

STRATEGIC PLAN 2012-2016

MISSION STATEMENT

MWATIKHO TORTURE SURVIVORS:

- Facilitates the healing of torture survivors and their families;
- Educates professionals and the public about torture and its consequences;
- Advocates for the abolition of torture.

MWATIKHO TORTURE SURVIVORS ORGANIZATION

Directional Statements for Fiscal Years 2012 through 2016

- I. MATESO will planfully expand and strengthen its client services through a flexible and holistic approach reflecting changes in served populations (including demographics and needs), priorities in new areas of work, and best practice standards.
- II. MATESO will use its leverage and expertise to increase the scope and effectiveness of its advocacy efforts, partnership building capacity, and leadership role.
- III. MATESO will continue to educate the public about torture survivors so that they can be recognized as an underserved population and benefit from an environment of compassion and understanding.
- IV. MATESO will focus on the sustainability of its programs and resources by strengthening its infrastructure, diversifying its income resources, and enhancing its board development strategy.
- V. MATESO will create and maintain within the organization a culture of learning and evaluation based on a systematic and consistent approach to outcomes assessment.

SECTION I: Strategies

This section of the strategic plan explains the strategies associated with the directional statements approved by MATESOS' board of directors in mid 2007. The explanations include details on the strategies and the tasks associated with those strategies, assign responsibility for the strategies and tasks and, where appropriate, indicate deadlines required as part of the strategic plan. It also includes a metrics column that indicates, where appropriate, how, MATEO should determine how effectively it has implemented a particular strategy.

1. MATEO will planfully expand and strengthen its client services through a flexible and holistic approach reflecting changes in served populations (including demographics and needs), priorities in new areas of work, and best practice standards.

In brief: Our experience tells us that the challenges we face in providing services to survivors of torture are constantly changing as a result of world events and of national, state and local policies vis – a –vis torture survivors. MATEO must ensure that, as an organization, it remains sharply attuned to these changes and positions itself to adapt quickly and smoothly to shifts in the needs of our target population. This requires the ability and discipline to reassess and reassign priorities as needs arise and to reexamine our approaches to serving torture survivors on a regular basis as new requirements, new techniques, and new methodologies present themselves.

Strategy and Tasks	Responsibility	Timeline	Metrics
1. Ensure that service delivery model appropriately addresses the needs of MATESOS' clients. May have budgetary impact – refer to fund development plan.	Management team, clinical staff	On going as of Q4 FY08	
>Review ETO data monthly against both funding agency requirements and changes in client needs	Management team	On going as of Q4 FY08	Monthly reviews of ETO data and documented results of each review.
>Conduct monthly reviews of the services we provide as an agency to asses trends and identify unmet needs; evaluate staffing and contractor pool to determine any short – or long – term changes required.	Clinical staff, management team	Ongoing as of Q4 FY08	Operational adjustments as needed based on ETO results and management review; documentation of adjustments made

			and reasons for any such adjustments.
>Expand outreach to medical and mental health agencies and individual service providers to recruit more contractors and widen the pool of available professionals. (See also directional statement 5, strategy 2.)	Clinical staff	Ongoing as of Q4 FY08	Increased number of contracted and volunteer professionals to provide client services.
>Revitalize the agency's medical advisory committee as an interim measure until an MD is hired / contracted.	Executive director, board of directors, clinical director	Q1 FY09	Medical advisory committee is active and effective until an MD is hired / contracted.
>Hire or contract with an MD part – time to advise on medical components of client treatment. Will have budgetary impact – refer to fund Development plan.	Executive director, clinical director	Q3 FY09	MD on staff part – time.
>Review internal clinical staff activities monthly; reprioritize if necessary to meet changing client needs.	Clinical director	Ongoing as of Q4 FY08	
>Review compensation and non – monetary incentives for contracted professionals to ensure continued availability, and make adjustments as necessary.	Management team, finance manager	Q4 each year.	Compensation rates adequate to ensure continued availability of reliable clinicians and interpreters.
2. Establish clear tracking mechanisms to determine treatment outcomes and assess these outcomes against established or emerging best practices and treatment protocols (see also directional statement 5, strategy 3.)	Clinical staff, management team	Ongoing as of Q3 FY08	
>Fully implement ETO; ensure that the software is precisely configured to give MATESO the data it needs.	Clinical staff, associate director	Operationally implemented as of Q4 FY08.	Full implementation upon availability of scheduling

