



STRATEGIC PLAN

2024 – 2028

Macedonian Young Lawyers Association

Skopje, 2024

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EXECUTIVE SUMMARY

In its new Strategic Plan for the period 2024–2028, the Macedonian Young Lawyers Association (MYLA) sets out the vision of a just and inclusive society where the law protects the dignity of every person, ensuring the rule of law, equal opportunities and a sustainable environment. The mission of the organization is to protect and promote constitutional values through a human rights-based approach, support for the disadvantaged and active advocacy for systemic change. MYLA's work is guided by the principles of dignity, professionalism, accountability, innovation and sustainability.

Over the next five years, MYLA will work on five strategic priorities:

1. **Legal empowerment of the poor, vulnerable and marginalized persons** – through free legal aid, research, advocacy and digital tools that facilitate access to justice.
2. **Protection of the rights of refugees, migrants and stateless persons** – through providing quality legal aid, strategic litigation, advocating for fair treatment and systemic solutions based on international standards.
3. **Increasing the impact of young lawyers in achieving the rule of law, digital rights and dealing with the risks of new technologies** – through internship programs, training, mentoring and advocacy for the modernization of legal education and the protection of digital rights.
4. **Strengthening the resilience of society and democratic control in dealing with security risks, crime and extremism** – through prevention, resocialization and providing multidisciplinary support for victims and vulnerable categories.
5. **Enhancing legal mechanisms for effective environmental protection** – through supporting citizens and activists, developing legal tools and advocating for consistent application of laws in accordance with the Aarhus Convention.

MYLA's methodology is based on a **human rights-based approach** and **theory of change**, combining legal aid, research, capacity building, strategic litigation and public policy advocacy. This holistic approach enables long-term systemic change and accountable institutions, while empowering citizens and communities to exercise and protect their rights.

By this plan, MYLA sets the path for enhancing justice, protecting human rights and creating a sustainable and safe society in North Macedonia.

I. ABOUT THE ORGANIZATION

1.1 BACKGROUND

The Macedonian Young Lawyers Association (MYLA) was founded at the end of 2003 by a group of young lawyers, at a time when organized forms of professional networking for participation in legal reforms were lacking. Today, MYLA is a stable, professional and established organization with built-in capacities for implementing complex regional projects, public policies making and advocating for equal access to justice for all. The following have been significant years for the growth of the organization:

Period	Areas of work and activities
2003–2009	<ul style="list-style-type: none">- Cooperation with ABA ROLI, OSCE and the Council of Europe- Training for young lawyers (human rights, non-discrimination)- Monitoring the Law on Free Access to Public Information
Since 2009	<ul style="list-style-type: none">- Active participation in drafting of the Law on Free Legal- First registered organization for FLA in the Ministry of Justice- Annual support to over 500 people- Participation in working groups for the improvement of the FLA system
Since 2010	<ul style="list-style-type: none">- Long-term cooperation with UNHCR- Legal aid for asylum seekers, refugees and undocumented persons- Recognized as a leading organization for migration and asylum
Since 2012	<ul style="list-style-type: none">- Strategic litigation in over 150 public interest cases- Areas: discrimination, migration, inhumane treatment, access to justice, environment
Since 2014	<ul style="list-style-type: none">- Establishment of an Internship Program (supported by USAID and the Embassy of the Netherlands)- Over 700 interns with experience in institutions (courts, Ombudsman, etc.)
Since 2017	<ul style="list-style-type: none">- EU-funded projects: Free legal aid through: Mobile teams for vulnerable categories, Support for victims of violence, Work with convicted persons and resocialization and Justice for children
Since 2021	<ul style="list-style-type: none">- Cooperation with GCERF- Support for returnees from conflict zones- Activities for rehabilitation, reintegration and prevention of violent extremism
2021-2022	<ul style="list-style-type: none">- Support for 400 Afghan citizens in cooperation with OGP- Legal and logistical assistance provided for their relocation to Canada and the USA

1.2 ORGANIZATIONAL STRUCTURE AND CAPACITIES

MYLA operates through three key bodies: the Assembly, the Management Board and the President.

The Assembly, composed of all active members, is the highest governing body. The Management Board has a decisive role, whereas the President is the executive body that manages the day-to-day operation of the organization. MYLA has 25 full-time employees and 2 persons hired under service contracts. The majority of the team are lawyers, whereas the rest are engaged in the areas of finance and administration, interpretation/translation and communications. Some of the lawyers have passed the bar exam, have acquired a Master of Laws (LL.M) and have more than ten years of professional experience.

The organization is committed to continuous improvement of the internal processes and the quality of work. In this regard, MYLA is in the process of implementing a new organizational structure for the purpose of increasing efficiency, better allocation of responsibilities and more effective support for employees in their day-to day work.

1.3. ANALYSIS OF THE ENVIRONMENT

Political and legal context

- North Macedonia is involved in a process of accession negotiations with the EU; reforms of rule of law are slow and incomplete.
- High level of corruption and distrust in the judicial system hinder access to justice, in particular for vulnerable groups.
- The Growth Plan and the Reform Agenda (2024–2027) focus on the rule of law, digitalization and green transition.
- The opening of Chapters 23 and 24 creates space for enhanced participation of the civil society sector.
- The series of tragic events in society – including the accident in Kocani with a large number of victims, the murder of minor Vanja and frequent traffic accidents – confirm the need for a functional, responsible and coordinated system for the protection of citizens. These cases point to systemic challenges that require institutional responsibility and long-term solutions.

