



## TAHIRIH JUSTICE CENTER

### Social Impact Exchange Business Plan Competition

*When a woman or girl arrives at Tahirih, she is already a hero. She rejects violence or oppression. She enriches the lives of her children. She inspires the courage of her sisters. She challenges her community, ends harmful traditions, and changes the law. **She transforms the world.** Shouldn't we do everything we can to support her?*

Tahirih is the only national organization, which both provides a wide range of life-saving direct legal services and engages in cutting-edge national policy advocacy, exclusively devoted to protecting immigrant women and girls who have fled violence in their homes and communities. Since 1997, we have assisted nearly 15,000 women and children through our offices in three, high-need US cities. Today, we're poised to dramatically expand our footprint across the United States, and double the number of courageous women and girls we assist in breaking free from abuse and starting anew in safety and with dignity.

## A. Executive Summary

- **Summary of Key Elements of Business Plan including:**

The Tahirih Justice Center (Tahirih) is an innovative nonprofit organization that protects courageous immigrant women and children who refuse to be victims of violence. Inspired by principles in the Bahá'í Faith, Tahirih is founded on the belief that the achievement of full equality between women and men is necessary for society to progress.<sup>1</sup> Every day, Tahirih employees work toward legal and social justice for women and girls as a critical step in making gender equality a reality.

Through a multi-pronged approach, which provides holistic, direct legal and social services, public education, and advocacy, Tahirih enables women and girls to transform their lives and live in safety and with dignity. Access to free legal aid enables children and other dependent family members hope for a stable, safe life and pathway out of poverty. At the same time, Tahirih reframes the issue of violence against women in communities and changes laws through cutting-edge, precedent-setting cases and policy advocacy. By providing justice for courageous women, we are changing the law and supporting change agents who, through their example and advocacy, inspire an end to violence against women in their families and communities.

Since its founding in 1997, through a deliberate process of growth, Tahirih has grown to three offices nationwide that assist more than 2,000 women and children annually. Through public policy and education initiatives, it has supported the safety and well-being of thousands more. Moving forward, Tahirih will scale its direct services and open two additional client service offices to serve women and girls in a total of five cities by 2017. Simultaneously, it will scale its public policy advocacy and education initiatives to significantly increase its public policy impact and effect transformation in society. Through geographic expansion and capacity building, Tahirih will increase by 250% its direct impact on the lives of immigrant women and children and also promote the safety of countless others as we shape communities and laws that protect vulnerable women and children.

- **Explanation of what your organization means by “scaling” and brief description of your scaling/ expansion initiative**

Tahirih's service delivery approach stretches along a continuum from intensive, high-quality direct services, to educating our communities, to systemic influence and impact. Tahirih's scaling strategy includes all aspects of this continuum, as follows:

- Fortifying our capacity by investing in institutional infrastructure to sustain productivity in services and revenue generation, and improve information sharing across programs and locations;
- Serving more women by expanding geographically to two additional service sites providing high-quality direct services, community education and

### OUR FIVE-YEAR STRATEGIC PLAN

2013-2017

*We will:*

#### Fortify

the capacity of existing offices with investments in resources and staff.

#### Serve

twice as many women and girls by opening two additional offices.

#### Amplify

our leadership in public policy advocacy for immigrant women and girls.

#### Pioneer

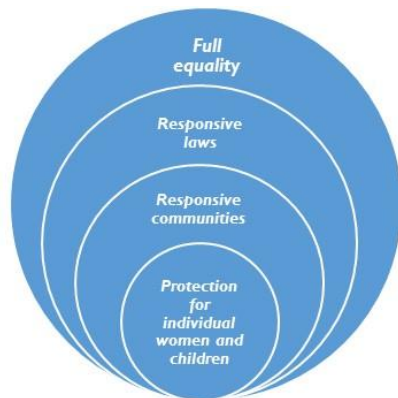
protections for victims of forced marriage in the United States.

<sup>1</sup> Tahirih is named after a Bahá'í heroine who lived in the mid-1800s and is inspired by the Bahá'í principle of the equality of women and men (see [www.bahai.org](http://www.bahai.org)). Most of Tahirih's staff are not Bahá'í, however, and its work is done without regard to religion. Tahirih is not directly governed by or funded by the Bahá'í Faith.

training, and enriching national policy conversations (in a total of five cities) by 2017;

- Amplifying marginalized voices by doubling our public policy and advocacy human resources capacity to ensure our clients' voices are heard and their needs are incorporated into relevant legislative and regulatory initiatives which protect the safety and well-being of vulnerable populations; and
- Pioneering protections for women and girls being forced into marriage by strengthening and expanding our cutting-edge national Forced Marriage Initiative, including our capabilities to handle emerging issues, and act as a recognized leader in advocacy on behalf of immigrant women fleeing violence.

- **Brief description of outcomes/impact to-date**



Tahirih has achieved exceptional growth year-after-year. Our innovative and award-winning program model efficiently leverages both in-house and pro bono resources (valued at more than \$12 Million in 2013 alone) to protect individuals, educate and train community partners, advocate for improved laws and regulations, and work toward our ultimate vision of full equality for immigrant women and girls.

1) Direct Services: Between 2004 and 2013, we have grown our direct services program of providing comprehensive direct legal representation from 57 women and girls in one location to 625 in three locations annually. Through free legal representation and

social services case management, the women and girls we protect have gained access to critical legal protections – such as visas permitting themselves and their children to remain in the US, work authorization documents to allow them to provide for their families, protective orders, child custody and financial support to free them from their abusers – as well as access to information, resources, and support as they rebuild their lives, including food, clothing, shelter, psychological services and urgent medical care to ensure their families' well-being. Likewise, we have provided telephonic assistance to over 2,000 individuals annually in order to empower individual service seekers with information, referrals, and resources to support their fight for justice.

2) Community Education, Training and Technical Assistance: In the same period, Tahirih has dramatically increased its public education capacity and now trains over 2,500 professionals annually (including law enforcement, judges, lawyers, social workers, teachers, faith leaders, and others) in multiple cities via webinars and in-person trainings. Expert trainers have equipped diverse professional and public audiences with the information, strategies and tools they need to join our efforts to protect courageous women and children who refuse violence.

3) Public Policy and Advocacy: As we deliver services directly to brave women and children who reach out for help, and bolster the efforts of professionals and members of the public who rise to their calls, the impact of our work ripples far beyond the lives of the individuals we touch directly. Through groundbreaking case law, regulatory advocacy to change the way our government functions, and legislative advocacy to improve the law, we are creating a world in which all vulnerable immigrant women and children are protected from harm. By its nature, systemic change must be measured over a long time horizon. Reflecting on sixteen years of public policy advocacy, we recognize important indicators of our success. As a direct result of legislation Tahirih authored, coalitions we led, and advocacy we conducted:



- Since 2001, more than 3,400 trafficking survivors have found safety through approval of their T visa (an immigration remedy available for survivors of modern-day slavery through the Trafficking Victims Protection Act);
- Over the course of 14 years, nearly 74,000 battered women have achieved legal status independent of their abusers through the Violence Against Women Act-created self-petition process;
- Since 2009, over 38,000 survivors of violent crimes have participated in law enforcement efforts to take their perpetrators off the streets and received U visas; and
- Over the past five years, more than 141,000 “fiancé” or K1 visa recipients were educated about their rights to freedom from domestic and sexual violence under US law.

- **Summary of financial model (including assumptions about revenues and expenses)**

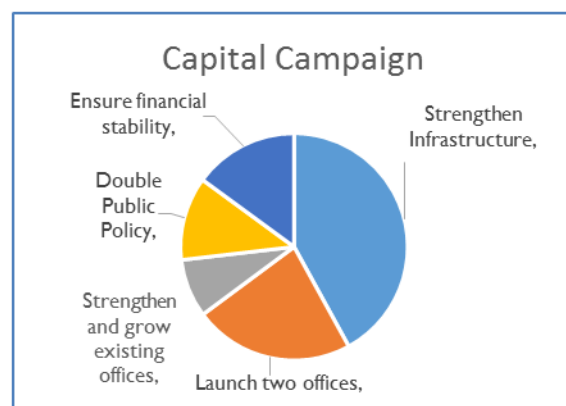
Tahirih’s current model enjoys the support of diverse revenue streams, including government grants (30%); foundation grants (30%); individual unrestricted donations (25%); and corporate donations (15%). Tahirih’s expenses predominantly consist of staff time and related benefits (70%), followed by other costs like occupancy (9%), as well as more modest expenses associated with travel, training/professional development, officer supplies and operating expenses. Geographically, the Houston and Greater DC Offices are Tahirih’s largest cost centers (at 37% and 36%, respectively); Baltimore Office comprises 12%, and the National Office reflects 15% of all national costs in 2014.

Looking forward, we anticipate similar revenue diversity in growth offices. Tahirih’s financial model will include both current operations and the revenues/ expenses associated with its growth capital campaign and investments in its scaling strategies (see below). Additionally, as it develops its existing sites and further scales to additional cities, local sites will develop the capacity to provide an additional revenue stream to the National Office. By 2017, the goal is that each office will contribute 15% of its local revenues on an annual basis to sustain efficient national programmatic and operational support and ensure organizational financial stability.

- **Capital required for scaling/expansion**

In recognition of the significant financial resources needed to support successful scaling, Tahirih will require \$9.4 million in Growth Capital over the next five years.

To reach this goal, we are launching a \$10M Capital Growth Campaign which will allow Tahirih to invest in two new offices, build the infrastructure required to support five offices nationally, and expand advocacy in the US to protect immigrant women and girls fleeing violence over five years:



- \$3.9M will be invested in infrastructure to support growth;
- \$2.1M will support the launch of two new offices;
- \$0.8M will strengthen existing local offices;
- \$1.1M will strengthen and grow Public Policy and build the Forced Marriage Initiative; and
- \$1.4M will be added to the Board Designated Reserve to ensure financial stability.

- **Timetable for scaling (extent of scaling to-date)/Number of sites and locations**

Tahirih’s has developed a scaling/expansion plan that covers 12 years, from 2007 through 2020, and includes three key phases:

- Phase I (2007-2012): Prepare, pilot expansion, and refine model for replication;
- Phase II (2013-2017): Change organizational structure and expand to a total of five cities throughout the United States (four prongs); and
- Phase III (2018-2020): Achieve steady financial growth and organizational sustainability.

Tahirih implemented the first phase of its geographic scaling plan from 2007 to 2012, growing from a single local office to a national organization with three service locations across the country. In its current phase (2013 to 2017), Tahirih will continue national geographic expansion by: fortifying organizational capacity; changing its management structure to reflect national presence and increased size; growing to two additional offices (five offices total); doubling its policy advocacy capacity; and leading the national movement to establish pioneering laws to protect victims of forced marriage. As described in greater detail below, the specific locations of new service sites have not yet been finally determined, but will be guided by four key factors. Following successful expansion, Tahirih will pivot to focus on financial growth and sustainability through 2020.

## **B. Market Context and Need (the “problem”)**

- **Define the problem to be solved and why it's a pressing social concern in need of a scaled solution**

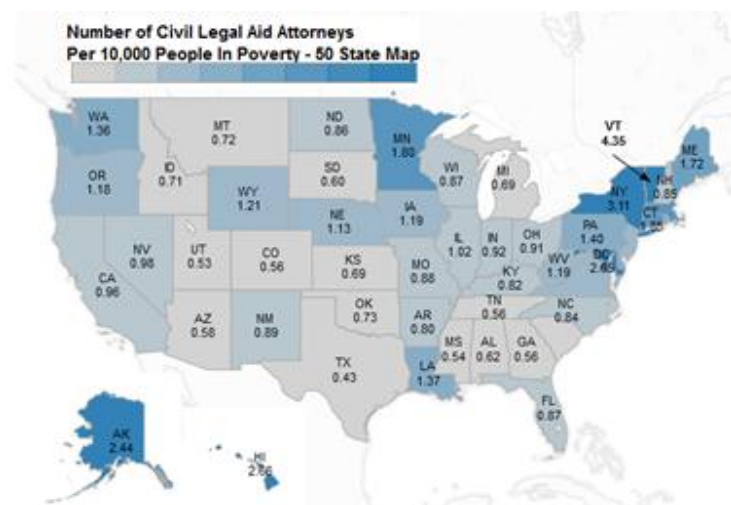
The Tahirih Justice Center exists to address the epidemic of violence against women. Tahirih's mission is to protect the lives of immigrant women and girls fleeing violence across the US. We accomplish this through direct legal and social services, as well as expert education, training and technical assistance to improve community capacity to meet the needs of immigrant women and girls seeking safety. We leverage this grassroots knowledge gained from direct services and community building to inform and drive systemic change to benefit all immigrant women and children nationwide.

