

A dark blue vertical bar runs down the left side of the page. A blue arrow-shaped banner points to the right from this bar, containing the date 'November 2018'. In the bottom left corner, there are several thin, curved lines in dark blue and light grey, resembling stylized grass or reeds.

November 2018

# Strategic plan for the Macedonian Young Lawyers Association

**Period 2019 – 2023**

## Table of Contents

Introduction .....	1
Overview and methodology of the strategic planning process .....	3
Analysis of trends for the planning period .....	4
Leadership and governance structure .....	5
Overview of the strategic plan for 2019 – 2023 .....	6
Vision.....	6
Mission.....	6
Organizational values.....	6
Target groups of MYLA.....	6
Strategic objectives for the period 2019 – 2023.....	7
Methodology:.....	7
Key activities for realization of the strategic objectives for the planning period.....	8
Organizational development .....	9
Appendix – Detailed Strategic Plan.....	10

## Introduction

### *Description of the organization and historical overview*

The Association was founded in 2003 as a non-profit professional organization of lawyers, with the idea of facilitating and encouraging the professional development of young lawyers after their graduation on the law faculty until the beginning of their career in some of the legal professions. Through the years, MYLA developed in an organization that actively protects human rights and the rule of law by using the capacities and dedication of the young lawyers and promotion of public interest law and litigation.

After the foundation in **2004**, MYLA participated in the preparation of the “Reform of the legal profession INDEX” in cooperation with ABA CEELI (American Bar Association – Central East European Law Initiative). The cooperation with this organization continued in the following years through the implementation of several projects related to the legal profession and eradication of the corruption in the local communities.

In **2005**, MYLA established a successful cooperation with the Council of Europe by organizing advanced trainings dedicated to lawyers and legal professionals for the legal protection of human rights with the European Convention of Human Rights. Starting from 2005 until 2013, MYLA organized 13 trainings with more than 300 lawyers and attorneys as participants. The same year MYLA started a cooperation with OSCE and effectuated it through organizing trainings on the new Law on Criminal Procedure, providing continuous legal education for young lawyers and publishing a manual for necessary legal skills in the criminal defense system.

In **2006**, MYLA started to implement activities on the right to free access to information of public interest in cooperation with the Swedish Helsinki Committee and later on with the Foundation Open Society Macedonia. Main activities were: monitoring of the implementation of Law on free access to information of public interest, trainings for lawyers and attorneys, as well as legal aid in the cases where information seekers were deprived from the right to free access to information.

In **2007** MYLA expanded its scope of work and started to work on the promotion of access to justice with activities for adoption of quality Law on Free Legal Aid for financially impaired citizens. After the adoption of the Law in 2009, MYLA started a process of monitoring the implementation of the law together with the Foundation Open Society Macedonia and the Swedish Helsinki Committee that later on developed in a long term project thanks to the support of the FOSM. The project included activities such as monitoring of the implementation of the Law, preparation of reports and advocacy activities related to improvement of the Law, provision of free legal aid and promotion of the right to free legal aid.

MYLA is the first association in the Republic of North Macedonia that since **2011** is registered for provision of free legal aid in the Ministry of Justice in the Registry for associations that provide free legal aid. Annually the Association provides free legal aid to more than 500 persons. MYLA was as well part of the working group within the Ministry of Justice that developed the draft – Law on Free Legal Aid.

In **2009** MYLA started to implement activities in the area of legal protection against discrimination and unequal treatment. In this area, the Association together with the Open Society Institute from Budapest, MYLA provided trainings for attorneys, prepared analysis, but most importantly started to promote the mechanisms for protection against discrimination and started to use the strategic litigation in order to prove discriminatory behavior. Since then, MYLA established cooperation with the institutions that work on the protection against discrimination, monitored the implementation of the Law on Prevention and Protection against Discrimination, and was part of the working group within the Ministry of Labor and Social Affairs that prepared the new Law on Prevention and Protection against Discrimination. The Association also gained the first ever judgment adopted in accordance with the anti-discrimination law that determines discrimination against the Roma population on the ground of ethnicity. In the same year, MYLA started to work with the Westminster Foundation for Democracy, the International Bar Association and the Parliament of the Republic of North Macedonia and implemented the project on “The role of the Parliament in maintaining the rule of law and the implementation of constitutional obligations and obligations related to human rights”.