Economic and donor context

- Weakened international support for human rights, particularly due to changes in the foreign policy of the United States and the new composition of its government.
- Closing of USAID offices and cuts in funds for civil society organizations.
- Increased competition for grants, including the one coming from international actors.
- The war in Ukraine has increased instability and reduced the predictability of donor flows.

- Organizations are increasingly applying out of the scope of their expertise, which reduces the quality of services.

Social context

- The most vulnerable categories have limited access to justice.
- Increased number of cases of blackmail and threats against young persons related to photo sharing.
- The need for legal education and empowerment of young lawyers as drivers of change is increasingly evident.

Technological context

- Technological development brings risks to digital rights.
- Artificial intelligence may lead to the decline of certain professions, including the legal profession.
- Institutions do not have developed mechanisms for dealing with digital violence and abuse.

Enivonmental context

- The green transition is part of the Reform Agenda and European integration.
- It opens up opportunities for the civil society sector to participate in sustainable development policies.

International context (geopolitical and migration)

- The establishment of “hubs” for migrants, forced returns and monitoring the safety of returns is being discussed – areas in which the MYLA has expertise.
- The trend of regular labor migration is increasing, particularly in infrastructure projects, with risks of trafficking in human beings and exploitation.

1.4 APPROACH TO SOCIAL CHANGE

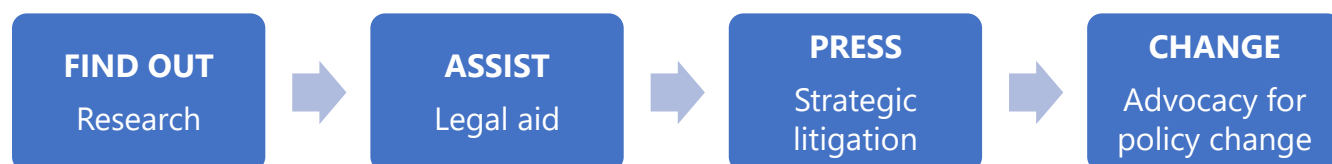
MYLA applies a systematic and integrated approach to its work, which starts with identifying problems through research, continues with providing legal aid, grows into strategic litigation and ends with real changes in public policies.

Our work starts with **finding out and research** – we monitor the situation on the ground, analyze the needs of citizens and identify systemic weaknesses. From there, we move on to **assistance and legal support** for the most affected, providing direct access to justice for those who need it most.

The next step is **pressure through strategic litigation** – we use selected cases to challenge injustice and initiate institutional changes. The final stage is **advocacy for policy change**, where through reasoned

proposals, partnerships and participation in public processes, we influence the system to become fairer and more effective.

This model enables us to connect concrete experiences with larger systemic solutions, and to act where change is most needed – in the interest of citizens, justice, and the rule of law.



1.5 DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

MYLA's strategic plan resulted from continuous, participatory work aimed at strengthening the internal capacities of the organization. The foundation of the plan was developed in 2023, whereas its development and additional elaboration continued in 2024, followed by its final review in 2025.

The external consultant hired through EU TACSO, who provided expert support and led the process of building a new organizational structure, in accordance with the MYLA's needs and the strategic planning principles, also made a significant contribution to the process.

The strategic planning was carried out in several stages:

- analysis of key documents;
- assessment of the current situation;
- consultations with employees;
- development of directions for the future development of the organization.

The consultant supported the team through mentoring sessions, trainings and online meetings, whereby MYLA's long-term vision and mission, SWOT analysis and strategic priorities were developed.

A two-day workshop was held on 23 and 24 January 2025, where team members shared their ideas and visions for the organization. The workshop resulted in a proposed organizational structure and clearer directions for the future development of MYLA.

The strategic planning process was finalized through additional meetings and online consultations, whereby it was harmonized and officially completed.

II. VISION, MISSION, VALUES AND STRATEGIC PRIORITIES

2.1. VISION

A just and fair society where the law protects human dignity, serves the public interest, and ensures a sustainable and safe environment.

2.2. MISSION

MYLA protects and promotes the basic principles and values determined by the Constitution. By using the power of law, it protects and empowers the disadvantaged, advocates for the improvement of laws and policies in which individual freedoms, the rule of law, and the environment are fully protected.

2.3. VALUES OF THE ORGANIZATION

MYLA's work is based on the following values and principles:

- **Rights and freedoms:** We protect the freedoms and rights of all persons, in particular those who are systemically disadvantaged;
- **Dignity and respect for everyone:** We treat all persons, parties, collaborators and stakeholders with dignity and due respect;
- **Professionalism and excellence:** We ensure and guarantee the highest possible level of expertise and quality in the work we do;
- **Innovation:** We constantly try to adapt to new changes and challenges in the field of law;
- **Self-governance:** We, the employees and members of MYLA, lead and direct the organization in a congenial and participatory manner;
- **Impact and sustainability:** We are committed to creating sustainable change, proven through tangible, improved living conditions in our communities;
- **Responsibility and integrity:** We adhere to achieving high professional and ethical standards.

