



November 5, 2009

Dear Colleagues:

Welcome to all new and returning partners with the National Capacity-building Project. We are the technical assistance provider for specialty programs for torture survivors funded under the TVRA by the Office of Refugee Resettlement. This Participant Manual tells you everything you need to know to participate fully in the technical offerings this year. Last year 97% of the 32 participating programs participated in at least one major NCB activity.

This letter summarizes the project components for FY2010. The activities and content areas reflect input on priorities from NCB participating programs, leadership of the National Consortium of Torture Treatment Programs, and staff of the Office of Refugee Resettlement assigned to the TVRA program. We have begun a new project period. Our objectives for providing training and technical assistance are only slightly different from the previous period. There are four objectives:

1. To strengthen the **organizations** providing specialized services to torture survivors, with an emphasis on *service delivery expertise, program operations, impact assessment, and organizational sustainability*;
2. To strengthen the **individuals** providing specialized services to torture survivors, with an emphasis on *service delivery expertise, program operations, and impact assessment*.
3. To strengthen the capacity of specialized programs to increase community resources for torture survivors through training and recruitment efforts;
4. To facilitate knowledge sharing and the development of the knowledge base for providing effective services to torture survivors.

The methods we have chosen are based on our past experience of nine years of providing technical assistance, on frequent customer and client needs assessment, and on the literature on effective research dissemination and capacity-building.

Going forward we will continue to seek advice from our customers through an Advisory Group representing various types of programs in the group. The NCB Advisory Group advises on institute and webinar topics and speakers, as well as new initiatives, such as the redesign of our web resource center as a stand-alone website in FY2009.

The active Advisory Group members last year were:

1. Kathi Anderson, Executive Director, Survivors of Torture, International
2. Ann Marie Winter, Program Administrator, Florida Center for Survivors of Torture/ Gulf Coast Jewish Family Services
3. Allyce Bullock, Project Manager, City of St. Louis Mental Health Board of Trustees

4. Karen Hanscom, Executive Director, Advocates for Survivors of Torture and Trauma
5. Lin Piwowarczyk, Co-director, Boston Center for Refugee Health and Human Rights and Vice President of the National Consortium of Torture Treatment Programs
6. Holly Herrera, TVRA Program Director, Office of Refugee Resettlement
7. Mmaabo Msetshwaelo, Community Alternatives in St. Louis
8. Crystal Riley, Torture Treatment Center of Oregon
9. Sharmin DeMoss, Assistant Director for Program Development, Center for Survivors of Torture (resigned)
10. Sonali Gupta, Director of Psychology Training, Program for Survivors of Torture & Severe Trauma (PSTT) (resigned)
11. Sarita Kohli, Center for Survivors of Torture (AACI)

The Advisory Group met by conference call 3 times in FY2009 and once in person at the annual meeting of the NCTTP. Staff at NCB thanks the members of the Advisory Group once again for their service in pursuit of the best quality technical assistance. We are seeking several new members this year. If you are interested, please contact me ([cwhite@cvt.org](mailto:cwhite@cvt.org)) on the expectations and how to apply.

In addition, we seek the advice on TA priorities and educational topics through surveys and NCB listserv inquiries throughout the year. Please take a little time, if you see a request, to tell us what you think or pass them on to the best person to respond in your organization. We study them seriously and make decisions based on the information from those surveys completed.

Last year ORR provided specific funding to develop curriculum for a blended learning course for new staff in specialty programs. David Gangsei, PhD, formerly clinical director of Survivors of Torture International, managed this process. See the section in the Participant Manual for more information on this new training offering.

On the next pages are a summary of the components of the technical assistance project for FY2010, followed by a calendar of important dates, detailed descriptions of each major component, project staff, forms, and contact information. You can also access this information and forms on the new website: [www.HealTorture.org](http://www.HealTorture.org) Log in as a member, using the common user name and password, to find the section entitled *NCB Information* under the *Providers* tab at <http://healtorture.org/page/126>. The user name is *healtorture*; the password is *healing*. Membership is only open to staff or community providers working with the NCB eligible programs.

Keep this Participant Manual close at hand. From year to year, there may be changes in the forms, processes and deadlines, so please review them as needed.

Warm regards to you all and best wishes for all your programs in 2010.



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## SUMMARY OF TECHNICAL ASSISTANCE PROGRAM COMPONENTS


**1. Organizational Needs Assessment for participating programs:** (See page 1) Through self-assessment and consultation, each program can determine areas where they may need strengthening, and how they may meet those needs through this project, or through other resources. This year NCB has reorganized the **Organizational Self-assessment Matrix** used in previous years, based on analysis of the measure carried out by former Performance Measurement consultant Greg Vinson. The new version organizes the 28 capacity-building dimensions into 7 major categories that were shown to have more construct validity. Annual completion of the organizational matrix provides a basis for discussion within programs about progress and priorities in building capacities. It is required as a part of a sub-grant application, along with a **Technical Assistance Plan**.

**2. Sub-grants:** (See page 23) Organizations may request grants of up to **\$3,000.00** to support capacity-building activities that help them meet their particular needs. Priority will be given to proposals that emphasize capacity-building in the areas of service delivery, program operations, impact assessment, or organizational sustainability (See the OD Matrix for descriptions of these dimensions). There will be only one round of sub-grants offered in FY2010. Applications are due no later than **Jan. 29, 2010**. The projects funded under this program must be completed by Sept. 29, 2010, with reports sent in by Oct. 30.

**3. Advisory Groups:** See the letter above for details.

**4. Training Institutes:** (See page 35) This year there will be 2 two and one half day training institutes. Topics are determined by surveys of NCB participant organizations and input from the Advisory Group as well as ORR staff. Examples of past institutes are Clinical Methods, Proposal Writing and Reporting, Social Services with Torture Survivors, New Staff Orientation, Evaluation and Performance Measurement, Clinical Supervision in Torture Treatment Programs, and Forensic Documentation. Usually, an eligible program may send one participant (appropriate to the target audience) per institute, with flight, lodging and per diem costs covered by the project. Additional participants can attend as space is available, using sub-grants or individual agency funds. Venues for institutes change from year to year. The preferred topic from last March's needs survey was organizational/financial sustainability. Additional needs assessment will drill down on needs within this general category and will determine the topic for the second institute. The second institute will focus on an aspect of direct service provision.

**5. Webinars:** (See page 37) Educational Webinars are offered monthly. Calls are usually scheduled on the third Wednesday of the month, from 1-2 pm, Central Standard Time. Topics are determined by input from key stakeholders, including participating programs, the Advisory Group, and ORR program staff, and should advance the project objectives. Live Webinars are limited to staff of eligible programs, and there is no charge for registrants. Webinars are recorded and archived on the CVT website, where they can be viewed by a wider audience. Webinars are advertised via the listserv. See <http://healtorture.org/webinars> for a large list of archived webinars on a wide range of topics. Registration is completed online. Please direct ideas for topics or presenters to Ann Lundberg ([alundberg@cvt.org](mailto:alundberg@cvt.org)).

**NEW**  New this year: In the second half of this year, NCB will organize a series of five webinars for advanced clinicians, using a participatory approach and based on special topics to be determined by potential clinical participants. If you are interested in having input in developing this series, please contact Heather Tracey at [htracey@cvt.org](mailto:htracey@cvt.org).

**6. Listserv:** (See page 19) NCB offers an unmoderated listserv called Heal\_Torture\_Talk (formerly PTSTalk-NCB) for all participating program staff, board, and other community providers associated formally with NCB eligible programs. This format provides a means for any staff member from a participating program or ORR-TVRA staff to share successes, resources, and questions with other participating program members. It is also the primary means to find out about upcoming webinars, institutes and to give advice on future training. The listserv membership has been expanding steadily and includes a wide range of job titles and clinical specialties. There are also a few invited “friends of the torture treatment field” who participate as well. We strongly encourage all staff to join this, as it is our primary means of communication and knowledge sharing.

**7. Outcome Evaluation (Performance Measurement):** (See page 43) The evaluation specialist at NCB supports ORR’s work in producing a uniform set of standard data points, definitions, coding, collection and reporting methods. The specialist also focuses on increasing the expertise and capacity of individual programs to carry out client outcome/performance measurement. There is a Performance Measurement Toolkit on [www.HealTorture.org](http://www.HealTorture.org) under Provider Resources/Operations, created by former NCB consultant Greg Vinson. It includes past training webinars on the performance measurement process, related free resources for data analysis, and many other resources. The performance measurement advisor is available for individual technical assistance, as requested, and is available for program technical assistance on site, using subgrant funds.