In **2010** MYLA started its long-term cooperation with the UNHCR in provision of free legal aid and integration to refugees, asylum seekers and persons without identification documents. In that sense, MYLA is one of the key organizations working with the refugees from the Kosovo crisis in the late 90s. It was also one of the key organizations working in the time of the huge Refugee Crisis in 2015. The Association while working on this topic succeeded to establish a very important cooperation with the Ministry of Interior, the Sector for asylum within the MOI, the Sector for Foreigners and Readmission and other relevant state institutions that work with asylum and migration. MYLA actively participated in drafting policy papers, and commentaries on laws and bylaws regulating this area of law in the country. Moreover, MYLA is part of the European Network on Statelessness – ENS. Additionally, MYLA is supported by USAID in the protection of rights of migrants where the Association is working on topics such as detention, irregular migration and human trafficking. One of the biggest successes of the organization is becoming a member of the National Commission for Combating Human Trafficking and Illegal Migration in the Republic of North Macedonia.

Because of its work MYLA in **2012** was identified by the USAID Judicial Strengthening Project as a professional legal association and was provided with a capacity building support. Since 2012, with the support of several donors, the association started to use the strategic litigation as a tool for protection of human rights by building the jurisprudence and combating negative phenomena in society. So far, the association has supported over 100 cases using the strategic litigation.

With the support of USAID in **2014**, the association launched an internship program for young lawyers, including postgraduate law students who have the opportunity to attend basic and advanced training in human rights protection. The program was implemented in cooperation with the basic courts on the territory of the Republic of North Macedonia, the Administrative Court, and the Supreme Court, the Ombudsman, the Commission for Protection against Discrimination and the law offices. Each participant was intern for two months at a particular institution and attended the basic and advanced training held by human rights experts. The same program in **2018** and **2019** was supported by the Embassy

of the Kingdom of Netherlands in Macedonia. So far, 470 students participated in MYLA's internship program.

In **2016** MYLA starts a cooperation with the UNICEF Office in Skopje for improving the legislation pertaining to the protection of children victims of violence. This cooperation later developed into implementation of several programs that include providing legal aid to children from socially disadvantaged families, including refugee children in the education system in RM, as well, provision of trainings to judges, public prosecutors and lawyers for protection of child victims and witnesses of violence in civil and criminal proceedings.

In the last couple of years, the organization is actively working on provision of legal aid not only to individuals, but also to CSOs, grass-root organizations and initiatives that need support to develop their organizational bylaws and procedures, that want to comment a certain legislation or perform advocacy activities pertaining to some policies of their concern. With the support of the EU, MYLA is now implementing a project that focuses on this kind of help. In the same time, EU supports two other projects. The first one focuses on the provision of free legal aid to socially and financially disadvantaged people. Four mobile teams are part of this system for provision of legal aid and they are operating on the whole territory of the country. Another EU project is providing a legal and psychological support to vulnerable victims of violent crimes.

## Overview and methodology of the strategic planning process

MYLA's strategic plan is the result of a continuous communication between members and the executive office. The purpose of the strategic planning process is to strengthen the capacities of MYLA members / staff by implementing a participatory process and defining the organization's mid-term strategies, including key indicators for measuring organizational performance and success. In order to prepare a comprehensive and sustainable strategic plan, MYLA hired an external consultant with years of experience working with CSOs. At the request of MYLA's staff, the consultant has made a proposal to implement the MYLA Strategic Planning Process for organizational development needs. The process was oriented to the needs of the organization and was tailored to the members of MYLA's management structure.

The consultant had developed a comprehensive approach for implementing the strategic planning process, in order to define the future needs and priorities of MYLA in order to create future development goals. The process of defining key issues and priorities consisted of the following steps: analyzing key documents and getting to know the organizational structure, conducting a brief assessment process, analyzing and producing key findings. The consultant involved participants in a constructive training as well as a mentoring process and online consultations designed to guide employees and the organization through the strategic planning process by defining a long-term vision and mission, identifying strengths, weaknesses, opportunities and threats, prioritizing and defining the strategic objectives and guidelines.

