

# NONPROFIT INVESTOR

## INDEPENDENT RESEARCH FOR PHILANTHROPY

### International Justice Mission

Nonprofit Investor Rating:

**NEUTRAL**

#### Mission Statement

The mission of International Justice Mission is to protect people from the violent forces of injustice by securing rescue and restoration for victims and ensuring public justice systems work for the poor.

#### Financial Overview (IJM US only)

\$ in MM, Fiscal Year Ended June 30

	<u>2009</u>	<u>2010</u>	<u>2011</u>
Revenue and Support	\$22.6	\$25.8	\$30.8
Operating Expenses	\$22.7	\$25.9	\$28.1
% of Total:			
Program Expenses	75.5%	78.7%	77.8%
G&A	9.1%	9.4%	9.4%
Fundraising	15.4%	11.9%	12.7%

**Year Founded:** 1994

#### Contact Details

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#### SUMMARY

International Justice Mission is a faith-based human rights agency that brings rescue to victims of slavery, sexual exploitation and other forms of violent oppression. IJM lawyers, investigators and aftercare professionals work with local officials to secure immediate victim rescue and aftercare, to prosecute perpetrators and to ensure that public justice systems effectively protect the poor.

IJM's justice professionals work in their communities in 15 field offices. IJM partner offices include IJM Canada, IJM UK, IJM Germany and IJM Netherlands.

#### STRENGTHS

▲ **Collaborative casework model seeks end-to-end systems change.**

By pursuing victim relief, perpetrator accountability, survivor aftercare and structural transformation, IJM recognizes and addresses the complex nature of problems such as human trafficking.

#### CAUTIONS

▼ **Vague impact metrics.** Quantified results disclosed by IJM are high-level numbers with very little additional detail. Also, numbers generalized as “hundreds” or “thousands” without discrete numbers cannot provide public users with assurance of data quality.

● **Long-term impact unclear.** A comprehensive impact study is not available. Given the complexity of rescue outcomes in the context of IJM's size and age, NPI recommends undertaking an impact study.

▼ **Insufficient disclosure to consolidate affiliate financials.** IJM's annual report includes operating results for all IJM offices but only includes financial information for only IJM US. NPI estimates approximately \$2MM of additional financial input from partner offices (7% on top of IJM US).

● **Additional information regarding scope of religious activities would be helpful.** NPI recommends additional disclosures so both religious and non-religious donors have a better understanding of

#### RECOMMENDATION: NEUTRAL

IJM's collaborative casework model is a holistic approach to violent oppression such as human trafficking. However, information disclosed by IJM is insufficient to understand specific programs delivered and outcomes achieved. NPI recommends more detailed operational, financial and impact disclosures.

## OVERVIEW OF IJM'S ACTIVITIES

IJM seeks to make public justice systems work for victims of abuse and oppression who urgently need the protection of the law.

### Collaborative Casework Model

IJM investigators, lawyers and social workers intervene in individual cases of abuse in partnership with state and local authorities. By pushing individual cases of abuse through the justice system from the investigative stage to the prosecutorial stage, IJM determines the specific source of corruption, lack of resources, or lack of good will in the system denying victims the protection of their legal systems. In collaboration with local authorities, IJM addresses these specific points of brokenness to meet the needs of victims of injustice.

IJM seeks four outcomes on behalf of beneficiaries served:

1. **Victim Relief.** IJM's first priority in its casework is immediate relief for the victim of the abuse being committed.
2. **Perpetrator Accountability.** IJM seeks to hold perpetrators accountable for their abuse.
3. **Survivor Aftercare.** IJM staff and local aftercare partners work to ensure that victims of oppression are equipped to rebuild their lives and respond to the complex emotional and physical needs that often result from abuse.
4. **Structural Transformation.** IJM seeks to prevent abuse from being committed against others at risk by strengthening community factors and local judicial systems to deter potential oppressors.