2.4. STRATEGIC PRIORITIES FOR THE PERIOD OF 2024 – 2028

MYLA will work on the following five strategic priorities in the period of 2024 - 2028:

1. Legal empowerment of the poor, vulnerable and marginalized persons
2. Protection of the rights of refugees, migrants and stateless persons
3. Increasing the impact of young lawyers in achieving the rule of law, digital rights and dealing with the risks of new technologies
4. Strengthening the resilience of society and democratic control in dealing with security risks, crime and extremism
5. Enhancing legal mechanisms for effective environmental protection

III. STRATEGIC FRAMEWORK

3.1. PRIORITY 1: LEGAL EMPOWERMENT OF POOR, VULNERABLE AND MARGINALIZED PERSONS

MYLA will continue to work on the legal empowerment of poor, vulnerable and marginalized persons. Legal empowerment is a process of systemic change through which the disadvantaged gain access to justice, a fair trial and effective legal remedies, thereby reducing the causes of exclusion, vulnerability and poverty. It fosters development by strengthening the voice of individuals and communities – from local to national levels.

Target groups

- persons living in poverty,
- persons and families of persons with disabilities,
- beneficiaries of social protection rights,
- women victims of domestic and gender-based violence,
- persons with health problems,
- associations that protect these groups,
- children, with a special emphasis on their right to a safe environment, education, health and social protection.

Overall objective

Promoting fair, effective and affordable access to justice for poor, vulnerable and marginalized persons.

Specific objectives

1. Increasing the availability, accessibility and quality of legal aid.
2. Improving the legal framework for access to justice.
3. Increasing the legal literacy of citizens.

Strategic approach

MYLA will implement its objectives through:

- specialized and innovative legal aid programs tailored to the needs of target groups,

- research and analysis of the legal needs of citizens and the practical application of laws,
- evidence-based advocacy and lobbying,
- support for associations and activists for the protection of vulnerable groups (legal aid, training, materials, educational events),
- establishment and promotion of *pro bono* programs by connecting lawyers and citizens,
- Use of digital tools and modern methods to bring legal information closer to citizens, with a focus on vulnerable categories.

3.2. PRIORITY 2: PROTECTION OF THE RIGHTS OF REFUGEES, MIGRANTS AND STATELESS PERSONS

MYLA bases its work on the belief that every person, regardless of their legal status, has the right to dignified treatment and equal access to justice. The organization provides legal aid to asylum seekers, refugees and persons under subsidiary protection and, through strategic litigation, it contributes to the improvement of the refugee protection system.

Even though the country has established a system for access to the asylum procedure and return procedures, the number of persons receiving international protection is low, and the system needs to ensure fair treatment of persons who do not meet the requirements for asylum. There is a need for an effective migration management system, which guarantees respect for human rights, dignity and independent monitoring of return procedures, to be established.

MYLA will continue to monitor the impacts of new European policies, including the Pact on Migration and Asylum, and through strategic litigation will advocate for the rights of migrants in accordance with national and international law.

Target groups

- Asylum seekers, refugees and persons under subsidiary protection
- Foreigners without regular legal status or in return procedure
- Persons with regular status at risk of vulnerability or marginalization
- Foreigners at risk of labor exploitation
- Stateless persons or at risk of statelessness

Overall objective

To strengthen the system for managing migration, asylum and statelessness, based on respect for human rights.

Specific objectives

- Providing timely and quality legal aid to refugees, migrants and stateless persons

- Improving the legal system that guarantees access to fair procedure and dignified treatment
- Eradicating statelessness and promoting good practices in the region

Strategic approach

MYLA will implement its objectives through:

- Integrated programs for free and accessible legal aid, including for foreigners who are victims of labor exploitation and unaccompanied children, as well as promotion of *pro bono* legal services
- Professional support and trainings for lawyers and institutions in the field of asylum and migration, for consistent application of national and international law
- Handling strategic cases and initiating systemic changes in migration management and asylum procedures
- Advocating for a fair asylum procedure and dignified return of migrants to their country of origin or to third countries
- Support for establishing independent monitoring of forced returns and identifying vulnerable groups
- Analyses of new migration trends and risks of exploitation, as well as development of creative solutions for providing legal information to persons
- Participation in the drafting of by-laws, standards and proposals for laws on integration and inclusion of refugees and foreigners
- Monitoring the impact of European policies on national practice, with special emphasis on rapid border crossings procedures and protection of human rights

3.3. PRIORITY 3: INCREASING THE IMPACT OF YOUNG LAWYERS IN ACHIEVING THE RULE OF LAW, DIGITAL RIGHTS AND DEALING WITH THE RISKS OF NEW TECHNOLOGIE

MYLA continues to strengthen the role of young lawyers as agents of change in the legal system and society. Since its establishment, the organization has invested in their capacities in order to create generations that will advocate for the rule of law, human rights and active participation in decision-making processes.