The program consisted of the following stages:

### **1. Identifying key issues and priorities**

Questionnaires were prepared for the staff of the organization as an initial basis for developing the MYLA strategic plan. Questionnaire analysis was used as an introduction to the process and for defining the situation of MYLA.

### **2. Strategic Planning and Annual Planning Workshop**

To specify the strategic document on July 13-15, 2018, a strategic workshop was organized in Mavrovo. The Strategic Workshop began with a presentation on the importance of the strategic plan for each organization, with a particular focus on MYLA, where the members shared their ideas and visions for the organization. Based on these ideas and guidelines, a draft strategy was presented. For easier identification of potential opportunities and threats, as well as proper positioning of the organization within the action map, a MYLA SWOT analysis was prepared which provides a clear overview of where the organization is currently.

### **3. On-line consultations and finalization of the MYLA Strategic Plan**

In order to finalize the strategic planning process, ie MYLA's strategic plan, several staff meetings were organized, as well as online consultations, which were completed at the beginning of November. The new strategic plan of MYLA is planned to implement in the course of 2019 – 2023 (a five-year period). For some of the specific strategic priorities, annual programs will be develop.

## **Analysis of trends for the planning period**

The civil society sector in Macedonia is characterized by great diversity. Organizations operate in various fields, such as democracy and the rule of law, protection of human rights and non-discrimination, protection of marginalized groups, gender equality, environmental protection, education, culture, art, protection of persons with disabilities etc.

The Law on Associations and Foundations (LAF) from 2010 expands the freedom of association by allowing for the first time in North Macedonia legal entities, foreign individuals and legal entities and minors to be founders of associations. Doing economic activities and gaining a status of an organization that implements activities of public interest are also innovations that will have a long-term impact on the sustainability of the organization.

The development of the civil society sector is predominantly driven by current needs in society. But at certain times the action agenda is built on donor guidelines. As the country stabilizes in the years of conflict, the civil sector pays considerable attention to issues related to democracy, the rule of law, sustainable development, European integration, civic activism and policy participation. Hence, the civil society sector, while still under-represented, is an extremely important element of North Macedonia's

path to EU membership as a carrier of values that reflect its actions, such as participation, inclusion, equality, transparency and accountability. On the other hand, the process of Macedonia's accession with the European Union, the change of foreign donor strategies and their withdrawal inevitably pose the challenge of sustainability of the civil sector and its further entrenchment in the community.

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The provisions of the tax laws relating to CSOs are not sufficiently supportive. In general, CSOs are aligned with other legal entities, such as for-profit legal entities. Paying personal income tax on material and travel costs unnecessarily burdens organizations, and not recognizing this tax as an eligible expense for EU-funded projects is an additional burden on organizations. The Law on Donations and Sponsorships in Public Affairs is supportive, yet some of the measures proposed (especially for personal tax relief and above all the procedure for obtaining public interest approval) are non-functional or very complex.

Public funding, including funds generated from lotteries, has not been reformed. The state and municipalities allocate funds, but they are not sufficient to support CSOs, nor are they comparable to the support received by organizations in the countries of the region (eg Croatia, Montenegro, Slovenia, etc.), and the award procedure is insufficiently transparent to provide support to the civil sector. The foundations for developing civil dialogue exist, but there is a need for institutional upgrading and policy making.

From the above, it can be concluded that MYLA will in the future devote itself to strengthening the role of the civil sector in Macedonia and will lead a dialogue for its greater involvement in resolving issues of citizens' interest, strengthening the capacity of institutions, especially in the area of EU integration and human rights.

## Leadership and governance structure

MYLA's governance structure is composed of Assembly, Management board and President. The Assembly is the highest organ,, composed of all active members, All MYLA members are graduated lawyers, working as legal professionals or continuing with advanced studies, and actively participate in achieving MYLA goals, mission and vision. The management of the organization is divided between the Management Board composed of five Attorneys as a decision making body and the President as an executive, all trained and dedicated to human rights protection The President is assisted by a *Program board* composed of senior staff which support the president in managing the organization. MYLA's has 25 employees and 11 on service agreement. The overwhelming majority of employees are lawyers, 3 finance administration

officers and one communication officer. Half of the lawyers have passed Bar exam, obtained master LL.M degree in law and have more than seven years of professional experience. Beside legal knowledge, key skills of MYLA are program and project management, event management, legal research and communication with vulnerable groups.

