitional Living Project	203,507	155,063
Central Case Management	309,945	272,028
North West (Battambang)	118,252	110,852
Lead		
Psychosocial Capacity Building	15,370	16,072
Family Care First	244,702	161,663
Total Program Costs	1,574,101	1,280,553
Support Costs	26,607	96,865
Grand Total	1,600,708	1,377,418

Support & Advocacy Offices

- Hagar Australia
- Hagar Hong Kong
- Hagar New Zealand
- Hagar Singapore
- Hagar USA

Major Donors and Partners

- Barlow Foundation
- Carpe Diem Trust, New Zealand
- Christliche Ostmission
- CLSA Chairman's Trust
- Corrs Chambers Westgarth
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- Macquarie Group Foundation
- Goldman Sachs
- Rhonda Wylie Foundation
- Safe Migration
- SAVEORG
- Tear Fund New Zealand
- The Pratt Foundation
- Virtue Foundation
- White and Case LLP
- World Hope International



7 Annexes

- Table of project outputs from January – December 2018