IJM seeks those four outcomes in the following casework areas:

- **Forced Labor Slavery.** IJM investigates cases of slavery and partners with local authorities to free slaves and their families. IJM lawyers work to ensure that slave owners are held accountable in court under their countries' own laws against slavery. IJM staff ensures that survivors of forced labor slavery are provided the full spectrum of government rehabilitation services to which they are entitled, including financial compensation. IJM also provides former slaves with aftercare services, including counseling, assistance securing employment and enrolling children in school, and facilitation of community groups. IJM's casework on forced labor slavery is conducted primarily in India.
- **Sex Trafficking.** International Justice Mission's first priority in its anti-trafficking casework is to secure the protection of the law for trafficked women and children forced into commercial sexual activity. IJM investigators spend hundreds of hours gathering and documenting undercover evidence of trafficking and sexual exploitation. Using this evidence, IJM staff members then partner with local authorities to rescue victims from situations of ongoing abuse and ensure that they have access to aftercare services to meet their vital needs. IJM lawyers work alongside local authorities to secure the conviction and sentencing of traffickers and other perpetrators.
- **Imprisonment of the Innocent.** IJM conducts casework on behalf of victims of illegal detention in Kenya, where it gives victims a voice in court and a strong advocate in the legal process. IJM receives case referrals and sends investigators to interview witnesses, review court documents and gather evidence to confirm a victim's innocence and to verify illegal detention. IJM presents evidence in court to secure the victim's release from jail. Once victims are freed, IJM provides aftercare for the victim and his or her family.
- **Illegal Property Seizure from Orphans and Widows.** IJM engages in casework to protect widows and orphans from illegal property seizure in Rwanda, Uganda and Zambia. In these countries, property grabbing is prohibited under both civil and criminal law. IJM legal professionals first seek to mediate a legally binding solution that identifies and restores the victims' property rights; if perpetrators refuse to mediate, IJM legal staff ensures compliance in court. In addition to providing legal assistance, IJM increases legal literacy in poor communities through will-writing seminars, legal workshops and training sessions for communities and their leaders. IJM also

provides aftercare for victims of illegal property seizure, assisting them to start sustainable microenterprises to provide a secure future for their dependents.

- **Sexual Violence.** IJM conducts casework on behalf of child victims of rape and other forms of sexual violence, and on behalf of women and children victimized by sex trafficking. IJM staff investigates case referrals and collaborates with local officials to secure evidence, rescue victims from situations of ongoing abuse and prosecute perpetrators. IJM ensures that victims of these crimes have access to aftercare services, which provide emotional and physical support for victims and their families. IJM also works to transform justice systems to prevent vulnerable people from future victimization by providing training, modeling and direct assistance to local police, prosecutors and other public justice professionals to build capacity within local systems to respond to these crimes. IJM has also hosted forensics trainings for medical professionals, enabling these “first-responders,” to care for victims with sensitivity and professional excellence.
- **Citizenship Rights for Thailand’s Hill Tribes.** Hill tribe members who lack the citizenship documentation to which they are entitled are disproportionately vulnerable to human trafficking and other forms of violent abuse. IJM Thailand secures this critical documentation for eligible families as a preventative measure to reduce their vulnerability to trafficking. The office, located in Chiang Mai in Northern Thailand, has conducted significant outreach among the Karen, Akha, Lahu and Thai Yai (Shan) tribes. IJM’s citizenship team has provided this vital protection to more than 10,000 hill tribe members to date.

## PROGRAM RESULTS AND EFFECTIVENESS

IJM discloses certain program metrics in its annual reports. Annual reports provided on the IJM US and IJM Canada websites include the same metrics, implying that metrics represent the aggregate activities of IJM US, IJM Canada, IJM Germany and IJM Netherlands.

The following metrics are disclosed:

	2009	2010	2011
Persons Rescued From Ongoing Violent Abuse	625	1,212	1,600
Criminal Convictions	69	92	100
Arrests	259	252	220
Thailand Citizen Documentation	802	843	"nearly 1,000"
IJM Aftercare	1,673	3,600	4,000
Bars And Brothels Shut Down	n.a.	16	12
Training Of Officials	"hundreds"	"hundreds"	"hundreds"
Community Training	n.a.	n.a.	"thousands"

*Source: IJM US 2011, 2010 and 2009 Annual Reports*

Here is additional detail and are our thoughts on each program metric:

- **Persons Rescued From Ongoing Violent Abuse**
  - IJM describes this number as girls and women rescued from sex traffickers, children and families freed from slavery, innocent men released from prison, widows and orphans restored to the homes they desperately rely on for shelter, sustenance and survival and children protected from rapists and other abusers.
  - Due to the broad range of rescues, NPI recommends disclosure of number of rescues per type to enable donors to understand the focus of the work each year.

