



NONPROFIT Analytical Overview

GENERAL

Organization Name	International Justice Mission			U.S. Tax ID#	54-1722887	Year Founded	1997
HQ Street Address	P.O. Box 96961			City & State	Washington DC	Zip	20090-6961
Phone	703.465.5495	HQ Nation	USA	Website(s)	www.ijm.org		
Primary Contact & Title	Katy Akester, VP of Strategic Partnerships			Contact Email	kakester@ijm.org		
Organization Type	Independent Public Charity		Annual Report Link	https://www.ijm.org/2015-year-in-review			
Nonprofit Accountability Listings	<input checked="" type="checkbox"/> BBB (give.org)	<input checked="" type="checkbox"/> Charity Navigator	Strategic Partners	Local public justice system agencies (law enforcement, prosecutors, judiciary), local aftercare service providers; churches in U.S., IJM partner office countries & IJM field project locations			
	<input checked="" type="checkbox"/> Guidestar	<input type="checkbox"/> Charity Watch					
	<input checked="" type="checkbox"/> ECFA	<input checked="" type="checkbox"/> Ministry Watch					
Primary Program Area	Justice		Peer Group	Unknown			
Other Program Area(s)	Human Trafficking		Clients Served	Abused			

GROWTH TRENDS

	FY 2012	FY 2013	FY 2014	FY 2015	% Change	Explanation
Paid Staff	517.0	598.0	643.0	684.0	32 %	New and expanding global field programs
Clients Served	2,409	3,555	4,376	4,100	70 %	Victims of violence and oppression
Annual Income	\$37,875,214	\$47,951,653	\$47,174,069	\$51,565,466	36 %	Increased fundraising supported org growth
Donors	24,640	28,530	29,730	27,422	11 %	Shift towards more focused mass fundraising strategies
Key Activity	132	153	165	184	39 %	Secured convictions of perpetrators

FUNDRAISING

Donor Retention Rate	51 %	Government Funding %	1 %	Cost to Raise \$1	\$ 0.15		
Largest Gift for FY 2015	\$2,360,460	% of Gift Income from Largest Gift	5.0%	Self-sustainability %	2%		
Donors Listed by Gift Size for FY 2015	Gift Size:	< \$1,000	\$1K - 4,999	\$5K - 24,999	\$25K - 49,999	\$50K - 99,999	\$100,000 +
	# of Donors:	22,397	4,111	715	93	39	67
	Total Amount:	\$ 5,429,489	\$ 7,147,742	\$ 6,214,701	\$ 2,710,000	\$ 2,340,603	\$ 23,204,211

FINANCIAL MANAGEMENT

Current Cash Reserves	1-3 Months		Current Net Assets	\$20,035,055	Total Current Debt	\$0						
Written Financial Controls	<input checked="" type="radio"/> Yes <input type="radio"/> No		Independent Financial Audits	<input checked="" type="radio"/> Yes <input type="radio"/> No		Reserve Coverage %	38%					
FISCAL YEAR		FY 2012	FY 2013	FY 2014	FY 2015	2016 <input checked="" type="radio"/> BUDGET <input type="radio"/> ACTUALS	2012-2015 FY TRENDS					
01/01 TO 12/31												
INCOME	Earned Revenue	\$1,042,073	\$1,350,129	\$3,104,703	\$854,644	\$782,754	18 %					
	Gifts in Kind	\$1,118,149	\$3,272,665	\$3,406,193	\$3,664,076	\$0	228 %					
	Cash Donations	\$35,714,992	\$43,328,859	\$40,663,173	\$47,046,746	\$59,028,249	32 %					
	Total Income	\$37,875,214	\$47,951,653	\$47,174,069	\$51,565,466	\$59,811,003	36 %					
EXPENSES	Program Services	\$26,714,008	81 %	\$32,616,311	80 %	\$36,344,255	78 %	\$38,970,337	75 %	\$46,610,758	76 %	46 %
	Administrative	\$2,966,245	9 %	\$3,945,385	10 %	\$5,253,229	11 %	\$6,242,220	12 %	\$7,754,632	13 %	110 %
	Fundraising	\$3,461,714	10 %	\$4,422,798	11 %	\$5,137,360	11 %	\$7,045,487	13 %	\$6,965,233	11 %	104 %
	Total Expenses	\$33,141,967		\$40,984,494		\$46,734,844		\$52,258,044		\$61,330,623		58 %
SURPLUS/DEFICIT		\$4,733,247		\$6,967,159		\$439,225		\$692,578		\$1,519,620		