By means of the internship program, professional events, trainings and partnerships with faculties of law, young lawyers acquire practical skills for working with vulnerable groups, develop critical thinking and test the legal system. This becomes particularly important under conditions of rapid digital transformation, when threats to digital rights and privacy violations are increasing, while legal education rarely includes these topics.

MYLA also works to protect and educate citizens with low levels of digital literacy, providing support for vulnerable categories to understand and protect their rights in the digital space.

Target groups

- Young lawyers, directly involved in the internship program, trainings and mentoring
- Faculties of law and academic staff
- Vulnerable categories of citizens with low levels of digital literacy

Specific objectives

- Strengthening the capacities of young lawyers for justice, human freedoms and digital rights
- Advocacy for the modernization of legal education
- Improving the legal system for the protection of digital rights and privacy

Strategic approach

MYLA implements the strategic approach through three key pillars:

- **Building the capacities of young lawyers** – through an internship program, trainings and mentoring, young lawyers are being prepared to work with vulnerable groups, test laws and advocate for the rule of law. The program is complemented by topics on digital rights, privacy, and freedom of expression, association and assembly.
- **Modernizing the legal profession** – partnerships with faculties of law, development of new study programs on digital rights, digital literacy training for students, media and vulnerable categories, as well as encouraging innovation through cooperation with IT professionals and activists.
- **Advocacy for strengthening the legal system** – evidence-based strategic advocacy, preparation of shadow reports on the application of national and EU legislation, participation in working groups on legislative amendments and monitoring of institutions. Particular attention is paid to balancing public safety with the protection of privacy through clear legal frameworks.

By means of this holistic and innovative approach, MYLA continues to create generations of young lawyers prepared to lead the profession through digital transformation and contribute to a just, inclusive and safe society.

3.4. PRIORITY 4: STRENGTHENING THE RESILIENCE OF SOCIETY AND DEMOCRATIC CONTROL IN DEALING WITH SECURITY RISKS, CRIME AND EXTREMISM;

Increasingly complex security and social challenges, such as radicalization, violent extremism and trafficking in human beings, require a strong and coordinated societal response. The presence of

returnees from foreign battlefields, the spread of extremist messages and the risk of victimization of vulnerable groups, in particular children and youth, indicate the need for long-term and inclusive solutions.

The resocialization and reintegration of persons leaving prison, including returnees, remains a serious challenge due to high recidivism, lack of individualized programs and staff shortages in prisons and the Centers for Social Work. Children from dysfunctional families are particularly exposed to the risk of trafficking in human beings, crime and exploitation, which emphasizes the need for preventive work and early identification of risks.

MYLA strengthens the system through cooperation with the National Coordinator for Preventing Violent Extremism, capacity building of multidisciplinary teams, establishment of a partnership network for direct support (legal, psychosocial, career, addiction support) and participation in mobile teams to combat trafficking in human beings. Additionally, MYLA contributes to policy development and training for institutions.

Target groups

- Convicted persons, in particular before and after release, and returnees from foreign battlefields
- Probationers
- Children and youth from socially vulnerable or dysfunctional families
- Potential and identified victims of trafficking in human beings
- Representatives of state institutions (prisons, Centers for Social Work, education, MOI, judiciary and prosecution)
- Civil society organizations and local actors providing direct support

Overall objective

Creating a resilient and inclusive society in which no one is left without help and protection.

Specific objectives

- Increased dissemination of information to citizens about the risks of crime, trafficking in human beings and extremism
- Strengthened system for resocialization and reintegration through improved inter-institutional cooperation
- Improved access to direct support (legal, psychosocial, career and other services) for victims, child offenders, radicalized and persons before and after release

Strategic approach

MYLA implements the approach through three main activities:

- **Prevention** – Educating young people through workshops and info sessions on the risks of trafficking in human beings, exploitation and violent radicalism; training for teachers, social workers and police; public debates, local initiatives and cooperation with the Prevention Councils; focus on digital literacy and recognition of online risks.
- **Resocialization and systemic improvements** – Participation in drafting amendments to laws and by-law, protocols for inter-institutional cooperation, pre-release programs and trainings for institutions; proposals for alternative measures and conditional release with protective supervision; pointing out systemic gaps through analyses and recommendations.
- **Direct support** – Networking of civil society organizations, establishing a national service for coordinated assistance, training for institutions, providing timely and quality legal, psychosocial and career support for vulnerable categories.

3.5. PRIORITY 5: ENHANCING LEGAL MECHANISMS FOR EFFECTIVE ENVIRONMENTAL PROTECTION

MYLA's work to date shows that despite the existence of a good legal framework, environmental protection still remains ineffective. Institutions rarely take responsibility, their capacities are limited, and legal mechanisms are almost never used. Transparency in the measures taken is insufficient, and public participation in decision-making is low. MYLA's 2024 survey shows that 75% of citizens have limited knowledge about participation in decision-making, whereas 87% have no information about public consultations.

The main problem being addressed by MYLA is the insufficient participation of citizens in environmental protection, caused by inconsistent application of laws, weak capacity of institutions, dysfunctional information mechanisms, and low trust in the legal system. The consequences are serious: worsening of the state of the environment, exclusion of citizens from policies, and slowing down of harmonisation with European standards.

