

INTERNATIONAL JUSTICE MISSION

# 2014 Annual Report



IJM

## OUR VISION

Rescue thousands.  
Protect millions.  
Prove that justice  
for the poor is  
possible.

A message from GARY A. HAUGEN, IJM President and CEO

This year marked two decades since the genocide in Rwanda, where nearly a million people died under the hand of brutal violence.

The tragic aftermath I witnessed there as a UN investigator played a major part in leading me to launch IJM with a group of trusted friends. Since then, we've worked alongside local authorities to rescue children and families from some of the very worst forms of violence in our world—from slavery, police brutality, trafficking and other injustices.

In 2014, my colleagues and I witnessed great and hopeful progress in this work. We saw more lives restored than ever before and once-broken justice systems beginning to flourish. In places where selling children for sex was once commonplace, we are seeing fewer and fewer girls exploited. Where pleas to free families from slavery were once ignored, local officials are now leading rescue operations on their own, bringing dozens at a time into freedom.

Today, by God's grace, **IJM is helping to protect more than 21 million people from violence around the world.**

Many others are still waiting for justice, so we remain committed to awakening the world to their plight and bringing others to action on their behalf. By sharing what we've learned, we are inviting other leaders of influence into this fight and working together to make justice for the poor a reality in our lifetime.

I look ahead to 2015 with great hope for what's to come, grateful for God's faithfulness and for the commitment of friends like you walking with us. We are seeing history made day by day, and it is a privilege being part of this mission with you.



Joyfully,

A stylized, handwritten signature in black ink, appearing to read "Gary A. Haugen".

**Gary A. Haugen**  
President & CEO  
International Justice Mission

## Violence is an everyday threat for the poor.

In developing countries, violence is as much a part of poverty as hunger, disease or homelessness. It devastates individual lives and prevents any efforts to rise out of poverty.

When basic criminal justice systems are too broken and corrupt to protect the poor, predatory violence persists. Criminals know they can rape, enslave, traffick and abuse the poor without fear of police, courts or the law itself.

By stopping criminals and fixing the broken systems so the entire community is safer, we empower families to build better lives for themselves and their children.

## IJM protects the poor from everyday violence.

We partner with local authorities to:



### Rescue victims

We help local authorities find people suffering from violence and oppression and bring them to safety.



### Bring criminals to justice

We work relentlessly in local courts to ensure traffickers, slave owners, rapists and other criminals are restrained from hurting others.



### Restore survivors

We provide trauma therapy and counselling to survivors of violence, and we work with partners to give survivors the education, job training or tools they need to thrive.



### Strengthen justice systems

We identify gaps in the way systems protect the poor, and then work with police, prosecutors, courts and social welfare agencies to address these complex challenges.

## IJM'S PIONEERING MODEL: Justice System Transformation

# Helping to protect more than 21 million people from violence in 18 communities around the world

With nearly 20 years on the front lines of the justice movement, IJM teams have developed an unparalleled model for partnering with local authorities to stop everyday violence.

**Justice System Transformation combines service to individual victims with systemic improvements that ultimately help reduce the prevalence of a violent crime.**

In the communities where we work, we focus on a specific form of violence plaguing the poor. As we defend individual victims, we learn where the justice system is failing to provide protection and we develop comprehensive plans to partner with local authorities on ways to improve it. We continually assess our programmes and we evaluate the final impact so we can replicate success in other communities.