Increasing Social Challenges: Violence against women is a pernicious and persistent global tragedy. Annually, one in three women are victims of abuse, 82 million girls are forced into marriage, 3 million girls are genitally mutilated, 1 million are forced into modern-day slavery, and between 5,000 and 20,000 women are murdered for being a “dishonor” to their families. At the same time, more women and children are fleeing and courageously demanding a life free of violence. Globally, the number of asylum seekers has steadily increased and, with 479,300 individuals seeking asylum, we are seeing the second highest levels in the past decade. The US was the largest single recipient of new asylum claims for the seventh year in a row, last year alone receiving 83,400 asylum applications.<sup>2</sup> Additionally, the number of immigrant victims of crime seeking legal protection have increased from 10,742 U visa applicants in 2010 to 24,768 in 2012. Likewise, victims of human trafficking in the US are in desperate need of help; the national trafficking hotline fielded 31,945 calls in 2013, nearly triple three years before.

Need for Scaled Solution: Tragically, the substantial problem of violence is compounded by a stark national “justice gap” – the difference between the level of free legal assistance available in our nation and the level that is needed in order to meet the most basic needs of our low-income neighbors. Unfortunately, because of this gap many women and children who are entitled to protection under the law may never receive it simply because they cannot afford a lawyer. Despite the promise that every individual has the constitutional right of access to the courts, our country has all too often failed our

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<sup>2</sup> UNHCR, “Asylum Levels and Trends in Industrialized Countries 2012,” as available at <http://www.unhcr.org>.



most low income residents; an estimated 80% of the legal needs of the poor go unmet due to the remarkable scarcity of legal aid resources.<sup>3</sup> As a result, low income people who cannot afford to hire an attorney often have no practical means of protecting their rights and interests under the law. The recently released *Justice Index* found that, overall, some states have less than one legal aid attorney per 10,000 people in poverty. For states like Texas, the picture is even grimmer, as shown in the *Justice Index* map at left.<sup>4</sup>

**Need for Targeted Approach:** Moreover, immigrant women in the US fleeing violence are uniquely disadvantaged relative to their non-immigrant peers in terms of gaining access to those precious few legal practitioners. Congressional funds for legal aid are statutorily unavailable to non-US citizens. Having to look outside the traditional legal aid system, low-income immigrants turn to the handful of non-profits focused on their service or become vulnerable to unscrupulous practitioners (i.e. notarios). Cultural obstacles, limited English proficiency, fear of police, ignorance of the legal system, and extreme poverty can form insurmountable hurdles. As noted by the National Immigrant Women's Advocacy Project, although domestic violence rates are comparable between US-born women and immigrant women, the dynamics of violence and ability of a survivor to access help are often drastically different. For example, "immigrant women who have been in the US for less than three years are less likely to call the police for help for fear of language barriers,"<sup>5</sup> or "because they fear a lack of responsiveness from police officers in documenting the event or arresting the abuser."<sup>6</sup> In 2013, 85% of Tahirih's clients lived in crushing poverty (well below the federal poverty level), while the remainder subsisted on an average income of just \$29,000 for a household of three. Without resources to hire an attorney, or opportunities to secure adequate legal advocacy and social services, the odds of finding safety in the face of violence or deportation are small. A striking example, an asylum seeker with representation is four to six times more likely to win protection than one without legal help.<sup>7</sup> Legal status, including employment authorization, is the foundation on which women and girls can rebuild.

**Unique Solution:** Nationwide, Tahirih stands alone as a national organization that provides a wide range of free legal representation on behalf of women and girls from many different ethnic communities who courageously stand up to refuse gender-based violence. We are proud to stand as a beacon of hope in an environment in which the laws that promise safety for immigrant women fleeing violence are so complex that they form barriers to the very justice they are meant to provide. Furthermore, because the areas of law in which Tahirih litigates are relatively new and continuously evolving, the use and limitations of the laws are often not well-understood, even by the judges, law enforcement and legal professionals who are charged with upholding our nation's commitment to the rights and well-being of our most vulnerable community members. Over the past seventeen years, Tahirih has developed a reputation for legal excellence, with a 99% success rate, and national expertise, serving as a knowledge resource to thousands of professionals charged with upholding justice.

<sup>3</sup> Steinberg, J. (2001), In Pursuit of Justice? Case Outcomes and the Delivery of Unbundled Legal Services, *Georgetown Journal on Poverty Law & Policy*, 18:3, pg. 453.

<sup>4</sup> Justice Index, available at <http://www.justiceindex.org>.

<sup>5</sup> Leslye E. Orloff et al., Battered Immigrant Women's Willingness to Call for Help and Police Response, 13 UCLA WOMEN'S LJ. 44, 71 (2003).

<sup>6</sup> Orloff, Leslye, Deana Jang and Catherine Klein. American Bar Association. Vol. 29, No. 2, 316, Summer 1995.

<sup>7</sup> Human Rights First, *US Detention of Asylum Seekers: Seeking Protection, Finding Prison*. New York: Human Rights First, 2009. Pg. 58.

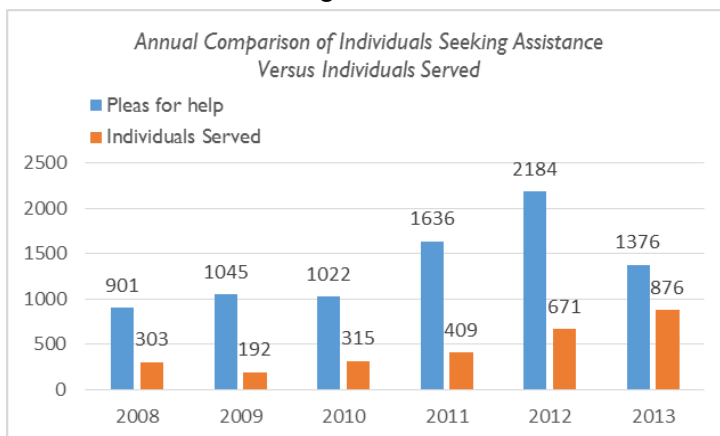


By scaling geographically we will bring our skills and programs to new communities: providing thorough services to many more women and girls, while simultaneously enhancing the professional and social services delivered by partner organizations through training and education. When we establish Tahirih in new communities we quickly become the ‘go to’ organization in this field of law and, in turn, learn more about local conditions and then elevate those issues to local, state, and national local legislators through policy advocacy.

- **Evidence of demand and/or demonstrated support (including ease of market entry)**

Evidence of Demand: As described above, the nation is struggling to keep pace with the needs for legal services of our most vulnerable neighbors across the country. Tahirih’s offices in Greater DC, Baltimore, and Houston are situated in communities of both significant need and great promise – where immigrant communities are large and growing, where peer agencies lack specialized expertise, and where volunteer and philanthropic leaders are committed to answering the calls of women and children who courageously reach out for help.

Across the board, demand for our services, education, and advocacy is exponentially larger than our current capacity. While the national size of such a hidden population is challenging to precisely quantify, through its own metrics, Tahirih knows that, historically, it has regrettably only been able to provide life-saving direct services to 25% of women (individuals seeking services, as reflected by “pleas for help” versus



individuals served at right) who reach its doors. Note that 2013, as shown above, was an unusual year; the news that we were unable to accept new clients spread and calls for help dropped. We often have to close intake for new cases because we have reached capacity, which means that there are many more who would have sought our help. We are confident that this rate is grossly understated and the demand is much higher.

Additionally, as key legal funding streams diminish and as peer agencies scale back or close their doors, demand for Tahirih’s services and expertise increases both locally and nationally. For example, between 2011 and 2012, available Legal Services Corporation funds (the single largest funder of civil legal aid for low-income Americans) dropped nearly 14% – a cut four times worse than that of the previous year.<sup>8</sup> In all of the cities where Tahirih operates and many other communities across the country, we have watched partners and peer organizations close their doors or scale back capacity. In this context, we have not only fielded more calls from survivors, but also from individual legal practitioners and other professionals in need of specialized information and advice who cannot find local expert resources. Between 2009 and 2013, calls to Tahirih for individualized technical assistance quadrupled as more professionals recognized the need for tailored, expert help in specialized areas of the law and Tahirih’s unique role as a national expert.

<sup>8</sup> LSC, “1976-2012 Annual LSC Appropriations in Constant US Dollars,” as available at <http://www.lsc.gov/>.

In this environment, Tahirih is proud to have risen to the challenge, filled gaps, and experienced an average annualized growth rate of 27% over the past three years alone. However, we know that we cannot meet any more demand without scaling our capacity, expanding our geographic scope, and investing in our ability to lead national movements to protect women and girls seeking safety who are at risk of lacking access to the protections they so desperately need and deserve.

Evidence of Support and Ease of Market Entry: Support for our work and continued expansion spans a number of stakeholder groups. In every group, we are pleased to witness evidence of support as we negotiate the multiple factors which ensure our successful entry into new markets.

- The legal community is committed to giving back: National law firms are amongst our largest and most supportive partners, and the commitment of the legal field to pro bono service is core to our success. For example, in 2013 alone, Tahirih stretched every dollar donated into \$4.50 of impact as a result of more than \$12.3M in in-kind services and other resources – up from \$10.1M the year before. Tahirih’s innovative and award-winning direct services program model is most efficiently replicated when we have access to a large pool of pro bono resources. Our city selection criteria includes ensuring the presence and commitment of pro bono partners. This approach was validated as we launched office sites in Houston and Baltimore: many firms stepped up, most notably Akin Gump in Houston and DLA Piper in Baltimore. As we assess new markets, we will look for an enthusiastic response to our professional partnership approach from regional law firms and cultivate similar relationships in new cities.

- Partners recognize the special added value of our expertise: Throughout the country, we have active memorandums of understanding and partnership agreements with dozens of service organizations, law enforcement officers, school districts, victim service agencies and others throughout our Houston, Greater DC and Baltimore service areas, as well as relationships with leading national advocacy peer organizations. We are humbled by the willingness of our partners to join our efforts and proud to unite partners from various backgrounds to support the needs of our clients. As we assess new service sites, we recognize that willing, complimentary partner agencies will be instrumental to our success in a new market. As we did when opening offices in Houston and Baltimore, we will build collaborative relationships and establish formal partnerships even before entering local markets to ensure that our presence is not viewed as threatening by those already there.

- Philanthropists are eager to invest in immigrant women and girls: Tahirih’s funding has historically been well balanced across foundation grants, government grants, corporate gifts, and individual donations. As we launch our scaling plan, we have already raised more than \$618,000 in funding to date from our long-time foundation and individual allies who are excited about our plans for expanded impact. In addition, our assessment of Department of Justice funding for victims of crime shows that federal and state money, while competitively sought after, is available across the country. Through disciplined program execution and measurement, we have demonstrated our effective stewardship of government funds in our three existing offices and secured renewed funding over many years from those agencies. We currently receive \$725,000+ annually for our three offices through 12 separate grants/contracts and anticipate securing similar support for our new offices. As outlined in greater detail in our financial model shared below, our ability to enter a market is contingent on both a mix of funding and the flagship support of philanthropic leaders in the site community.