MYLA will continue to advocate for more effective legal environmental protection, supporting citizens and local associations to detect irregularities and use legal mechanisms. Additionally, the organization will strengthen the capacity of lawyers, judges and inspectors for consistent application of legal mechanisms. Through strategic litigation, monitoring and cooperation with experts, MYLA will contribute to the advancement of legal practice and systematic application of environmental law, in accordance with the Aarhus Convention.

Overall objective

Increase and efficient application of legal mechanisms for environmental protection.

Specific objectives

- Strengthen the capacities of civil society organizations, activists and local communities to use legal mechanisms.

- Strengthen the capacities of lawyers, judges and young lawyers to apply environmental law.
- Advocacy for the harmonization of policies and legislation with the Aarhus Convention.

Strategic approach

The MYLA implements the strategy through an innovative and comprehensive approach, tailored to the real needs of citizens, with particular attention to the communities most exposed to pollution.

- **Information gathering and analysis of challenges** – mapping of legal and environmental issues, analysis of institutional action and identification of systemic weaknesses.
- **Legal representation and support** – cooperation with civil society organizations and activists, provision of legal aid, education on detecting, reporting and sanctioning environmental irregularities.
- **Local capacities and active communities** – encouraging citizen participation through manuals, workshops, digital tools and networks of lawyers for strategic litigation and monitoring of institutions.
- **Youth and innovation** – establishing an Environment Academy and multidisciplinary laboratories for cooperation of lawyers and technical experts, development of innovative solutions and IT tools for easier informing, reporting and monitoring of institutional action.
- **Monitoring and advocacy** – monitoring the work of administrative courts and inspection services, making recommendations for improving policies and legislation in accordance with the Aarhus Convention, for more effective application of environmental law.

By means of this holistic approach, MYLA encourages the transformation of citizens into aware and active communities that effectively use legal mechanisms for environmental protection and improvement of the quality of life.

IV. METHODS OF WORK, IMPLEMENTATION, MONITORING AND EVALUATION

4.1. METHODS OF WORK

MYLA' methodology is based on a human rights-based approach and the concept of theory of change. The organization works in parallel with **rights-holders**, to empower them in the realization and protection of their rights, and with **duty-bearers**, to support them in fulfilling their obligations and to hold them accountable when they fail to do their job.

The methodology is based on three key principles:

1. **Empowerment:** Long-term change is only possible through the empowerment of individuals and communities.
2. **Participation:** Beneficiaries and stakeholders actively participate in MYLA's activities as well as in the planning of programs.
3. **Partnership:** MYLA fosters a culture of partnership with other organizations and institutions, where each participant shares responsibility and actively contributes to common goals.

According to the MYLA's theory of change, effective transformation is achieved through the following related activities:

1. **Legal aid and other forms of support** - MYLA provides high-quality legal aid to poor and vulnerable groups, organizes workshops and lectures on legal literacy, connects citizens with *pro bono* lawyers and offers expert support to other civil society organizations. Field work enables direct cooperation with activists and local communities, providing deep insight into systemic problems and the perspective of beneficiaries, which is crucial for developing solutions based on real needs.
2. **Legal research** - Findings from practical work represent a starting point for in-depth legal research, including comparative studies, case studies and analysis of compliance with legislation. Research results are used to develop policy briefs and proposals for legal and systemic reforms.
3. **Capacity building** - MYLA organizes trainings and mentoring for lawyers, institutions and civil society organizations, with a special focus on young lawyers. The purpose is to overcome capacity gaps and enable more effective exercise of citizens' rights.
4. **Strategic Litigation** - When problems arise from inadequate application of laws, MYLA applies strategic litigation. Cases with the potential for systemic change are selected, a strong strategy is developed, and the courts are engaged to make decisions with a broader societal impact.
5. **Advocacy and Lobbying** - When a problem cannot be resolved through capacity building or litigation, MYLA uses various tools for influence – initiatives, letters, conferences, round tables, etc. The organization contributes to the drafting of amendments and draft laws and actively participates in policy-making processes, with the aim of strengthening the legal system.

4.2. IMPLEMENTATION, MONITORING AND EVALUATION

To effectively implement the strategic objectives, MYLA develops annual work plans. These plans include clearly defined results, indicators for monitoring progress and responsibilities of staff. These plans also serve as a basis for the preparation of project applications.

The monitoring of the implementation is conducted through measurable quantitative and qualitative indicators, while surveys and feedback from beneficiaries and stakeholders are used for additional assessment.

Quarterly reports are prepared by the program coordinators and reviewed by the President and the Management Board. The President plays an active role in monitoring the fulfillment of the strategic objectives and ensuring alignment between the strategic directions and current activities.

Additionally, a comprehensive evaluation is conducted every three years, which serves as a basis for reviewing and updating the strategic plan.

V. ORGANIZATIONAL STRENGTHENING

Organizational sustainability and efficiency are a significant challenge for MYLA, particularly in a dynamic societal and legal environment. The departure of several key team members in recent years has created gaps in the continuity of processes and expertise. In order to remain a relevant and influential actor in the field of public interest law, human rights and the rule of law, MYLA applies a comprehensive approach to organizational strengthening, which includes:

- **Developing the skills and capabilities of employees**, in order to effectively deal with complex legal and social issues;
- **Improving the organizational culture**, by embedding values, encouraging leadership and taking initiative;
- **Supporting the team**, providing working conditions that increase motivation and reduce resistance to the implementation of strategic and operational plans.