LEADERSHIP

CEO Name & Tenure	Gary A Haugen, CEO		19 yrs	CEO Age	50-59 yrs	Total CEO Compensation	\$ 304,035
CEO Annual Evaluation	<input checked="" type="radio"/> Yes <input type="radio"/> No	CEO on the Board	<input checked="" type="radio"/> Yes <input type="radio"/> No	CEO Successor Identified		<input checked="" type="radio"/> Yes <input type="radio"/> No	
Total Paid Staff by Type	FTE: 654	PT: 30	Staff Turnover Rate	7 %		Total Volunteers	600
Board Chair & Tenure	Nicole Bibbins Sedaca		5 yrs	Board Size	13	Annual Board Meetings	3
Revenue % from Board	1 %	Board Committees	5	Term Limits	3 yrs	Board Compensation	<input type="radio"/> Yes <input checked="" type="radio"/> No
Up-to-date Board-approved Strategic Plan	<input checked="" type="radio"/> Yes <input type="radio"/> No		# of Founders & Founder/CEO Family Members on Board		0		

"ELEVATOR SPEECH" (communicate your solution)

What problem are you solving?	Today, 4 billion of our world's poorest people are not protected by their country's own justice systems. As a result, vulnerable individuals suffer abuse and oppression—including slavery and sexual exploitation—and their abusers are not held accountable for their crimes.
How do you solve the problem?	Our staff of lawyers, investigators, social workers and government advocates provide relief, restoration and legal representation to victims of violent oppression, and work to effect transformational changes in local public justice systems so that they effectively protect the poor.
Exemplary Project	When IJM started operations in Cambodia in the early 2000s, sex trafficking of children was rampant, traffickers feared no consequences, and the justice system was dysfunctional and ineffective. After a decade of work alongside government officials and NGO partners, IJM successfully completed our program in 2015, finding that only 2.2% of sex workers in our project areas were children, with only 0.1% of those children < 16.
Big Organizational Goal	Eradication of modern-day slavery in all of its forms. Our current 10-year vision is to build a global movement that ensures the poor are protected from violence and able to thrive in safety.

STRATEGY (based on the 5 Drucker Questions)

1. What is your mission ?	To protect the poor from violence by rescuing victims, bringing the criminals to justice, restoring survivors to safety and strength, and helping local law enforcement build a safe future that lasts.				
2. Who is your customer ?	Our "customer," or client, is any victim of severe oppression whom we are able to help, by providing rescue and/or relief from oppressive forces.				
3. What does your primary customer value ?	The primary client values immediate rescue/relief, and, if needed, immediate and continued aftercare in order that he/she can be successfully reintegrated into a community. He/she also values the restraint of their abuser through law enforcement.				
4. What are your most significant results ? Report outcomes <i>not</i> activities.	Prior to our 2015 study, IJM conducted research in 2012 to assess the levels of victimization and prevalence of children in the commercial sex industry. Our study found a total prevalence of minors (under 18) in commercial sexual exploitation across three main cities in Cambodia of 8.16%. Between 2012 and 2015, the overall prevalence of children in commercial sex establishments across the three cities declined by 5.94% (from 8.16% to 2.22%). This amount is a substantial decrease when compared with historical data, as most estimates from the early 2000s ranged from 15% to 30%.				
Measure outcomes against benchmarks	<input checked="" type="radio"/> Yes <input type="radio"/> No	Track Key Performance Indicators	<input checked="" type="radio"/> Yes <input type="radio"/> No	Completed program logic model(s)	<input checked="" type="radio"/> Yes <input type="radio"/> No
Completed independent evaluation	<input checked="" type="radio"/> Yes <input type="radio"/> No	Survey program beneficiaries	<input checked="" type="radio"/> Yes <input type="radio"/> No	Cut program in past 3 years for bad results	<input type="radio"/> Yes <input checked="" type="radio"/> No
5. What is your 1-3 year plan ? List clear goals & deadlines.	Goals/Vision for 2017 (pending board approval): rescue 4,460 victims from violence (and 3,713 in 2016), restrain 500 perpetrators, & complete 10 projects in the field that demonstrate that justice for the poor is possible.				
* Cite 1 recent & significant program improvement .	To bolster our infrastructure and build a healthy, robust foundation for our work around the world, IJM is implementing a global ERP system--incorporating integrated HCM, CRM, Finance and case tracking components, among other systems unique to IJM's work.				

GEOGRAPHIC SCOPE

Where do your programs operate?	<input type="radio"/> Local	<input type="radio"/> Regional	<input type="radio"/> National (USA)	<input checked="" type="radio"/> International (List nations or regions served below alphabetically)
IJM is headquartered in Washington, D.C., with five Partner offices in Australia, Canada, Germany, the Netherlands and the UK. IJM's 17 field offices are located in Bolivia, Cambodia, the Dominican Republic, Ghana, Guatemala, India, Kenya, the Philippines, Thailand, and Uganda. While our current project area in Thailand is focused on the Northern part of the country, IJM is also assessing the levels of trafficking in the fishing industry in Southern Thailand.				

S.W.O.T. ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Staff experience/expertise, Sustainable model, Established credibility, Diverse funding base	Limited capacity/resources for growing the justice movement, Effect of Economic Climate on growth	Increasing high-level political will for IJM's capacity-building programs Increasing social demand for social justice Strong potential for growth in institutional giving, including churches	Potential corruption of local officials Security risk to staff and volunteers Security risk to electronic data

SOURCE	Completed By: Laura Clawson	Date: 04/18/2016
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