



**Communities Flourish
Where Justice Takes Root.**

Table Of Contents



Image: Children playing outside a community center in Mumbai

Letter from the President	1
Impact Numbers	3
Strategies: How Justice Takes Root	4
Networks of Protection: Justice Hubs	5
Communities: Kenya	6
Communities: South Asia	7
Looking Ahead	8
Financial Stewardship	9

Cover images clockwise from top right. Kenya: Planting a tree with a new justice partner in Nairobi. India: family of freed bonded laborers; tea worker reached by community trainings around fair labor and trafficking awareness; former bonded laborer standing in the garden on her own land.

LETTER FROM THE PRESIDENT

On June 20, a young woman named Razia walked out of a Mumbai brothel into freedom.

Just weeks earlier, Razia had managed to send a desperate message asking for help. Lured from Bangladesh by the false promise of work, she had been trafficked into sexual exploitation. Her message reached one of JVI's established Justice Hubs, where trusted local partners were prepared to respond. Working alongside Mumbai Police, the Justice Hub coordinated a rescue operation that ultimately brought freedom to forty-five women that day.

These are the moments that renew our hope.

That rescue did not begin on June 20.

It was made possible through years of patient investment in local leaders, trusted partnerships, stronger justice systems, and courageous survivors willing to step forward. That is the vision behind Justice Hubs. Justice does not flourish through isolated acts of compassion alone. It takes root over time as communities learn to protect the vulnerable together.

We believe every person is created in the image of God and possesses an inherent dignity that can never be bought, sold, or exploited. That conviction has shaped Justice Ventures International from the very beginning. We also believe justice takes root because God is already at work through courageous survivors, faithful local leaders, committed public officials, generous partners, and communities choosing to defend the vulnerable. It is our privilege to join Him in that work.

Throughout this report you will see encouraging signs that justice is taking root. Survivors secured land rights long denied to them. Government leaders launched coordinated anti-trafficking initiatives built upon years of trusted partnership. Community surveys revealed growing confidence in local justice systems and stronger participation in local protection structures. These are more than isolated successes. They are signs of communities becoming safer, stronger, and more resilient.

This year also marked an important milestone as we launched JVI's first Justice Hub pilot project in Nairobi, Kenya, extending this work into a new region while continuing to strengthen communities across South Asia. We remain convinced that the Justice Hub model offers a practical and scalable way to help communities become places where justice protects the vulnerable and human dignity is respected.

Every rescue operation, every legal victory, and every survivor rebuilding a future with dignity is made possible through the prayers, generosity, and partnership of people like you. Thank you for helping cultivate communities where justice can endure for generations.

Nearly three thousand years ago, the prophet Amos envisioned a day when **"justice would roll on like a river, and righteousness like a never-failing stream."** That vision continues to inspire our work today. By God's grace, and through the courage of survivors, the dedication of local leaders, and the partnership of friends like you, we are seeing justice take root in communities where exploitation once seemed inevitable.

Thank you for standing with us in this work.

Together, by God's grace, we are helping cultivate communities where justice takes root, freedom endures, and communities flourish.



To protect survivors from retaliation and safeguard active investigations, we're unable to share real photos from this rescue. This stock image is representative of the young women rescued from the brothel.



A handwritten signature in black ink that reads "Jeffery R. Pankratz".

With gratitude and hope,

Jeffery Pankratz
President & CEO



Justice takes root when survivors are protected, perpetrators are held accountable, and communities work together to defend the vulnerable.

Across South Asia, and now in Africa, Justice Ventures International's (JVI) Justice Hubs are building networks of protection that bring freedom, justice, and restoration to communities impacted by sex trafficking, bonded labor, and other extreme injustice.

In 2025, Justice Hubs directly impacted more than 49,000 individuals while strengthening the systems, partnerships, and local networks that influence protection and justice outcomes across vulnerable communities where millions remain at risk.

Image: Survivors attending a small business support group.

2025 At a Glance

Since our beginning, JVI and its partners have pursued freedom, justice, and restoration in vulnerable communities where human trafficking and other extreme injustice are pervasive. Through Justice Hubs we *secure justice for individuals*, *empower local partners*, and *strengthen justice systems*, ensuring lives are protected, systems are changing, and survivors are rebuilding their futures.