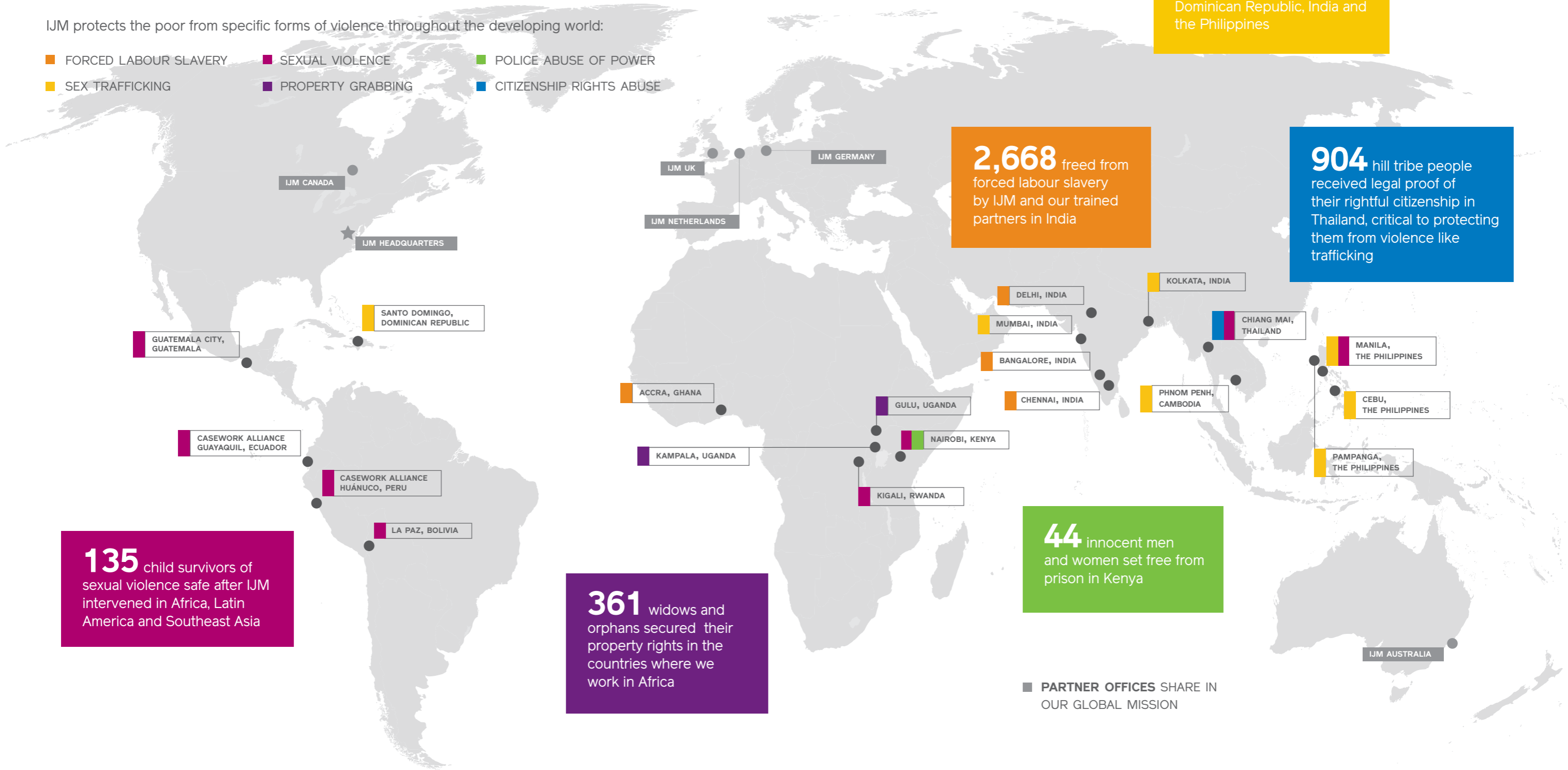
Our ultimate goal is to see overburdened justice systems transformed to protect the entire community from violence, even if they are poor.

# Changing Lives Around the World

## 2014 Results

IJM protects the poor from specific forms of violence throughout the developing world:

- FORCED LABOUR SLAVERY
- SEX TRAFFICKING
- SEXUAL VIOLENCE
- PROPERTY GRABBING
- POLICE ABUSE OF POWER
- CITIZENSHIP RIGHTS ABUSE





## RESCUING MORE PEOPLE THAN EVER BEFORE

IJM investigators discover the places where people are suffering violence and then partner with local law enforcement to rescue victims from brothels and other prisons of abuse.