Key areas of organizational development:

1. Strengthening administrative and financial operations;
2. Improving the human resources management system (motivational strategy, evaluation mechanisms, introductory orientation);
3. Creating a new organizational structure (systematization of jobs, job descriptions, internal communication);
4. Reviewing and improving internal acts;
5. Introducing organizational learning mechanisms (records, reports, process analysis);
6. Establishing a knowledge sharing and internal communication system;
7. Developing an organization's communication strategy;

8. Developing a sustainable financing strategy (projects, services, training center, research and analysis).

Objectives at the organizational level:

- Increasing the capacity to deal with new and complex legal challenges (privacy, digital rights, online security, artificial intelligence, sustainable development);
- Positioning as a key promoter of public interest law in the country;
- Expanding the network of members and supporters;
- Developing services that generate funds for the organization;
- Strengthening the role and impact in making policies and legal solutions in the area of strategic priorities.

ANNEX – ACTION PLAN

As part of the strategic planning process, MYLA has developed a comprehensive Action Plan elaborating on each strategic objective through specific activities, a timeline and measurable indicators. This plan is a practical tool for monitoring and evaluation of the implementation of the Strategic Plan 2024–2028.

The plan is presented in the form of a table as an annex, with the purpose of ensuring transparency, accountability and clearly defined steps for achieving the set priorities.

STRATEGIC PRIORITY 1 LEGAL EMPOWERMENT OF POOR, VULNERABLE AND MARGINALIZED PERSONS		
ACTIVITIES	TIMELINE	INDICATOR
1.1 Providing legal aid to poor, vulnerable and marginalized persons	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 30 calls per month for free legal aid - 50 requests for secondary legal aid
1.2 Providing legal aid and representation for vulnerable children	01.02.2025-31.12.2027	<ul style="list-style-type: none"> - 100 children provided with legal aid and representation - 100 parents educated on children's rights - 15 interventions to representation for children's interests - 50 direct assistance services (psychosocial support and referral to support organizations) - 1 application to the ECtHR
1.3 Providing legal aid and support for victims of violent crimes	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 50 victims of violent crimes counseled - 20 applications for FLA for violent crimes - 20 applications for compensation
1.4 Providing legal aid to patients	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 70 patients counseled
1.5 Providing legal aid to victims of excessive use of force by police and prison police	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 20 pieces of legal advice
1.5 Representation in administrative and court proceedings and strategic litigation	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 20 cases represented before competent authorities (victims of crimes) - 30 vulnerable children represented in court proceedings - 2 submissions for constitutional violations - 10 initiatives for the protection of patients' rights - 3 reports for excessive use of force - 15 complaints to the Ombudsman, CPPD and others

1.6 Info sessions on legal empowerment of citizens and communities	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 5 info sessions on FLA - 100 citizens informed about participation in legal protection processes - 30 citizens advised about submitting initiatives to the Constitutional Court
1.7 Capacity building of lawyers, judges, public prosecutors and institutions	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 20 lawyers trained in treatment of children, victims and vulnerable groups - 3 trainings for a network of lawyers for victims of trafficking in human beings - 30 workshops for PPOs, judges, CSW
1.8 Monitoring access to justice for vulnerable children, victims and marginalized groups	01.02.2025-31.12.2027	<ul style="list-style-type: none"> - 10 reports on the treatment of children - 10 submissions to international bodies and organizations - Report on the implementation of the Law on Justice for Children (LJC) - Report on the implementation of the Law on Monetary Compensation for Victims of Violent Crime - Commentary on the new LFLA - Analysis of the case law on the protection of constitutional rights/ MYLA's report on human rights
1.9 Participation in the processes of drafting laws and bylaws	01.02.2025-31.12.2027	<ul style="list-style-type: none"> - Participation in 3 working groups for drafting or amendment of laws and bylaws - Support for the drafting of 5 bylaws related to the LJC - 10 policy briefs

STRATEGIC PRIORITY 2: PROTECTION OF THE RIGHTS OF REFUGEES, MIGRANTS AND STATELESS PERSONS

ACTIVITIES	TIMELINE	INDICATOR
2.1 Providing legal aid and representation for asylum seekers, refugees, migrants and people on the move	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 2000 refugees and foreigners provided with legal advice - 100 asylum seekers, refugees and migrants represented by a lawyer - 30 interventions to improve access to rights and services - 3 complaints to Frontex fundamental officer regarding human rights violations at borders