49,338

Lives Directly Impacted

Every number represents a person whose story is moving from exploitation toward freedom through the generosity of our faithful supporters.



Percent of human trafficking survivors experiencing sustained freedom.

We walk alongside survivors providing aftercare services for a minimum of 24 months to ensure they remain free.

Bonded Labor

90%

Sex trafficking

85%

How Justice Takes Root

The Justice Hub Transformation Framework

THE CHALLENGE

Millions of vulnerable men, women, and children remain trapped in slavery and other extreme injustice because their communities are marked by impunity, influence imbalance, and fragmented goodwill. When accountability is weak and those who care work in isolation, injustice persists.



Impunity

Wrongdoing goes unchecked and unpunished.



Influence Imbalance

Power is abused and voices of the vulnerable are silenced.



Fragmented Goodwill

Good intentions are isolated and ineffective.

THE SOLUTION

Our Justice Hub strategy builds community-based impact networks — local organizations, lawyers, justice officials, businesses, faith leaders, and survivors — working together to protect the vulnerable, pursue accountability, and support restoration. Justice Hubs strengthen the relationships and institutions that let communities prevent exploitation and sustain justice over time.



Secure Justice for Individuals

Facilitate joint rescue operations to free the oppressed and bring perpetrators to justice.



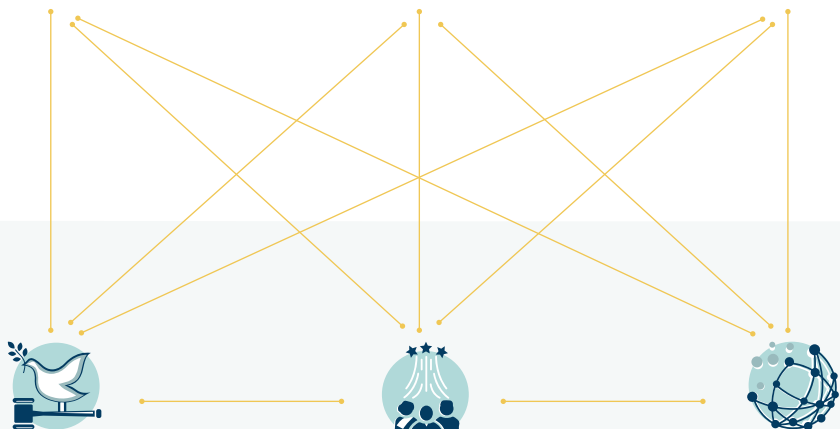
Empower Local Partners

Strengthen local organizations and leaders to fight injustice from within.



Strengthen Justice Systems

Train government officials, advocate for changes in policies and laws, and build justice networks.



THE OUTCOME

Trusted relationships. Coordinated action. Lasting protection. As the network grows, communities experience Freedom and Justice, Restoration, and Vibrant Partnerships — the community transformation that makes human flourishing possible.



Freedom and Justice

People are safe, rights are protected, and justice prevails.



Restoration

Survivors and communities experience healing, dignity, and renewed hope.



