



**CORRIDOR**  
**Association for psycho-social and humanitarian assistance**  
**Sarajevo**

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**STRATEGY PLAN**  
**FOR PERIOD 2005 TO 2009**

**Sarajevo, October 2005**

## **Strategy Plan of CORRIDOR consists four parts:**

**Chapter 1: Vision, Mission and Values** for Corridor: The chapter is presenting fundamental values and directions for organization future development.

**Chapter 2: Corridor's History and Environment:** This chapter is giving short overview of Corridor's history for last twelve years of existence. Further, it contains short description of environment within which Corridor is acting. The description is made upon SWOT analysis of environment and organization.

**Chapter 3: Strategic Objectives** for next four years: Here are listed 5 strategic objectives that Corridor intends to fulfill during following four years. The objectives are later elaborated through activities that Corridor will conduct in order to achieve set objectives. At the end of chapter the time table of all intended activities is given.

**Chapter 4: Key issues for development and financial policy:** Internal, organizational issues as well as financial resources and sustainability are treated in final chapter.

## **Chapter 1: Vision, Mission and Values**

### **VISION**

Bosnia and Herzegovina fosters the universal principles of humanity and justice

### **MISSION**

Corridor is an association of mental health professionals, which works on the rehabilitation, and creation of the conditions for improving the quality of life of all citizens in areas of return.

Our goal is that through programmes, which seek to empower, citizens become active agents of change in their own communities.

Corridor offers expert assistance to local NGOs, citizens and institutions with the aim of achieving social and economic development of the local community.

### **VALUES**

Corridor is organised in line with the current legal framework working transparently in all of its operations, from the individual level up to wider society.

Corridor promotes humanism with the aim of empowering its beneficiaries to recognise the needs and values of the others and, thus to support them.

Across the whole of Bosnia and Herzegovina, Corridor promotes civil society by raising citizens' awareness of respect for equality – diversity, justice and humanity.

## Chapter 2: Corridor's History and Environment

Corridor is registered nonprofit, nongovernmental organization for psychosocial and humanitarian assistance. Corridor is based in Sarajevo, Bosnia and Herzegovina. Corridor provides professional services on humanitarian purpose to all people that need help without regard to gender, race, ethnicity or religious affiliation.

Corridor is established in 1993 in Sarajevo, capitol of the war attacked Bosnia and Herzegovina (1992 – 1995). As the first nongovernmental organization Corridor has been established thanks to the financial and logistic support out International Rescue Committee from New York and also thanks to the expert and organizational help of clinical psychologist Ms Barbara Smith, the vice president of IRC for oversees programs.

Corridor was established as multimedia project that will protect and promote mental health of BH citizens. In the period 1993 to 1998 Corridor realized programs of the direct psychological support to the population through 7 counseling centers as well as media programs like monthly magazine «Corridor», open air contact radio broadcasting and documentary films.

Today, Corridor acts through its counseling center providing direct psychological, psychiatric and social assistance. Ever since the war was over in BH, Corridor was promoting the process of return applying different programs on conflict resolution, dialogue promotion and community building.

Corridor accomplished its twelve years experience and development thanks to expert and enthusiastic work of the Corridor's collaborators as well as the numerous international and national organizations.

In order make a step ahead in its development and for the purpose of the realistic Strategy Plan, Corridor completed in summer 2005 Evaluation considering also environment.

Regarding the system of mental health and state institutions, it is important to keep in mind that the discussion on mental health protection system's reform has started. It is not less important to stress the fact about consensus between two BH entities (Federation of BH and Republika Srpska) about the mental health issues. This discussion produced a document on new strategy for mental health system reform that includes following:

	Current status of the listed issue upon Corridor
• Primary care	-Not approachable in rural parts
• Medicines provision	-Too expensive; possibility for abuse
• Approach to the services in local community	-Not approachable in rural parts
• Education of public	-Prejudices, misunderstanding of mental illnesses
• Involvement of community, families and consumers	-Self-support, citizens' associations
• Policy development and new legislative	-It is upon state
• Professionals' acknowledgement	-Stagnation, low knowledge on new methods
• Networking with other sectors	-Lack of political will; service
• Following the status of mental health in local community	-System's issue
• Data system development	-System's issue
• Capacity building for research among professionals	

Further, after short analysis of state sector and its capacities during Corridor's evaluation earlier mentioned here we want to mention some more important issues:

- system exists
- bad coverage of whole country regarding mental health problems; better in towns while rural part can hardly approach
- system is burdened with birocracy that produces poor quality of services
- potential beneficiaries are suffering territorial division, example patient from one town can not receive service in other before going through huge birocracy process
- system is suffering continued legislation changes...