- Additional information must be provided in order to understand what a “rescue” means. For example, if a woman is rescued from sex trafficking but ultimately returns to the trade, is that considered a rescue?
- **Criminal Convictions**
  - IJM indicates that criminal convictions include rapists, traffickers and other criminals.
  - NPI recommends disclosures of number of conviction per type of crime.
- **Arrests**
  - IJM indicates that the organization partners with local authorities to secure the arrests of violent abusers.
  - NPI recommends disclosure of conviction rate of those arrested.
- **Thailand Citizen Documentation**
  - IJM indicates that Thailand’s hill tribes received citizenship documentation critical to protecting them from trafficking and other violence.
  - NPI recommends disclosure of the actual number of citizens receiving documentation (as in past years), rather than rounding to “nearly 1,000”
- **IJM Aftercare**
  - IJM indicates that this number includes women, children and men.
  - NPI suggests disclosure of additional information regarding effectiveness of aftercare. For example, what percentage of those exiting aftercare return to the conditions they were rescued from?
- **Bars And Brothels Shut Down**
  - IJM indicates that this number is bars and brothels “ordered permanently shut down”
  - How many bars and brothels were actually shut down permanently?
- **Training of Officials**
  - IJM indicates that prosecutors, police and other officials were provided crucial training from IJM on topics ranging from victim-sensitive interviews to strategies for securing convictions against traffickers.
  - How effective is the training?
  - In the past three annual reports, IJM has indicated “hundreds” of officials trained. NPI recommends disclosure of actual numbers to provide more useful information and accountability.
- **Community Training**
  - IJM indicates that thousands of vulnerable community members received critical training on laws that will protect them.
  - NPI recommends disclosure of actual numbers to provide more useful information and accountability.

Metrics such as beneficiaries served and program services delivered provide one piece of an important picture for donors and other supporters of a nonprofit. To truly understand the impact of a donation, nonprofits must also provide financial information that can be correlated to each program area. An accurate calculation of IJM’s cost to deliver services in its various cause areas is not possible for several reasons:

- Spending per program area not provided by IJM. NPI recommends disclosure of spending per program area.
- Several metrics lack granularity. “Hundreds” of officials trained is not a meaningful data point.
- Financial statements of five partner offices not possible to be consolidated using publicly available information. (See “Consolidation of Partner Offices” in “Financial Overview” section).

In addition to program metrics disclosed in annual reports, IJM's website indicates that based on 2006 budget averages:

- \$240 covers the cost of six days of aftercare for a victim.
- \$455 covers the cost of seven days of legal advocacy.
- \$900 covers the cost of 20 days of investigation to help bring freedom to the oppressed.
- \$2,540 covers the cost of operations for one day in an IJM field office.
- \$12,700 covers the cost of operations for one week in an IJM field office.
- \$18,500 covers the annual cost for an IJM national lawyer to be a full time advocate for the oppressed.

NPI recommends that donors do not rely on these figures for two reasons: 1) last published metrics are more than six years old; and 2) source data including dollars spent for each service and underlying metrics are not available. As this information appears to have been tracked in 2006, NPI recommends disclosure of this information on a regular basis in formal documentation.

### **Additional Impact Metrics**

IJM's 2011 annual report indicates that:

“after four years of IJM work in Cebu, the Philippines, outside auditors found a stunning 79% decrease in the availability of children in the commercial sex industry. IJM has been asked to replicate this powerful model by the government of the Philippines, and will launch a full anti-trafficking field office in Pampanga, the Philippines in spring 2012.”

While this result is promising, additional study is required to understand how much of the 79% decline is attributable to IJM vs. other NGOs operating in Cebu.

## **TRANSPARENCY**

IJM maintains separate websites for each of its five partner offices: IJM United States, IJM Canada, IJM UK, IJM Germany and IJM Netherlands.

### **Financial Transparency**

IJM US and IJM Canada provide audited financial information on their websites. IJM UK's financial statements are available through the UK Charities' Commission. IJM Germany and IJM Netherlands financials are not available. NPI recommends publishing financial statements for IJM Germany and IJM Netherlands as well as providing additional information required to consolidate IJM's financial statements (see “Consolidation of Partner Offices” in “Financial Overview” section).

Additionally, as mentioned in the “Program Results and Effectiveness” section, IJM does not provide a breakout of expenses by type of casework. Disclosure of spending per program area is necessary in order for external evaluators to be able to correlate costs to program services delivered. Expenses broken out by how much funding is spent on each of the four outcomes IJM focuses on would also be helpful information for IJM supporters and prospective supporters.