This is the first year that ORR will be collecting a mandatory set of 17 data points. NCB has been closely involved in ORR’s Phase One of client data collection and will continue to be available for technical assistance in meeting those requirements. Materials related to reporting on the 17 data points are archived on [www.HealTorture.org](http://www.HealTorture.org). They include a webinar by Holly Herrera in August reviewing the points, data dictionary of codes, and subsequent modifications and clarifications on each point.

Also on [www.HealTorture.org](http://www.HealTorture.org) there is an online book on Client Data Management, under Provider Resources/Operations. It is an evolving repository of excellent resources on processes and content regarding all aspects of aggregate data collection and electronic medical records. Denise Dreher, CVT database manager, will also be available for individual program advice on IT data collection and database issues, as needed ([ddreher@cvt.org](mailto:ddreher@cvt.org)).

**9. Consultation and peer mentoring:** (See page 17) Program staff is encouraged to contact NCB staff by phone or email for consults or referrals on any issue related to services for torture survivors. NCB consulting staff includes a practicing social worker, IT/database specialist, performance measurement specialist, web/e-learning specialist, development experts, webinar and conference logistics specialist, and project management/capacity-building consultant. NCB staff will also help to connect you with a relevant peer consultant among the NCB participating program staff.

**NEW** ⇒ New this year: Two pilot subgrants, in addition to regular subgrants, will be awarded to two program pairs who agree to a mentoring-mentee relationship involving program leadership during the year. Funds can support mutual site visits, conference calls, trainings, or purchase of materials. Mentoring programs are eligible for an honorarium for carrying out the mentoring role. Applications for these grants are also due no later than Jan. 29<sup>th</sup>, 2010.

**10. Logistical Support to the annual meeting of the NCTTP:** (See page 43) Logistical support is again being provided for the annual meeting of the National Consortium of Torture Treatment Programs by Ann Lundberg.

**NEW** ⇒ **12. “Fundamentals of Providing Services for Torture Survivors”:** (See page 36) This 30 hour month-long online class will be piloted in January 2010. It is for direct service staff desiring an orientation to basic knowledge and current agreed-upon practices regarding providing holistic services for torture survivors. It is designed to supplement the training and orientation of staff or community partners that is done by each program specific to that program’s model, philosophy, policies and procedures.

The nine modules were developed by subject matter experts in each area with deep experience serving torture survivors. The curriculum was reviewed as a whole by two senior clinicians in the field. For information on lesson topics, see page 41. Registration for the pilot will begin November 17. The pilot class is limited to 20 participants. Registrants must have the permission of their program’s leadership to enroll. After the pilot has been evaluated, a second class will be offered sometime TBD in this budget year.



# 1. ORGANIZATIONAL SELF-ASSESSMENTS/TECHNICAL ASSISTANCE PLANS

## **Organizational self-assessments (the Matrix)**

Participating program leaders, along with their staffs, are encouraged to complete an annual self-assessment of their organization's capacities in order to determine areas to strengthen through the NCB project, or on their own. This is used specifically to develop a Technical Assistance Plan. It is required for those organizations requesting sub-grants. For programs that are embedded in a much larger organization, it will be most useful if you are specifically assessing your services for torture survivors when you make your ratings. However, in some areas (e.g. accounting), you may not have a separate accounting function, so assessing the accounting dimension of your whole organization makes more sense.

We recommend that you use this assessment tool to organize a staff and/or board discussion annually. The process is just a matter of reading the definitions of twenty-eight sub-categories within six major organizational categories, and then determining where your organization rates on each dimension.

For returning programs, you will notice that the Matrix has been reorganized to reflect the results of a validity and reliability analysis done by Dr. Greg Vinson in 2008. Depending on the size and complexity of your organization, ideally you would seek input from those staff that are responsible for each particular area. For those of you who are updating your assessment from last year, this should go quite quickly. Have a copy of last year's Matrix to use as a reference and include last year's ratings as a comparison. In general, the purposes of this self-assessment are to:

- Provide an objective dashboard measure of your program's current strengths and weaknesses in particularly areas of organizational development.<sup>1</sup>

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<sup>1</sup> The statistical validity and reliability of this measure have not been established. Therefore, it should not be used as the sole basis for critical decision-making, but instead as the focus for a thoughtful internal discussion of organizational strengths and weaknesses. The constructs used to delineate functional areas have been variously defined in the literature. In 2008, NCB research staff entered data from all Matrixes completed by domestic and international torture treatment programs over a period of several years in order to perform a factor analysis of the 28 dimensions. Vinson first created a dataset of matrix scores over time, using data from first use to the present. The total sample of programs was sixty-two. This provided barely enough of a sample to use for the analysis needed. He then performed factor analysis on the first scores for each program, to see which of the twenty-eight subcategories were most related (co-varied). By finding out which items were most related, the goal was to score separate groups of items into their respective, empirical dimensions. This increases scores' reliability and increases the likelihood that the scores validly represent the *construct* or capacity-building category that is named. The results of this analysis produced the following empirically-derived factors (in other words, items scored in the following groupings were the most reliable)

1. BOARD, MISSION, CONSTITUENCY, PLANNING, ADMINISTRATION, and PROGRAM items are averaged to form an *Overall Administration* score.
2. LEGAL STATUS, SECTORAL EXPERTISE, IMPACT ASSESSMENT, INFORMATION TECHNOLOGY, PUBLIC RELATIONS, CONSTITUENCY RELATIONS, GOVERNMENT COLLABORATION, ORGANIZATION COLLABORATION, and LOCAL RESOURCES items are averaged to form a *Relations and Capability for Impact* score.
3. LEADERSHIP, ACCOUNTING, BUDGETING, and FINANCIAL CONTROL items are averaged to form a *Formalized Financial and Leadership Structure* score.
4. STAFF ROLES, WORK ORGANIZATION, and COMMUNICATIONS items are averaged to form a *Crystallized Staff Structure* score.
5. AUDIT, FUND MANAGEMENT, and RESOURCE BASE items are averaged to form a *Financial Responsibility and Funding Diversification* score.
6. PERFORMANCE MANAGEMENT, SALARY ADMINISTRATION, and CONFLICT RESOLUTION items are averaged to form an *Employee Management* score.

- Suggest areas for technical assistance or improvement in the coming year.
- Measure changes over time in various aspects of your program.

### **Technical Assistance Plan**

Once you have completed the Matrix, you will want to review the areas where your organization needs strengthening, and write up a technical assistance plan based on current priorities. In this plan you will identify the areas you want to strengthen as objectives and indicate through activities and resources how you plan to accomplish these objectives. On the next page is a sample Technical Assistance Plan, with several examples. Your plan may be much shorter or longer, depending on your organization. This Assessment and Plan should be completed by January 29, 2010

Forms for the Matrix and the Technical Assistance Plan follow in this manual and are available to download from [www.HealTorture.org](http://www.HealTorture.org), under Provider Services, NCB menu. If you have any questions or would like any assistance in carrying this out, please contact Carol White, NCB Project Manager, at [cwhite@cvt.org](mailto:cwhite@cvt.org) or (612) 436-4847