Vibrant Partnerships

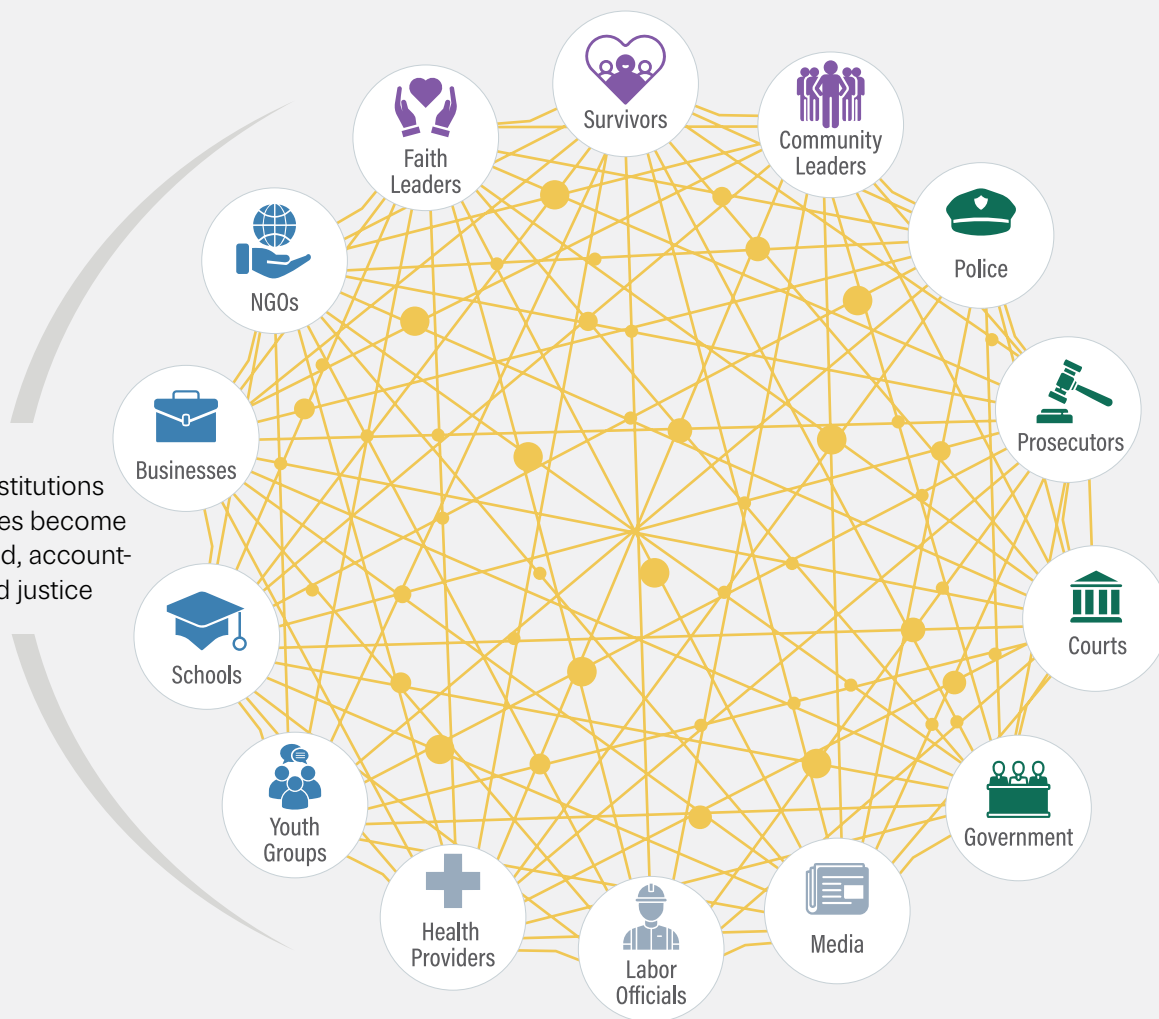
Collaborative networks work together for lasting community change.

Justice Hubs Weave Networks of Protection

Justice Hubs connect local leaders and institutions through relationships of trust, shared information, coordinated action, and accountability — so vulnerable people are protected and communities flourish.

Justice Hub Stronger Together

When local leaders and institutions work together, communities become safer, survivors are restored, accountability is strengthened, and justice takes root.



Built for Lasting Change

Locally Led

Trusted local leaders understand their communities, the risks they face, and the relationships needed to create lasting change.

Systems Strengthening

Justice Hubs strengthen the systems, institutions, and partnerships that sustain justice within a community. Rather than creating parallel structures, they strengthen the capacity of local leaders and institutions to work together in protecting vulnerable people and advancing lasting justice.

Catalyzing Justice Movements

As Justice Hubs mature, they connect with one another — and with other justice networks and movements — to accelerate learning, foster collaboration, and advance lasting community transformation across regions and nations.

Justice Taking Root Across Communities



“Without the support of JVI, we would not have been able to deploy lawyers in the informal settlements of Nairobi where there is a huge justice gap.”

Dr. Wambua Kituku
Executive Director, Kituo Cha Sheria

Kenya

In 2025, JVI launched its first Justice Hub pilot project in Nairobi, Kenya. It is an important step into a new region where trafficking, migration, economic vulnerability, and barriers to justice leave many people at risk.

The Nairobi pilot marks an important new chapter for JVI. It provides an opportunity to learn from local leaders, adapt the Justice Hub model to a new cultural and legal context, and begin building a coordinated network of protection in East Africa.