			module (Autumn 2008) ; periodic adjustments thereafter.
>Actively participate in the research subcommittee of the NCTTP and in the data collection project of the CCTTC.	Clinical director, associate director	Q1 FY09	Documented participation in this research.
>Work with other treatment centers to refine and standardize best treatment practices.	Clinical director ,executive director	Q3 FY09	Documented participation in this activity
>Establish a fully populated board evaluation committee, define its goals, establish its objectives (what to evaluate, what tools to use) , e.t.c.	Executive director, board of directors	Q4 FY08: establish committee FY09 : evaluate clinical model/ activities FY10: evaluate public affairs / communications	Timelines met; action items established, documented, assigned, and completed.
3. Assume an active role in IRB activities and discussions of outcomes – based clinical approaches on the state and national level.	Clinical director, associate director	Q1 FY09	Documented IRB participation; regular submission of data to PTV.
>Participate in regular IRB – related teleconferences	Clinical director	Q1 FY09	
>Actively participate in the research subcommittee of the NCTTP	Clinical director	Q1 FY09	
>Ensure that fully populated ETO data is regularly provided to analyst at PTV (Los Angeles).	Associate director	Q2 FY09	
4. Prepare for influx of Iraqi and Somali torture survivors and possible doubling or tripling of population in the CCA facility. will have budgetary impact if implemented	Management team	Ongoing as of Q4 FY08	
>Investigate use of country’s contract interpreters for anticipated clients; use as	Clinical staff, associate director	Applicability confirmed in Q3 FY08; ongoing	Effective and optimal use of this resource (

deemed appropriate.		thereafter	depending on suitability for client needs).
>Work with other agencies (San Diego Refugee Forum, e.t.c.) to prepare for impact of increases in client population , anticipate problems, e.t.c.	Executive director ,Clinical director, associate director	Ongoing as of Q3 FY08	
>Keep funding agencies updated on changes in client population	Executive director, associate director, clinical director	As part of regular reports to funding agencies	Accurate, consistent and precise updates to funding agencies.
>Identify additional funding sources to address increases in client population (ORR Special Populations grant, earmarked congressional funding, e.t.c.)	Management team, special initiatives manager	Ongoing as of Q4 FY08	Funding sources identified, applications submitted as need for effective agency operation.
>Continue to participate in topical webinars, conferences and other discussions; address potential issues among internal staff and with outside agencies.	Clinical staff, management team	Ongoing	Documented participation in webinars and conferences; follow-up as appropriate.
5. Develop a coherent strategy in response to the plans to increase detention facilities in Otay Mesa. (MATESOS' objective would be to block construction of the facility, but if facilities are increased the number of detained potential clients is likely to increase substantially. May have budgetary impact.)	Executive director, board of directors	Ongoing as of Q4 FY09	Strategy developed and implemented in cooperation with other agencies; increased network of contractors and volunteers if expansion goes through.
>Work with other local organizations (ACLU, e.t.c) to establish a unified approach to the issue.	Executive director, board of directors	Ongoing as of Q3 FY08	
>Increase the pool of therapists, interpreters, and physicians to provide services at detention facilities.	Executive director, clinical staff	Ongoing regardless of this outcome.	
>Work with outside agencies (e.g., Detention Watch Network) on this issue.	Executive director	Ongoing as of Q3 FY 08	

6. Prepare for prevention and Early intervention (PEI) program implementation in the country. Will have budgetary impact if contract/ subcontract awarded	Management team	Ongoing as of Q4 FY08	
>Attend ,and participate actively in, country PEI meetings	Management team, associate clinical director	Executive director participated in public input process , is now participating in work groups	Careful monitoring of preparatory meetings , and participation as appropriate ,with documented results.
>Work with Manatt, Phelps & Phillips in sacramento to ensure adequate consideration is given to torture survivors' needs at the state level.	Executive director , public affairs director	Ongoing	Meetings and contacts as appropriate and as needed in Sacramento.
>Identify services that MATEO will provide under PEI ; determine any changes in staffing and service delivery priorities required as a result of PEI implementation.	Executive director, clinical director, associate director	Q1- Q2 FY09	
>Establish appropriate working relationships with partner agencies for this program and apply for the PEI funding.	Executive director, clinical director	Q4 FY08 –Q1 FY09	Working relationships established and functioning.
>Implement PEI service program with other local organizations as appropriate (SAY, Catholic Charities, IRC, e.t.c.).	Executive director, clinical director, associate director	Q1 – Q2 FY09	
>Determine staffing changes (additions) required to implement this program.	Management team	Q1 –Q2 FY09	
Implement outcomes – based assessment of PEI program	Clinical director, associate director	Ongoing for duration of contract	
>Modify service delivery model as necessary as program is rolled out by the state and country	Executive director, clinical director, associate director	Ongoing upon program commencement	