**4,376** rescued from violence and oppression in 2014.



"The heat inside the brick facility was stifling. We were caught off guard by how weak and malnourished the victims appeared."

—ANU GEORGE CANJANATHOPPIL,  
IJM DELHI

## India

### 179 men, women and children rescued from slavery in a massive brick factory

In India, forty-six families were trapped in a massive brick factory. The 20-hour work days were exhausting and soul-crushing. Mothers struggled to provide enough food for their families and fathers were forced to watch as children as young as 3 were put to work.

Life seemed unbearable, but somehow it became worse as time passed. One woman was pregnant but barred from ever visiting a local hospital. If anyone complained or asked for relief, he or she would be beaten.

A few of the slaves heard about IJM Delhi and found a way to call for help. We worked with local NGO partners to document their stories and then sent a small team of expert IJM staff to join local authorities on the rescue operation.

When we arrived, men and women started crying out of desperation. Some fell onto their knees and begged for rescue.

**Together with the local officials, we led 179 people out of the factory - our largest rescue operation of the year.**

As we helped arrange critical medical attention, the families ate their first meal in freedom. After years in bondage, they were able to rest for the first time. Government officials worked through the night to prepare the release certificates that proclaim each former slave a free person.

One man declared: "Today I believe God is alive, in different shapes and in different people."



## BRINGING CRIMINALS TO JUSTICE

We don't stop until the criminals are restrained. Securing justice empowers the survivor, keeps the whole community safe and deters others from committing the same crime.

**372** criminals restrained in 2014, including 165 perpetrators convicted after years of relentless work in courts, plus suspects who have been arrested and are in custody awaiting trial.



## Cambodia

### A former colonel who abused his power to victimise children is finally convicted

When a colonel from Cambodia's army retired to a rural village, he quickly established himself as a caretaker for the whole community. He provided land, housing and food to the impoverished families who lived there.

But this man was anything but a benevolent provider: The retired military officer repeatedly sexually abused little girls in the community, without any fear of punishment.

IJM worked with other NGOs in the area to uncover evidence and support victims who were willing to speak out against the colonel. Though desperately poor, the survivors' families resisted intimidation and bribes because they wanted to make sure this man went to prison for the abuse he inflicted.

This year, after four years of IJM's work on the case, the colonel was finally arrested and brought to trial. Two courageous children testified against the colonel. One of the girls said she wasn't just speaking up for herself; she was using her voice to protect all the children in her community.

On 30th October, a Cambodian judge declared the once "untouchable" retired colonel guilty and sentenced him to prison.

This sentence proved that justice for the people in this poor community is possible.

"Because of his position, wealth and power in the community, [the colonel] thought no one could touch him."

—SAROEUN SEK,  
IJM CAMBODIA LAWYER



## RESTORING SURVIVORS AND TRANSFORMING LIVES

We help survivors rebuild their lives by creating plans to meet their specific needs, including trauma counselling, job skills training or education.

**More than 3,700** survivors of violence and their family members are receiving aftercare from IJM teams.

**A team of IJM social workers has developed a revolutionary measurement tool** to assess how well survivors are equipped to live in their communities after completing IJM's aftercare programme.

Industry-wide standards of success rely on limited data or anecdotes, but IJM is committed to rigorously measuring the holistic restoration of a person based on specific objectives, so it is clear whether he or she is equipped to live safely and sustainably back in the community.

81% of the survivors who exited IJM's aftercare programme in 2014 are fully prepared to live safe and sustainable lives on their own.



"I thank God that he makes a way where there is no way."