## Sample Technical Assistance Plan (for example only)

Organization/Contact: \_\_\_\_\_

Date: \_\_\_\_\_

<p><b>Objective 1:</b> Strengthened organizational and management capacity (Reference relevant category &amp; subcategory from the Organizational Development Matrix for each objective.)</p>	<p><b>Activities</b></p> <ol style="list-style-type: none"> <li>1. Complete (for the first time) a strategic plan for the organization.</li> <li>2. Develop supervisory meetings, regular departmental meetings, and regular cross-departmental meetings</li> <li>3. Create guidelines and a system for conducting performance evaluations</li> <li>4. Training in information technology use such as financial management software.</li> </ol>	<p><b>Potential Resources</b></p> <p>Secure a consultant to facilitate a strategic planning process. Secure funding through NCB sub-grant.</p> <p>Internal initiative</p> <p>Request sample evaluation formats from other organizations.</p> <p>Local computer technology training resources to be identified.</p> <p>Identify local courses available. Possibly seek funding through NCB Sub-grant.</p>
<p><b>Objective 2:</b> Strengthened fundraising capacity and improved financial sustainability.</p>	<p><b>Activities</b></p> <ol style="list-style-type: none"> <li>1. Conduct planning workshop to develop a fundraising plan for achieving long-term, core funding</li> <li>2. Training to improve understanding of donors, donor priorities, and effective strategies to enlist donor support</li> <li>3. Training to improve capacity of key staff in developing and writing successful donor proposals</li> </ol>	<p><b>Potential Resources</b></p> <ol style="list-style-type: none"> <li>1. NCB project, ongoing local consultant.</li> <li>2. NCB project – Possibly seek funding through NCB sub-grant to attend AFP fundraising institute.</li> <li>3. Identify training courses. Possibly seek funding through NCB Sub-grant.</li> </ol>
<p><b>Objective 3:</b> Enhanced clinical capacity and quality of service to torture survivors.</p>	<p><b>Activities</b></p> <ol style="list-style-type: none"> <li>1. Improve staff skills in clinical supervision, staff care and expand treatment modalities for newer clinical staff.</li> <li>2. Create a better system for tracking client records and collecting data.</li> </ol>	<p><b>Potential Resources</b></p> <ol style="list-style-type: none"> <li>1. NCB Project Sub-grant to spend 3 days at the treatment center in NY.</li> </ol> <p>Have one staff person attend the ISTSS conference in 2010</p> <p>Consult with other treatment centers through Heal_Torture_Talk on screening and intake forms.</p> <p>Consult with the NCB on installing new database tracking system.</p>



# Organizational Self-Assessment Matrix

## I. Introduction

This Organizational Assessment Matrix tool has been developed to assist you and your organization in determining areas to strengthen through the NCB project or using other resources. This tool, assessment process, and plan endeavor to build a common framework of definition and approach.

A significant portion of the Organizational Assessment Matrix tool is the result of review and, in some cases, significant incorporation from assessment instruments developed by other organizations and from CVT's International Capacity Building Project. The "Institutional Assessment Instrument" developed by World Learning (<http://www.worldlearning.org/wlid/intcape.html>) has been particularly useful. The revision 09 version incorporates information on correlated factors to improve the validity and reliability of the tool. It has not, however, undergone rigorous measure testing and should not be used as a sole source for decision-making.

## II. Terms, Definitions, and Principles

Important to an assessment and implementation approach across many diverse programs is an understanding of some basic terms and concepts related to the NCB/CVT project. While the definitions presented below allow for some degree of adaptation, they do serve as useful points of reference for all involved in the assessment process.

*Institutional Strengthening/Organizational Development:* Strengthening of organizational capacities to effectively provide services to constituencies, including development of systems that would allow them to maintain this capacity (World Learning). For the sake of clarity in this document, the terms institutional strengthening and organizational development will be used interchangeably. Also such terms as "Treatment Center", "Legal Assistance Center", "Organization" or "program for torture survivors" will also be used interchangeably.

*Constituency:* Sectors of society who identify and participate at a variety of levels with the organization and provide resources (political, social, financial) that help the organization attain its mission.

*Community or Client Base:* Individuals or groups that the Organization serves

*Sustainability:* The ability of an organization to be viable over time, in the context of human, technical, and financial resources. While our emphasis is on financial sustainability, including diverse and local sources of funding, sustainability also depends on quality and stability of services, staff, board and leadership.

### III. Organizational Assessment Matrix Purpose and Process

Each program for torture survivors will assess itself based on its development, effectiveness and experiences in the following functional areas:

- A. Overall Administration
- B. Relations and Capability for Impact
- C. Formalized Financial and Leadership Structure
- D. Crystallized Staff Structure
- E. Financial responsibility and Funding Diversification
- F. Employee Management

Each of these functional areas or capacities is divided into subcategories, for a total of twenty-eight dimensions to assess. **The capacity-building priorities of the NCB project's technical assistance for this project period are: Program management (under A. Overall Administration); Resource Base (under C. Financial Responsibility and Funding Diversification); and Sectoral Expertise & Impact assessment (B. Relations and Capability for Impact).**

The Organizational Assessment Matrix asks you to rate the functional capacities of the organization in one of four distinct stages of development:

- \* Emerging
- \* Developing
- \* Consolidating
- \* Sustaining

### IV. Functional Areas of Organizations

The purpose of the Organizational Assessment Matrix (functional study of an organization) is to acquire an understanding of the challenges and opportunities facing the individual programs for torture survivors for the benefit of the individual program and for the technical assistance provider. This information is not shared with anyone outside the NCB project, except on an aggregated and de-identified basis.

### V. How to fill out the Organizational Assessment Matrix Tool

A. Read and complete the Organizational Assessment Matrix tool. **Place an X under the rating that you choose for each sub-category.** If you feel that it falls somewhere between two levels of development, you can put "emerging-developing", "developing-consolidating", etc. **If you would like more guidance in choosing rating for each dimension, see the Matrix Rating Guidelines attachment which give an example of what might characterize a rating level for each dimension.** If you feel that the section is not applicable to your organization you can put "N/A" and include brief comments/explanation. Also at the end of each section there is space for a short summary narrative. We find these very useful for providing context to your ratings.

**Note for those torture treatment programs that are part of a larger organization: whenever possible in assigning ratings, please rate only the torture treatment program. In those instances where the treatment program and the larger organization cannot be looked at separately, please note whether the rating shown refers to the**

**larger organization or the treatment program.**

B. Please complete and send the Organizational Assessment Matrix and Technical Assistance Plan to Carol White, National Capacity-building Project Manager (cwhite@cvt.org). **The Matrix and Technical Assistance Plan should be sent before January 29, 2010.** If you are applying for a sub-grant, you can send these forms with your sub-grant application. The Matrix and Plan are a required part of the sub-grant process of the NCB Project.

If you have any questions, please contact Carol White at (612) 436-4847 or cwhite@cvt.org.



## 2. CONSULTATION

Consultations by CVT staff, experts from other centers, or outside consultants are available through the NCB project to address a variety of needs to help strengthen your particular organization. These consultations may be on-site, or through email or the telephone, and consist of just a few phone calls or a visit of multiple days, depending on the need. The NCB project can be of assistance in helping your organization identify the appropriate resource for your needs (Contact: [alundberg@cvt.org](mailto:alundberg@cvt.org)) The NCB project can also help to identify and provide materials or sample forms and protocols on any aspect of your organization. NCB staff can also help to put you in touch with a peer organization or individual that has a particular expertise you seek. NCB also sponsors a listserv for any staff person working in a program for torture survivors. See the next section for details on how to sign up, post questions and answers, and guidelines for participation.

In order to receive a site visit from an NCB project expert, you must request a sub-grant to cover the cost of plane fare, lodging, and per diem. There is no charge for staff time for one day or less. Requests for more than one day will require an hourly consulting fee equivalent to salary plus benefits for the staff person.

Some examples of consultations provided to organizations in the past include:

- 2-day visit to educate board members in fundraising responsibilities and approaches.
- Modification and sharing of a social work orientation manual.
- Telephone and email consultations regarding policy and procedures for treatment programs, along with a manual and assessment forms supplied to a new organization.
- A site visit exchange between torture treatment programs.
- Monthly telephone and email consultation over 6 months to develop a strategic plan.
- Consultation on training issues and sharing of training materials.
- Site visit to subgrantee for performance measurement/data collection technical assistance

To initiate assistance contact: Carol White, NCB Project Manager  
 Email: [cwhite@cvt.org](mailto:cwhite@cvt.org)  
 Tel. (612) 436-4847

**Other NCB staff that can provide consultation at CVT:**

Denise Dreher, Database Technology Advisor Email: <a href="mailto:ddreher@cvt.org">ddreher@cvt.org</a> Tel. (612) 436-4846	Pete Dross, Director of Development Email: <a href="mailto:pdross@cvt.org">pdross@cvt.org</a> Tel. (612) 436-4868
Ann Lundberg, NCB Logistics & Communications Coordinator Email: <a href="mailto:alundberg@cvt.org">alundberg@cvt.org</a> Tel. (612) 436-4856	Lucy Suits, Information Architect (contract) Email: <a href="mailto:lsuits@cvt.org">lsuits@cvt.org</a> Tel. (612) 436-4883
Heather Tracey, Social Work Services, Training Email: <a href="mailto:htracey@cvt.org">htracey@cvt.org</a> Tel. (612) 436-4805	

Using sub-grants to hire local capacity-building consultants or site visits to other programs

Topics of consultation may be of any nature, and any aspect related to your treatment program. Examples from previous sub-grants include: designing funding cases; external communication plans & materials; strategic planning; board development; training in a new clinical modality; program exchanges.