- Congress and the American Public is on our side: Multiple legal remedies are available to our attorneys through Acts of Congress, even as immigration remains a hot-button, highly politicized topic of debate. In essence, public policies provide the tools we need to do our work to: reduce human trafficking and prosecute crime by supporting victims who aid police (Victims of Trafficking and Violence Prevention Act), protect battered spouses of US citizens (Violence Against Women Act), and prevent



the exploitation of so-called “mail order brides” (International Marriage Broker Regulation Act), among other laws and regulations. As we implement our scaling plan, we recognize a national advocacy environment which now suffers from a critical dearth of bi-partisan leadership, even as the very immigration tools on which we rely are at risk of being rolled back or eliminated. By improving our capacity, we will be prepared to take the mantle of national leadership on issues of justice for immigrant women and girls – a position which we have long had the expertise and skills to fill, but had been unable to assume simply because of historical human resource constraints.

- **Why your intervention is unique or distinctive**

Tahirih is distinctive from others who are focused on similar problems in several ways.

First, Tahirih is the only national organization, which both provides a wide range of life-saving direct legal services and engages in cutting-edge national policy advocacy, exclusively devoted to protecting immigrant women and girls who have fled violence in their homes and communities. Organizations like the US Committee for Refugees and Immigrants work to address the needs of asylees and refugees in general, but it does not have expertise regarding the special needs of immigrant women and girls or assist domestic violence victims. Similarly, the National Immigration Law Center focuses on uplifting the rights of low income immigrants, but does not have expertise to address the legal and other impacts of traumatic rape, domestic violence, forced marriage and other gender-based harms.

Secondly, the incredible ethnic, national, and linguistic diversity of our clients also makes us distinct. Unlike other national immigrant-focused organizations such as National Council of La Raza or Casa de Esperanza, we do not limit our services to a specific immigrant group; our clients are on US soil, but come from all over the world, as shown in the graphic at right.



Thirdly, we leverage volunteer resources at a rate which far outpaces that of our most similar peers. While 65% to 75% of all Tahirih cases are co-counseled with volunteer attorneys, an in-depth survey of other legal providers in the Washington, DC area, revealed that the majority of our peers utilize relationships with pro bono attorneys only in a very limited fashion (only up to 10% of their caseloads).

Finally, in addition to meeting a distinct need in providing direct services to immigrant women and girls from around the world, we also fill a special national-level need for training, technical assistance and systemic advocacy on behalf of immigrant women and children who face hurdles to protection. The community of advocates for public policy remedies on behalf of immigrant women and girls is small and only a handful are rooted in direct services experiences. None engage in both public policy advocacy and multi-site direct legal services at a national level serving multi-ethnic communities. By growing its public policy program Tahirih will continue and increase its leadership as a bridge-builder and non-partisan leader of efforts to address the vulnerabilities of four million undocumented women and girls in the US.

- **Ecosystem analysis (partners, competitors, policy implications)**

## FAUZIYA'S STORY

Fauziya grew up in Togo, the daughter of a progressive businessman. Contrary to local custom, he protected his daughters from female genital mutilation – the cutting away of the clitoris and labia minora with a knife or razor blade, without anesthesia.

But when her father died, Fauziya's world changed. Her family forced her, at just 17-years-old, into a polygamous marriage with a man twice her age and ordered that she undergo female genital mutilation, an unsafe practice that she had seen take the lives of four girls in her tribe already.

With the help of her sister and mother, Fauziya escaped with just hours to spare. Terrified and desperate, she boarded a plane to Germany. From there, she journeyed to relatives in the US. She presented herself to an immigration officer on arrival and was honest, explaining that she had fled her country and needed protection.

Instead of finding safety, Fauziya was incarcerated in detention facilities and prisons for 1.5 years. While waiting for her case to be resolved in court, she survived a prison riot, tear-gas and beatings. Her case was complicated case and resources limited.

Fortunately, her story came to the attention of then-law student Layli Miller-Muro. At the time, the legal questions posed by her case were hotly debated – the law did not clearly contemplate gender-based persecution as grounds for asylum. Layli argued Fauziya's case before an immigration judge, but asylum was denied. Refusing to accept the status quo, Fauziya's case was brought on appeal to the highest appellate court in US.

Finally, in June 1996, Fauziya became the first woman facing genital mutilation to receive asylum in the United States. Her case set national precedent and affirmed our nation's commitment to women's human rights. With legal status and freedom from fear, Fauziya built a new life. She remained in the US, graduated from college, and ultimately became a citizen. She married and raised three sons with her loving husband. Now, she runs a successful grocery store that specializes in imported African foods.

When asked about her experience, she answers, "people say I did something brave, but the girls who go through this ordeal are the ones with real courage."

Using 100% of her portion of the proceeds from a book she and Ms. Kassindja co-authored about the case, Ms. Miller-Muro established the Tahirih Justice Center to protect other women and girls in need.

Tahirih operates in an ever-evolving ecosystem of cutting-edge, groundbreaking law; growing immigrant populations and shifting legal needs; resource-strapped peers and regional safety nets which are ill-equipped to prevent our most vulnerable neighbors from falling through the cracks; and controversial politics and anti-immigrant sentiment regarding paths to permanent residency, citizenship, and other benefits for immigrant women and children without status. While the national environment will continue to be influenced by both international crises and national happenings, especially as immigration reigns as a hot-button domestic political issue, we recognize that the local environments of our new office sites will be the most important determinates of our success. As noted in the "Evidence of Support and Ease of Market Entry" section above, our site selection analysis will build on the lessons learned through our pilot, including a number of facets of the local ecosystem of potential field offices. In particular, through interviews of local organizations, survey research, conversations with pro bono firms and donors, as well as demographic data, our decision will be guided by: location of law firm partners; commitment of local donors/funders; complementary/competing services provided by other organizations; and demographic need. Please see Environmental Business Analysis attached.

### • Vision for influencing sector or system change

As a Bahá'í-inspired organization, Tahirih is founded on the belief that the achievement of full equality between women and men is necessary for society to progress. Our inspiration for system change is a Baha'i tenant:

*"The world of humanity is possessed of two wings: the male and the female. So long as these two wings are not equivalent in strength, the bird will not fly. Until womankind reaches the same degree as man, until she enjoys the same arena of activity, extraordinary attainment for humanity will not be realized; humanity cannot wing its way to heights of real attainment."*

Our vision is lofty, but also practical. Tahirih supports the courage and dignity of immigrant women and girls who refuse to be victims of violence by, at our core, providing direct, holistic legal services and community education. We then further leverage the situational knowledge we gain to inform and drive systemic change to benefit all immigrant women and children in the US.

Furthermore, as we effect system change, we also work to influence our sector as a thought leader and innovator in nonprofit management. We intentionally foster a learning environment, including integrated processes for continuous reflection, evaluation, feedback, and learning. We are honored to be recognized for our efforts through awards like the Washington

Post Award for Excellence in Nonprofit Management (a prestigious award that evaluates candidates in the areas of fiscal management, information and communication, organizational development, people development, planning, resource development, risk management, and use of technology); and Charity Navigator 4-Star Rating (the highest rating for sound fiscal management and commitment to accountability and transparency, shared by only 17% of other ranked nonprofits), among other awards. Similarly, our Executive Director, Layli Miller-Muro, has won recognition by receiving: The Meyer Foundation's Exponent Award for outstanding nonprofit executive directors; the Non-Profit Roundtable's Excel Award; recognition as one of Newsweek Magazine's 150 Fearless Women – Women Who Shake the World; and one of GoldmanSachs' "100 Most Intriguing Entrepreneurs" of 2012, among many other accolades.

## C. Strategy and Theory of Change (the “solution”)

- **Description of organization and mission**

Tahirih's mission is to protect courageous immigrant women and children who refuse to be victims of violence. Via staff and volunteers spanning three sites and our national headquarters, Tahirih delivers a strategic array of direct holistic legal and social services, community education and training, and public policy advocacy to empower women and children to rebuild their lives in safety and with dignity.

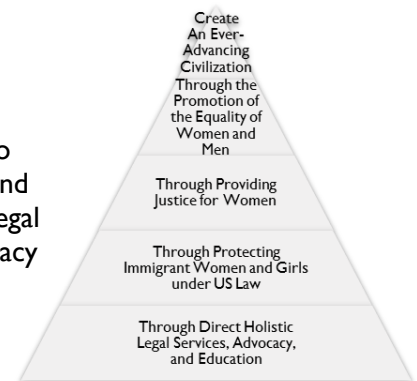
- **Description of initiative being scaled**

As noted above in “Timetable for Scaling/Expansion” on page 5, Tahirih's scaling initiative spans multiple phases: Phase I, 2007-2012, Pilot expansion to two offices; Phase II, 2013-2017, National expansion (four prongs); and Phase III, 2018-2020, Realization of financial sustainability.

The organization implemented the first phase of its geographic scaling plan from 2007 to 2012, growing from a single local office to a national organization with three service locations across the country. In its current phase (2013 to 2017), Tahirih will engage in a four-pronged scaling initiative that will:

- 1) Increase by 250% the number of women receiving holistic legal assistance by strengthening its existing service locations and expanding geographically to serve 1,600 women and children through intensive legal and social services annually in a total of five service delivery sites nationwide;
- 2) More than double the number of participants in specialized training and educational programming through new service delivery sites and national capacity gains, training 5,000 legal, law enforcement, social services and other professionals nationwide annually;
- 3) Double its national public policy staff capacity in order to strengthen the safety net for four million undocumented women at risk and countless others who flee gender-based violence in their home countries; and
- 4) Increase institutional capacity to sustain quality and enhance productivity in all program areas.

- **Brief overview of the Theory of Change of the scaling initiative (succinct summary of activities, the anticipated short-term and longer-term outcomes, and how these help advance the broader organizational mission)**



As outlined in “Vision for Influencing Sector or System Change” on page 10, our multiple areas of activity (holistic legal and social services, community education, and advocacy), build a world in which women and girls live in safety and with dignity by enabling individuals to transform their lives. In particular, access to free legal aid has a relatively immediate, lifesaving effect on our clients, but also provides children and other dependent family members with a foundation for a stable, safe life and pathway out of poverty in the long-term. Fauziya, whose story is highlighted on page 10, not only sparked our founding, but also continues to stand as an example of the transformational impact of our legal aid. At the same time, we are reframing the issue of violence against women in communities, and changing the law in the long-term through cutting-edge, precedent-setting cases, expert training and education, and policy advocacy. By providing justice for courageous women, we are changing the law and supporting change agents who, through their example and advocacy, inspire an end to violence against women in their families and communities.

#### Tahirih's Model for Positive Impact

##### PROTECTION FOR INDIVIDUAL WOMEN AND CHILDREN:

Intensive legal and social services, and brief information, advice, and counsel for women and children ensure that individuals and families informed of their rights and available protections, and equipped with the support they need to access justice and rebuild their lives in safety.

##### RESPONSIVE LAWS:

Bridge-building collaborations and advocacy for systemic change, including legislative fixes to gaps in current safety net effects long-term systemic protections achieved for all courageous immigrant women and children fleeing violence.

**RESPONSIVE COMMUNITIES:** Specialized training and educational programming equips legal professionals, police, judges, service providers, and others with tools, information, and strategies to join efforts to protect vulnerable women and children under the law.

**FULL EQUALITY:** By supporting justice for immigrant women and children and fostering social change, we enable the achievement of full equality between women and men which, in turn, allows society to progress.