—JAMIE, A YEAR AFTER THE ABUSE  
WATCH JAMIE'S MIRACULOUS STORY:  
[IJM.ORG/JAMIES-STORY](http://IJM.ORG/JAMIES-STORY)

## Rwanda

**"I would rather have been burned in that house and died."**

—Jamie

Jamie\* uttered these words as she lay in a hospital bed, struggling to hold on to hope. At 14, Jamie had been raped repeatedly by two men and then badly burned when the abusers' house caught fire. Thick scars covered her body and both of her legs had been amputated.

Jamie felt hopeless and couldn't picture living her life like this. She was suffering from the burns, from the trauma of the brutal abuse and from being abandoned by her parents when she was a child.

Healing from trauma takes time and expert care. IJM Rwanda helped Jamie move to a rehabilitation center where she could heal both physically and emotionally. When she arrived, she told her IJM social worker Brigitte, "It will be a miracle for me to walk by myself again."

Since then, Brigitte and the IJM social workers have provided trauma-focused therapy, plus the consistent support that Jamie has craved for years.

Jamie's miracle came true when she was fitted for a pair of custom prosthetic legs. With diligent practice and a determined smile, she is learning to walk on her own. Brigitte says joyfully, "It was my first comfort to see Jamie have hope to heal and walk again."

**As a survivor of the Rwandan genocide, Brigitte draws on her own experience in her role as a client care specialist:**  
"During the genocide, I saw how women and their children were suffering. I decided to work to restore life for the hopeless people."



## STRENGTHENING JUSTICE SYSTEMS SO THE VIOLENCE STOPS

We provide training and support to justice system authorities and we advocate for reforms that will keep the poor safe from being victimised in the first place.

**More than 18,900** people were trained in 2014, including police, prosecutors, government officials, churches and community members who are now ready to recognise and combat violent crimes in their communities.



Griselda's mother Sandra shared why it was so important for her to pursue the case in court: "Otherwise, there will be more little girls who will be harmed."

## Guatemala

**When law enforcement officials are equipped, girls like Griselda can receive the justice they deserve.**

Sandra was walking home from church when her 13-year-old daughter Griselda\* was kidnapped from her side. As the car vanished, Sandra shouted for help. Her panic soon turned to terror when police discovered Griselda had been raped by three men at gunpoint.

Like any parents, Sandra and her husband were desperate for justice. But the investigation stalled and they couldn't afford to hire a lawyer to pursue the case. The justice system was failing to protect them or bring justice to their daughter, and they were left to live in fear and anguish.

Today, because IJM and local police worked together to re-open the investigation and find all three men who raped Griselda, she is safe. We took them to court, where they were convicted and imprisoned for their crimes.

**When IJM Guatemala opened in 2005, human rights activists told us it would be "impossible" to fix the broken system. Less than a decade later, things are changing:**

- Last year, we trained all of Guatemala's judges and prosecutors in the three major districts where we work on how to better investigate and prosecute assault cases, and how to protect children during that process.
- Last summer, Guatemala's Vice President and other key leaders authorised IJM to train the Sex Crimes Unit and provide basic criminal investigations training to the entire police force.

These reforms are proving that justice is possible for vulnerable children in Guatemala.

## BREAKING NEW GROUND

Forging new territory and changing how the world thinks about poverty and violence.

### Bringing our Expertise to New Places

#### IJM Ghana

Children as young as 4 are enslaved and forced to work 14-hour days in the fishing industry on Ghana's Lake Volta. Government officials are eager to rescue these children, but they lack critical skills and resources, including things as basic as speed boats to traverse the lake. In the Autumn, we deployed a team of experts to set up our first anti-slavery office in Africa and in 2015, we will begin working with the police to rescue these children.

#### IJM Australia

Our fifth Partner Office joined in our global mission by generating awareness, mobilising the church, building prayer support, raising funds and bringing political influence to protect the poor from violence in the developing world.