## **Overview of the strategic plan for 2019 – 2023**

### **Vision**

MYLA is a leading organization and a reliable actor in the society that protects human rights and strives for the respect of rule of law, by using the innovation and the capacities of young lawyers.

### **Mission**

MYLA is a non-profit organization that provides legal aid, builds capacities, encourages changes in the public policies and the implementation of the laws, and advocates for the protection of human rights and legal certainty.

### **Organizational values**

Additionally, in the course of the workshop, MYLA and its members defined the values that lead the organization in its everyday functioning:

- Socially responsible
- Professional
- Innovative and creative
- Respect of team spirit
- Dedication
- Thoroughness
- Champion of change
- Openness
- Grass-root
- Thirst for knowledge
- Equality
- Collegiality
- Flexibility

### **Target groups of MYLA**

- Victims of human rights violations,
- Marginalized groups
- Civil society organizations
- Public institutions, and
- Lawyers



## Strategic objectives for the period 2019 – 2023

1. Legal empowerment and protection of human rights and needs of the most vulnerable
2. Promotion of the rule of law and harmonization of the national policies with the EU acquis
3. Providing high quality legal services to institutions and CSOs
4. Strengthening the professionalism, competences and integrity of young lawyers

## Methodology:

For achieving its strategic objectives MYLA has developed comprehensive methodology. Following the principles of the *rights-based approach* MYLA's work is targeting both, the *right-holders* by empowering them to claim their rights, and *duty bearers* by seeking accountability as well strengthening their capacity to realize/implement the rights of the *right-holders*.

MYLA uses a set of three key activities for realizing its aims:

1. **Legal aid and strategic litigation,**
  - a. Providing direct legal aid to vulnerable groups by a team of in-house and licenced lawyers., mobile teams of lawyers working in rural and remote areas, field lawyers and Attorneys
  - b. Legal empowerment workshops.
  - c. Strategic litigation in cases of human rights violations
  - d. Pro bono clearing house for matching lawyers who provide pro bono legal aid and people in need of such services.
  - e. Help desk for legal support to NGOs
2. **Legal research and advocacy in policy and legislation making processes**
  - a. Drafting legal analysis and assessments of existing legislation related to human rights
  - b. Conducting qualitative, quantitative and comparative studies in the legal areas relevant for the work of MYLA
  - c. Preparing policy documents outlining proposals for policy and/or legislation reforms
  - d. Drafting amendments or draft texts of laws
  - e. Participation in the law-making process (Task groups, legislative initiatives, regulatory impact assessment, public debates in the legislative body etc.)
3. **Legal trainings and internship of lawyers, NGOs', public servants and other stakeholders**
  - a. Trainings for lawyers, public servants, NGOs' and other stakeholders
  - b. Internship program for young lawyers and trainings for practical legal skills and career counselling

The main reason why MYLA uses this set of activities is because it enables addressing the specific problems of human rights protection **complementary and thus more effectively**. For example, the access to asylum procedure is arbitrarily obstructed by the police in more cases. The legal aid will enable the asylum seeker to file its asylum application. The legal research and advocacy through a policy document will advocate for termination of such unlawful practice. And at last, trained lawyers who are aware of this practice will adjust their legal strategies when representing asylum seeker. The activities are logically coherent and interrelated. The research and advocacy activities and the legal trainings are based upon practical experience from providing legal aid.

