

Theory of Change

executive summary

Sakhi for South Asian Women

exists to represent the South Asian diaspora in a survivor-led movement for **gender-justice** and to honor the collective and inherent power of all survivors of violence.

Sakhi is a sanctuary and a space of healing.

We work with our allies and partners to advocate for systemic changes in policy and practice at the local, state, and federal levels.

The outcomes of our journey include

- **safety**
 - freedom from violence and fear
 - housing, food, and healthcare security
 - economic independence
- **power**
 - agency for self-determination
 - access to education
- **healing**
 - emotional well-being
 - hope
 - ownership of one's present and future
- **liberation**
 - access to happiness
 - leadership in the advocacy space

We recognize that breaking the silence is no longer enough. For as long as abuse and inequality exist, we seek to increase our impact by

- **continuing** to improve the quality and effectiveness of our programs
- **measuring** the quantitative and qualitative impact of our work
- **promoting** visibility of our work and survivor successes
- **exercising** leadership in the gender-justice movement
- **fully aligning** our organizational culture with the Theory of Change
- **securing** multi-year funding to ensure longterm sustainability and impact of our movement



Theory of Change

strategic plan

1 **VALUES** *What are Sakhi's guiding principles?*

We hold ourselves accountable to these guiding principles in all our work, internal and external:

- Creating sanctuary & a space for healing for all survivors
- Harnessing survivor leadership, survivor power & collective power
- Discovering community
- Ensuring accountability & integrity
- Committing to humility & adaptability to change
- Advocating for justice, equity, inclusion & dignity

Mission language

Who we are

- Sakhi represents the South Asian diaspora in an intersectional, intergenerational, survivor-led movement for gender justice.
- Sakhi honors the inherent and collective power of all survivors of violence.

What we do

- Sakhi is committed to serving survivors through a combination of efforts including—but not limited to—direct services, advocacy and organizing, technical assistance and community outreach.

Our impact

- Sakhi creates a system that operates at individual, cultural, and systemic levels to dismantle the root causes of violence.
- Sakhi provides sanctuary and facilitates the healing and liberation that are fundamental for survivors and their children.

2 ORGANIZATIONAL POSITION *What is Sakhi's commitment to transformational change?*

- Survivors are not just our clients: they are in our homes, our workplace, our schools, our communities.
- We are the nexus representing the South Asian diaspora in an intersectional, intergenerational movement to end gender-based violence.

3 CORE PROBLEM *What root causes does Sakhi exist to solve?*

- Intersecting oppressions and inequalities facing South Asian survivors
 - caste
 - class
 - color
 - country of origin
 - disability
 - gender
 - immigration status
 - maternal status
 - race
 - religion
 - sexuality
- Stigmas and assumptions about survivors of gender-based violence and abuse

4 CONSTITUENCY *Who is our key audience? Who are our allies and partners? Who is the focus of our change-work?*

Primary

- All survivors of gender-based violence hailing from the South Asian diaspora—regardless of age, background, class position, country of origin, disability, ethnicity, gender-identity, immigration status, sexuality, race, or religion
- Children of survivors

Secondary

- South Asian women's organizations and other organizations working with survivors and/or the South Asian community
- Allies/partners, employers, ethnic media, government agencies, policy-makers, religious institutions, schools

5 STRATEGIES *What core actions do we undertake to bring about these changes?*

Direct services

- Sakhi uses a trauma-informed approach to create a place of safety and healing for all survivors and their children.

Advocacy

- Sakhi advocates for systemic changes in policy and practice at the local, state, and federal levels.

Organizing

- Sakhi operates as an engaged, accountable, and visible actor in the movement to end gender-based violence.
- Sakhi mobilizes and organizes survivor power.

Technical assistance

- Sakhi provides resources and technical assistance to other organizations, to survivors beyond its client-base, and to allies.

Community outreach

- Sakhi aims to be an engaged, accountable, and visible presence in the South Asian diaspora and the movement to end gender-based violence.

To make a long-term impact, we are engaged daily.

6 OUTCOMES *What are the effects of our work?*

Safety

- Freedom from violence and fear
- Stability, as defined by the survivor
- Economic independence
- Housing and food security
- Healthcare security

Healing

- Emotional well-being
- Capacity for hope
- Ownership of present and future

Power

- Self-determination, agency over one's life and choices (including the services they want and do not want from Sakhi)
- Context for understanding the cycle of violence, systems of power, and oppression
- Access to education

Liberation

- Access to happiness, joy, and the pursuit of passions
- Survivors exercise leadership within their communities, within the movement, and within Sakhi

7 LONG-TERM IMPACT *What change do we seek?*

- Liberation for all survivors, as they define it for themselves
- Transformation at the individual, systemic and cultural levels
- Empowerment of all survivors
- Breaking the cycle of violence in families and communities
- Dismantling the root causes of violence
- Transformation of communities, institutions, and the larger society
- Collective political power of survivors and our community

We recognize that “breaking the silence” is no longer enough.

8 FIVE YEAR GOALS

Organizational vision

- **Continuing to nurture the efficacy of our programs**
- **Promote visibility**
- **Exercise leadership in the sector**
- **Change our organizational culture to fully align with our Theory of Change**

Specific objectives

Our approach

- Sakhi is survivor-led and survivor-centered. We recognize that survivors are not just our clients: they are amongst our staff, board, donors, volunteers, and allies.
- Sakhi will shift its narrative from service provider to an organization that recognizes the inherent power of all survivors; from a charity-based model to one of collective power and liberation.
- Sakhi is a trauma-informed institution.
- Sakhi embodies a culture of excellence. We can measure and articulate the social return on our investments and how well we live up to our guiding principles.

Our presence

- Sakhi is an accountable presence and a resource in South Asian communities across NYC.
- Sakhi mobilizes survivors and allies and is a recognized leader in the movement to end gender-based violence.

Our team

- Sakhi's staff and board (separately and collectively) are in healthy, aligned, and generative relationships with one another.
- Sakhi's staff, board, and volunteers represent the full diversity of the South Asian diaspora.
- Sakhi is a gender-justice-driven workplace for staff, volunteers, and board members. Our systems, policies, and practices are informed by gender-justice principles.

Our community

- Sakhi is for all survivors and allies.
- Sakhi is a welcoming space for and provides holistic services to lesbian, gay, bisexual, and transgender survivors.
- Sakhi has intentionally created a space for men—as survivors and allies—that is fully aligned with its values.

Our sustainability

- Sakhi nurtures and invests in reciprocal relationships with its supporters—donors and volunteers alike—and supports them in sharing their whole selves to Sakhi.
- Sakhi's fundraising operates from a place of abundance, not scarcity, and generates resources intentionally and proactively, driven by its goals and values.