Keeping all this in mind Corridor produced SWOT analysis measuring its internal strength and weaknesses toward environment and opportunities and threats from the environment toward Corridor.

<p><b>Strengths of Corridor toward environment</b></p> <ul style="list-style-type: none"> <li>-flexibility</li> <li>-creativity</li> <li>-mobility</li> <li>-approachable for beneficiaries in environment</li> <li>-offer services following the international standards</li> <li>-knowledge of system on mental health protection</li> </ul>	<p><b>Possibilities in environment for Corridor</b></p> <ul style="list-style-type: none"> <li>-huge number of people in need</li> <li>-return – reintegration of returnees</li> <li>-specific disorders of behaving provoked by war trauma and addiction</li> <li>-psychiatry in community</li> <li>-will of local and international institutions for health system reform</li> <li>-need for education of health workers in mental health field</li> </ul>
<p><b>Weaknesses of Corridor toward environment</b></p> <ul style="list-style-type: none"> <li>-services of NGO are not verified in regional institution and their systematization</li> <li>-continued financial resources for work</li> <li>-legal impossibility for self-financing</li> <li>-insecurity of long-term address for headquarters</li> <li>-insecurity for long-term employment offers</li> <li>-focus on one donor</li> <li>-one or two projects</li> <li>-lack of financial plan</li> <li>-poor systems of monitoring and evaluation</li> </ul>	<p><b>Threats in environment for Corridor</b></p> <ul style="list-style-type: none"> <li>-political instrumentalisation</li> <li>-prejudices</li> <li>-poor material resources</li> <li>-legislation without stimulation for NGO sector development</li> <li>-lower number of donors with interes in BH, specially mental health programs</li> </ul>

## Chapter 3: Strategic Objectives

### Social and economic development of the local community.

- a. Stop migration of youth to other countries
- b. Empowering of citizens so that they will become initiators of change at the local level
- c. Higher degree of solidarity and tolerance between citizens of the different ethnic groups
- d. Transform the system of community-level representation units into one that serves the interests of citizens' initiatives (and includes the participation of the religious communities)
- e. Reduced number of the traumatised

### KEY RESULT AREAS

#### Strategic objective a): Stop migration of youth to other countries

<b>Strategic objective:</b> Stop migration of youth to other countries		<b>Key result areas:</b> Strengthening of economical and legal system in local communities
<b>Why is that important now?</b> -There is no base in system for economical development of local community -High level of poverty		<b>What are we planning to do - activities</b> -Research on market needs and interests of youth, and than -Establish a cooperation with complementary actors of system
<b>Expected results</b> -Reduced level of unemployment -Youth has programs for changes		
<b>Timing of start and duration</b> Around 2 years	<b>Human resources</b> Research team: -Sociologist -Economist -Lawyer  Project coordinator 50%	<b>Necessary resources</b> Donors (domestic and internationals) Office and equipment

**Strategic objective a): Stop migration of youth to other countries**

<b>Strategic objective:</b> Stop migration of youth to other countries		<b>Key result areas:</b> Organizing representatives of different ethnic groups in socially useful activities
<b>Why is that important now?</b> -Expressed trend of youth exile -Youth is not engaged		<b>What are we planning to do - activities</b> -Groups of voluntaries -Identification of problems and social needs in cooperation with institutions -Activity plan -Realization
<b>Expected results</b> -Overtaking of responsibility -Establishment of damaged relations – gathering closer -Trust regaining -Increased feeling of internal values and changes of relation in communities -Increased creativity		
<b>Timing of start and duration</b>  From one to three years		<b>Human resources</b> Project leader -Team (psychologist, psychiatrist, social worker, nurse) -Administrator -Donor, domestic and/or international -Supervisor
<b>Necessary resources</b> -Money -Knowledge -Experience -Multi-ethnicity at all lines -Space -Computer, phone		

<b>Strategic objective:</b> Stop migration of youth to other countries		<b>Key result areas:</b> Application of professional orientation program in “cooperation” with labor market
<b>Why is that important now?</b> -Huge poverty -Hyper-production of high educated profiled professionals without program of employment		<b>What are we planning to do - activities</b> -Establish a contact with Institute for employment, offer them cooperation in program of professional orientation -Courses, information (brochure, radio clips, broadcastings), visits to companies, internships, psycho-social work -Cooperation with profiled schools, companies and municipalities
<b>Expected results</b> -New state strategy of employment		
<b>Timing of start and duration</b>  Continued process of work		<b>Human resources</b> -Coordinator -Psychologist -Social worker
<b>Necessary resources</b> -Foreign donors + domestic, regional agencies		