7. Initiate national detained asylum seeker pilot project. Objective here is to train service providers to replicate the SOTI model for detained asylum seekers. May have budgetary impact.	Executive director, clinical director, associate director	Ongoing	
>Develop work plan and budget for the project	Management team , finance manager	Q4 FY08	Work plan and budget on time and complete
>Submit grant request, in conjunction with Lutheran Immigration and Refugee Service, to funding sources	Management team	Q4 FY08 – Q1 FY09	Grant request submitted on time.
>Investigate possibility of developing training module for servicing EI Centro detention center detainees under this grant.	Executive director , associate director, clinical staff	Q3 FY09	
8. Expand MATESOS' volunteer base	Management team, board of directors	Ongoing	Expanded and refocused volunteer base as appropriate.
>Review operations to determine possible new approaches to volunteer use.	Management team	Q1 FY09	
>Develop techniques to recruit , train and retain volunteers to enhance MATESOS' ability to meet organizational and client needs.	Management team, board of directors	Q1 FY09	
>Bring in volunteer coordinator (also a volunteer) to manage volunteers	Management team	Q1 FY09	

II MATEO will use its leverage and expertise to increase the scope and effectiveness of its advocacy efforts, partnership building capacity and leadership role

In brief: MATEO has already established itself as an important authority on torture treatment, within the state and at a national level: It leads the Consortium of Torture Treatment Centers (CCTTC)and plays a major role in the National Consortium Of Torture Treatment Programs (NCTTP) ; it partners effectively with Casa Cornelia Law Center (CCLC) to achieve an exceptionally high rate of success in joint asylum cases and with Manatt,Phelps & Phillips in Sacramento to advocate for torture survivors in California at the state legislative level; and it has long – established and highly effective working relationships with other organizations that provide services for refugees and asylees- Sa Diego Refugee Forum, San Diego county Immigrant Rights Consortium , International Rescue Committee, Catholic Charities, and Lutheran Immigration and Refugee service , among others. In the coming years , MATEO must use this solid foundation to expand its efforts and those of its partner agencies to address the needs of the client population. MATEOS’ leadership role is widely recognized among torture treatment agencies; MATEO should use this to the benefit of the clients it serves.

Strategy and Tasks	Responsibility	Timeline	Metrics
1. Continue MATEOS’ leadership role in the CCTTC and NCTTP	Management team	Ongoing	Continuing leadership in regular consortium activities
>Coordinate June 26 th activities in Sacramento (and preparations for those activities) and in the San Diego area.	Executive director, public affairs director	Ongoing annually	
>Continue current leadership role in the NCTTP and on CVT’s CAT -2 Advisory Board	Executive director	Ongoing	
>Ensure the completion of the joint demographic research project (currently underway) and ensure that the results of the research are effectively used to further MATEOS’ MISSION.(See also directional statement3, strategy2 .	Executive director, public affairs director	Q1- Q2 FY09	
2. Raise MATEOS’	Board of	Ongoing	Expanded contact

profile in the San Diego community; make it more widely known and recognized.	directors, staff		database; more creative use of volunteers; more (and more effective) interaction with other agencies/ organizations.
>Expand contacts and affiliations to include other local agencies and organizations.	Executive director, board of directors, public affairs director	Ongoing	
>Expand contacts and affiliations to include other local medical and mental health agencies	Clinical staff	Ongoing	
>Develop creative use of volunteers and volunteer (or semi-volunteer) groups and agencies to further increase both agency's public profile and its interaction with other agencies.	Board of directors, staff	Q1 FY09	
>Increase the frequency and diversity of public presentations of MATESOS' work	Management team, board of directors	Ongoing as of Q1 FY10	
3. Determine advisability of opening an office in Sacramento to coordinate advocacy among consortium members. Will have budgetary impact if implemented.	Board of directors ,executive director, public affairs director	Q2 FY10	
>Determine one -time and ongoing costs for the office (including personnel).	Management team, finance manager		Budget completed
>Establish responsibilities for the office (as part of the assessment as to its need)	Board of director, executive director, public affairs director		Action plan drawn up