**Development Call:**

From time to time conference calls on development/sustainability issues will be hosted by Pete Dross, Director of Development at the Center for Victims of Torture. These calls will be scheduled to focus on particular development-related topics as they become of interest throughout the year. Contact Ashley Bennett, [abennett@cvt.org](mailto:abennett@cvt.org), to be added to the contact list for notification of times and topics. This call is to work as a peer learning model in which participants share information and learn from each other's experiences in fundraising.

Minutes of each call are emailed to all members of the Development Call Contact List and, in most cases, an audio recording of the call will be available.

To initiate participation in this call or if there are topics you would like to recommend, please contact Pete Dross, Chair, [pdross@cvt.org](mailto:pdross@cvt.org).

Please contact him before calling in to participate in the call.

Day: As Scheduled  
Time: 12:00 ET; 11:00 AM CT; 10:00 AM MT; 9:00 AM PT

To participate in this call:  
Dial: 1-866-740-1260  
When prompted, enter: 4364856#

**Programs for torture survivors membership listserv (Heal Torture Talk)**  
**Sponsored by the National Capacity-building Project**  
**The Center for Victims of Torture**

**About Heal\_Torture\_Talk@cvt.org ListServ** (formerly [PTSTalk-NCB@cvt.org](mailto:PTSTalk-NCB@cvt.org) )

**Heal\_Torture\_Talk** is a membership listserv that is open to all staff working in programs for torture survivors who are either ORR/TVRA grantees, members of the National Consortium of Torture Treatment Programs (NCTTP), or ORR/TVRA staff. It is sponsored by the National Capacity-building Project and funded by ORR/TVRA funds. Subscribers may be clinical or non-clinical staff. There is no limit to the number of eligible program staff who may participate. To make this an effective tool, we encourage subscribers to read the postings regularly and to reply to those for which you have information or opinions to share.

Its purpose is to facilitate cooperation and information sharing among programs serving torture survivors, promote best practices, and provide quicker access to people with relevant interests and experiences.

**Guidelines for Participation**

1. Logistics

- **To post** a message to all the list members, send your email message to [Heal\\_Torture\\_Talk@cvt.org](mailto:Heal_Torture_Talk@cvt.org).
- **To reply to an individual** posting, hit the reply key on your email system.
- **To reply to the entire list**, hit the reply all key on your email system.
- **To subscribe** to this listserv, please send an email to [healtorture@cvt.org](mailto:healtorture@cvt.org) with *Heal\_Torture\_Talk subscribe* in the message line. Give your organizational affiliation, title, and contact information in the body of the email. You will be expected to agree with a set of guidelines (See below)
  - You will be sent a follow up email requesting confirmation of your request and a set of Guidelines for Participation as an attachment, designed to address data privacy, use, professionalism, courtesy, efficient communication, risks, and disclaimers.
  - Please save these guidelines for your reference and reply to the email stating that you have read the guidelines and disclaimer and do (or do not) agree to them.
  - Then you can begin posting or replying as you wish.
- **To unsubscribe or report problems** to this listserv, please send an email to [healtorture@cvt.org](mailto:healtorture@cvt.org) with *Heal\_Torture\_Talk unsubscribe* or *Heal\_Torture\_Talk problem* in the message line.
- To facilitate discussion, please include a signature line that includes at least your name, organization, profession or position, location, and any disclaimer you may need. When you post for the first time, introduce yourself.
- You will be asked periodically to verify your eligibility and intent to participate.
- This listserv is not moderated and messages are archived on the listserv webpage at: [http://mailman.cvt.org/mailman/listinfo/Heal\\_Torture\\_Talk](http://mailman.cvt.org/mailman/listinfo/Heal_Torture_Talk)

2. Examples of uses of this listserv are:
  - Announcement of new resources of common interest
  - Questions about programmatic, organizational, technological, research or policy issues
  - Responses to questions or postings from other subscribers
  - News about our common interests (e.g. torture, torture treatment, refugee mental health, cultural competence, funding opportunities, international work in rehabilitation or human rights, human rights, research/evaluation)
3. Preserve client confidentiality: Do not post any information that would reveal or imply the identity of any client or protected health information. HIPAA rules apply for all health/mental health clinic staff using this list.
4. Since this is a closed membership listserv, subscribers are asked not to forward these postings. However, subscribers should never assume that their information is limited in its audience.
5. No commercial use, personal attacks, lobbying, or charitable appeals. However, principled debate or discussion on issues presented is encouraged. Subscribers are also encouraged to share relevant resources with each other, including information on how to find the resource.
6. No abusive, shocking, or unprofessional language or content.
7. No anonymous, disguised, or non-member postings.
8. Send no attachments, oversize or full web-page postings to avoid excess burden on the server. If a subscriber requests more details, these can be sent to the individual person requesting details. Use URLs, when relevant, for more information. This listserv uses plain text, not HTML, so URLs will have to be copied and pasted into your internet browser—our apologies.
9. No posting copyrighted material without prior permission.
10. Any member can be removed from a listserv at Webmaster's sole discretion for repeated violation of these guidelines.
11. Direct any questions or concerns or subscription changes to [healtorture@cvt.org](mailto:healtorture@cvt.org) and not to the entire listserv.
12. You understand that you use this listserv at your own risk, with no expectations of privacy, accuracy, or previous vetting.
13. You have read and accept the following Disclaimer by CVT/NCB:

**Disclaimer**

Information distributed is not checked for accuracy, nor can it be considered private. This listserv is not intended to provide therapeutic advice or counsel or professional services. Neither the Center for Victims of Torture (the list owner), nor the National Capacity-building Project (the list facilitator), its administrators, assistants or their delegates, nor any contributors, can be held liable in any way for any information and/or data made available, or omitted, from any and all information distributed through this forum. By continuing to remain subscribed to Heal\_Torture\_Talk you agree to hold harmless all of the above-named parties against any and all liability for any action that you may or may not take; and any and all other consequences regarding all postings, regardless of the cause, effects, or fault of any of the parties.



## **NCB Project Staff Bios and Roles**

### **Carol White, MA, MPH -- *Manager, National Capacity-building Project***

This 50% position provides planning and coordination of the project and guidance in translating strategic objectives into day to day operations. Carol is the chief contact with ORR and the NCB Advisory Group.

Carol has worked at CVT since 2000. She has a B.A. in psychology and an M.A. in early childhood education from Stanford University, and a Masters in Public Health from the University of Minnesota. She has managed primary care clinics and agencies for underserved populations (homeless adults and families, urban adolescents, low income urban pregnant women) in Minnesota for nine years previously. She was the developer of a new homelessness prevention program that in 1993 received one of 10 national pilot program funding awards and subsequently received honorable mention in the first “Models that Work” competition sponsored by the federal Bureau of Primary Care. Prior to managing the NCB project, Carol managed the Minnesota Mainstream Project, whose goal was to develop training and agency resources on working with torture survivors for health and human services providers across the state.

### **Ann Lundberg – *NCB Logistics, Webinar, and Communications Coordinator***

This 100% position serves as primary point of contact for the NCB project. Ann handles logistics for institutes, surveys, the annual NCTTP meeting, and provides general administrative support to the project.

Ann has worked as CVT since 1992. She first became actively involved with CVT as a volunteer in 1987 and has worked in many different capacities at the center since then, including training logistics for the Minnesota Mainstream Project. She has been part of the National Capacity-building Project since its inception.

### **Denise Dreher – *Database Technology Advisor***

This 10% position works chiefly on issues of aggregate data collection and use of electronic means for data collection and reporting, in addition to individual consultation on technology issues on a limited basis.

Denise Dreher joined CVT in September 2006 as the Information Systems Administrator where she works part time on the NCB project as Database Technology Advisor. Prior to CVT, Denise owned her own independent consulting business, Access Update, specializing in database development and systems analysis. She has a degree in computer programming and over ten years experience working in information technology.

### **Heather Tracey, L.I.S.W., M.S.W. -- *Social Worker/Trainer***

This 50% position serves as institute coordinator and content expert in providing services for torture survivors. Heather spends the other 50% of her time in active work with clients at CVT.