## Key activities for realization of the strategic objectives for the planning period

### **Strategic Objective 1 (SO 1):** Legal empowerment and protection of human rights and needs

- 1.1. Provision of free legal aid and comprehensive legal counselling
- 1.2. Provision of legal aid and representation to asylum seekers and statelessness persons
- 1.3. Provision of legal aid to detainees and prisoners in the institution where they are deprived of their liberty
- 1.4. Provision of services to support victims of violent crimes
- 1.5. Strategic litigation in cases of human rights violations and discrimination
- 1.6. Conducting educational sessions on legal literacy of low-income people, families of people with disabilities and parents on children's rights
- 1.7. Provision of legal counseling to foreigners with irregular stay
- 1.8. Monitoring of the implementation of international documents and procedures

### **Strategic Objective 2 (SO 2):** Promotion of the rule of law and harmonization of the national policies with the EU acquis

- 2.1. Analysis/research on the compliance of the national legislation with Chapters 23 and 24
- 2.2. Encouraging public debate with the institutions on the respect of European standards regarding Chapters 23 and 24
- 2.3. Organizing campaigns (activities) for raising awareness among the expert public on the rights and obligations that would arise from the EU accession process
- 2.4. Monitoring and participation in processes for adoption of public policies and national legislation
- 2.5. Preparation of analysis for public policies and expert legal opinions
- 2.6. Strengthening the cooperation with the Parliament of the Republic of North Macedonia
- 2.7. Monitoring, advocacy and legal support in issues related to inspection authorities

### **Strategic Objective 3 (SO 3):** Improving the quality of services provided by institutions

- 3.1. Training the public servants on legal provisions and compliance with European standards
- 3.2. Strengthening the capacities of the judges in relation to the principles/jurisprudence of the European Court of Justice
- 3.3. Strengthening the capacities of the public servants employed in the administrative control mechanism bodies (inspectorates) in relation to the rights and obligations for facilitation of the access to justice to beneficiaries
- 3.4. Monitoring the administrative control mechanism bodies (inspectorates) in the aspect of timely and quality fulfillment of stipulated competences
- 3.5. Supporting the municipalities in developing services for local support to citizens
- 3.6. Strengthening the capacity of institutions and CSOs by introducing a rights-based approach
- 3.7. Elaboration of manuals and trainings for proper implementation of public policies
- 3.8. Strengthening the capacities of professional associations and trade unions for the protection of human rights arising from employment
- 3.9. Help desk office for CSOs

#### **Strategic Objective 4 (SO 4): Strengthening the professionalism, competences and integrity of young lawyers**

- 4.1. Internship program for young lawyers in the judiciary, attorney offices, Ombudsman office and other state institutions
- 4.2. Establishing a cooperation with the law faculties in the country and students organizations
- 4.3. Providing educative activities for young lawyers:
  - 4.3.1. Specialized trainings for MYLAs members on topics related to MYLAs work
  - 4.3.2. Organization of legal debates/roundtables on “burning” issues in MYLA
  - 4.3.3. Improving the legal skills of the young lawyers
  - 4.3.4. Providing specialized trainings for young lawyers
  - 4.3.5. Providing online courses
  - 4.3.6. Moot court competitions
- 4.4. Establishing a model for legal clinic in MYLA
- 4.5. Monitoring and improving the legislation related to the legal professions and the access of young lawyers in these professions
- 4.6. Publishing a legal magazine

***Note: For each of the envisioned activities, the organization prepares a detailed annual operational program for their realization.***

## **Organizational development**

Sustainability and efficiency are challenges facing the organization that have become quite serious in the recent period. To make sense of the plan and offer a sensible answer to the numerous issues affecting the organization requires understanding of a range of issues, building skills and advanced abilities, as well as developing partnerships with different stakeholders. In addition, the people in the organization, their behavior, motivation, and the constraints under which they work have become the number one priority to address in order to ensure the success of the organization and its performance.

At MYLA we are committed to provide a tailored organizational development program that aims to be practical and applicable in order to overcome the professional challenges our employees and members face on a daily basis. Our strongest advantage is a capacity building approach based on highly motivated staff and results based on participatory work methodology.

Of course, in this regard, we will need to help our staff and volunteers adopt strategic thinking, instill true values in the culture of the organization, encourage people to develop leadership skills, identify and reduce resistance to implementation of the strategic and operational plans and to train people for the future.