#### IJM Dominican Republic

The Dominican Republic is a top destination for sex tourism, where Dominican men and foreign tourists buy girls and young women on street corners and beachfronts. We are bringing our anti-trafficking expertise to the region for the first time, working undercover with local authorities to rescue and restore trafficking survivors, and ensuring the country's anti-slavery laws are enforced.

**In a benchmark study IJM conducted in the Dominican Republic last year, we discovered 1 in 10 young women being sold for sex on the street is under 18.**

## Reframing the conversation on poverty

### The Locust Effect

IJM President Gary Haugen's latest book, *The Locust Effect*, was published in February and is already changing the conversation about global poverty. In real stories and critical research, the book demonstrates how fixing broken justice systems is the crucial missing piece to ending the everyday violence that plagues the poor and will empower communities to rise out of poverty.

*The Locust Effect* was named a *Washington Post* bestseller and featured by the BBC, *The Economist*, *The New York Times*, *The Guardian*, *The Financial Times*, and many others. Gary shared about the book at the World Economic Forum and leaders around the world have received this critical message.

[TheLocustEffect.com](http://TheLocustEffect.com)

*"The Locust Effect... is an appeal to the global community to engage much more into multi-stakeholder action to combat violence, crime and abuse. This is the only way to secure a human future for mankind."*

—KLAUS SCHWAB,  
FOUNDER & EXECUTIVE CHAIRMAN,  
WORLD ECONOMIC FORUM

### Studies & Research

We believe the children, families and communities we serve deserve the very best. We have built an in-house team of experts from across humanitarian and global health fields to develop and monitor cutting-edge programmes that will measurably reduce violence. We base the design and management of our programmes on evidence we collect through rigorous documentation, monitoring and evaluation.



## Building new systems and technology

### IJM's expertise requested to help lead the fight against online child exploitation

IJM continues to advise Philippine law enforcement on how to respond to this urgent threat in their country. Additionally, the U.S. Immigration and Customs Enforcement invited IJM to formally present our efforts and expertise to the Virtual Global Task Force to fight online child sexual abuse, and we were nominated as an official member in July.

We are also pursuing cutting-edge technology to investigate illicit activity on the Dark Web, a hidden part of the internet that allows secret exploitation of children to flourish because it gives users complete anonymity.

### Building pioneering systems to track case progress

IJM teams need to pull reliable data out of case files on an increasingly large scale, so we pioneered a unique Case Tracking Management System that can house files across countries and case types. The newest iteration of this system launched in 2014. It streamlines how cases run in our field offices—from the initial investigation to a conviction, to the survivor's restoration—while providing high-quality data that shows us where justice systems are failing to protect the poor.

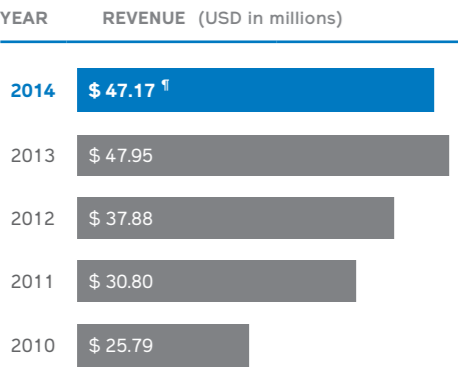
### Phase one of a new system to track and scale our global business operations is now live

As the organisation grows and we make life-and-death decisions in our work, reliable data in one streamlined system is critical. A new Global Business Effectiveness System will integrate our human resource management, finance and constituent relationship management systems into a single platform.