Heather Tracey has worked at CVT since 2001; prior to that she was an MSW intern at CVT. Heather earned her B.A./B.S. in social work and political science with international certification from Wartburg College. She received her Master of Social Work from University of Minnesota in 2000. Heather’s other social work experience includes social work with survivors of domestic

violence, people experiencing homelessness, families living in poverty (including refugee and immigrant families), and hospital/emergency room social work.

**Peter Dross -- *Director of Policy and Development***

This 5% position consults on issues of fundraising, organizational sustainability, and advocacy, chiefly by means of a monthly conference call.

Pete has more than twenty years of experience in fundraising and marketing for non-profit organizations. Named the Center's first Director of Development in May 1993, Pete and his staff, which includes development and communications professionals, are responsible for contributed income totaling \$3 million and a portion of the organization's nearly \$4 million in contract revenue. Pete also manages CVT's advocacy and public affairs program in Minnesota, and is a participant in CVT's public policy work in Washington, DC. In addition, he represents CVT on the Executive Committee of the National Consortium of Torture Treatment Programs. Prior to joining the CVT staff he served as Director of Development for Minnesota Dance Theatre and as Executive Director of the Minneapolis Chamber Symphony

**(Open) Performance Measurement Advisor**

This 50% position serves as a consultant/trainer in program evaluation on the NCB staff, to assist torture treatment centers to build their capacity to conduct effective performance measurement and client data collection, and support the dialogue on how and what to evaluate. Reports to Director of Research. Major duties include:

- Train and consult with torture program grantees on performance measurement and other client data collection issues,
- Act as a resource to ORR staff in determining appropriate national outcomes and indicators;
- Disseminate relevant and appropriate information on client measures, evaluation methods, and other aspects of program evaluation as requested.

**Lucy Suits, Information Architect**

This 50% position is responsible for development of HealTorture.org and maintaining resource materials for the HealTorture.org as well as training development of The Fundamentals of Serving Torture Survivors course.

Lucy Suits joined CVT in 2007. She is currently a contractor for CVT. Before owning her own business, she worked in the Technology and Technology Training Field for companies such as Wells Fargo and Target since 1990. She has a Bachelor's Degree in English from the University of Wisconsin.

### 3. SUB-GRANTS

The purpose of the sub-grants is to provide support for supplementary and/or complementary capacity-building activities engaged in by organizations working with torture survivors. The requests should be directly related to the objectives of the National Capacity-building Project, which are about enhancing and developing the organizational and programmatic capacity of your organization. To know whether your request is for a capacity-building purpose, a good question to ask yourself is: At the end of this project, will my organization have a new capacity or strength that it did not have before? Will it be sustained when the grant is over?

The priority capacities for improvement for the National Capacity-building Project are

1. Service delivery.
2. Program operations.
3. Performance measurement.
4. Financial sustainability;

This year there are two types of subgrants: **Capacity-building subgrants and mentoring subgrants.**

#### **Capacity-building subgrants**

These subgrants address any of the organizational capacities identified and prioritized through the Matrix and the technical assistance plan.

The sub-grants should address specific and unique needs of the organization that are based on the results of the completion of the Organizational Assessment Matrix and Technical Assistance Plan. Sub-grants are to assist with Organizational Capacity Building such as:

• Specific competency-based staff training	• Leadership
• Performance measurement	• Outreach to new populations
• New approaches to fundraising	• Communications materials
• Program management needs	• Board Development
• Electronic data collection	• Treatment approaches
• Service improvements	• Staff Exchanges

You may also look at the examples described in Section 2 on Consultation to get further ideas. The request can be in the form of services provided by external consultants, internal workshops/trainings, and participation at professional conferences, external workshops, and trainings, and/or limited purchases of computer software. Grants can also be used to “buy” onsite time of a particular NCB consultant. Generally, one day of work is not charged and additional days are charged at a rate commensurate with CVT salary.

The sub-grants will not provide support for general operational activities such as:

- salaries of existing staff members, unless additional short term time on a project
- fundraising activities such as benefits, charitable dinners, events, or capital campaigns
- academic scholarships
- a general staff development line item
- attendance at the NCTTP annual meeting

- lobbying or advocacy campaigns
- external requirements, such as audits or licensure, that are a regular part of running the program
- replacement of lost program revenue
- indirect costs, unless proof of a federally negotiated rate is included with the application

Amount of capacity-building sub-grants:

All NCB Project participants are eligible for the sub-grants, based on appropriateness to purpose, priority relative to the NCB objectives, and relevance to the Organizational Assessment Matrix and Technical Assistance Plan. **The deadline for request submission is January 29, 2010.**

The amount of each sub-grant request can be from \$1,000-\$3,000 from a total available of \$45,000. There will be only one round of sub-grants this year. In case of total appropriate applications in excess of funding available, programs may be asked to revise their request for a lesser amount of money.

**Mentoring subgrants:**

This year there is a pilot program to use subgrants to encourage program mentoring relationships. Two subgrants will be awarded in FY2010 for up to \$3500.00. Applicants must apply as a pair of programs, one the mentor and one the mentee. Generally, mentoring programs will be programs in operation for a number of years. The mentee program need not be a new grantee, but one which is interested in improving capacities that the mentoring program is viewed as having strength in. Possible reasons for an established program to be mentored are: a new director, a new clinical director, or a plan to revise or add to its services along the lines of the mentoring program. Included in the budget for the mentoring subgrant should be an incentive payment of \$1000.00 to the mentoring program. Other allowed expenses can be travel costs for mutual site visits, materials, conference calls, trainings. For questions contact Carol White, [cwhite@cvt.org](mailto:cwhite@cvt.org).

**Application procedures:** (See attachments, including application forms.)

1. Prior to applying for a sub-grant the Organizational Assessment Matrix and Technical Assistance Plan must be completed and submitted. (Please see section 1 for the Matrix and Technical Assistance Plan.)
2. Submit the Sub-grant Request form (Attachment A-Capacity-building or A1-Mentoring), responding to the application guidance. Include in the application which Organizational Matrix category and subcategory the proposed project best fits under.
3. Include a detailed line item budget. Note: Indirect costs can only be included in these budgets if they are federally authorized and a copy of the indirect authorization letter is included.

Applications and reports may be sent electronically, but reports must include copies of receipts justifying the expense report.

### **Approval, disbursement of funds, and reporting process:**

1. The Sub-grant Request will be reviewed by:

- Carol White, NCB Project Manager
- Karla Wetherby, Chief Financial Officer
- Topic Area Specialists(e.g. technological, clinical, development)

\*\* If there are any questions or need for clarification regarding your request, you will be contacted via telephone or email.

\*\* Notification of approval will be provided within 45 days of receipt of the submission

2. Disbursement of Funds:

- a) Upon approval, a Sub-grant Approval/Agreement (Attachment D) will be sent to the chief contact listed on the application outlining the responsibilities, reporting requirements, terms, etc., along with forms for reporting.
- b) When the signed Sub-grant Approval/Agreement has been received (by NCB project/CVT), funds will be disbursed directly to the organization, unless otherwise arranged, along with a counter-signed copy of the agreement.

3. Reporting requirement: (See sample Attachment B)

A brief narrative report of 2 – 3 pages (attachment B) is required within 30 days of completion of the funded activity or no later than Oct. 29<sup>th</sup> of the budget year. The report will outline the successes as well as any problems encountered and lessons learned. The report will also highlight the impact the sub-grant has had on the capacity building of the organization. In addition, the grantee is responsible for providing a sub-grant expenses worksheet (attachment C) and copies of receipts to the National Capacity-building Project/CVT at the completion of the requested activity or no later than October 29, 2010. Programs that may not complete their project within the budget year, due to exceptional circumstances, are required to contact Carol White in advance for permission to extend the deadline. In any case, all funds must be expended or obligated before Sept. 29<sup>th</sup> of the ORR budget period and a narrative progress report sent. Any funds not spent or obligated before that time must be returned to NCB.

For further information on sub-grants, or clarification on what can be or cannot be supported, please contact Carol White at [cwhite@cvt.org](mailto:cwhite@cvt.org) or Tel. (612) 436- 4847.

Please note that the Sub-grant forms can also be found on our website at: [www.HealTorture.org](http://www.HealTorture.org) under the section: <http://www.healtorture.org/page/126>.

