

Hagar Social Enterprise Group Position Overview

Vision

Our Vision is for resilient survivors of severe injustice to take their place in our families, communities, enterprises and governments, transforming others with their lives.

Mission

Our Mission is to walk with abused, exploited and rejected women and children to life in all its fullness ensuring holistic healing, social rehabilitation and economic empowerment; and to inspire others to share that journey.

1. Position Summary:

Position title:	Chief Executive Officer(s) of Hagar Social Enterprise Group
Location(s):	Phnom Penh, Cambodia (Some travel to Vietnam and other locations of future HSEG enterprises may be required)
Reporting line(s) and networks:	The CEO is accountable to the Hagar Social Enterprise Group Board with the CEO reporting directly to the Chairperson. This position will work closely with the co-CEOs of Hagar International, in order to carry out the overall mission of Hagar International.
Purpose of position:	The HSEG CEO oversees and develops Hagar's social enterprise investments, including establishing performance targets (social and financial), engaging in strategic business planning, and pursuing new social enterprise growth opportunities. The CEO plays a key role in the monitoring and evaluation of investments, and ensures that each enterprise serves Hagar's social mission and integrates with country-level social programs. Furthermore, the CEO ensures that enterprises receive the support and resources necessary to meet financial and social objectives.

2. Main Duties:

Accountability:	Specific Activities:
Formation	Lead in the development of HSEG's formation as an independent operating entity, including the documentation of appropriate policies. Develop strategy, vision & mission for HSEG group.
Governance	Participate in enterprise boards as the representative of HSEG. Ensure appropriate protections and reporting between HSEG and its investments, including compliance with Hagar International's global governance policies and local/national policies. Ensure the HSEG and Hagar International Boards are well advised and up-to-date on HSEG operations and enterprise portfolio.
HSEG Management	Provide day to day oversight of the HSEG holding company and ensure appropriate reporting on HSEG and its investments the HSEG Board of Directors. In collaboration with the HSEG board establish appropriate policies for managing risks and ensuring a social impact with HSEG subsidiaries.
Treasury and Finance	Establish and manage appropriate global treasury and finance policies and functions for HSEG's structure. Develop and assist GM's in implementing appropriate polices and risk management standards. Ensure appropriate performance, audit and risk management frameworks are integrated into governance process of subsidiary companies.

Corporate Strategy	Maintain a relevant and board approved HSEG corporate strategy with measurable performance indicators. Ensure a collaborative process to strategy development and monitoring. Enable performance monitoring at all levels, including at individual enterprises.
Social Programs	Ensure commercial entities serve Hagar's social mission and effective integration at the country level. Establish balanced score cards, with minimum social impact standards for all commercial entities, for quarterly reporting to stakeholders.
Human Resources	Define and monitor minimum global standards for human resource practice, enable leadership development and succession planning programs and facilitate international recruitment requirements. Ensure a performance and development management process for all HI staff and national executives.
Business Development	Lead in the analysis, design, and launch of new business entities. Ensure and approve GMs in competitive analysis, business redesign or growth strategies. Through standards and support ensure GM of businesses have appropriate long-term strategic planning, staff development, and succession planning. Assist enterprises in monitoring business and economic trends. Continually search for management and professional talent for HSEG investments.
Branding / Marketing:	Maintain and communicate a clear and consistent brand globally through collaborative brand development and policy formation. Protect the brand in all jurisdictions and among external stakeholders.
Information Technology	Ensure the development of global IT architecture in line with the growing scope and complexity of HSEG. Define and deploy appropriate enterprise solutions and policies.
Investor Relations	Lead in developing relationships with social investment funds and the negotiation of investment agreements in collaboration with the appropriate board's and GM's.
Fundraising	In collaboration with Hagar International and Support Operations, increase revenues available for equity investments owned by Hagar. Build the brand and marketing profile for Hagar's commercial approach to its social mission with Support Operations. Assist countries in developing the appropriate legal structures to raise donations for HSEG to invest in business growth or new business development.
Staff Wellbeing	Ensure staff wellbeing in the global development of HSEG. This includes providing leadership and defining minimum standards in areas of professional development, learning, corporate security and occupational health.
Public Relations	In collaboration with the HI Executive and Non-Executive Directors expand and build the reputation of Hagar and cultivate constructive relationships with the public. Ensure Hagar is actively involved in the global social enterprise and private-sector community, including universities, associations, conferences, local chambers of commerce, and other networks that adhere to Hagar's values.

Hagar's Approach to Social Enterprise

Hagar's mission is to walk with abused, exploited and rejected women and children to life in all its fullness ensuring holistic healing, social rehabilitation and economic empowerment; and to inspire others to share that journey. One by one and through life giving relationships Hagar seeks the transformation of each client to restore dignity and achieve their full God-given potential. For each this is not just a journey out of the darkness but onwards, as far as they can go, in building a new life. There are three components to this in our mission statement:

- Holistic healing – the healing of the integrated person (spiritually, emotionally and physically) and the emergence of personal resilience.
- Social rehabilitation – the restoration of each person to caring families and contributing members of community.
- Economic empowerment - the equipping of each person with resilient life skills and economically sustainable livelihoods.