>Open the office (if the decision is to do so)	Board of directors, management team		
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III. MATESO will continue to educate the public about torture survivors so that they can be recognized as an underserved population and benefit from an environment of compassion and understanding

In brief: For better or for worse, topics about torture - its existence in the world, how to define it, whether it is ever justified, e.t.c. – are clearly in a more prominent media spotlight now than they were prior to 9/11. For MATESO, torture as a phenomenon obviously predated 9 /11, as did our work. The fact that torture is now regularly discussed in print and film means it has become a topic about which people have had to form opinions; this in turn has made it easier for MATESO to demonstrate the relevance of, and the need for , the services it offers and to advocate for the abolition of torture. At the same time, the emotional aftermath of 9 /11 and the political divide that exists with respect to current U.S foreign policy means that MATESO needs to tread carefully in its public activity. MATESO'S mission statement must be the litmus test against which all our activities are evaluated: everything we do must advance the well- being of survivors, increase public awareness of torture in the world, and / or bring us closer to a world without torture.

Strategy and Tasks	Responsibility	Timeline	Metrics
1. Pursue joint Americorps*VISTA project with Denver, Minneapolis and Baltimore treatment centers. May have budgetary impact	Management team	Q2 FY09	
>Revise concept paper as required for resubmitted to Americorps *VISTA.	Associate director	Q2 FY09	New concept paper submitted to Americorps*VISTA
2. Make maximum effective use of the data from the demographic research project	Management team	Q1 FY09	Data effectively synthesized and incorporated into presentations, reports, and proposals.
>Analyze data; reframe as necessary for inclusion in public presentations.	Public affairs director, executive director	Q1 FY09	
3 . Develop the annual event as an effective tool for increasing the number of individual donors and increasing the visibility of MATESO and its mission vis-a vis the general public. May have budgetary impact	Executive director, associate director, public affairs director	Ongoing ; annual review	
>Review pros and cons of traditional approach to the event; make recommendations to board of directors for any changes deemed necessary.	Executive director, associate director, public affairs director	Q1 FY09	Recommendations submitted to board of directors
>Evaluate the recommendations and event outcomes.	Board of directors	Q1 FY09	Decision made by board of directors
4 . Develop a strategic communications plan.	Executive director, public affairs director	Q2 FY10	

IV. MATESO will focus on the sustainability of its programs and resources by strengthening its infrastructure, diversifying its income sources, and enhancing its board development strategy.

In brief: MATESO's ability to fulfill its mission depends critically on the stability and solidity of its work force- all the more critical given that the agency attempts to do so much with so few people on staff. MATESO must further diversify its income sources to ensure that 1) it is able to maintain its current level of staffing at a minimum and 2) it has the financial resources to increase its staff if / when such increases are determined to be necessary for the agency to pursue identified goals. Diversifying funding has its pitfalls, as the bureaucratic burdens that accompany the contract with San Diego County have demonstrated. MATESO must balance the need for reliable funding with the personnel and infrastructure required to sustain that funding. A solid, committed staff is as essential as funding sources; both require intensive overseeing. All of this in turn requires a fully committed and operationally qualified and diverse board of directors that provides the overall guidance for the agency.

Strategy and Tasks	Responsibility	Timeline	Metrics
1. Diversify funding sources to achieve maximum financial stability and operational flexibility. At a minimum ,all current full-time positions are to be retained	Board of directors, management team, special initiatives manager	Ongoing	More widely diversified funding that ensures long term stability
>Finalize the fund development plan to establish agency priorities in this area: what funding sources does MATESO pursue(public/private,restricted/unrestricted,grant/contract,etc), when and how.	Executive director, board of directors	Q1FY08	Fund development plan completed and approved.
>Based on established priorities, initiate contacts with newly identified funding agencies and individuals, and determine feasibility and advisability of applying for funding.	Executive director, public affairs director, special initiatives manager	Q2FY08	Action items identified in fund development plan effectively pursued.
>Apply for funding.	Executive director, associate director, public affairs director, special	Depends on funding cycles of identified agencies and	

	initiatives manager	donor research	
2. Develop along range plan for the board of directors: composition ,size,etc.; recruit members accordingly	Board of directors	Q1 FY09	
>Identify any current gaps in the board and recruit to fill these gaps.	Board of directors	Q1 FY09	
>Evaluate other recommendations and decide changes	Board of directors	Q1 FY09	
3. Implement and sustain a set of best practices with respect to staff development. (See also directional statement 5, strategy 2.) Will have budgetary impact.	Management team, board of directors	Q3 FY09	
4. Maintain a 6 –month budgetary reserve at all times. Will have budgetary impact.	Board of directors, finance manager	FY11	Budgetary reserve in place and maintained.