### **Operational Transparency**

See “Program Results and Effectiveness”. NPI recommends providing additional specificity and detail around each metric provided in IJM's annual report.

## FINANCIAL OVERVIEW

### Consolidation of Partner Offices

In order to understand the financial input required for IJM field offices to deliver services, financial input to all partner offices must be consolidated. While IJM's US audit details support received from and provided to partner offices, additional funds into partner offices are not captured by this information.

For example, in 2011, IJM Canada provided ~\$1MM of support to IJM US but had ~\$2MM of total expenses in 2011. As previously mentioned, operational metrics provided in the annual report aggregate the activities of all partner offices.

While IJM's US annual report indicates \$28.4MM of expenses in 2011, the actual cost for IJM to deliver its services detailed in the same report is: \$28.4MM + ~\$1MM (Canada) + ~\$300K (UK) + Germany and Netherlands additional expenses.

Canada's contribution can be accurately calculated (below). Due to IJM UK's October 31 fiscal year-end and lack of monthly financial reporting, an accurate calculation is not possible. Financial statements for IJM Germany and IJM Netherlands do not appear to be published on any IJM website.

While IJM Germany and IJM Netherlands are likely significantly smaller entities than IJM UK, it is not possible to confirm without financial statements. Incremental expenses from IJM partner offices likely total approximately \$2MM (7% of US)

For additional commentary regarding the importance of clear reporting for nonprofits with affiliates, please see: [http://nonprofitinvestor.org/nonprofit\\_affiliates](http://nonprofitinvestor.org/nonprofit_affiliates)

### Net Support Received From Partner Offices in 2011

	Canada	UK	Germany	Netherlands	Total
<b>Support Received From Partner Offices:</b>					
Operations	\$1,044,494	\$293,636	\$26,447	\$0	\$1,364,577
Intern Program	99,603	0	0	0	99,603
Reimbursed Expenses	791	4,987	0	0	5,778
<b>Total Support Received From Partner Offices</b>	<b>\$1,144,888</b>	<b>\$298,623</b>	<b>\$26,447</b>	<b>\$0</b>	<b>\$1,469,958</b>
<b>Support Provided to Partner Offices:</b>					
Operations	(\$50,000)	(\$75,000)	(\$35,419)	(\$47,736)	(\$208,155)
Reimbursed expenses	(7,468)	0	0	0	(7,468)
<b>Total Support Provided to Partner Offices:</b>	<b>(\$57,468)</b>	<b>(\$75,000)</b>	<b>(\$35,419)</b>	<b>(\$47,736)</b>	<b>(\$215,623)</b>
<b>Net Support Received From (Provided To) Partner Offices</b>	<b>\$1,087,420</b>	<b>\$223,623</b>	<b>(\$8,972)</b>	<b>(\$47,736)</b>	<b>\$1,254,335</b>

Source: IJM US 2011 Audit

### IJM Canada Incremental Expenses

IJM Canada 2011 Expenses	C\$2,303,717
CAD/USD	1.012
IJM Canada 2011 Expenses (USD)	\$2,331,362
Less: Net Support Provided from IJM Canada to IJM US	\$1,087,420
<b>2011 Incremental IJM Expenses to Consolidate</b>	<b>\$1,243,942</b>

## Support and Revenue

IJM US is predominantly financed by contributions and grants. 78% of funding comes from individual donors, 6% from foundations, 4% from partner offices, 4% from government revenue, 4% from churches and schools and 4% from other.