**National Capacity-building Project  
For Programs for Torture Survivors**

**Capacity Sub-grant Request Form  
(October 2009 – September 2010)**

Date of Submission:	
Name of Organization:	
Address:	
Telephone #:	
Fax #	
Email:	
Website:	
Director:	
Contact Person (including position):	
Proposed duration of activities (dates):	
Total Amount Requested:	

**Abstract**

Please submit a 3 to 4 page abstract that describes the request. Please include the following information:

- A. **Purpose/Rationale**  
Briefly describe the issue(s) to be addressed – why these activities are being requested and what needs does the request specifically focus on; how this request supplements or complements and does not duplicate other activities being implemented. How does this request flow from the Technical Assistance Plan?
- B. **Goals/Objectives and Outcomes:**  
Briefly describe the goals of the request and what it plans to accomplish (outcomes). Please reference which Organizational Matrix category and subcategory this project best fits under
- C. **Design and Implementation**  
How the request will be implemented? Describe the process (i.e., consultants who will be contacted and reviewed; bids that will be obtained; staff member who will be in charge of the activity, etc. Also include appropriate dates-time frame for completion, etc.)  
  
Who is involved in planning and implementing the request (at the organization and if an external consultant is participating, a brief description of the of the consultant)
- D. **Plans for monitoring and evaluating the impact of the activity upon the organization.**  
Brief description of how and who will monitoring and evaluate the activity.

E. Budget (as much detail as possible)

Ex: If item is labor costs, give hourly rate and # of hrs, or bid amount.

Item	Cost
Subtotal	
Total	

F. Payment

- 1) All funds will be provided to the organization requesting the sub-grant
- 2) Checks to be sent to:

Name of Organization	
c/o Contact Person	
Address	

**National Capacity-building Project  
for Programs for Torture Survivors**

**Mentoring Sub-grant Request Form  
(October 2009 – September 2010)**

Date of Submission:	
Name of Organization:	
Address:	
Telephone #:	
Fax #	
Email:	
Website:	
Director:	
Mentor program contact:	
Mentee program contact:	
Proposed duration of activities (dates):	
Total Amount Requested: (≤\$3500.00)	

**Abstract**

Please submit a 3 to 4 page abstract that describes the request. Please include the following information:

- A. Purpose/Rationale  
Briefly describe the purpose of the Mentoring relationship. What capacities will be addressed?
- B. Goals/Objectives and Outcomes:  
Briefly describe the objectives of the request and what you plan to accomplish (outcomes). Please reference which Organizational Matrix category and subcategory this project best fits under
- C. Design and Implementation  
How will the mentoring relationship be implemented? Describe the process (i.e., who the primary individuals are, means of sharing information, use of site visits, other methods and frequency of communication, trainings)  
  
Is this relationship authorized by the leadership of both organizations?
- D. Plans for monitoring and evaluating the impact of the activity upon the organization.  
Brief description of how and who will monitoring and evaluate the activity.

E. Budget (as much detail as possible)

Ex: If item is labor costs, give hourly rate and # of hrs, or bid amount.

Item	Cost
Mentor program incentive	\$1000.00
Other	
Subtotal	
Total	

F. Payment

- 3) All funds will be provided to the mentee organization, except the mentoring incentive.
- 4) Checks to be sent to:

Name of Organization	
c/o Contact Person	
Address	



**National Capacity-building Project  
For Torture Treatment Services**

**Sub-grant Report**  
(Use for both types of subgrants)

Date of Report:	Date of Approval:
Name of Organization(s):	
Contact Person(s) (including position):	
Duration of activities (dates):	
Total Amount Approved:	

1. Purpose/Rationale and Goals/Objectives (as stated in the request)
  
2. Outcomes:
  
3. Were there any changes in the requested activities (additions, deletions, modifications, etc.)?  
If yes, please describe the changes and why the changes were made.
  
4. Was the activity (request) successful and/or were there problems?
  
5. What are some “lessons learned”? (If this is a mentoring subgrant report, please include a section each by mentoring and mentored program contact reflecting the different perspectives.)
  
6. What impact has this sub-grant had on the capacity building of the organization?





Attachment D

**National Capacity-building Project (ORR Priority 2)  
Sub-grant Approval/Agreement  
Year 10**

March 29, 2010

North American Torture Treatment Center  
123 Elm Street  
Anytown, 66125

Dear Program Director:

The National Capacity-building Project/The Center for Victims of Torture (NCB Project/CVT) hereby grants the North American Torture Treatment Center the sum of \$2,500.00 to support capacity-building activities as summarized below and described in Attachment A – Sub-grant Request. The NCB Project/CVT shall not be liable for reimbursing The North American Torture Treatment Center for any costs in excess of the total value of the approved request.

*Summary of activities to be implemented:*

- Hire of a consultant (John H. Jones) to:
  1. Review existing procedures in place at The North American Torture Treatment Center
  2. Verify completion of such procedures, or produce (help produce) completing (missing) procedures
  3. Train/mentor the HIPAA manager(s)
  4. Create a written report for this project

The period of the sub-grant shall be from March 1, 2010 through September 29, 2010. All expenditures made with funds provided under this sub-grant shall be as requested/approved (see attached – Attachment A) expenditures incurred during the period of this Sub-grant Approval/Agreement.

Products created with these funds will credit the Office of Refugee Resettlement in the Acknowledgements. Copyright restrictions should include an option for use by others under the rules of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited and the material is not reused for private profit.

Funds will be disbursed directly to the requesting organization upon receipt of this signed Sub-grant Approval/Agreement document by the NCB Project/CVT. The North American Torture Treatment Center shall maintain at its office full and complete records and books of accounts. These records shall include copies of all solicitations made for bids or quotations for materials, procurements, or service contracts.

The North American Torture Treatment Center is responsible for providing a narrative report (attachment B), sub-grant expenses worksheet (attachment C), and copies of receipts to the National Capacity-

building Project/CVT at the completion of the requested activity or no later than October 29, 2010. Included with the report will be three copies of any products or materials produced from the sub-grant. The North American Torture Treatment Center is responsible to the NCB Project/CVT in the management of the sub-grant. The NCB Project/CVT is responsible to the Office of Refugee Resettlement (ORR) in Washington DC.

This grant should be documented as Federal funding in accordance with OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. If your organization is subject to a Federal Single Audit, your organization must submit to NCB Project/CVT no later than 9 months after the end of your Agency's fiscal year, audited financial statements and any OMB findings with their corrective action plans.

I, Jane Johnson, as representative of the North America Torture Treatment Center have read and understand the terms of this agreement and agree to abide by this agreement in the implementation of sub-grant.

\_\_\_\_\_  
Signature Date

Jane Johnson, Executive Director  
Printed Name of Signatory and Title

The North American Torture Treatment Center  
Name of Organization/Center

\_\_\_\_\_  
Signature Date

Karla Wetherby, Chief Financial Officer  
Printed Name of Signatory and Title

The Center for Victims of Torture  
Name of Organization/Center

#### 4. TRAINING INSTITUTES

Through the NCB project, organizations may participate in training institutes which are normally from 2 to 3 days in duration. The purpose of the training institutes is to provide an effective approach to meeting the needs that torture treatment programs have in common. The participants are able to share common experiences, develop collaborative relationships, and exchange and experience new clinical, organizational development, research, and training concepts. The institutes have been central to the strengthening and building of relationships among staff of various treatment programs/organizations.

The topics of the institutes are determined by the expressed need of NCB participant organizations through surveys and evaluations, as well as input from the NCB Advisory Group and ORR. Past institute topics have included:

- Clinical Methodology
- Clinical Leadership
- Fundraising
- Social Services with Torture Survivors
- Legal and Social Services
- Advanced Clinical Methods
- An Introduction to Torture Treatment
- Research and Data Collection
- Strategic Planning/Organizational Development
- Forensic Documentation
- Developing Community Providers
- Community-Oriented Approaches to Torture Treatment
- Clinical Supervision in Torture Treatment Programs
- Program Outcomes, Client Change: Evaluating for Practice and Reporting

Trainers and presenters for the institutes have been drawn from the staff of many centers, and outside consultants, which allows for an exchange of information and approaches. Typically presenters/trainers are solicited from the participants, and are selected based on the expressed topical needs of the participants and the willingness of the presenters. Experts from outside of the torture treatment field may be hired to present at institutes, based upon the institute topic and expressed needs of the group.

