



**Who we are:** The Tahirih Justice Center is a national non-profit organization that supports the courage of immigrant women and girls who refuse to be victims of violence by providing holistic legal services and advocacy in courts, Congress, and communities. Through pro bono holistic legal services and public policy advocacy, Tahirih protects women and girls fleeing gender-based human rights abuses such as domestic violence, sexual assault, human trafficking, female genital mutilation, honor crimes, and forced marriage. Tahirih is a Bahá'í-inspired organization that works to create a world where women and girls enjoy equality and can live in safety and with dignity.

## STRATEGIC PLAN (2013-2017)

Services	Public Policy Advocacy	Outreach and Education
<p><b>2013-2017 Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Open services offices in 2 new cities, totaling 5 nationally</li> <li>• Assess ROI on pro bono program and refine the use of pro bono legal professionals to increase efficiency and quality of legal services</li> <li>• Pioneer protections for forced marriage victims</li> <li>• Improve metrics tracking and reporting systems</li> <li>• Expand organizational capacity to engage in impact litigation; engage in nation-wide forced marriage technical assistance; and maintain quality and efficiency of legal services</li> </ul> <p><b>Requirements for Success:</b></p> <ul style="list-style-type: none"> <li>✓ Local office services are holistic, high quality, efficient, compassionate, client-centered, and leverage pro bono relationships</li> </ul>	<p><b>2013-2017 Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Guided by the needs of the women and girls we serve, be a recognized leader of public policy advocacy efforts on behalf of immigrant women fleeing violence</li> <li>• Lead efforts in the U.S. to address forced marriage</li> <li>• Continue to be the “go to” organization on international marriage broker issues</li> <li>• Leverage national presence to inform public policy debates at the federal and local levels</li> <li>• Leverage pro bono professionals to support public policy advocacy efforts</li> <li>• Increase human resource and communication capacities of the public policy advocacy efforts</li> </ul> <p><b>Requirements for Success:</b></p> <ul style="list-style-type: none"> <li>✓ Public policy advocacy is non-partisan, unifying, impactful, and driven by the women and girls we serve</li> </ul>	<p><b>2013-2017 Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Provide training and education for law enforcement, social service agencies, community leaders, and other first responders</li> <li>• Streamline and increase efficiency of pro bono attorney training and mentorship</li> <li>• Be the “go to” organization for media on issues relating to violence against immigrant women and girls</li> <li>• Expand organizational capacity to engage in strategic communications, both for advocacy and fundraising purposes.</li> <li>• Elevate public presence to reflect national reach and reputation</li> </ul> <p><b>Requirements for Success:</b></p> <ul style="list-style-type: none"> <li>✓ Communications are consistent and high-quality throughout the organization; trainings are professional, efficiently delivered, and significantly increase awareness and understanding</li> </ul>

## Organizational Capacity

<p><b>2017 Goals:</b></p> <ul style="list-style-type: none"> <li>• Achieve full capitalization for additional offices and national support infrastructure through a \$6.5 million capital growth campaign</li> <li>• Validate economic model for financial sustainability, based on past pilot expansion efforts and best practices</li> <li>• Increase cash reserves to reflect 4 months operating budget</li> </ul> <p><b>Requirements for Success:</b></p> <ul style="list-style-type: none"> <li>✓ Organizational culture is consultative, continuously learning, respectful of work-life balance, service-oriented, professional, compassionate, and diverse</li> <li>✓ Organizational unity is maintained</li> </ul>	<ul style="list-style-type: none"> <li>• Improve human resources capacity to recruit, compensate, orient, unify, train, evaluate, and retain the best talent</li> <li>• Upgrade IT infrastructure to provide equal access to all office to server files and email</li> <li>• Improve financial management systems to reflect national and local accounting structures and respond to increased need for reports, budgeting, and grant monitoring</li> </ul> <p><b>Requirements for Success:</b></p> <ul style="list-style-type: none"> <li>✓ National infrastructure and support services are high quality, responsive, efficient, strategic, and relevant to local needs.</li> <li>✓ Growth does not detract from current levels of service</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising efforts reflect capacity to meet on-going and strategic growth revenue needs</li> <li>• Increase support so that Executive Director can increase focus on strategic and impact initiatives</li> <li>• Improve processes and protocols to sustain productivity and information sharing across programs and locations</li> <li>• Establish Advisory Councils in every location</li> </ul> <p><b>Requirements for Success:</b></p> <ul style="list-style-type: none"> <li>✓ Board of Directors provides support and guidance for the organization’s strategic growth goals fundraising</li> <li>✓ New local office revenue will cover direct and allocated costs within three years of launch</li> </ul>
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### 2017 VISION

To substantially increase the number of immigrant women and girls in the United States protected from gender-based violence by:

- Providing direct, holistic pro bono legal services in 5 cities throughout the U.S.
- Leading advocacy in the U.S. to protect immigrant women and girls fleeing violence
- Leading efforts in the U.S. to protect victims of forced marriage

To be successful, Tahirih must be properly capitalized to sustain its growing programs, retain high performing staff, and have sufficient infrastructure in place to sustain productivity and information sharing across programs and locations.