### IJM US Support and Revenue Over Time (2008-2011)

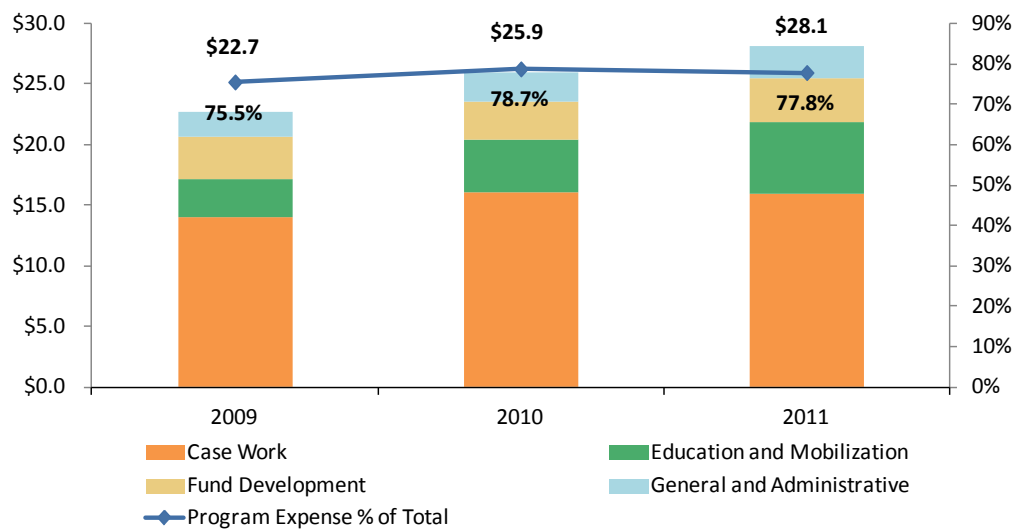
\$ in MM



IJM's growth in expenses has been commensurate with its growth in revenue, reflecting sound fiscal management. Program expenses, fundraising expenses and G&A have grown proportionally over time.

### IJM US Expenses Over Time (2008-2011)

\$ in MM



## Detailed Financial Information

Fiscal Year Ended December 31

### Revenue and Expenses (US GAAP Accounting Basis)

	2009	2010	2011
<b>Operating Revenue:</b>			
Contributions and Grants	\$21,775,710	\$24,802,558	\$29,702,219
Other income	787,260	679,447	603,165
Rental Income	42,443	312,535	496,048
<b>Total Support and Revenues</b>	<b>\$22,605,413</b>	<b>\$25,794,540</b>	<b>\$30,801,432</b>
<i>% Growth</i>	12.0%	14.1%	19.4%
<b>Expenses:</b>			
<b>Program Services:</b>			
Case Work	\$13,956,176	\$16,022,226	\$15,989,457
Education and Mobilization	3,148,339	4,390,941	5,914,741
<b>Supporting Services:</b>			
Fund Development	\$3,499,919	\$3,075,523	\$3,585,919
General and Administrative	2,050,772	2,438,436	2,654,776
<b>Total Expenses:</b>	<b>\$22,655,206</b>	<b>\$25,927,126</b>	<b>\$28,144,893</b>
<i>% of Revenue</i>	100.2%	100.5%	91.4%
<b>Total Support and Revenues Less Expenses</b>	<b>(\$49,793)</b>	<b>(\$132,586)</b>	<b>\$2,656,539</b>
<b>Program Costs as a % of Total Expenses</b>			
	<b>75.5%</b>	<b>78.7%</b>	<b>77.8%</b>
<b>G&amp;A as a % of Total Expenses</b>			
	<b>9.1%</b>	<b>9.4%</b>	<b>9.4%</b>
<b>Fundraising as a % of Total Expenses</b>			
	<b>15.4%</b>	<b>11.9%</b>	<b>12.7%</b>

### Key Balance Sheet Information

Cash and Cash Equivalents	\$6,655,137	\$7,014,127	\$15,276,844
Net Assets	\$6,064,053	\$5,931,467	\$8,588,006

Source: IJM US 2011 and 2010 Audited Financial Statements



## IJM Canada (Canadian Dollars)

Fiscal Year Ended December 31

	2009	2010	2011
<b>Revenue and Expenses (Canadian GAAP Accounting Basis)</b>			
Operating Revenue:			
Contributions and Grants	C\$1,750,196	C\$1,872,994	C\$2,306,124
Other income	31,610	34,579	31,259
<b>Total Support and Revenues</b>	<b>C\$1,781,806</b>	<b>C\$1,907,573</b>	<b>C\$2,337,383</b>
<i>% Growth</i>	82.5%	7.1%	
Expenses:			
Program Services:			
Case Work	C\$729,527	C\$920,487	C\$1,273,434
Education and Mobilization	372,924	584,312	554,285
Supporting Services:			
Fund Development	\$235,303	\$289,305	\$287,936
General and Administrative	91,986	188,788	188,062
<b>Total Expenses:</b>	<b>C\$1,429,740</b>	<b>C\$1,982,892</b>	<b>C\$2,303,717</b>
<i>% of Revenue</i>	80.2%	103.9%	98.6%
<b>Total Support and Revenues Less Expenses</b>	<b>C\$352,066</b>	<b>(C\$75,319)</b>	<b>C\$33,666</b>
<b>Program Costs as a % of Total Expenses</b>			
	<b>77.1%</b>	<b>75.9%</b>	<b>79.3%</b>
<b>G&amp;A as a % of Total Expenses</b>			
	<b>6.4%</b>	<b>9.5%</b>	<b>8.2%</b>
<b>Fundraising as a % of Total Expenses</b>			
	<b>16.5%</b>	<b>14.6%</b>	<b>12.5%</b>