We believe that in order to fulfill the strategic objectives and the mission of the organization, we have to have team members that demonstrate abilities such as:

- Integrity
- Visionary thinking
- Analytical and conceptual thinking
- Functional expertise
- Effective decision making
- Interpersonal and communication skills
- Leaders and initiators
- Commitment to successful execution

For the successful realization of the strategic plan and the achievement of our mission and strategic objectives we are committed to enhancing our skills and knowledge in many areas:

- 6.1. Strengthen the administrative financial performance of the organization
- 6.2. Improvement of the HRM system (motivation strategy, employee evaluation mechanisms, orientation of new employees)
- 6.3. Creating a new organizational structure (systematization, communication, job descriptions)
- 6.4. Auditing and improving the internal acts of the organization
- 6.5. Introduce mechanisms to improve organizational learning (transcripts, notes, etc.)
- 6.6. Introducing a knowledge sharing and internal communication system
- 6.7. Creating an organizational Communication Strategy
- 6.8. Creating a strategy for providing funds (projects, service provision, training center and research and analysis center, etc.)

## Appendix – Detailed Strategic Plan

In the process of strategic planning, MYLA created a detailed strategic plan. For each of the strategic objectives, in a participatory manner, created strategic activities, a proposed timeframe and required resources. Finally, MYLA has defined concrete results, that is, success indicators that will serve as a tool for managing the organization in the future.

The detailed Strategic Plan is presented in the table as an appendix.

## DETAILED STRATEGIC PLAN - Macedonian Young Lawyers Association 2019 – 2023

STRATEGIC OBJECTIVE 1					
LEGAL EMPOWERMENT AND PROTECTION OF HUMAN RIGHTS AND NEEDS					
Activity/ies	Timeline	Responsible person in MYLA	Resources	Financial resources	Indicators
1.1. Provision of free legal aid and comprehensive legal counseling	Jan 19 – Dec 23	<p>Program coordinator for legal aid</p> <p>Program coordinator for research and analysis</p>	<p>1 senior associate lawyer<sup>1</sup></p> <p>Technical equipment</p> <p>Office</p> <p>Telephone line and access to internet</p> <p>Access to a data base with relevant legislation</p>	<p>MYLA resources<sup>2</sup></p> <p>Ministry of Justice according to the system stipulated with the LFLA<sup>3</sup></p> <p>Open Society Institute</p> <p>Other donors</p>	<p>30 calls monthly on the telephone line – registered in the internal table for beneficiaries</p> <p>List of responses for questions asked on pristapdopravda.mk</p> <p>Preliminary legal aid provided to 100-200 beneficiaries annually according to the LFLA – registered in the internal table for beneficiaries</p> <p>180 persons provided with legal counsel for administrative proceedings – registered in the internal table for beneficiaries</p> <p>Printed leaflet with short info on legal proceedings</p>

<sup>1</sup> Senior Associate Lawyer for the purpose of MYLAs Strategic plan refers to a lawyer, employed in the organization with more than 3 years of experience in the field and passed bar exam

<sup>2</sup> MYLAs resources are consistent of membership fee, payments for services, donations from legal entities and individuals, etc.)

<sup>3</sup> Law on Free Legal Aid

1.2 Provision of legal aid and representation to asylum seekers and statelessness persons	Jan 19 – Dec 23	<p>Program coordinator for legal aid</p> <p>Senior associate lawyer <sup>4</sup></p>	<p>4 locations – offices</p> <p>3 vehicles</p> <p>8 senior/junior associate lawyers</p> <p>2 translators</p> <p>2 attorneys at law</p>	<p>UNHCR</p> <p>USAID</p> <p>Other donors</p>	<p>300 – 500 asylum seekers annually - registered in the internal tables</p> <p>3000 legal advices – registered in the internal tables</p> <p>300 - 500 stateless person – registered in the internal tables</p> <p>2 annual SLAG meetings (minutes and list of present members)</p>
1.3. Provision of legal aid to detainees and prisoners in the institution where they are deprived of their liberty	Jan 19 – Dec 21	<p>Program coordinator for legal aid</p>	<p>1 Vehicle</p> <p>1 Lawyer with passed bar exam</p> <p>1 junior lawyer</p> <p>Access to a data base with relevant legislation</p>	<p>MYLA resources</p> <p>Ministry of Justice in accordance with the LFLA</p> <p>Other donors</p>	<p>200 beneficiaries annually provided with preliminary legal aid</p> <p>24 visits to places where people are deprived of their liberty</p>