- **Evidence of positive impact (including causal logic that differentiates key outputs, outcomes and impacts)**

**Direct Services:** Since opening its doors in 1997, Tahirih has enabled over 15,000 women and children to access justice through direct, holistic legal and social services. In 2013 alone, Tahirih:

- Assisted more than 1,300 service seekers to access the information and resources they need to achieve justice;
- Represented 645 immigration and family law cases which enabled 1,952 women, children and non-abusive partners to pursue legal status and other legal outcomes on which to rebuild their lives in safety and with dignity;
- Connected 511 women and children with social and medical services through social services case management, ensuring that women and their children received the services, resources, and tools that they need to recover from trauma and live violence-free; and
- Leveraged the time, energy and expertise of individuals from among 1,200+ attorneys in its national pro bono network from over 200 law firms, effectively multiplying every \$1 donated into \$4.50 of impact.

*Protecting Individual Women and Children:*

*Outputs, Outcomes and Impacts of Direct Legal Services*

##### Access to Free Legal Aid For Women and Children in the Wake of Violence

- Through free, highly trained, linguistically accessible and culturally sensitive information and advice, women understand their rights and legal options.
- As a result of no-cost, expert representation, women are empowered to pursue the legal remedies to which they are entitled under US law.

##### Achievement of Positive Legal Outcomes

- Protection from immediate violence, exploitation, and deportation.
- Legal immigration status and employment authorization.
- Safety of children, including custody and family reunification.
- Abusers brought to account to promote a safer community.

##### Her Transformation

- Freedom from fear of permanent separation from children and loved ones.
- Legal ability to work in the US, earn money, and support their family.
- Access to a path for permanent immigrant status, including ultimate citizenship.
- Ability to transform her family's patterns, traditions, and beliefs

**Training and Education:** Towards building a corps of legal professionals and community members equipped to play a key role in helping immigrant women and children find safety from violence, Tahirih:



- Conducted 117 education events (trainings, presentations etc.) enabling 2,500 law enforcement, legal services and other professionals plus influential community members to build communities that are equipped to respond to the special needs of traumatized immigrant women and children; and
- Raised awareness of violence against women through reports in 27 prominent media outlets, including *The Washington Post*, *The Houston Chronicle*, *The Examiner*, *Thomson Reuters*, *The Baltimore Sun*, and *Fox News*. Please find several news clippings attached in Appendix 6.

Policy and Advocacy: While Tahirih's direct services impacted individual lives in multiple ways, the organization also helped craft laws and effect systemic change to ensure the safety and wellbeing of thousands more individuals. While the impact of policy work is difficult to quantify, Tahirih does recognize important quantitative results of its advocacy. As a direct result of legislation Tahirih authored, coalitions we led, and advocacy we conducted:

- Since 2001, more than 3,400 trafficking survivors have found safety through approval of their T visa (an immigration remedy available for survivors of modern-day slavery through the Trafficking Victims Protection Act);
- Over the course of 14 years, nearly 74,000 battered women have achieved legal status independent of their abusers through the Violence Against Women Act-created self-petition process;
- Since 2009, over 38,000 survivors of violent crimes have participated in law enforcement efforts to take their perpetrators off the streets and received U visas; and
- Over the past five years, more than 141,000 "fiancé" or K1 visa recipients were educated about their rights to freedom from domestic and sexual violence under US law.

#### **D. Scaling Plan**

Tahirih's scaling plan has three distinct phases. Phase I (2007-2012): Prepare, pilot expansion, and refine model for replication; Phase II (2013-2017): Change organizational structure and replicate to a total of five cities throughout the United States; and Phase III (2018-2020): Achieve steady financial growth and organizational sustainability, as described in greater detail in the sections that follow.

#### **• Core program elements needed for successful implementation and positive outcomes**

Over a ten-year period from 1997-2006, Tahirih developed an award-winning model for providing high-quality free legal services to equip immigrant women and girls fleeing violence to rebuild their lives. In parallel, Tahirih augmented its direct services model with a vibrant community education and training program, and built a highly-regarded public policy advocacy program to strengthen the protections available to our courageous clients through systemic change.

Beginning in 2007, Tahirih embarked on Phase I of its multi-phase scaling plan. From 2007-2012, Tahirih successfully replicated its direct services and community education model. In 2009, Tahirih launched its Houston pilot and by 2012 (within three years of opening), the Houston office had grown to annually:

- Providing intensive legal and social services to 174 women and children;
- Equipping over 700 professionals to serve immigrant women and children in the community
- Growing the Pro Bono Attorney Network to 237 attorneys; and
- Building a pro bono medical network of 40 professionals.

In that same year Houston became fiscally self-sufficient and also contributed to the financial health of the national organization by supporting a portion of nationally allocated costs.

During Phase I, Tahirih board members and senior staff interviewed 11 organizations that had scaled nationally and reviewed best practices literature to determine the best approach for Tahirih's scaling initiative, given our mission, our multi-pronged approach to empowering women and girls, our holistic direct services model, our culture and other factors.

Evaluating Phase I **programmatically**, we learned that:

- *Geographic scaling is a sustainable model* which serves more women, builds stronger professional communities (such as law enforcement, service providers) and a more responsive public;
- *Community education is a powerful way to magnify our impact* and showcase our expertise in the laws protecting immigrants fleeing gender-based violence, which in turn leads new clients to our doors and expands our reach in the community; and
- *A strong infrastructure is essential to success.* This include technology to support effective knowledge-sharing and productive staff, strong case management tools, effective constituent relationship management tools, leading-edge human resources practices, a marketing strategy and consistent external messaging, among other things.

Further, we also learned that *scaling geographically is resource intensive*, both on the ground and in the supporting infrastructure required. This lesson has resulted in a re-doubling of our focus on public policy advocacy as a parallel method of impacting more women and girls.

Additionally, Tahirih critically examined its **financial model for scaling** and determined that:

- *Scaling direct services is best accomplished through geographic expansion:* Funding for direct services to vulnerable populations is generally locally generated and directed. It hits a "glass ceiling" as local donors with interest in this area are saturated and federal grant sizes reach award ceiling levels per location;
- *Local sites reach financial independence in their fourth year of operations:* New sites require time to build local recognition and fundraising capacity. Based on our flagship and Houston Office experiences, this process will take two-three years; and
- *Advocacy, fundraising and operations are most efficiently supported from one central location:* Expertise in these functions can be efficiently shared across local offices, and cost and revenue-sharing is effective at a five-office scale (as outlined in detail in "Financial Plan for Scaling" on page 25).

Our Phase II scaling strategies are informed by the lessons learned during our careful and deliberate pilot and research conducted in Phase I. More comprehensively, Tahirih has identified several strategies to guide all stages of the scaling processes moving forward in order to achieve similarly successful implementation and positive outcomes, including:

**Growth must be properly capitalized:** program and infrastructure growth must be proportionate to ensure that there is adequate support, quality control, and revenue generation throughout the organization.

**Performance-based mindset must be embedded into operations:** culture of learning must be maintained through an integrated and systemic structure to facilitate feedback, evaluation, measurement, consultation, and solution implementation.

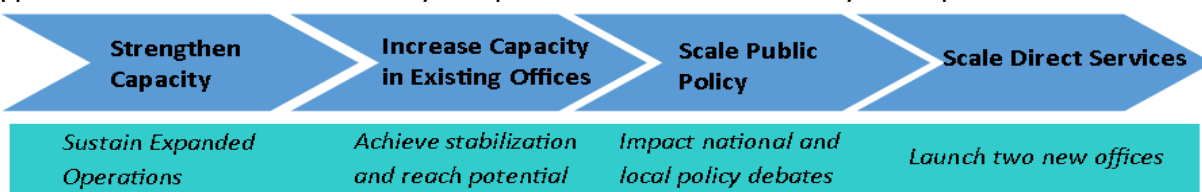
**Organizational unity must be maintained:** consistency in culture and quality; employee morale and sense of team must be integrated.

Tahirih also defined success for a new office, both programmatically and in terms of culture. Please see “Elements for Success for New Local Office” in Appendix 6.

- **Description of Scaling Plan**

- **Strategies (e.g., replication, policy, etc.) and why this strategy or combination of strategies will result in the desired change**

As described above, Tahirih is currently in Phase II (2013-2017) of its scaling plan: Change organizational structure and replicate to a total of five cities throughout the United States. During this phase, Tahirih will increase existing direct services, training and advocacy capacity by 250% overall. Its strategic approach in Phase II involves four key components, which will necessarily overlap in time.



1. **Fortify our capacity** by investing in institutional infrastructure to sustain productivity, improve information sharing across programs and significantly increase revenue generation through private foundations and individuals
2. **Fortify our capacity** by enabling existing sites to reach optimal service delivery levels through local office stabilization and growth.
3. **Amplify marginalized voices** by tripling our national public policy and forced marriage programming capacity to champion emerging issues.
4. **Serving more women** by opening two financially self-sustaining offices focused on providing high-quality direct services and community education and training by 2017

Informed by these core lessons, assumptions, and philosophies, our current scaling phase will achieve a number of goals, including to:

**Strengthen Capacity**

Goal: Sustain Scaled Operations

In order to undertake any programmatic expansion, we recognize that basic operations and fundraising capacity must be strengthened. Two projects - implementing effective human resource management for 65+ person organization, and significantly improving IT infrastructure and knowledge management capability - will protect and enhance our two key resources: People and Legal Expertise.

Two additional projects - conducting a capital fundraising campaign and instituting a more effective constituent relationship management system, as discussed in “Fund Development Strategy” on page 28 - will significantly improve our fundraising capacity and opportunity for successful scaling.

In addition, replicating our direct services to multiple cities and replicating our training curriculum will require formalizing best practices for legal services and legal training. Managing our case load and measuring our success in every location will be enhanced by a project to ensure effective case management data utilization and metrics generation.

## **Scale Public Policy**

Goal: Impact National and Local Policy debates

Double national public policy and forced marriage programming capacity to champion emerging issues:

Through its public policy impact to date, Tahirih has developed a national reputation as a leader in the field, built bridges across professional fields (such as law enforcement, service providers, immigrant communities etc.), and amended partisan political divides to create a country that is better prepared to support women and children fighting for justice. By scaling, we will double our human resources capacity in core advocacy and forced marriage initiative functions in order to improve our ability to take on more visible positions of national leadership.

## **Increase Capacity in Existing Offices**

Goal: Achieve Stabilization and Reach Potential

Enable existing sites to reach optimal service delivery levels through local office stabilization and growth:

Existing offices are currently in various stages of expansion. In an ideal world, we could continuously expand to meet demand; however, an analysis of our longest-serving office in Greater DC shows there is a fundraising ‘glass ceiling’ of which we must be mindful. With that fundraising constraint in mind, we have defined a local office optimal size (in terms of staff composition) and will build each of our three offices out to optimal size in the first three years of our scaling plan. Should more local funding be secured, our plans allow for further local office expansion. See Appendix 4 for detailed organizational charts.

## **Scale Direct Services**

Launch Two New Offices

Scale direct services by opening financially self-sustaining offices in two new cities, for a total of five local services offices:

Through our experience of opening an office in Houston in 2009, Tahirih has demonstrated that scaling through opening offices in new locations is a sustainable model which gives Tahirih access to new funding sources, access to new pro bono attorneys and volunteers, and improved efficiency through increasing operating leverage, which in turn improves Tahirih’s ability to effect positive impacts for more women and girls in need across the country.

- **Competitive advantage and barriers to entry**

## **LISANNE’S VOLUNTEER EXPERIENCE**

“I found Tahirih through my former law partner, who enthusiastically recommended Tahirih as a great place to volunteer.

The subject matter—immigration law—was daunting for me. My experience was limited and the Violence Against Women Act (VAWA) case that I took on was challenging.

The client, Amira\*, came to the United States in an arranged marriage and quickly learned that her husband was a violent, abusive man. She courageously called the police after a beating and her husband was criminally prosecuted for domestic battery, but we had hurdles to overcome.

Easily the biggest “highlight” of this case was Amira herself. Though she had been through a terrible ordeal that left deep wounds in her self-image and confidence, she is very bright and a pleasure to work with in every way. And of course there was the wonderful support and expertise offered by Tahirih attorneys, who were incredibly knowledgeable, patient, and generous with their time and counsel.