2.2 Providing legal support for stateless persons and supporting the system for the eradication of statelessness	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 500 pieces of legal advice to stateless persons - 280 persons who acquired citizenship - 160 persons who registered with the Office for Management of Registers of Births, Marriages and Deaths - Field visits - Encouraging activism to find cases in the field and raising awareness among people for timely registration in the Registry of Births - Establishing an efficient civil registration system
2.3 Capacities building to protect the rights of refugees, migrants and stateless persons	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 8 lectures at the Legal Clinic for Refugee Law - 5 trainings for lawyers on FLA - 10 workshops with judges, lawyers, public prosecutors, institutions - Training for the MYLA and the Ombudsman on monitoring forced returns
2.4 Monitoring the actions of institutions in violation of the rights of refugees, foreigners and stateless persons	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 4 reports on the situation of asylum - 4 reports on immigration detention of refugees and migrants and conditions in institutions - 12 quarterly field reports - 4 reports on the situation of statelessness - Analysis of the impact of the Pact on Migration and Asylum on migration management - 3 reports on the integration system
2.5 Research on the risks of human rights violations when employing foreign workers and the impact on the migration management system	01.08.2025-31.12.2027	<ul style="list-style-type: none"> - Analysis - Policy briefs (MoI, State Labor Inspectorate (SLI), companies)
2.6 Analysis of models for monitoring and tracking forced return procedures	01.08.2025-31.12.2027	<ul style="list-style-type: none"> - Analysis of the implementation of forced returns, monitoring and practices from the region (Serbia, Albania and Montenegro) - Recommendations for institutions
2.7 Strategic litigation	01.01.2025-31.12.2025	<ul style="list-style-type: none"> - Case of discrimination on the grounds of statelessness - Application to the ECtHR - Procedure for unlawful forced returns
2.8 Regional cooperation and advocacy for integration and access of vulnerable categories of	01.01.2025-31.12.2025	<ul style="list-style-type: none"> - 6 National Reports (Macedonia, Bosnia and Herzegovina, Albania, Kosovo, Serbia and Montenegro) - Regional Comparative Report

foreigners to basic rights and services		<ul style="list-style-type: none"> - 6 policy briefs - 12 national workshops - 1 regional conference
2.9 Informing and awareness-raising campaigns for citizens	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 1 online campaign for legal advice regarding the risks of exploitation of foreign workers employed in companies - (risk of labor exploitation, violation of labor rights) - Improving statistical data on stateless persons through campaign/media presence and active monitoring of all cases
STRATEGIC PRIORITY.3 3INCREASING THE IMPACT OF YOUNG LAWYERS IN ACHIEVING THE RULE OF LAW, DIGITAL RIGHTS AND DEALING WITH RISKS OF NEW TECHNOLOGIES		
ACTIVITIES	TIMELINE	INDICATOR
3.1 Implementation of new cycles of the internship program	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 5 cycles of internship program - 60 participants trained - Curriculum that includes digital rights and protection of constitutional rights
3.2 Capacity building of young lawyers and students at faculties of law	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 5 trainings on FLA - 5 trainings on working with vulnerable categories of persons - 5 trainings on constitutional mechanisms for the protection of freedoms and rights - Constitutional initiatives submitted - Mentoring program for alumni young lawyers developed and adjusted - 15 persons under mentoring support - Moot court competitions - 2 summer schools
3.3 Networking of youth for social change to strengthen the rule of law	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 5 thematic club meetings held for 80 youth - 3 local legal laboratories (youth) - 5 initiatives developed for policy influence and social change
3.4 Digital Rights and Environmental Programs at the Law Clinics at the Faculties	01.01.2025-31.12.2027	<ul style="list-style-type: none"> - Programs established - Memoranda of Understanding with Faculties of law - 5 lectures on digital rights - 5 lectures on the environment - Aarhus Center at the faculties
3.5 Legal aid for individuals who have	01.01.2025-31.12.2027	<ul style="list-style-type: none"> - Establishment of an online platform for reporting violations of digital rights - Initiative to establish a network of lawyers for strategic litigation

reported violations of digital rights and privacy		<ul style="list-style-type: none"> - 10 persons reported violations (cyber violence, online harassment, hate speech) - 5 reports with competent authorities - 20 privacy violations from public safety surveillance systems reported - 5 strategic cases for privacy violations from public safety surveillance systems
3.6 Research and analyses	01.01.2025-31.12.2027	<ul style="list-style-type: none"> - Analysis of the need for digitalization of faculties of law - Academic magazine - Legal focus - Reports on the efficiency of the decision-making system - Research on violations of digital rights and freedoms - Report on the implementation of the reform agenda in the area of digital rights
3.7 Monitoring the processes for establishing public safety and privacy protection systems	01.01.2026-31.12.2027	<ul style="list-style-type: none"> - The Safe City project in Skopje, Kumanovo and Shtip and the impact on citizens' privacy - Computer center in Shtip for surveillance of kindergartens, schools, parks and all entrances to the city and the impact on citizens' privacy - Research on the system setup and compliance with privacy protection policies
3.8 Active involvement in the National Safer Internet Center through legal assistance	01.01.2025-31.12.2027	<ul style="list-style-type: none"> - Memorandum of Cooperation on Determining the Role of the MYLA
3.9 Monitoring the institutional response to cyber threats and assessing their impact on civil liberties	01.01.2025-31.12.2027	<ul style="list-style-type: none"> - Open access Information - Meetings with institutions - Reports
3.10 Media literacy activities and the risks of digital rights violations	01.01.2025-31.12.2027	<ul style="list-style-type: none"> - For citizens to know how to protect themselves from online fraud - Training for activists and journalists - Privacy, protection of sources, secure communication - For citizens whose privacy has been violated by camera recordings in public places