This year there will be **2 NCB-sponsored institutes**. The topics of institutes are determined by means of survey information gathered from each of the participant organizations, discussions with the Advisory Group, and suggestions from ORR program staff. Usually one institute per year is focused on a topic related to delivery of direct services to torture survivors.

Logistics/Expenses: **The NCB project pays expenses for one person from each eligible center to attend each institute.** Because the institutes are based upon a specific topic, NBC will provide guidance to programs about who is appropriate to attend each institute, i.e. non-clinical staff would not be appropriate to attend an institute on clinical services. Programs that are collaboratives of several agencies must choose one person from one agency. Expenses include registration, travel, lodging, and meals. If your organization would like to send more than one

staff, you have the option of using sub-grant funds or your own budget funds to request this if space is available.

It is very important that attendees notify NCB staff immediately if they find they must cancel their registered attendance at an institute. If it is early in the process, it may be possible to offer that registration spot to someone else; if it is late in the process, it may still be possible to cancel meals and sleeping rooms, etc to avoid unnecessary expenses.

In addition, most airfares are non refundable and non transferable. This means that the person to whom the ticket is issued is the *only* person that can use that ticket or receive credit if the ticket is not used for the travel for which it was purchased. If NCB purchases a plane ticket in advance of an institute, and that ticket is not used, the participant to whom the ticket as issued will be charged a cancellation fee of ½ (one half) the face value of the ticket.

Expectations of Institute Attendees: Institute participants are expected to attend the entire institute. NCB staff will contact participants after they have registered for an institute to conduct a needs assessment phone call, which typically takes about 30 minutes to complete. Participating in this needs assessment is a requirement of attending the institute. Participants are also expected to participate in a one-month post-institute follow-up survey to help NCB staff evaluate the effectiveness of NCB institutes as a means of capacity building and technical assistance.

Ann Lundberg coordinates the logistics for all institutes. If you have any further questions, please contact her at [alundberg@cvt.org](mailto:alundberg@cvt.org), Tel. (612)436-4856.

## 5. WEB-BASED TRAINING AND RESOURCES

**Webinars: Monthly Web-assisted Training Conference Calls:** The NCB Project offers monthly web-based hosted conference calls (or Webinars), designed to provide information and an opportunity for discussion on discrete topics. These Webinars are open to participants from NCB participating programs who are interested in the topic being presented.

In 2009 topics included a 3-part series on Religion, Spirituality and Faith in the Care of Torture Survivors, Demonstrating Client Improvement to Yourself & Others, and HealthRight International's Human Rights Clinic Photo Database: A Reference Tool Documenting the Long-term Physical Sequelae of Torture. There is no charge to participating centers to attend these Webinars and as many people who want to from each participating program are welcome to attend.

Details for each Webinar are distributed via the listserv (Heal\_Torture\_Talk) each month. Be sure to sign up for the listserv to get all notifications of these training opportunities.

To attend any Webinar, follow the directions in the email distributed via the listserv. They are usually held on:

Day: Third Wednesday of each month  
Time: 2 p.m. Eastern, 1 p.m. Central, 12 p.m. Mountain, and 11 a.m. Pacific

### **Webinar Archive:**

Webinars are archived on the new website: [www.HealTorture.org](http://www.HealTorture.org). Most webinars are not password protected, but a few are. To see the few password protected webinars, you must login using the universal user name: *healtorture* and the password: *healing*.

### **HealTorture.org**

In June of 2009, working with a project team made of a team of members from many of the NCB participating partners, the NCB Project launched HealTorture.org. HealTorture.org is designed to serve as a primary portal to information and resources on serving the needs of torture survivors from a multi-disciplinary perspective. The website will also identify materials created by other organizations and individuals and link to them in order to speed up the dissemination of information gained from the experience of specialized work with torture survivors around the country.

You can use materials from this site in orienting new staff in your programs or in training local community providers and collaborating partners.

[www.HealTorture.org](http://www.HealTorture.org) also highlights promising practices of sister programs throughout the year. If you have a resource or practice you would like to offer or one you want to request, please send an email to [healtorture@cvt.org](mailto:healtorture@cvt.org).

One example of the materials that can be found in the website is a providers' manual entitled *Healing the Hurt: A Guide for Developing Services for Torture Survivors*.

This handbook contains eight chapters and an appendix of additional resources: overview of the torture rehabilitation movement; implications of torture on families and communities; core

competencies in working with survivors; interventions and treatment within social, legal, psychological, medical and nursing services; developing programs.

This guide can be downloaded by chapter or as a whole from [HealTorture.org](http://HealTorture.org).

## **Fundamentals of Providing Services for Torture Survivors**

### **Overview**

The National Capacity-building Project received special funding in FY2009 to develop a curriculum to orient direct services staff that work with torture survivors to basic knowledge and current agreed-upon practices regarding providing holistic services for torture survivors. The class is a four-week, 30-hour on-line blended learning course.

### **Goals and Objectives**

The specific learning objectives were created by a multi-disciplinary curriculum team, coordinated by a hired consultant, after gathering specific training needs assessment data from stakeholders. The general objective of the project for FY2009 was:

1. Increase the quality of service delivery for torture survivors by providing access to basic consensus information and practices that have developed through clinical practice, and when available, research for new staff or others desiring this information that provide services to torture survivors in NCB eligible programs.
  - a. Develop and pilot a blended learning curriculum designed to impact the objective.
  - b. Develop and test several valid measures of the training's effectiveness.

The plan is designed to meet the following **criteria** to the extent possible within financial and logistical constraints:

- Can be done annually with minimum preparation (repeatable)
- Transmits basic understanding of what torture treatment programs must address for survivors
- Reflects the range of existing specialty program models
- Can reach a number of people per program, if needed, affordably
- Can be tailored to different types of program staff
- Not just knowledge-based, but includes common processes (e.g. intake/eligibility determination)
- Does not replace a program's own orientation activities
- Encourages relationships and sharing among new staff that outlast the training
- Fits adult learning principles
  - Addresses practical problems
  - Gives time to integrate ideas into existing knowledge
  - Encourages active learning
  - Allows for just-in-time learning or reference (follow up)
  - Is accepted by torture treatment leaders as valid and representative
- Introduces people to some of the leadership in the field

### **Course format**

The format incorporates blended learning methods, such as an introductory webinar, recorded on-line learning lessons, on-line threaded discussions with the instructor and other participants, readings, videos, journaling exercises, case examples, and weekly meetings with a mentor from the participants' organizations. Because of the time commitment for both the organizations and the participant, we are asking program leaders to nominate one or more of their staff for participation in this course. Program leaders must commit to allowing participants the time needed to participate fully. Rather than a fixed-time institute, training elements will be carried out over the four-week course, in order to offer time to integrate ideas with current knowledge and practices, to try out or research particular processes, and to develop relationships over the time period with others in the course that will continue over time.

### **Content**

The content has been developed by a small curriculum planning team of service providers drawn from NCB-eligible programs for torture survivors and encompassing diverse aspects of service delivery. Lesson topics include: core concepts and eligibility requirements, legal services, medical services, mental health services, social services, holistic care planning, cultural competence, working with interpreters, and self-care. The project is being coordinated by David Gangsei, a consultant with a solid background in training and with extensive knowledge of the field of torture treatment. This team will be assisted by other NCB staff including Heather Tracey, Denise Dreher, and Lucy Suits. The curriculum has also been reviewed by two senior clinicians in the field of torture treatment.

### **Course Requirements**

- Participants in the course must be providing direct services to torture survivors in one or more of the following service areas: medical, mental health, legal, social services and case management.
- The participants must also be recently hired staff or new to working with torture survivors.
- Each participant is required to have an assigned mentor within their organization. The mentor is an experienced staff person who will meet with the participant for one hour each week during the course to discuss the course content and how it relates to their own organization's work.
- Each participant must have access to a computer with internet access in order to participate in an introductory webinar and access on-line learning modules, videos and the threaded discussion group.
- Because this is a large time commitment, it is important that organizations be committed to providing participating staff members work time to participate in the course as well as the mentor who will meet with them weekly



## **6. INFORMATION TECHNOLOGY AND ELECTRONIC DATA COLLECTION**

### **ORR Data Collection and Reporting**

ORR Services for Survivors of Torture Program grantees will be required to submit a reporting package twice a year, with the first report due April 30, 2010. This package includes the ORR-ZT-SF-PPR-B form which will be used to collect performance information, including seventeen demographic and output data points.