As someone who has practiced law in the same field (federal energy regulation) for over 25 years, I am very comfortable in my narrow field of practice. It was both humbling and energizing to step into a totally foreign field. Personally, I have so much admiration for Amira—a respected professional in her own country, she went through a terrible, degrading ordeal in this country. She has suffered emotional and economic hardship here, and yet is full of optimism and determined to put the past behind her and start a new life. She’s an inspiration to me, and I’m so proud to have been able to help her reach her goals.”



Our scaling strategy leverages several aspects of our competitive advantage: our nationally-respected legal expertise in protecting women and girls fleeing human rights abuses, our ability to leverage donated pro bono services to exponentially increase our impact; our unique combination of both local direct legal services and national public policy advocacy; and our national reputation for bi-partisan advocacy and diverse coalition building. Possible barriers to entry include lack of volunteer and funding resources, saturation of service market, and demographic challenges. However, our scaling strategy proactively identifies these barriers and reflects a plan to minimize them. See more detail in “Risk Assessment, Mitigation and Contingency Plan” on page 29.

- **Target customers and/or beneficiaries (when they are different)**

Tahirih’s target customers/beneficiaries include potential, current and former clients, including both newly arrived immigrant woman and girls, and American young women of immigrant families who benefit from direct services; professionals (law enforcement, social workers, judges, etc.) and volunteers (attorneys and non-attorneys) who benefit from training and education; and Congress, Federal, and State Regulators, as well as other key decision makers on both sides of the aisle who are impacted by our advocacy. As detailed in our marketing plan, and in Fauziya’s Story (page 10) and Lisanne’s Volunteer Experience (page 16), these beneficiaries are impacted in a variety of different ways, from lifesaving access to legal services, to tailored training and one-on-one assistance which enable professionals to be a meaningful part of the response to women seeking safety.

- **Distribution plan**

From 2007-2012, Tahirih successfully replicated its direct services and community education model. Scaling assumptions regarding our direct services distribution plan were tested and carefully examined following the launch of the Houston Office, which opened in 2009 and yielded the positive outcomes shared on pages 13 and 14.

In addition to what we learned from our first site launch, we worked with an outside consultant in 2011, who examined our metrics and surveyed internal and external stake holders in order to provide feedback on our performance measured against our theory of replication. While the results were very positive, we had made some mistakes that have informed our strategies moving forward. For example, we learned that: we cannot rely on initial donated space, IT infrastructure must be upgraded, and local leadership needs more support. This learning was incorporated into our strategic plan and will impact our additional office openings and distribution plans as we roll new services out to new geographies. Tahirih will continue to assess and monitor its growing service distribution efforts similarly.

In summary, we have learned that a successful launch in each new city involves six key elements:

- 1) Recruiting a Local Director who is closely tied to local legal and social services delivery,
- 2) Partnerships with like-minded organizations in the area who will refer clients and in turn deliver social services to Tahirih’s clients,
- 3) Local funders who embrace and support our mission,
- 4) Significant local pro bono legal services capacity,
- 5) Federal and state government funding availability for our services and
- 6) Seed money to support the early years of new office growth

Also, to ensure that as we are able to maintain quality of services as we open new offices, we are committed to making investments in our infrastructure, including hiring a National Program Director (see full job description in Appendix 3) to:

- Develop and implement protocols to foster high-quality service delivery in each new office;
- Build extensive training materials for our staff and pro bono legal partners;
- Measure and evaluate quality of service delivery; and
- Build on our current cross-office collaborations on legal strategy.

- **Marketing plan**

Tahirih's marketing plan is a critical component of our scaling. We intend to expand our audience by:

1. Expanding organizational capacity to engage in strategic communications, both for advocacy and fundraising purposes;
2. Elevating our public presence to reflect national reach and reputation;
3. Ensuring that our communications are consistent and high-quality throughout the organization; and
4. Being the “go to” organization for media on issues relating to violence against immigrant women and girls.

Expand organizational capacity to engage in strategic communications, both for advocacy and fundraising purposes: In 2013, we significantly increased our capacity with the recruitment and hiring of a Communications Manager. This new role drives the planning and execution of our marketing and communications plan. In 2014, Tahirih is formalizing standard external and internal communications processes and procedures across our offices: branding guides, communications request processes, and training on communications tools.

Elevate public presence to reflect national reach and reputation: Tahirih will increasingly harness the power of digital tools to reflect its national reach and reputation. We will launch a revamped website in 2014 as a major tool to communicate our mission and share our scaling progress with stakeholders. Our new website will: refresh our brand for the 21<sup>st</sup> century marketplace, highlight the activities of our offices, and advance our public policy advocacy.

Communications are consistent and high-quality throughout the organization: Tahirih produces a range of communications products to reach varied constituencies, raise awareness of violence against women and girls, and elevate the voices of immigrant women and girls nationwide. We will continue to produce and improve our “flagship” products, such as:

- Annual Impact Report: Produced annually to highlight the successes of the year and share financials, as a unique fold-out poster format and downloadable electronic version.
- Social media: Tahirih enjoys the support of a large and growing base of approximately 10,000 followers, including more than 7,000 Facebook fans (reflecting an annual 16% growth rate vs. 18% industry standard for our field).<sup>9</sup> We will continue to grow our social media footprint and increase stakeholder engagement on various platforms.
- Fundraising campaign-driven products: Each year, we undertake solicitation campaigns using both traditional direct marketing and e-communications tools. We continue to increase the production value of our marketing collateral and improve our rate of return. As an example, our annual appeal campaign in 2013 yielded \$160,000 in unrestricted individual donations versus \$100,000 the year before. This 60% increase is testament to our deliberate capacity building, including a larger investment (50%) in quality.

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<sup>9</sup> Per the 2013 eNonprofit Benchmarks Study findings regarding human rights organizations, as available at <http://e-benchmarksstudy.com/>.

- **Friend-raising and stewardship products:** In order to ensure that our stakeholders are aware of our work and abreast of the latest developments in our field, we distribute: organizational newsletters on a quarterly basis via email to a group of 7,000+ subscribers; Pro Bono Network newsletters on a quarterly basis to volunteer attorney contacts; and, on an ad hoc basis, personalized, timely, and relevant Stories of Victory, “Notes from Layli,” Policy Alerts, and event communications.

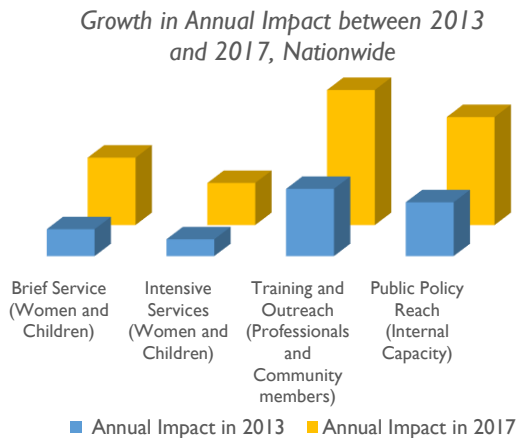
*Be the go-to organization for media on issues relating to violence against immigrant women and girls:* On an ad hoc basis, Tahirih takes advantage of media placement opportunities in print, television, and other outlets. In 2013, 27 media outlets published articles and news stories on Tahirih. For example, The Washington Post feature on our work, "Not victims of tradition: Women emerge as symbols for girls facing abusive fates" which is included in Appendix 6, reached a circulation of nearly 17M readers across the US, as well as another 7M worldwide. We will proactively seek out new opportunities to leverage media interest in order to reach more individuals locally, nationally, and globally.

We are pleased to have made important strides in producing meaningful communications and marketing products to raise funds and build relationships across multiple audiences. Through capacity building projects already underway and projects yet to come, we will promote a unified brand and messaging platform across the organization and increase the sophistication of our strategies and tools to meet the specific, nuanced needs of our variety of stakeholder groups.

- **12-month operating plan**

Phase II of our scaling plan launched in third quarter 2013 with early investment from three prominent funders (The Moriah Fund, The Hearst Foundation, and Laura and John Arnold) and a successful Board fundraising challenge. That success triggered investments in fundraising and marketing capacity, including planning for the \$10M Capital Growth Campaign and building staff capacity in public policy advocacy. In the coming year, we will:

- Launch our Capital Growth Campaign (lead by our Director of Development along with our Capital Growth Campaign Consultant);
  - Execute our marketing plan, as described above (lead by our new Communications Manager);
  - Significantly upgrade our Constituent Relationship Management system (lead by our recently hired Individual Donor Manager)
  - Expand our roadmap for Public Policy Advocacy (co-led by our recently hired Director of Public Policy and a veteran Tahirih leader, our Senior Counsel for Policy and Strategy);
  - Migrate to Microsoft SharePoint collaboration software to enhance knowledge sharing across offices (with pro bono support from Deloitte);
  - Grow the Deputy Director position (currently part-time) to a full-time position to provide greater support throughout the organization and free the Executive Director to focus on growth and the successful execution of the Capital Growth Campaign;
  - Hire our first National Program Director to oversee quality and consistency of service delivery nationwide (as further funds are raised);
  - Continue strengthening and expanding existing offices (as further funds are raised); and
  - Begin the site selection process for 2016 office launch.
- **Scaling Goals**
    - **Anticipated social impact (programmatic outcomes that will be achieved)**



As a result of successful scaling, we expect to witness a number of important annual programmatic outcomes by 2017, including more than doubling overall, as shown in brief at left and discussed in greater detail in “Strategy and Theory of Change” on page 11.

- **Scaling milestones (e.g., number of new sites, etc.)**

Critical milestones will be reached along the way which will trigger next steps in the rollout plan:

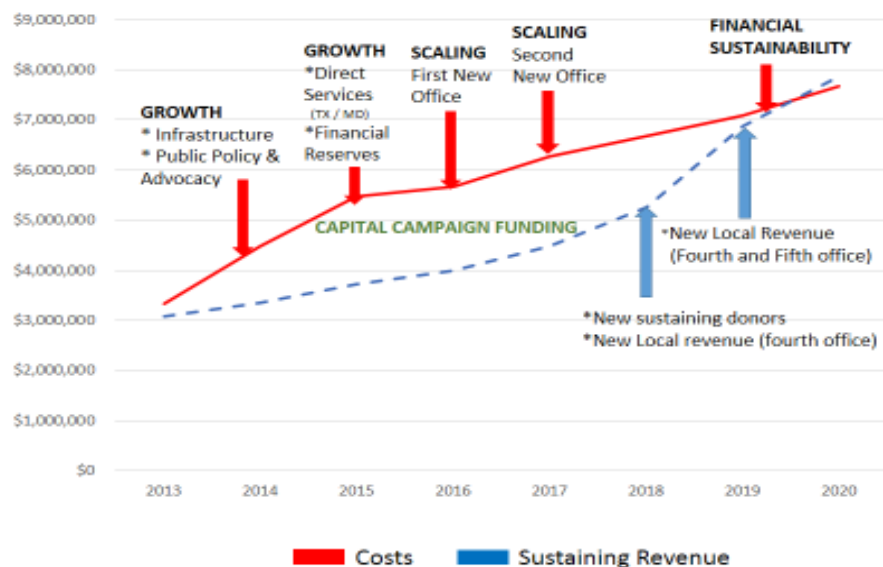
- 2013: Fundraising and communications capacity increased
- 2014: Baltimore reaches startup size
- 2015: Public Policy doubles its current capacity
- 2015: Houston reaches optimal size
- 2016: Greater DC reaches optimal size
- 2016: First new office opens
- 2017: \$10 million cumulative raised in Capital Growth Campaign
- 2017: Second new office opens
- 2017: Annually, over 3,000 women and their children receive holistic legal services to enable them to rebuild their lives

- **Timetable**

*Phase II and Phase III Costs and Related Scaling Benchmarks (2013 to 2020)*

Execution of our four key components (existing office stabilization and growth; doubling of national public policy capacity; opening of offices in two new cities; and strengthening organizational capacity) necessarily overlap, with emphasis shifting over time. Our focus in 2014 is on strengthening fundraising and communications capacity to generate capital campaign funds and augment support to the local offices. As revenue is raised, investments will be

made in Public Policy expansion and in strengthening the support infrastructure including human resource management, knowledge management, legal process standardization and metrics generation and analysis. As local funding grows, Houston, Greater DC, and Baltimore will expand. In 2015, site selection for two new sites will begin, ultimately leading to local relationship building, hiring, and rollout. Phase II culminates in scaled direct services, scaled community training and doubled advocacy capacity.