STRATEGIC PRIORITY 4 STRENGTHENING OF THE RESILIENCE OF SOCIETY AND DEMOCRATIC CONTROL IN DEALING WITH SECURITY RISKS, CRIME AND EXTREMISM

ACTIVITIES	TIMELINE	INDICATOR
4.1 Educational activities to raise awareness of the risks of recidivism, violent extremism, criminal behavior in local communities	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 2 videos for educating young people about the consequences of spreading hate speech and radical action - 3 trainings on digital literacy and recognizing online risks of radicalization - 2 videos (storytelling) for preventing stigma (toward FTF returnees, previously convicted persons, victims)
4.2 Bringing the concept of a neighborhood police officer closer to citizens	01.08.2025-31.12.2027	<ul style="list-style-type: none"> - Development of information materials - 100 information materials delivered to citizens - Meetings between PO and citizens in local communities -
4.3 Analyses for mapping the risks of crime, radicalization in communities	01.08.2025-31.12.2027	<ul style="list-style-type: none"> - Meetings with local communities - Interviews with citizens and local authorities - 8 meetings with LMT and other institutions
4.4 Trainings for civic activism at the local level in detecting and dealing with security risks	01.08.2025-31.12.2027	<ul style="list-style-type: none"> - 5 trainings for citizens on influencing local policies - 15 citizen Initiatives to report violence, begging and other security risks - 30 teachers and parents trained to identify and report any type of exploitation - 3 public debates on community safety topics
4.5 Trainings and workshops for institutions to improve the resocialization system, reduce recidivism and work with radicalized individuals	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 8 workshops for institutions on recognizing the risks of radicalism and violent extremism - 18 meetings and regional gatherings to improve resocialization and reduce recidivism - 4 round tables to promote alternative measures - 18 working meetings in local communities (education, health, police, prevention councils, probation offices, courts, LMT)
4.6 Legal aid and support for returnees, convicted persons, persons before release, persons on	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 250 persons received pre- and post-release support - 3 returnees and their families received legal aid - Informal network for direct support from civil society organizations established

probation and their families		
4.7 Support in drafting of by-laws, protocols and operational documents for effective inter-institutional cooperation (penitentiaries, MOI, CSW, NGOs).	01.08.2025-31.12.2027	<ul style="list-style-type: none"> - 5 by-laws on the Directorate for the Execution of Sanctions (DES) - operational documents on cooperation with the LMT - 2 Operational documents in cooperation with the National Committee for Preventing Violent Extremism and Combating Terrorism
4.8 Monitoring defense and security budgets in relation to social rights	01.08.2025-31.12.2027	<ul style="list-style-type: none"> - Analysis of defense budgets compared to those for education, health, social protection and other social rights - Preparation of a comparative report - Initiatives to increase the budget for social rights in relation to the defense sector - Organizing a public debate/tribune - Recommendations for advocacy

STRATEGIC PRIORITY 5 ENHANCING LEGAL MECHANISMS FOR EFFECTIVE ENVIRONMENTAL PROTECTION

ACTIVITIES	TIMELINE	INDICATOR
5.1 Legal support to organizations, activists and citizens for the realization of the three pillars of the Aarhus Convention	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 15 organizations and activists received legal support for the Aarhus Convention - 10 human rights violations related to environmental protection identified - 80 legal pieces of advice for the population - 8 workshops held in local communities
5.2 Capacity building of lawyers, courts, public prosecutors, inspectors and institutions	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 8 trainings for lawyers, judges, inspectors and members of commissions - Training for the State Commission for Decision-making in Administrative Procedure, Employment Procedure and Inspection Supervision in Second Instance - Training for environmental inspectors on LGAP, LAC and LIS - 2 manuals with EU and the Council of Europe standards
5.3 Establishing a strategic litigation group of specialized lawyers	01.01.2026-31.12.2027	<ul style="list-style-type: none"> - Establishment of a group of lawyers for strategic litigation - 3 trainings for the group

		<ul style="list-style-type: none"> - 10 working meetings for the group - 5 legal issues identified through the network - 2 cases initiated through the strategic litigation group
5.4 Establishing an informal network for environmental monitoring and advocacy (NGOs, activists, technical experts, lawyers)	01.01.2026-31.12.2027	<ul style="list-style-type: none"> - Technical experts identified - NGOs active on the topic identified - Lawyers from the network - Young activists identified
5.5 Establishing regional cooperation	01.05.2026-31.12.2027	<ul style="list-style-type: none"> - Regional strategic litigation network established - Advocacy at regional level
5.6 Monitoring the actions of institutions in protected areas	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 10 supervision procedures initiated - 3 reports to competent institutions with recommendations
5.7 Policy impact analyses and research	01.01.2026-31.12.2027	<ul style="list-style-type: none"> - Commentary on environmental laws - 10 policy commentaries and submitted initiatives for their improvement
5.8 Campaign for successful examples of civic participation	01.01.2024-31.12.2027	<ul style="list-style-type: none"> - 5 success stories promoted - # of reviews, media posts, social media interactions