Programs will enter and submit their data using the Online Data Collection System (OLDC) which is a web-based system designed by and administered through ORR's parent agency, the Administration for Children and Families. While grantees have the option to submit the reports in hard copy, use of OLDC for electronic submission is encouraged.

NCB is available to answer questions and provide support for collecting and submitting the seventeen ORR data points. This includes support for understanding the tables and fields, creating queries to extract data, and standardizing a method of data collection. Participating organizations may request individual phone or email consultation from NCB.

In addition to email and phone support, NCB has also set up a web page that will provide the most recent copies of the ORR forms, webinars presented by ORR regarding the new reporting requirements, and further explanations and clarification information on how to define the data points. This webpage is available at <http://www.healtorture.org/provider-resources/orr>.

### **Local Technology Consultants**

Guidance is available to assist you in finding local computer technicians and programmers who can help you assess your technology needs, select hardware and software, install computer systems, design software, and modify off-the-shelf programs.

### **On-Line Book: Client Data Management**

Torture Treatment Programs have unique client data management needs that are significantly different from most medical and behavioral healthcare clinics. These needs are generally not met by commercial off-the-shelf software. Most programs have developed their own custom designed system for managing client data. Some of the systems are very basic while others are quite sophisticated. Yet all of the systems have been designed to produce similar output for managing client services, measuring outcomes, and reporting to funders. Because of the similarity of our services and reports, we can all benefit from sharing our experiences and learning about the different solutions that we have each developed for collecting, securing and analyzing our client data.

For that reason, NCB has created a private members-only Client Data Management on-line book as a way for programs for torture survivors around the world to share resources for client data management. The more submissions we have, the better the forum will be. We invite you to join the website and share your wealth of knowledge about client data management; your stories, your struggles, and your successes. Together we can make the forum a rich resource of tools, documents, databases, best practices, and lessons learned. To participate in this exciting initiative, please send an email to [ddreher@cvt.org](mailto:ddreher@cvt.org) and ask to become a member. There is no charge to join and all members of the Torture Treatment community are welcome.

To access any of the resources available to you regarding the technology components, please contact: Denise Dreher, Technology Department, CVT, [ddreher@cvt.org](mailto:ddreher@cvt.org), Tel. (612) 436-4846



## 7. OUTCOME EVALUATION (PERFORMANCE MEASUREMENT)

The National Capacity-building Project has a half time (50%) Performance Measurement Advisor. This position is currently vacant, due to the position change of Dr. Greg Vinson, the advisor during the last project period. The position focuses on activities related to performance measurement and impact assessment—specifically, to:

- Act as a technical resource to ORR staff in its effort to determine and collect national outcomes and indicators.
- Train and consult with torture program grantees on outcome performance measurement and evaluation, based on needs assessment and as requested by individual programs.
- Conduct presentations/trainings on development, use, and interpretation of outcome performance measurements and indicators.
- Add to components of the Performance Measurement Evaluation toolkit (<http://www.healtorture.org/page/30>).

Currently on the website there are four archived webinars by Greg Vinson on technical aspects of performance measurement for programs for torture survivors, with a large number of related resources. Emphasized are analytical resources that are open source (free). Examples of material available on the website are shown below with the related webinar topic:

### Excel Programs from Part 1: [Setting Up an Evaluation System to Succeed: Part 1 in the Demonstrating Client Improvement to Yourself and Others Series](#)

[Excel Tracking Tool](#)

[Sample Person Level Dataset](#)

[Sample Indicator Dataset](#)

### Excel Programs from Part 2: [Understanding and Using your Outcome Evaluation System: Part 2 in the Demonstrating Client Improvement to Yourself and Others Series](#)

[Effect Size & Paired T-test Calculator Tool](#)

[Chi-Square Calculation Tool for Dichotomous Data](#)

[Correlation Calculation Tool](#)

### **Web Pages from Part 1**

[American Evaluation Association: List of On-line Resources](#)

[Overview of Logic Models](#)

[Complete Manual on Logic Models – Kellogg Foundation](#) (a .pdf document)

[Nice, Short, Top 13 things to do when specifying evaluation outcomes](#)

[Essentials of a Good Psychological Test](#)

[Repositories of Measurement Instruments and Associated Reviews](#)

[How to Use Excel for Data Entry](#) (a .pdf document)

## **Web Pages from Part 2**

[Effect Size Information](#)

[Interpreting Effect Sizes](#) (a .pdf document)

[Reporting Statistics in APA Style](#)

[American Evaluation Association](#): List of On-line Resources

## **[Web Pages from Part 3: Making Sure Client Numbers Reflect Client Reality:Part 3 in the Demonstrating Client Improvement to Yourself and Others Series](#)**

[Test-Retest, Interrater Reliability](#)

[Instrument Reliability and Validity](#)

[Reliability](#)

If you would like technical assistance on your organization's ability to collect and analyze data for reporting and evaluation, please contact: Carol White, Project Manager at [cwhite@cvt.org](mailto:cwhite@cvt.org).

For database management and electronic data collection questions:  
Denise Dreher, Technology Department, CVT, [ddreher@cvt.org](mailto:ddreher@cvt.org), Tel. (612)436-4846

## **8. LOGISTICAL SUPPORT TO THE MEETING OF THE NATIONAL CONSORTIUM OF TORTURE TREATMENT PROGRAMS**

The NCB Project provides logistical support for the annual meeting of the National Consortium of Torture Treatment Programs (NCTTP). The 2010 meeting will be held at the New York Avenue Presbyterian Church at 1313 New York Avenue NE, Washington, DC February 21 through 24, 2010. Please contact Ann Lundberg at [alundberg@cvt.org](mailto:alundberg@cvt.org), Tel. (612) 436-4856 for logistical information about the annual meeting.

The planning committee for the 2010 meeting will include:

- Abdallah Boumediene, President, NCTTP  
ACCESS Psychosocial Rehabilitation, Dearborn, MI  
[aboumediene1@accesscommunity.org](mailto:aboumediene1@accesscommunity.org)
- Lin Piwowarczyk, Vice President, NCTTP  
The Boston Center for Refugee Health and Human Rights,  
[piwo@bu.edu](mailto:piwo@bu.edu)
- Ann Lundberg, The Center for Victims of Torture  
[alundberg@cvt.org](mailto:alundberg@cvt.org)

The NCTTP membership is encouraged to be part of the planning process. Surveys will be sent out to the membership to solicit input on various aspects of the meeting and asking for items to include in the meeting agenda. Please respond promptly to these requests. If you would like to take a more active role in planning/producing the meeting, please let one of the planning committee know. If you have questions about the agenda for the meeting or if there are topics you would like considered for the agenda, please contact one of the planning committee.

### **The National Consortium of Torture Treatment Programs**

The National Consortium of Torture Treatment Programs (NCTTP) exists to advance the knowledge, technical capacities and resources devoted to the care of torture survivors and to act collectively to prevent torture worldwide. The primary purpose of the NCTTP is to foster the development, in quality as well as quantity, of specialized programs devoted to caring for survivors of torture. Member organizations share knowledge and expertise through regular communication and cooperation, building stronger individual organizations as well as a stronger network of care.

Membership in the NCTTP is open to nonprofit organizations actively providing medical or mental health services to torture survivors. Members of the National Consortium of Torture Treatment Programs are located across the United States and reflect the newness of the torture treatment movement. Members range from very recently started programs to ones more than 25 years old. *Torture treatment programs that are funded by ORR are especially encouraged to contact the NCTTP to inquire about membership.* To find out more about membership contact: Abdallah Boumediene, President, at [aboumediene1@accesscommunity.org](mailto:aboumediene1@accesscommunity.org)

Organizations that apply for membership in the Consortium will first be accepted as *provisional* members. After one year, the membership committee will review the participation of the provisional member and change its status either to full member or associate member.

*Associate* membership is open to those organizations that share similar values and goals to those of the Consortium but do not provide medical or mental health services to torture survivors. Associate members may be invited to participate in Consortium events and the national meeting.

The NCB Project is not administered by the NCTTP. The NCB is able to provide services to the NCTTP thanks to the technical assistance grant awarded by the Office of Refugee Resettlement to The Center for Victims of Torture.