Phase III begins in 2018 as new funding sources come online (including new local sources and new sustaining donors from the capital campaign).

## **E. Evaluation Plan & Knowledge Dissemination Plan**

- **Plan for assessing outcomes and impact**

Our evaluation plan for the scaling initiative will leverage both existing evaluation processes and tools, as well as improved monitoring, data analysis, and outcome measurement infrastructure to be developed. At present, to effectively evaluate the impact of our work, Tahirih uses web-based case-management software, powered by PS Technologies, Inc. (PSTI), to record, track, and report on important client characteristics, unifying our client's legal data with the social and medical services referrals. Four times a year, Tahirih formally reports to the Board of Directors on legal, public policy, and organizational accomplishments and, annually, we undertake a planning process to assess our goals and evaluate areas for improvement. In 2014, we will recruit and hire an experienced attorney to serve as the National Program Director, a brand new position and important investment in our ability to assess outcomes, understand impact, and develop more advanced evaluations of our work nationwide. The National Program Director will support Tahirih's legal and social services across the country, overseeing program monitoring, evaluation and learning, providing technical assistance, promoting best practices, ensuring programmatic consistency and quality. This position will also occasionally lead amicus briefs and impact litigation, where appropriate, and support the policy team in identifying nation-wide trends ripe for advocacy.

- **Plan for communicating impact of scaling initiative**

As our scaling efforts progress and as our capital campaign is publically announced, we anticipate leveraging each of our marketing and communications tools. For example, our Capital Growth Campaign will generate event opportunities, as well as event-related communications. It will also have a dedicated campaign webpage on our website, and successes will be shared through targeted, timely email blasts, as well as traditional direct mail. As we reach particular milestones, we will also consider leveraging media contacts in order to secure print and other placements. Moreover, all of our efforts to communicate the progress and success of our scaling initiative will be guided by our overarching communications philosophy – to promote a unified brand and increase the sophistication of targeted messages.

## **F. Organization**

- **History of the organization**

Layli Miller-Muro, Esq., founded the Tahirih Justice Center in 1997 following her involvement in a high-profile case that set national precedent and revolutionized asylum law in the United States. The case was that of Fauziya Kassindja, a 17-year-old girl who fled Togo in fear of a forced, polygamous marriage and female genital mutilation. Following the highly publicized litigation of her case, Fauziya was ultimately granted asylum. The decision set groundbreaking national precedent by recognizing – for the first time – gender-based persecution as grounds for asylum. Using her portion of the proceeds from a book she and Ms. Kassindja co-authored (*Do They Hear You When You Cry*, Delacorte Press, 1998), Ms. Miller-Muro established the Tahirih Justice Center.

From a local organization founded in 1997, the organization grew nationally to a second site in 2009 and again to a third site in 2010, while also developing its national reputation as a non-partisan bridge-building and advocate for the protection of immigrant women and girls fleeing violence.

- **Current size and reach**

Tahirih has provided access to justice for 15,000 women and girls since 1997, including 1,900+ women and children in the last fiscal year alone. The organization now consists of 44.35 FTEs, fellows, and open positions covering the national office, as well as field offices in Greater DC, Baltimore and Houston. Tahirih partners with 400+ service providers, 200+ law firms, and over 1,200 pro bono professionals.

- **Why organization is well-positioned to successfully scale this initiative**

Tahirih is well-positioned to successfully scale this initiative because of our unique model of direct services combined with public policy advocacy, our ability to extensively leverage in-kind resources and services, our track-record of successful geographic scaling and deep thinking on additional expansion, and the significant resources which we are prepared to marshal in order to scale further.

Our model is supported by a history of successful growth into the Houston and Baltimore markets, and further supported by its thoughtful scaling plan. As a pilot office, assessed in its second year of operating by an outside consultant who interviewed external as well as internal stakeholders, Houston has been a resounding success. As noted above, it has a reputation for excellence, is financially self-sufficient, has marshalled over 360 pro bono attorneys, and, in the last year alone, and represented 214 women (23% more than the year before). Tahirih has incorporated the Houston experience into a full scaling plan, including key infrastructure investments which have been carefully considered and refined through a one-year collaborative planning process across all of its staff and Board.

The long-term financial sustainability of scaling the organization has been modelled and reviewed by a task force of the Board as well as outside experts (including Allen Grossman at Harvard Business School and The Bridgespan Group). A sensitivity analysis was performed and findings are now being incorporated into operational benchmarks. Expense and revenue assumptions have been carefully reviewed and its 20-member National Board has committed to a \$10M Capital Campaign to scale geographically and to grow Tahirih's national public policy program. Three key institutional funders (each at the \$100,000+ level) have already stepped forward in support of expansion.

- **Leadership team and governance structure**

Key staff résumés are included in Appendix 3. Tahirih's national leadership team includes:

Layli Miller-Muro, JD, MA, Executive Director: Having founded Tahirih in 1997, Layli took on the position of Executive Director in 2001. Previously, she was an attorney at the law firm of Arnold & Porter where she practiced international litigation and maintained a substantial pro bono practice; and an attorney-advisor at the US Department of Justice, Board of Immigration Appeals. The author of numerous articles on female genital mutilation, immigration law, and human rights abuses against women, Layli is frequently asked to lecture at universities and conferences as an expert. She received her JD and MA (international relations) from American University, and BA from Agnes Scott College.

Maeve O'Higgins, MBA, Deputy Director: Prior to joining Tahirih in 2007, Maeve was an Executive Manager at MCI and a Director at Nextel Communications, where her experience spanned order processing, billing, financial reporting, budgeting, and customer service improvement. She serves on the

advisory board of the East African Center for the Empowerment of Women and Children and is also Treasurer of McKinley Elementary School's Parent-Teacher Association. Maeve received her MBA, with a concentration in Finance and International Business, from the University of Michigan.

Virginia St. John, Director of Finance and Operations: Virginia has 20 years of experience in accounting, finance, operations, strategic planning and corporate development for both nonprofit and for-profit entities. For seven years she was Chief Financial Officer of Legal Aid Justice Center and, most recently, she was Chief of Staff for Deloitte's global Governance, Risk and Compliance practice serving Fortune 100 clients. Virginia holds a BA in English from the University of Virginia, a MA in accounting and financial management from the University of Maryland, and is a Certified Government Financial Manager.

Archi Pyati, JD, Director of Public Policy: Archi joined Tahirih in 2014 after serving as the Deputy Director of the Immigration Intervention Project at Sanctuary for Families in New. She is currently a participant in the NoVo Foundation's "Move to End Violence" initiative, a two-year highly selective leadership training experience for leaders in women's rights, and a former Equal Justice Works fellow and senior associate at Human Rights First. Archi graduated from Brown University and the University of Michigan Law School.

Jeanne Smoot, JD, MALD, Senior Counsel for Policy and Strategy: Prior to joining Tahirih in 2003, Jeanne was the Program Manager of the Harvard Program on Humanitarian Policy and Conflict Research (HPCR). Prior to HPCR, Ms. Smoot was a litigation associate in the law firm of Mintz Levin. Ms. Smoot received her JD from Harvard Law School and her Master's degree from the Fletcher School of Law and Diplomacy at Tufts University. Ms. Smoot holds a BA in Anthropology from Harvard College.

Yasmin Khan, MA, Director of Development and Communications: Having most recently acted as Director of Foundations at Human Rights First, Yasmin joined Tahirih in 2013 with more than 20 years of fundraising, non-profit management and communications experience to the position. Prior to Human Rights First, Yasmin was Managing Director of KARAMAH, a non-profit organization that focuses on the domestic and global issues of human rights for Muslim women. She holds a Master of Arts in Economics and Microfinance and a Bachelor of Arts in International Relations from American University.

Local office executives include:

Kristen Uhler-McKeown, JD, Greater DC-Baltimore Area Director: Kristen Uhler-McKeown joined Tahirih in 2012. She is a graduate of Penn State Dickinson School of Law, where she was recognized as a Miller Center for Public Interest Law Advocate for her work at Pennsylvania Immigration Resource Center (PIRC). Following her tenure as a judicial law clerk in Pennsylvania, Kristen was appointed by PIRC as Executive Director to lead the organization in expanding growth and service capacity. Immediately prior to joining Tahirih, Kristen was based in the UK for five years with Oxfam, a leading international NGO. Prior to public service, Kristen enjoyed a career in graphic design and web design.

Anne Chandler, JD, Houston Director: Before joining Tahirih as Houston Director in 2009, Anne was Director of Houston Universities' Immigration Clinic. Prior to joining the Immigration Clinic in 2003, she served as the Immigration Attorney for the YMCA International of Houston and as a bilingual teacher (Spanish) in the Alief School District. She is a graduate of the University of Houston Law Center and received her BA from Colorado State University (political science). A celebrated leader in Houston and winner of many awards, in 2012 she won the Ma'at Justice Award given by the Women and the Law Section of the State Bar of Texas in recognition of attorneys who further justice in society.

Furthermore, our staff is supported by a dedicated and active Board of Directors. Reflecting the body's continuous improvement priorities, one of the most significant areas of institutional growth of late has occurred amongst our Board. Through the recent recruitment and on-boarding of five of new members, our Board has achieved a new level of polish and prestige, making this the largest and most diverse board in Tahirih's history. New board members now include: Maria Cestone, Partner at Cestone & Thompson, P.C.; Navid Haghighi, Executive Vice President, General Counsel and Secretary of XO Communications; James J. Sandman, President of Legal Services Corporation; Clifford Yee, Senior Director of Community Affairs and Market President Network of Capital One; and Kelly Mahon Tullier, Senior Vice President and Deputy General Counsel at PepsiCo. All board members commit to serving three-year terms and are structured in staggered classes of six to ensure continuity over time.

The Board thrives on a diversity of professional and personal backgrounds. While our full Board of Directors Biographies can be found in Appendix 2, the following select group of members is noteworthy for their professional and personal qualifications, and the skills they bring to their service:

Paul Glist (Chair), Partner, Davis Wright Tremaine LLP: Paul has been a member of the Board of Directors for Tahirih since 2008 and serves as Chairman. He is a partner at Davis Wright Tremaine LLP, specializing in cable television and telecommunications law and policy since 1978. Paul has served as a faculty member for the Practicing Law Institute's annual course; as Chairman of the Spiritual Assembly of the Bahá'ís of Alexandria, Virginia; and as a board member of the Interfaith Conference of Metropolitan Washington. Mr. Glist is a graduate of Cornell University and Stanford Law School.

Kellye Jennings (Treasurer), Audit Partner, Assurance, BDO USA, LLP: Kellye is an assurance partner in the Washington, D.C. metropolitan office of BDO USA, LLP and works with clients in many industries, focusing primarily in government contracting, private equity funds, and nonprofit financial management. She is a certified public accountant, certified management accountant, and a member of the American Institute of Certified Public Accountants, the Virginia Society of Certified Public Accountants and the Institute of Management Accountants. Kellye serves as the Treasurer and joined the Board in 2009.

