



Strategic Plan 2007-2010

2010 VISION: To substantially increase the number of immigrant women and girls in the United States protected from gender-based violence by nationally expanding Tahirih’s programs to leverage two of its greatest assets:

1. Tahirih’s pro bono attorney network (including its strong relationships with national law firms and its case management expertise); and
2. Tahirih’s unusual approach to public policy advocacy that is directly informed by the needs and experiences of its clients.

Tahirih will be poised for national expansion of its programs and impact because it has fully explored, tested, and refined its model to protect immigrant women from gender-based violence and developed an expansion strategy that:

- Maintains effectiveness and quality;
- Is properly funded and capitalized;
- Is sustainable; and
- Doesn’t erode existing operations.

MISSION: To enable women and girls fleeing gender-based violence to access justice.

APPROACH: To accomplish its mission, Tahirih engages in direct legal representation for individual clients, supported by social and medical services referrals, and advocacy for sound public policies to protect immigrant women and girls fleeing gender-based violence.

Overarching Strategies:

- Develop essential infrastructure and internal capacity to maintain the quality and consistency of its current operations as well as adequately support expansion efforts
- Ensure that Tahirih’s fundraising and external relations capability is sufficient to support an expansion effort
- Leverage the two key assets—Tahirih’s pro bono network and its public policy capability—in ways that increasingly return value to the women served by Tahirih
- Leverage the perspectives and experiences of the women and girls we serve to directly inform our public policy advocacy
- Develop mechanisms to amplify further the voices of Tahirih clients in public advocacy and in the improvement of internal programs
- Develop an expansion model to provide justice for more women that leverages Tahirih’s pro bono attorney network, is informed by best practices, and is field tested for scalability, replication potential, and sustainability. (It will be important that this field test or pilot is done in ways that does not re-direct essential staff resources from current operations, but uses the insights of staff to frame the model to be tested.)
- Develop and implement improved communications techniques that target donors, law firms, and policy decision-makers that continue to raise the awareness of the issues suffered by Tahirih clients

Services	Public Policy Advocacy	Fundraising and Marketing	Organizational Capacity
<p>2010 Goal:</p> <ul style="list-style-type: none"> • The provision of high-quality holistic legal services to immigrant women fleeing violence residing in DC area continues to improve. • Tahirih has enabled client access to medical care and expert medical testimony through a pro bono network of medical providers. • Tahirih has piloted, properly capitalized, and assessed a model for national expansion. 	<p>2010 Goal:</p> <ul style="list-style-type: none"> • Tahirih has increased its capacity to address public policy issues faced by our clients. • Tahirih is a recognized national leader in public advocacy on behalf of immigrant women and girls fleeing gender-based violence. • Tahirih continues to be the “go to” organization on international marriage broker issues. 	<p>2010 Goals:</p> <ul style="list-style-type: none"> • Public understanding of the issues faced by our clients and Tahirih’s role in helping them has increased. • The individual donor support base has significantly broadened. • Contributions from national foundations secured. 	<p>2010 Goals:</p> <ul style="list-style-type: none"> • Tahirih continues to be financially viable. • Capacity and financial wherewithal is in place to effectively manage operating demands and proactively advance its mission. • Staff rates Tahirih as an exceptional place to work and an organization that consistently returns value to its clients. • Tahirih’s Board is an active partner in advancing the strategic intent of the organization and fundraising.
<p>Metrics:</p> <ul style="list-style-type: none"> • Number of pro bono attorneys • Number of cases being managed • Length of waiting lists • Success rate for cases litigated 	<p>Metrics:</p> <ul style="list-style-type: none"> • Impact on public policy outcomes • Number and breadth of coalition partners on policy initiatives • Number of congressional relationships and meetings, sign on letters circulated, case stories and analysis provided to congressional offices and agencies • Instances of pro bono assistance by public policy professionals. 	<p>Metrics:</p> <ul style="list-style-type: none"> • Number of email addresses in fundraising database • Revenue • Number of donors and amount of their gifts • Number of times interviewed by media • Website hits 	<p>Metrics:</p> <ul style="list-style-type: none"> • Financial reserves and burn rate • Staff satisfaction and turnover • Board member participation and board accomplishments of its goals