Hagar's social enterprise investments contribute to Economic Empowerment phase of the work, as we believe that economic and personal independence is a requirement for the long-term success of women from our programs.

Hagar's social enterprises provide employment opportunities for women who have graduated from the Career Pathways program and are seeking employment. Hagar's social enterprises provide a first step in employment opportunities for women from Hagar Social Programs and other women from such backgrounds. Hagar social programs will work closely with the social enterprises to assist in preparing the women to be ready for such employment.

Thus, the role of Hagar's social enterprises is:

- To serve as a first step toward sustainable employment for women from Hagar's programs, partner NGO's programs, and other disadvantaged populations (*employ people while they recover*).
- To invest in the growth of those who might not yet be employable in the market; focus on the individual by providing all the support necessary to achieve sustainable employment.
- To demonstrate progression of employees by encouraging positive turnover within and out of the organization.
- To achieve a sustainable commercial return while also meeting social objectives.

Hagar Social Enterprise Group

Hagar Social Enterprise Group (HSEG) was established by Hagar International in early 2009 as a wholly-owned, for-profit holding company for Hagar's social enterprise investments. HSEG's mission is to provide a strong governance structure and professional expertise to aid enterprise growth and to clearly separate Hagar's social program and social business risks. Over the past year, HSEG has been reviewing the social impact and financial sustainability of its own and partners' social enterprises in Cambodia. Based on this review, HSEG has determined that its core competencies lay in social businesses with the following characteristics:

- Low capital investment per job created
- High transferability of skills
- High earning potential for employees
- Low skill entrance level
- Diverse range of skills and career paths

Hagar's experience is that the hospitality industry best fits these criteria, which maximizes our social mission. Hagar Catering and Facilities Management (HCFM) was incorporated with \$20,000 in equity in 2006 and has grown into a successful business with over \$1.2 million in annual revenues, 132 employees with fair wages and benefits, and a good professional reputation in Cambodia.

In 2008, Hagar began to explore replicating its model of integrating rehabilitation and social enterprise in other countries. Hagar sought to invest in an established and socially-minded business and convert it into a full social enterprise that would employ women from Hagar's social programs. In mid-2009 Hagar and three social venture capital funds finalized a \$1.2 million investment to create Joma International, which will replicate the highly successful Lao-based Joma Café and Bakery social enterprise throughout Southeast Asia and provide employment for many former Hagar beneficiaries.

With HCFM and the new Joma International investment, Hagar is committed to focusing its resources on the hospitality sector.

Transitioning to the New Strategy

Based on a review of the social and financial impact of the enterprises, the Hagar International Board decided to divest two of its social enterprises, Hagar On-Time (HOT) and Hagar Soya Limited (HSL). On July 27, Hagar sold all HOT assets to STOPStart, an Australian-based organization that supports rehabilitation and empowerment programs for trafficked women in Cambodia. STOPStart maintains all current HOT employees, adheres to HOT's strong social values and fair trade standards, and continues to provide high quality products to existing customers.

The Hagar Board of Directors also decided to close HSL and sell some fresh soy milk production equipment and the So! Soya brand to HSL General Manager, Graham Taylor. Graham Taylor has established a new company that continues production of fresh soya milk and other nutritional products. The majority of employees continue to work in the new company, while redundant employees have all found alternative employment opportunities through Hagar Cambodia's assistance.

HSEG's focus from August to November has been to complete the sale of Hagar On-Time!, liquidate all Hagar Soya Limited assets, address any outstanding tax liabilities/claims, and formally close both legal entities. This process has been long and difficult, but should be completed before the end of 2009.

Strengthen HCFM and Pursue Growth

HSEG is now focusing all efforts on Hagar Catering and Facilities Management (HCFM). HCFM continues to achieve social objectives and produce satisfactory financial results, despite the economic downturn and increased competition. However, the restaurant and off-site catering continue to post losses, some contract catering customers have expressed dissatisfaction with the quality of service, and a capable new competitor is establishing operations in Phnom Penh with plans to target many of HCFM's existing customers.

HSEG is currently conducting a comprehensive review of HCFM and working with Nathan Chan, General Manager of Operations, to strengthen the business' core competencies and extract additional value from the business in its current form. Looking forward, numerous opportunities for growth exist in the Cambodian market, including the acquisition of additional customers in Phnom Penh and expansion to the lucrative hotel market in Siem Reap. HSEG has numerous investors, lenders, and donors willing to invest in expansion; however, in the short-term the HSEG Board is concerned with strengthening HCFM's current position in Phnom Penh.