James J. Sandman, President, Legal Services Corporation: Jim joined the Board in 2014 and has served as appointed president of the Legal Services Corporation since 2011. He has more than three decades of legal experience and is currently the chair of the DC Bar's Pro Bono Committee and member of the Pro Bono Institute's Law Firm Pro Bono Project Advisory Committee. He has served on the American Bar Association's Committee on Pro Bono and Public Service, and the boards of the Meyer Foundation and the Women's Bar Association Foundation. He was named one of the "90 Greatest Washington Lawyers of the Last 30 Years" by the Legal Times in 2008.

Rati Sud: Rati is a self-made entrepreneur and former Tahirih client. She joined the board in 2010. A survivor of domestic violence, she now has her own business making and selling beautiful scarves and shawls. She was the first Tahirih U visa recipient in 2009 and has now gained permanent legal resident status. In addition to her role on the Board, she leads a peer group of courageous women who are former Tahirih clients called Tahirih's Wings.

Of special note as we approach continued scaling, Tahirih's Board is home to a wealth of individual talents, but also has a strong history of coming together to capably manage risk and mitigate challenges to the organization's stability as a group. In particular, beginning in 2007, Tahirih's Board adopted the best practice of creating a financial reserve to be designated for use in times of financial stress and had funded that reserve over several years to the level of three months' operating expenses. When the unfortunate financial news of a major failed federal grant application arrived in late 2010 and threatened continuity of direct services, the Board leveraged this longstanding infrastructure and took immediate,

unprecedented action. Our Board Chair was in consultation with the Executive Director immediately. Within one day, an initial proposal was crafted to address the gap in resources, including expense reductions, release of money from the reserves, and an aggressive fundraising campaign. The following day, the Executive Committee gathered to review the final proposal. By the end of that week, an emergency session of the full Board was convened and they approved the final proposal. The Board's decision to release funds from the reserve to cover the expense gap gave the organization breathing room to replace those funds, and to sustain services. The Board also stepped forward to make individualized one-on-one emergency requests to major donors. The results were dramatic: services were sustained and only \$30,000 was released (and then repaid).

A more recent testament to the Board's capacity, we are pleased to celebrate the Board's success in our 2013 \$100,000 Challenge: 100% of board members participated and over \$100,000 was raised. The campaign supported not only the "seed money" needs of our upcoming Capital Growth Campaign, but also tested the full commitment of the body to our scaling plan. With these critical successes and more under our belt, we are confident that our energized and capable Board is armed with effective board practices and tools to guide the fate of our organization and, in turn, the lives of vulnerable immigrant women and girls in communities across the country who seek justice in the wake of violence.

### **Succession Plan:**

Supporting the strength of our human resources, we also have several important talent management and leadership development strategies in place, as well as emergency back-up plans and a succession policy (currently in development). In particular, we intentionally foster local office leadership independence and recognize that a devolution of leadership from the Executive Director to the local Director positions has been critical to our success. The Deputy Director position has also been instrumental to our ability to address leaves of absence and other transitions; the Deputy Director has successfully stepped into an interim Executive Director role on several different occasions (maternity leave and a sabbatical), with the Director of Finance and Operations acting as an additional back-up.

### **G. Financial Plan for the Scaling Initiative**

Tahirih's long-term financial model is built on the premise that local revenue generation in five cities, combined with increased national revenue generation capacity, will allow Tahirih to provide direct services and community education and training in five locations while simultaneously sustaining its expanded national advocacy and support functions. However, building the national advocacy and support functions while scaling in two new cities necessarily involves investments *before* new local and additional national revenues come online.

All components of the scaling plan are supported by Tahirih's multi-pronged financial approach: 1) Raising capital campaign funds for investments in national infrastructure, starting up two new offices and expanding public policy; 2) Developing local fundraising capacity to ensure financial independence for each new office by its 4<sup>th</sup> year of operations; and 3) Continuing its unifying revenue and cost-sharing model across national and local operations, such that local offices expend 15% of local revenues on programmatic and operational support from national offices.

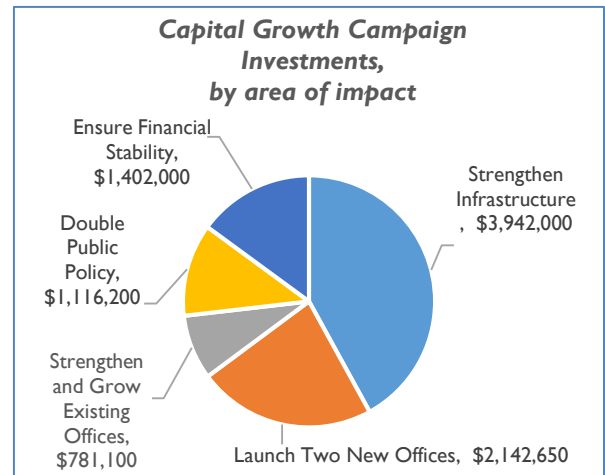
- **Overview of financial model (including capital required and assumptions underlying the financial projections)**

As Tahirih ended its first scaling phase, with three local offices, a national advocacy program and a central operations and fundraising team by year-end 2012, Tahirih's audited revenue statement showed



a mix of government (38%), private foundation and corporate support (31%), combined with strong individual donor support (17%) and corporate gifts (10%), with limited amounts of income from other sources (4%). Revenue raised locally was, and continues to be, invested in local services and helps fund national advocacy and support in proportion to the size and longevity of the local office. Revenue raised nationally is distributed to local offices to help them meet their proportionate costs for national advocacy and support.

Building on the results of Phase I in order to support Phases II and III of Tahirih's scaling plan is an eight-year financial model reflecting new and existing operating revenue sources and a \$10M Capital Growth Campaign, combined with annual expense projections. Tahirih anticipates 6% annual growth in revenue from existing institutional and individual donors, which is conservative relative to historic organizational trends which range from 6%-63%. We project new funding for our public policy initiatives as our advocacy work becomes more prominent nationally; we expect that 35% of donors attracted to our Capital Growth Campaign will continue to give on a sustaining basis; and we project that new offices will raise 33% of their costs in year two of operations, 66% in year three and will be financial self-sustaining in year four, which is conservative and compares favorably with our experience in Houston.



Expenses are built on staffing and other resources required to deliver service, combined with efficient national support and advocacy. Other costs include rent and IT, plus printing, postage, travel, etc.

**Regarding proper capitalization:** In recognition of the significant financial resources needed to support successful scaling, Tahirih will embark on a \$10M Capital Growth Campaign. Of this, \$3.9M will be invested in infrastructure to support growth; \$2.1M will support the launch of two new offices; \$0.8M will strengthen existing local offices; \$1.1M will strengthen and grow Public Policy and build the organization's Forced Marriage Initiative; \$1.4M will be added to the Board Designated Reserve to ensure financial stability.

**Projected 2-3 year revenue and expense budget:** In 2013, Tahirih kicked off Phase II of its scaling plan with early investments in communications and fundraising capacity. In 2014 and 2015, investments continue in both communications and fundraising, with growth also visible in Public Policy and in its second and third offices in Houston and Baltimore. Moving into 2016, a fourth office is opened and in 2017 scaling continues with a fifth office. The following project revenue and expense budget table reflects these assumptions:

8-Year Funding Model, Revenue and Expense Budget by Year								
	2013	2014	2015	2016	2017	2018	2019	2020
<b>Baseline (2013) Operating Revenue Sources</b>	3,510,803	3,352,596	3,699,598	3,921,241	4,156,314	4,414,577	5,470,985	5,797,549
Local Revenue from New offices	0	0	0	0	208,217	685,512	1,200,377	1,788,274
Capital Campaign Revenue	260,000	941,245	2,539,163	2,735,830	2,327,045	1,196,717		
<b>TOTAL REVENUE</b>	<b>3,770,803</b>	<b>4,293,841</b>	<b>6,238,761</b>	<b>6,657,071</b>	<b>6,691,576</b>	<b>6,296,807</b>	<b>6,671,362</b>	<b>7,585,823</b>
Local Surpluses Reserved for Future Local Use	0	(38,277)	(27,117)	(42,995)	(79,292)	(112,698)	(94,867)	(199,738)
Capital Campaign Revenue Reserved for Future Use	(435,233)	0	(737,136)	(914,807)	(312,784)	0	0	0
Capital Campaign Revenue Released	0	210,386	0	0	0	539,712	538,150	270,924
<b>TOTAL OPERATIONAL REVENUE</b>	<b>3,335,570</b>	<b>4,465,951</b>	<b>5,474,508</b>	<b>5,699,269</b>	<b>6,299,500</b>	<b>6,723,821</b>	<b>7,114,645</b>	<b>7,657,009</b>

<b>EXPENSE</b>								
<b>Direct Services and Community Education</b>								
Greater DC Office	1,001,367	990,692	1,026,795	1,082,715	1,156,543	1,234,262	1,279,164	1,325,618
Houston Office	670,173	799,193	874,781	993,389	1,076,057	1,147,155	1,188,628	1,231,223
Baltimore Office	234,673	451,321	488,062	524,008	541,235	559,608	578,460	663,076
Office #4	0	0	0	377,703	453,460	577,497	652,583	811,655
Office #5	0	0	0	0	389,528	466,140	590,177	667,134
<b>Public Policy and Advocacy</b>	203,803	391,282	442,288	533,628	553,895	575,600	598,159	621,607
<b>Support Services</b> (Communications, Fundraising, Finance, Operations)	1,225,554	1,833,463	1,931,681	2,000,694	1,971,310	2,047,200	2,126,037	2,207,936
<b>TOTAL EXPENSE</b>	<b>3,335,570</b>	<b>4,465,951</b>	<b>4,763,607</b>	<b>5,512,137</b>	<b>6,142,028</b>	<b>6,607,462</b>	<b>7,013,209</b>	<b>7,528,249</b>
Reserve Requirement		0	710,902	187,132	157,473	116,359	101,437	128,760
<b>FUNDING EXCESS / (GAP) IN YEAR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>

In terms of the new office launches specifically, we estimate that each new office will cost approximately \$2M over three years, after which the site is expected to be financially self-sustaining. In the first year, each site will be funded 100% from the Capital Growth Campaign; in year two, 66% of funding will be provided; and in year three 33% will be provided. The remaining revenue in years two and beyond will be generated from new local funding sources, including state and federal grants, private foundations and individual and corporate contributions, as reflected below.

*Local Office Annual Budget Projections, From Launch to Year 4 of Operations*

Typically, private foundations and certain prominent individual and corporate donors lead investments in a new office. While funds may be raised in the first year, or even prior to opening the office, we are budgeting conservatively that launch will be funded 100% from capital campaign funds in Year One, with local donors investing in Year Two (funded 66% from capital campaign funds). By Year Three, having demonstrated excellent service delivery over a period of time, state and federal

	Year 1	Year 2	Year 3	Year 4
<b>INCOME</b>				
Local Foundations	-	107,298	114,102	232,618
Local Individuals	-	47,367	238,757	133,139
Local Corporations	-	48,732	52,518	127,920
Federal/State Government	-	5,338	102,404	297,745
National Shared Revenue	73,062	77,531	95,842	215,051
<b>TOTAL INCOME</b>	<b>73,062</b>	<b>286,265</b>	<b>603,623</b>	<b>1,006,473</b>
<b>EXPENSE</b>				
Wages and Benefits	319,289	355,046	367,726	426,126
Rent	31,390	31,390	55,000	56,650
Other	27,024	67,024	154,771	159,414
National Shared Program and Support Costs	156,409	160,465	191,868	364,283
<b>TOTAL EXPENSE</b>	<b>534,112</b>	<b>613,925</b>	<b>769,365</b>	<b>1,006,473</b>
Surplus/ (Deficit)	-461,050	-327,659	-165,742	-
Capital Campaign Funds for Start-Up	461,050	327,659	165,742	-
<b>NET OPERATING SURPLUS / (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

government grants will become available and Capital Growth Campaign funds will fund approximately 33% of the annual budget. Tahirih has a proven track record of effective stewardship of government funds and currently has eight separate state grants, two federal grants, and one federal sub-contract agreement across three offices. By selecting cities in new states and new regions of the country we anticipate continued success in securing government funds. In Year Three, Tahirih also plans to launch a large local gala, which attracts significant corporate sponsorship. During the launch and continuing long-term, each site will receive operations and development support from Tahirih's national offices and will benefit from national public policy initiatives and communications and outreach activities. These projections are conservative, compare favorably with Tahirih's experience in Houston, and are informed by 16 years of exceptional financial management, and several years of observation of the behavior of its field office finances to date.