VI. MATESO will create and maintain within the organization a culture of learning and evaluation based on a systematic and consistent approach to outcomes assessment.

In brief: To fulfill its mission, it is essential for MATESOS’ staff and board to review and evaluate their activities regularly and systematically. Particularly for the clinical staff, because their work so directly affects the well – being of MATESOS’ clients, a constant review of efforts and associated outcomes is critical; but who do not work directly with clients must hold themselves to the same standards and degree of rigorous appraisal. As an agency, MATESO must institute and maintain a culture that stresses the professional growth of its staff and leaders and the productive result of this growth on the quality and extent of services we provide to our clients.

Strategy and Tasks	Responsibility	Timeline	Metrics
1. Institute best – practice human resource management policies	Management team, board of directors	Autumn 2008	
>Finalize job description ; thereafter keep them updated as operationally required	Associate director	June 2008;ongoing	
>Create performance evaluation forms and establish and maintain performance evaluation schedule for all staff. Will have budgetary impact if implemented (merit increases tied to performance evaluations)	Management team	Q1 FY09 Updated thereafter as required	
>Conduct formal salary surveys and make adjustments as appropriate	Management team	Q2 FY09	
>Establish executive director succession planning criteria; identify plan contents and keep updated as required.	Board of directors		
>Establish clear mechanisms for ongoing professional development by staff	Management team		
2. Develop and implement a mechanism for regular, systematic reviews of MATESO as an agency – its mission, programs, and position in the community, state, and country.	Management team, board of directors	Ongoing	
>Identify what roles MATESO should be as a learning institution, and implement those roles. (Opportunities for	Management team, board of directors	Ongoing	Clear articulation of roles and associated activities.

leadership abound, but resources are limited; finding a balance is critical here.			
>Evaluate recommendations and decide changes.	Board of directors	Ongoing as of FY09	
3. Use a fully – implemented ETO platform to assess effectiveness of client services. (See also directional statement 1, strategy2.)	Management team, board of directors	Q1 FY09 Upon implementation of scheduling module	Fully - featured and fully- implemented ETO in place; assessments regularly made.
>Review service statistics monthly; determine any operational changes required as a result of the review, and implement the changes.	Management team, clinical staff	Q1 FY09	

Section II: Risks and Mitigations

Like any organization, MATESO will encounter risks and challenges as it implements its strategic plan; some tasks in the plan are relatively straightforward and easy to accomplish, but others assume budgetary implications that may not in the end be valid, external factors over which MATESO has no control, etc. This section of the plan therefore identifies those potential risks and challenges that can be identified at this time and explains the measures MATESO intends to take in the event these problems do indeed arise.

Risk	Mitigation	Metrics
An unexpectedly large increase in the number of detained potential clients strains the ability of MATESO to serve its target population	Further increase and diversify funding sources; increase pool of available contract clinicians, interpreters, and doctors; review compensation to ensure adequacy to maintain pool.	Will have budgetary impact
Funding is not available for a physician (part –time); or no physician accepts the post.	Increase pool of volunteer physicians ; ask them to perform the functions that had been intended for the part-time physician	Will have budgetary impact
Influx of Iraqi refugees overwhelms clinical staff and contractor pool	Investigate possible sources of additional funding (for both additional staff and more contractors); do as much as possible, short of requesting funds, well in advance.	Working closely with other agencies- IRC, Catholic Charities, etc .- may help us anticipate trends here
Joint demographic research project continues to be delayed.	Implementing back-up plan of retaining other human rights statisticians.	
Sacramento office is deemed needed but funding is not available.	Investigate pro bono partnerships and assistance	
Americorps does not approve the intrastate volunteer request	Expand use of other volunteer agencies (e.g., Ignatian Volunteer Corps).	The use of alternative agencies is likely to have budgetary implications.
Funds are not available for regular (at least annual) salary merit increases.	Explore non- monetary rewards.	

Section III. Budgets

This section of MATESOS' strategic plan contains the budget for fiscal 2008 and the projected budgets for fiscal years 2009 through 2012. To help identify anticipated changes over time, the budgets are annotated with factors and assumptions with respect to variances from the budget of the prior fiscal year. All significant changes in the budget line items are noted and explained.