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<sup>4</sup> Junior Associate Lawyer for the purpose of MYLAs Strategic plan refers to a lawyer, employed in the organization with less than 3 years of experience in the field regardless of whether has or has not passed the bar exam

1.4. Provision of services to support victims of violent crimes	Jan 19 – Dec 23	<p>Program coordinator for legal aid</p> <p>Program coordinator for research and analysis</p> <p>Coordinator for legal support of victims</p>	<p>1 Lawyer with passed bar exam</p> <p>Technical equipment</p> <p>Office</p> <p>Telephone line and access to internet</p> <p>Access to a data base with relevant legislation</p> <p>Cooperation with organizations that provide services</p>	<p>European Union</p> <p>MYLA Resources</p> <p>Ministry of Justice in accordance with the LFLA</p> <p>Other donors</p>	<p>100 – 150 advised victims of violent crimes – registered in the internal tables</p> <p>Analysis of the compliance of the national and institutional framework with international and EU standards</p> <p>Event for promotion of the analysis</p> <p>Analysis of judicial proceedings</p>
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1.5 Strategic litigation in cases of human rights violations and discrimination	Jan 19 – Dec 23	<p>Program coordinator for legal aid</p> <p>Program coordinator for research and analysis</p> <p>Senior associate lawyer</p> <p>Junior associate lawyer</p>	<p>1 правник со положен правосуден испит</p> <p>1 junior associate lawyer</p> <p>At least 3 attorneys at law as collaborators</p> <p>Court expenses</p> <p>1 Lawyer with passed bar exam</p> <p>Technical equipment</p> <p>Office</p> <p>Telephone line and access to internet</p> <p>Access to a data base with relevant legislation</p> <p>Cooperation with organizations that provide services</p>	<p>Open Society Institute (OSI)</p> <p>Discrimination Network</p> <p>Foundation Open Society Macedonia</p> <p>MYLA resources</p> <p>Ministry of Justice in accordance with the LFLA</p> <p>Other donors</p>	<p>10-15 registered cases annually – registered in the internal tables</p> <p>3 submitted complaints to the Commission for Protection against Discrimination or the Ombudsman office</p> <p>1 lawsuit of public interest (action popluaris) annually</p> <p>2 legal opinions published</p>
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1.6. Conducting educational sessions on legal literacy of low-income people, families of people with disabilities, people with disabilities and parents on children's rights.	Jan 19 – Dec 22	<p>Program coordinator for legal aid</p> <p>Program coordinator for legal training</p>	<p>Vehicle</p> <p>2 senior associate lawyers</p> <p>2 junior associate lawyers</p> <p>Access to data base with relevant legislation</p>	<p>MYLA resources</p> <p>Ministry of Justice in accordance with the LFLA</p> <p>Other donors</p>	<p>36 info sessions (minutes)</p> <p>10 participants per session (list for presence)</p>
1.7. Provision of legal counseling to foreigners with irregular stay	Jan 19 – Dec 19	<p>Program coordinator for legal aid</p> <p>Senior associate lawyer</p>	<p>Vehicle</p> <p>3 senior /junior associate lawyers</p> <p>Telephone line and access to internet</p> <p>Access to data base with relevant legislation</p> <p>Technical equipment</p> <p>Office</p>	<p>UNHCR</p> <p>USAID</p> <p>Other donors</p>	<p>100 persons annually (provided with legal advice) – registered in the internal tables</p>