AFRICA

KENYA



Nairobi



A Vision for Kenya. Scan the QR code to hear from community leaders on the front lines as they share what they’re seeing, what is beginning to change, and the future they are working toward: a Kenya where human trafficking no longer holds communities captive, survivors find protection, dignity replaces fear, and justice takes root.



South Asia

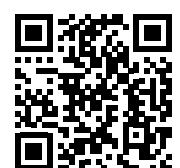
Across South Asia, Justice Hubs continue to grow, building a justice movement connecting survivors, local organizations, lawyers, justice officials, businesses, faith leaders, and community members to protect the vulnerable and strengthen justice systems.



From Exploitation to Hope. When Pari* accepted what she believed was a promising job in Kathmandu, she never imagined she was walking into exploitation. Watch how local Justice Hub investigators and lawyers worked with government officials to secure her freedom and how today, Pari is helping others discover hope beyond sex trafficking.



Freedom That Endures. Kindula's rescue from bonded labor was only the beginning. Discover how a coordinated network of local partners helped her rebuild her life, reclaim her dignity, and eventually own the very land she once worked in bondage.



*Name changed and actor used to protect the identity of the survivor.

Looking Ahead



“Through partnerships, we get to join hands with others and are able to move the work of serving trafficking victims forward in a way that is impactful in the communities.”

Adv. Teresa Luke
Kenya Project Lead, Justice Ventures International

Across South Asia, we will continue strengthening local leadership, supporting survivors, working alongside public officials, and expanding networks of protection into new communities. As these partnerships mature, they will strengthen local capacity, deepen collaboration, and help communities become safer and more resilient.

At the same time, JVI will continue investing in its first Justice Hub pilot in Nairobi, Kenya. Together with trusted local partners, we will learn, adapt, and refine our approach while building a locally led network committed to protecting the vulnerable.

By God’s grace, and through the courage of survivors, the dedication of local leaders, the commitment of public officials, and the generosity of partners around the world, our hope is to see more communities become places where people are protected, justice is accessible, and every person can live with dignity. That is the future we are working toward and the kind of change we seek to measure.



Email program@justiceventures.org to receive the full report: *Measuring Freedom, Justice and Restoration in South Asia: The Emerging Impact of JVI's Justice Hub Model*

MEASURING COMMUNITY TRANSFORMATION

Rescue operations matter. Convictions matter. Survivor restoration matters. But lasting transformation also means that communities become safer, justice systems grow stronger, and local networks work together to protect the vulnerable.

In 2025, JVI released its first **Justice Hub Impact Review**, documenting the emerging evidence that Justice Hubs are strengthening justice ecosystems and helping communities move from impunity, influence imbalance, and fragmented goodwill toward freedom and justice, restoration, and vibrant partnerships.

The review explains how JVI is measuring change over time through program data, community surveys, network surveys, survivor outcomes, and comparison with public justice-system data.

The work ahead remains urgent. But the evidence is increasingly clear:

When communities are equipped, justice can take root — and when justice takes root, communities can flourish.

Financial Stewardship & Governance

Justice Hubs are built through long-term partnership, trusted local leadership, and careful stewardship of every resource entrusted to this work.

JVI invests both in direct justice interventions and in the local organizations, partnerships, systems, and organizational capacity required to sustain networks of protection over time.

2025 Financial Overview

Total Revenue	\$2,375,131
Total Expenses	\$2,732,071
Program Services	78.9%
Development	15.5%
Administration	5.6%

Board of Directors and Senior Executives

Robert Andersen
Board Chair

Dr. Mathew Philip
Vice Chair

Nancy Sung, Ph.D.
Director and Secretary

Kyu Hwang
Director and Treasurer

Mark Buckingham
Director

Ben Harcourt
Director

Dr. Vandana Kanth
Director

Thomas Kim
Director

Dave McDowell
Director

Allen Nunnally
Director

Jeffery Pankratz
President & CEO

Oliver Wright
Chief Operating Officer



Our mission is to bring freedom, justice and restoration to men, women and children suffering from human trafficking and other extreme injustice by partnering with local organizations and global stakeholders.

Our vision is to see unjust communities transformed into communities reflecting God's love, where the human rights and dignity of the poor are respected.

JUSTICE VENTURES INTERNATIONAL

P.O. Box 2834
Washington, D.C. 20013
(202) 455-0812
giving@justiceventures.org
justiceventures.org