Source: IJM Canada 2011 and 2010 Audited Financial Statements

## IJM UK (British Pounds)

<i>Fiscal Year Ended October 31 (NOTE DIFFERENT FISCAL YEAR END)</i>	2009	2010	2011
<b>Revenue and Expenses</b>			
Operating Revenue:			
Voluntary Income	£139,490	£359,795	£389,343
Incoming Resources from Charitable Activities	4,155	2,417	1,824
<b>Total Support and Revenues</b>	<b>£143,645</b>	<b>£362,212</b>	<b>£391,167</b>
% Growth	(85.3%)	152.2%	
Expenses:			
Charitable Activities	£96,613	£287,635	£338,285
Governance Activities	17,677	16,824	17,564
<b>Total Expenses:</b>	<b>£114,290</b>	<b>£304,459</b>	<b>£355,849</b>
% of Revenue	79.6%	84.1%	91.0%
<b>Total Support and Revenues Less Expenses</b>	<b>£29,355</b>	<b>£57,753</b>	<b>£35,318</b>

Source: IJM UK 2011 and 2010 Independently Examined Financial Statements

Note: Accounting basis not indicated (UK Statement Of Recommended Practice: Accounting And Reporting By Charities allows for both accrual and cash accounting)

## IJM Germany

**IJM Germany financial statements not published**

## IJM Netherlands

**IJM Germany financial statements not published**

### KEY PERSONNEL BIOS

Gary Haugen, President and CEO. Mr. Haugen received a B.A. in Social Studies, magna cum laude, from Harvard University, and a J.D. from the University of Chicago, cum laude, where he was the Ford Foundation Scholar in International Law. He also served as the Visiting Scholar in Politics at the University of Adelaide in Australia.

Until April of 1997, Mr. Haugen was a Senior Trial Attorney with the Police Misconduct Task Force of the Civil Rights Division of the U.S. Department of Justice. In 1994, Mr. Haugen was detailed from the U.S. Department of Justice to the United Nation's Center for Human Rights where he served as the Officer in Charge of the U.N.'s genocide investigation in Rwanda. Before joining the U.S. Department of Justice, Mr. Haugen worked for the Lawyers Committee for Human Rights, based in New York.

### OTHER THIRD PARTY RATINGS

- Charity Navigator rates IJM 4 out of 4 stars.
- GreatNonprofits rates IJM 4 out of 5 stars based on five user reviews. Users rating IJM less than 5 stars highlight CEO Gary Haugen's annual compensation of \$201k.
- Philanthropedia. IJM has one recommendation on Philanthropedia but is not ranked.
- GiveWell. IJM is not covered by GiveWell.

## GET INVOLVED

- **Students.** Get your school or university involved: <http://www.ijm.org/get-involved/students>
- **Internships & Fellowships.** Use your professional skills to seek justice in Washington DC and around the world: <http://www.ijm.org/get-involved/internships-fellowships>
- **Justice Campaigns.** IJM's Justice Campaigns serve to mobilize a response in support of U.S. government policies that help to build sustainable justice systems abroad that respond to violent crimes against the poor: <http://www.ijm.org/justicecampaigns>
- **Prayer Partners.** Become an IJM Prayer Partner to receive weekly prayer update e-mails, as well as notification when urgent prayer needs arise: <http://www.ijm.org/get-involved/prayer-partner>
- **Artist Partners.** Learn about artists using their unique platforms to spread the message of justice: <http://www.ijm.org/get-involved/artist-partners>
- **For Churches.** Mobilize your church: <http://www.ijm.org/get-involved/churches>
- **Fundraising.** Help raise the funds for IJM: <http://www.ijm.org/get-involved/fundraising>
- **Volunteer.** Use your professional skills to serve with IJM: <http://www.ijm.org/get-involved/volunteer>

## DISCLOSURES

Kent Chao certifies that he does not have any affiliation with International Justice Mission and has never made a donation to the organization. Additionally, Kent has not supported directly competing organizations in a greater capacity than a nominal donation. NPI analysts and NPI as an organization do not receive any form of compensation from reviewed charities.

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