**Strategic objective b): Empowering of citizens so that they will become initiators of change at the local level**

<b>Strategic objective:</b> Empowering of citizens so that they will become initiators of change at the local level		<b>Key result areas:</b> Initiating and support to citizens' initiatives
<b>Why is that important now?</b> -Damaged identity -Ruined system of needs and changes estimation -Citizens – passive observers of changes -Local community unit can become place for new ideas and programs of changes		<b>What are we planning to do - activities</b> -Public discussion on working program of local community units -Collecting ideas of citizens – develop a program upon collected opinions -Establish small boards (women, elderly, children, youth, addictions...)
<b>Expected results</b> -Integrated citizens of local community will become closer -Increased trust in each other – return - security -Changes in local community will be brought from the base -The model of community development will be structures in local level		
<b>Timing of start and duration</b>  2005 – 2010	<b>Human resources</b> -Leader -Sociologist -Lawyer -Citizens -Donors -Politicians (parties' representatives) -Representatives of religious communities	<b>Necessary resources</b> -Spaces of local community units -Skills (social skills) -Communication skills -Financial resources

<b>Strategic objective:</b> Empowering of citizens so that they will become initiators of change at the local level		<b>Key result areas:</b> Informative support -Media approach -Education of local inhabitants -Marketing
<b>Why is that important now?</b> -To have informed local population about other's actions -To empower inhabitants with knowledge on their rights -To have informed inhabitants about labor market		<b>What are we planning to do - activities</b> -Public discussions (exp. health, rights, labor market) -Organization of round tables on different topics; cooperating with complementary organizations -Propaganda – material (pamphlets, promotions...)
<b>Expected results</b> -Better information about rights, public resources and possibilities -Empowered citizens for personal engagement -Employment		
<b>Timing of start and duration</b>  Continued activities	<b>Human resources</b> -Project leader -Team for info material -Professionals from different fields (exp. legal aid, health aid, economy...)	<b>Necessary resources</b> -Donors' funds

**Strategic objective c): Higher degree of solidarity and tolerance between citizens of the different ethnic groups**

<b>Strategic objective</b> Higher degree of solidarity and tolerance between citizens of the different ethnic groups		<b>Key result areas:</b> Program of establishment and foster dialogue	
<b>Why is that important now?</b> -There are few contacts among people that is influencing on prejudice development -Dialogue is a base for cooperation that is necessary for social and economical development		<b>What are we planning to do - activities</b> -Identify common interests through research and/or in cooperation with local community – place of dialogue -Mediation -Facilitation – planning of common actions -Action-Project	
<b>Expected results</b> -Better understanding of community problem -Reconstruction/Establishment of relations between people -Higher number of common actions in direction of social and economical stability -Established contact citizens – other stakeholders (authorities, business, donors)			
<b>Timing of start and duration</b>  In 8 months start 2 years process	<b>Human resources</b> -Research team: 2 persons -Mediation/Facilitation: 2 per. -Local citizen’s initiatives -Local authorities - institutions -Donors: inter, regional funds -Administrator 20% person	<b>Necessary resources</b> -Skills: education on methods of research -Donors’ funds	

<b>Strategic objective</b> Higher degree of solidarity and tolerance between citizens of the different ethnic groups		<b>Key result areas:</b> Promotion of common values and traditions	
<b>Why is that important now?</b> People do not consider society as a whole or themselves as a part of that society what directly influences on human alienation.		<b>What are we planning to do – activities</b> -Re-establish common habits and festivals (exp. city days, voluntary actions of tree planting, school days, traditional cuisine, Day of elderly people, First of May...) -Stories from past - publishing -Facilitate common actions through competitions (award the most successful ideas) -Dialogue promotion between representatives of religious’ communities – promotion of common moral/religious values	
<b>Expected results</b> -Rehabilitation of local community concept and common traditions -Higher number of contacts and common actions between different/other local community units -Reduced gap between generations and other population categories			
<b>Timing of start and duration</b>  In 6 months start Process up to the end of the strategy	<b>Human resources</b> -Facilitators (field work) -Local partners/collaborators: school, citizen’s initiatives, authorities – institutions. -Administrator 30 – 40% -Donors: publishing -World Bank’s reg. funds	<b>Necessary resources</b> -Money from the local resources -Material local resources (self-financing from citizens) -Results of existing researches	