FINANCIAL INFORMATION

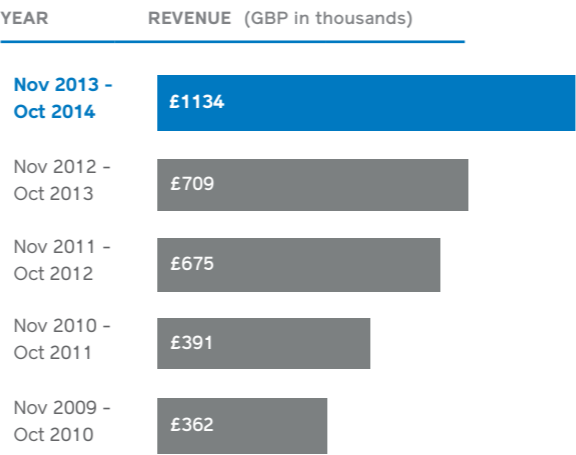
This global work is made possible by the faithful support of our donors around the world.

IJM US figures †

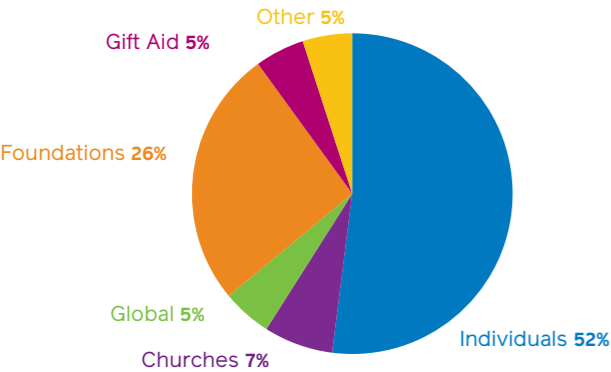


† Includes Field Office contributions from IJM Partner Offices  
† 2014 revenue not yet audited.

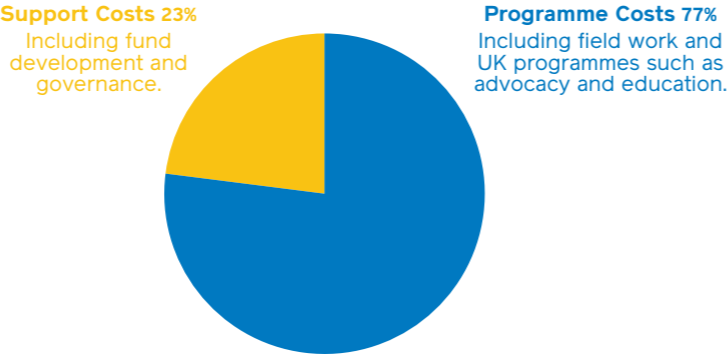
IJM UK figures



2014 UK funding sources



2014 UK expense mix



Message from IJM UK Chief Executive, Terry Tennens

As I reflect on 2014, I am once again filled with joy at all that has happened in the past year. I consider it a great privilege to walk alongside our supporters as we join the global movement that is bringing transformation to millions of lives and thousands of communities across the world. Through our ground-breaking model, IJM is seeing justice systems transformed. And in 2014, this was taken to new heights as the number of transformation projects across the globe significantly increased, bringing long-term, sustainable change so that justice systems work effectively to protect the poor.

The justice movement is at a tipping point - not just here in the UK, but globally. We are ready to take hold of it and see even more history made in 2015. As we continue to rescue thousands, protect millions and prove that justice for the poor is possible, I am very thankful for your ongoing support that makes it all possible.

Yours gratefully

Terry Tennens  
Chief Executive, IJM UK

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IJM\_UK:

**INTERNATIONAL JUSTICE MISSION** is a global organisation that protects the poor from violence throughout the developing world. IJM partners with local authorities to rescue victims of violence, bring criminals to justice, restore survivors and strengthen justice systems.

Highlighted as one of 10 non-profits "making a difference" by U.S. News and World Report, IJM's innovative work has been featured by *the BBC*, *The Guardian*, *The Economist*, *The Financial Times*, *Forbes*, *The Oprah Winfrey Show*, *The Today Show*, *National Public Radio*, *CNN* and many other outlets.



\*A pseudonym. All text and images © 2015 International Justice Mission.