- **Current funders and commitments**

Per Tahirih's FY2014 national budget, funding sources span an array of federal, state and local government grants (30%), private foundation grants (30%), corporate gifts (16%), and individual donors (22%). National foundation supporters include the Moriah Fund (\$310,000 over three years); the Blaustein Philanthropic Group (\$275,000 over two years); the Foundation for a Just Society (\$200,000 over two years), the Hearst Foundation (\$100,000 over one year), among others.

As a field office example, in Houston (where Tahirih is in its fourth year of operations), FY2013 institutional funders included: the Department of Justice, Legal Assistance to Victims Program (\$221,000); State of Texas, Victims of Crime Assistance Program (Legal Advocacy Project, \$58,380; and Social Services Project, \$61,904) and Other Victims Assistance Program (\$38,000); The Kempner Fund (\$5,000); Notre Dame Fellowship Program (\$48,865); British Petroleum (\$8,675); Eastman Foundation (\$5,000); Marathon Corporation (\$7,500); the Texas State Bar, Litigation Section (\$5,000) and Shell Oil (\$25,000). In addition, the Office has secured \$221,432 in corporate and individuals support through events, sponsorship, and appeals. See full FY2013 Year-end Contributions Details in Appendix 7.

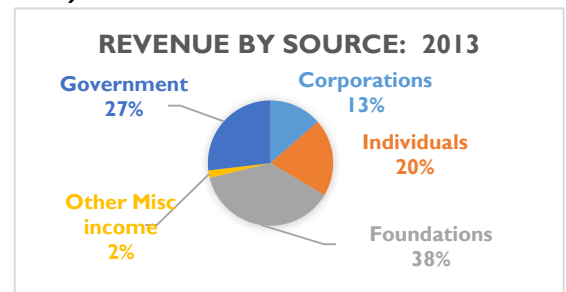
- **Fund development strategy**

As noted above, Tahirih is fortunate to enjoy a diverse array of private and public investment in our work. In order to ensure continuity of our solicitation and stewardship efforts among individual and institutional donors, we are investing in our infrastructure and human resources to communicate effectively with our donors (upgrading our communications infrastructure and ability to generate impact statistics), fulfil our stewardship obligations to a growing number of institutional donors (including investments in grant writing and grants management staff, and individual donor stewardship), and proactively pursuing new grant, individual, and corporate prospects. In 2014, we conservatively anticipate recognizing more than \$3M in new and sustaining revenue, not including expansion-designated resources; this fundraising benchmark is conservative and reasonable given our year-end FY2013 achievement of income in excess of \$3.5M nationwide.

In addition to the fund development work that will continue as usual, in order to achieve our bold \$10M Capital Growth Campaign goal, we have retained a consultant with a demonstrated track-record of supporting successful capital campaigns. With our consultant, we are now in the "pre-silent" stage of planning, developing business rules, conducting prospect research, and developing our case statement. At the same time, we are upgrading our Constituent Relationship Management database, on-boarding our Individual Donor Manager, and upgrading our website. As we enter the "silent" stage of the campaign, we will fundraise amongst those closest to the organization including the Board of Directors, Advisory Board and leaders in our field office communities. At the point that the Campaign has raised 40% of the targeted revenue, we will enter the "public" stage. Overall, we expect that 90% of the total raised in the Campaign will come from 10% of the Campaign's donors and that the lead gift (yet to be solicited) will comprise 10% to 15% of the campaign goal. As the campaign is underway, we will also continue to steward and solicit renewed support from our existing investors.

- **Capital required by type of support (e.g., grants, debt)**

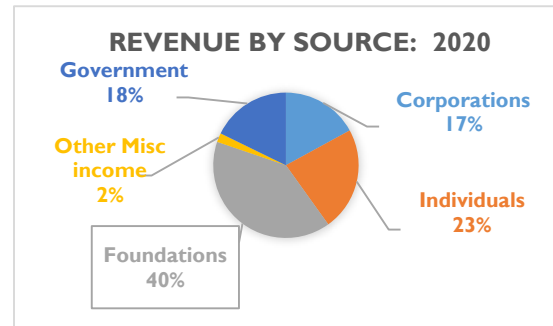
Our Capital Growth Campaign planning is ongoing, but we anticipate that we will reach our goals through both grants (corporations and foundations comprising about 65% of our total goal) and individual investments (individuals, including major donors, comprising the remaining 35%). We will not incur any debt as we seek capital for our scaling initiative.



- **Projected funding by sources of support (e.g., government, foundation, earned income), uses of funds**

Projected funding by source will shift slightly over time.

We expect a decreased reliance on government funding (down to 18%) and a compensating increase in foundation grants (up to 40%); individual unrestricted donations (up to 23%); and corporate donations (up to 17%), as shown in the graphic at right.



Government funding caps out quickly and is primarily available for direct legal services, as well as education and training. As use of funds increase in public policy and in sustaining a strong infrastructure, Tahirih will look to fund those expenditures through private sources, including foundations, corporations and individuals. A detailed projection of our sources of support (by type) and use of funds (by purpose) follows below.

SOURCES	2013	2014	2015	2016	2017	2018	2019	2020	TOTAL
Foundations	\$260,000	\$500,000	\$800,000	\$980,000	\$900,000	\$450,000	\$0	\$0	\$3,890,000
Individuals	\$0	\$321,245	\$921,733	\$1,039,925	\$893,490	\$346,717	\$0	\$0	\$3,523,110
Corporations	\$0	\$120,000	\$817,430	\$715,905	\$533,555	\$400,000	\$0	\$0	\$2,586,890
<b>TOTAL Growth Campaign Sources</b>	<b>\$260,000</b>	<b>\$941,245</b>	<b>\$2,539,163</b>	<b>\$2,735,830</b>	<b>\$2,327,045</b>	<b>\$1,196,717</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000,000</b>
USES	2013	2014	2015	2016	2017	2018	2019	2020	TOTAL
Fortify Capacity (Institutional Infrastructure)	\$75,000	\$654,266	\$813,745	\$840,715	\$767,686	\$790,717	\$0	\$0	\$3,942,129
Fortify Capacity (Existing Offices)	\$146,400	\$255,908	\$238,183	\$49,081	\$9,484	\$0	\$29,396	\$52,249	\$780,700
Public Policy and Advocacy	\$0	\$136,791	\$177,629	\$258,397	\$267,669	\$275,699	\$0	\$0	\$1,116,186
Expand Geographically	\$0	\$0	\$0	\$461,883	\$791,450	\$536,440	\$333,460	\$18,891	\$2,142,124
Financial Stability (Build Reserves)	\$0	\$0	\$710,901	\$187,133	\$157,473	\$116,359	\$101,437	\$128,760	\$1,402,062
<b>TOTAL Growth Campaign Uses</b>	<b>\$221,400</b>	<b>\$1,046,965</b>	<b>\$1,940,458</b>	<b>\$1,797,209</b>	<b>\$1,993,762</b>	<b>\$1,719,215</b>	<b>\$464,293</b>	<b>\$199,900</b>	<b>\$9,383,202</b>

## H. Risk Assessment, Mitigation and Contingency Plan

Several risk and mitigation strategies are outlined below, and also reviewed in greater detail within the context of our scaling plans discussed in “Description of Scaling Plan” on page 15.

Area of Risk	Mitigation Strategy
<i>New local office fails to generate local support</i>	<p>Our direct services and community education scaling plan is highly dependent on local support for our new offices. Lack of support will result in low pro bono participation, insufficient funding and inadequate access to complementary social and medical services for our clients. To minimize risk of any one of these gaps, our new city launch plan includes:</p> <ul style="list-style-type: none"> <li>• Significant pre-launch groundwork with potential partners to understand local areas of greatest need and to develop an understanding of how we will combine forces to increase services to women in need;</li> <li>• Recruiting a Local Director who is closely tied to local legal and social services delivery (per our intensive interview process);</li> <li>• Funding commitment of local funders (two prominent philanthropic leaders, at minimum) who embrace and support our mission;</li> <li>• Significant local pro bono legal services capacity committed (among a minimum of 5 major law firms); and</li> <li>• Federal and state government funding availability for our services, based on location.</li> </ul> <p>In addition, our Capital Growth Campaign will:</p>

	<ul style="list-style-type: none"> <li>• Generate sufficient seed money prior to launch to provide graded support the first three years of operation for each new office.</li> </ul>
Service quality is not maintained in new offices.	<p>As we open additional offices, we are cognizant of the risk that new staff may struggle to serve clients with the high quality that is required for successful outcomes. To mitigate this risk, we are investing in a National Program Director to:</p> <ul style="list-style-type: none"> <li>• Ensure consistent protocols and practices that foster high-quality service delivery are in place in each new office;</li> <li>• Build extensive training materials for staff and pro bono legal partners;</li> <li>• Measure and evaluate quality of service delivery continuously;</li> <li>• Report monthly to Executive Director and quarterly to the Board on quality of services across all offices; and</li> <li>• Build on our current cross-office collaborations on legal strategy.</li> </ul>
Capital Campaign delays impact funding available.	<p>We know that the campaign could take longer than anticipated and/or might not reach its goal. To prevent poor outcomes, we have:</p> <ul style="list-style-type: none"> <li>• Retained a capital campaign consultant with a proven track record to support our planning and execution;</li> <li>• Prioritized early investments in fundraising and marketing capacity to ensure early results;</li> <li>• Heightened focus on fundraising capacity when recruiting new Board members over past two years;</li> <li>• Re-oriented the Executive Director's time to focus on fundraising with the addition of a Deputy Director and planned National Program Director; and</li> <li>• Predicated investments on capital campaign success: new expenses will only be incurred when sufficient campaign pledges are received.</li> </ul>
Long-term financial sustainability plan is not achieved.	<p>Tahirih's long-term financial sustainability depends on five local offices sharing the revenue and costs of the national support and advocacy programs. Delays in launching either office could result in a financial deficit once the capital campaign monies are drawn down. To address this area of risk, we are:</p> <ul style="list-style-type: none"> <li>• Developing aggressive cultivation plans targeting new donors nationally;</li> <li>• Investing in local fundraising capacity with each new office launch;</li> <li>• Planning for local office financial sustainability in Year Four of local operations versus the 2.5 years experienced by the Houston office;</li> <li>• The three existing offices are positioned for additional growth which will enable them to contribute in excess of current projections; and</li> <li>• Opening two new offices spreads the risk.</li> </ul>

We recognize that our thoughtful approach to scaling and replication may not fully mitigate all organizational, social, and financial risks that we might encounter, but we have an organizational culture of monitoring and evaluation that will allow us to creatively course-correct if necessary. In a worst-case scenario resulting in the failure of a new office to sustain itself, we will consider exit as a strategy to maintain the integrity and viability of the larger organization. In particular, in the event that a particular office is not meeting goals, we will increase national support by deploying the National Program Director and Deputy Director to provide intensive assistance; sharing caseload with other offices; and, if ultimately necessary, winding down operations by closing intake for new clients and maintaining a small staff until all existing cases are adjudicated.

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*Tahirih envisions a world where women and girls enjoy equality and live in safety and with dignity. We know such a world cannot be born through Tahirih alone. Yet, every woman and girl we serve brings us one step closer to this vision. Women and girls who demand freedom and dignity change lives – their own lives, their children's lives, and the lives of individuals in their communities. They transform the world.*

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