**Strategic objective d): Transform the system of community-level representation units into one that serves the interests of citizens' initiatives (and includes the participation of the religious communities)**

<b>Strategic objective</b> Transform the system of community-level representation units into one that serves the interests of citizens' initiatives (and includes the participation of the religious communities)		<b>Key result areas:</b> Capacity building of local community units including better communication between citizens, local community units and municipalities <i>-Animation of local population for active engagement in local community units</i> <i>-Local community units' programs of work</i> <i>-Affirmation of traditional values</i> <i>-Acting toward on local authorities</i> <i>-Needs' identification – system change</i>
<b>Why is that important now?</b> -Empowers basic principles of democracy -Citizens are passive; there are just few citizens' initiatives		<b>What are we planning to do – activities</b> -Local Boards -Discussion on common problems, needs -Public round tables, discussions -Priorities – Action plan
<b>Expected results</b> -Start processes -Activation -Citizens' responsibility -Noticeable changes -Capability for acting from local to higher level of public administration -Communication quality		
<b>Timing of start and duration</b>  From one to three years	<b>Human resources</b> -Leader -Team -Donor -Representatives of municipal, religious' communities, police, school, NGOs, social care, health institutions	<b>Necessary resources</b> -Donors' funds of local community and international donors

<b>Strategic objective</b> Transform the system of community-level representation units into one that serves the interests of citizens' initiatives (and includes the participation of the religious communities)		<b>Key result areas:</b> Linking citizens with other stakeholders in society <i>-Local initiatives for small business plan</i> <i>-NGO–promotion and support to sustainable return program</i> <i>-Private initiative</i>
<b>Why is that important now?</b> -Expressed poverty -There is no level of individual responsibility -Low level of creativity and production -There is no faith in community		<b>What are we planning to do – activities</b> -Establish small business board that will collect data on population professional qualifications -Plan for small economic initiatives -Organize women – traditional cuisine – education - trade -Health herbs, traditional medicines, beekeeping apiculture
<b>Expected results</b> -Poverty reductions -Family business -Funds in municipal budgets that will grow -Better living standard		
<b>Timing of start and duration</b>  From 2005 to the end of strategy plan	<b>Human resources</b> -Manager -Qualified staff -Donor -Municipal authorities for tax exemptions	<b>Necessary resources</b> -Finances of NGOs -Local authorities -Space -Tools – means for work

**Strategic objective e): Reduced number of the traumatised**

<p><b>Strategic objective</b> Reduced number of the traumatised</p>	<p><b>Key result areas:</b> Psycho-social programs -Local experts from the mental health field -Young voluntaries -Traumatized -Local institutions – governmental and non-governmental</p>	
<p><b>Why is that important now?</b> -Precondition for process of reintegration -Active coping with past -Concept of future in diversities -There is a problem of identity, trust and tolerance</p>	<p><b>What are we planning to do – activities</b> -Target education of experts – trauma, PTSD -Education, goal: Recognitions of affected groups’ needs -Inform traumatized where to ask for help -Build link beneficiary – system -Connecting clients with institutions</p>	
<p><b>Expected results</b> -Increased number of educated for trauma, PTSD -Established system of communication beneficiary – institutions - NGOs -Reduced number of traumatized -Increased trust in local community that cares and has system of protection -Security</p>		
<p><b>Timing of start and duration</b>  October 2005 to 2009</p>	<p><b>Human resources</b> -Team of experts from the mental health field -Medias (loc. radio, newspapers, magazines, TV) -Donors -Supervisr</p>	<p><b>Necessary resources</b> -Financial support -Space for education conduction -Experience for this kind of work</p>



## **Chapter 4: Key issues for development and financial policy**

### **Key issues for development**

Taking into consideration all the above presented in Strategy Plan, Corridor will have to make following steps:

- Re-structuring potential resources, staff
- Establishment of team for monitoring and evaluation out of current potential consulting external experts
- Establishment of teams for field-work out of current potential
- Management development including engagement of administrator and financial manager
- Include all staff in project planning and project development
- Involve in future projects development other expertise – disciplines: economy, sociology, and legislation
- Intensive work in partnership development even before projects' beginning
- Work more with and on the Executive Board role

All these issues are in detail discussed during Strategy Plan development and agreed among all staff.

### **Financial Policy**

Taking into account all the above listed activities Corridor estimates budget higher three times than in 2005.

In order to achieve the objectives Corridor is going to:

- work on finding more donors for its programs
- pay more attention to local funds and resources including regional funds
- work on all levels from local community, over municipality to entity, state and international community
- intense partnerships toward fundraising for its programs.