1.8. Monitoring of implementation of international documents and procedures	Jan 19 – Dec 23	<p>Program coordinator for legal aid</p> <p>Program coordinator for research and analysis</p>	<p>1 senior associate lawyer</p> <p>1 junior associate lawyer</p> <p>Access to internet</p> <p>Access to data base with relevant legislation</p> <p>Access to data base with legislation and jurisprudence of international organizations/institutions</p>	<p>MYLA Resources</p> <p>Institute Open Society (OSI)</p> <p>Foundation Open Society Macedonia</p> <p>Other donors</p>	<p>2 Reports on the implementation of the Action plan for implementation of the Istanbul Convention</p> <p>Translation of EIN Handbook for writing submissions to the Committee of Ministers on implementation of ECtHR judgments</p> <p>3 Reports on the Inter-sectorial commission for implementation of the judgments of the ECtHR</p> <p>5 Annual reports on the efficiency of the legal protection of human rights in the Republic of North Macedonia</p>
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## STRATEGIC OBJECTIVE 2

### PROMOTION OF THE RULE OF LAW AND HARMONIZATION OF THE NATIONAL POLICIES WITH THE EU ACQUIS

Activity/ies	Timeline	Responsible person in MYLA	Resources	Financial resources	Indicators
2.1 Analysis/research on the compliance of the national legislation with Chapters 23 and 24	Jan 19 – Dec 20	Program coordinator for research and analysis	1 senior associate lawyer  1 junior associate lawyer  Access to internet  Access to data base with relevant legislation  Access to data base of the EU	MYLAs resources  Open Society Institute  Foundation Open Society Macedonia  European Union  Other donors	6 documents with recommendations/legal opinions sent to the Government of RNM or to the Technical secretary for the accession process with the EU  3 public policy papers on compliance with the national legislation with the regulative/directives with Chapter 24
2.2. Encouraging public debate with the institutions on the respect of European standards regarding Chapters 23 and 24	Jan 19 – Dec 21	Program coordinator for research and analysis	Venue  Technical equipment	MYLAs resources  Open Society Institute  Other donors	2 organized debates annually – minutes/conclusions and lists of presence (press clipping if there is media coverage)

2.3. Organizing campaigns (activities) for raising awareness among the expert public on the rights and obligations that would arise from the EU accession process	June 20 – Dec 21	Program coordinator for research and analysis	1 senior associate lawyer  1 junior associate lawyer  Access to internet  Access to data base with relevant legislation  Access to data base of the EU	MYLA resources  Institute Open Society (OSI)  Foundation Open Society Macedonia  European Union  Other donors	Communication strategy for the period of 2019 – 2023  Advocacy Strategy for the period of 2019 -2023  Ex ante and Ex post researches (on opinions and perceptions)  1 campaign for raising awareness launched on social media (press clipping if there is media coverage)
2.4. Monitoring and participation in processes for adoption of public policies and national legislation	Jan19 – Dec 23	Program coordinator for research and analysis	1 senior associate lawyer  1 junior associate lawyer  Access to internet  Access to data base with relevant legislation	MYLA resources  Institute Open Society (OSI)  Other donors	10 documents with recommendations / legal opinions annually (links from ENER, scanned copies of the distributed documents)

2.5. Preparation of analysis for public policies and expert legal opinions	Jan 20 – Dec 23	Program coordinator for research and analysis	1 senior associate lawyer  1 junior associate lawyer  Access to internet  Access to data base with relevant legislation  Access to expert literature  Venue and technical equipment  Postal expenses	MYLA resources  Institute Open Society (OSI)  Other donors	5 published analysis annually on topics related to MYLAs work (published on MYLAs web page and disseminated to various stakeholders)  5 events for promotion of the analysis (minutes and lists of presence – press clipping if there is media coverage)
2.6. Strengthening the cooperation with the Parliament of the Republic of North Macedonia	Jan 20 – Dec 21	Program coordinator for research and analysis	1 senior associate lawyer  Access to internet  Access to data base with relevant legislation  Access to expert literature	MYLA resources  Institute Open Society (OSI)  National Democratic Institute (NDI)	Presence on 2 public debates annually  Communication plan prepared  Advocacy plan prepared

2.7 Monitoring the and advocacy of the inspection authorities as a key stakeholder for securing legality and rule of law	Jan 2020 – Dec 2023	Program coordinator for research and analysis	1 senior associate lawyer  2 junior associate lawyer  Access to internet  Access to data base with relevant legislation  Access to expert literature  Technical equipment	MYLA resources  Institute Open Society (OSI)  Other donors	Detailed annual plan produced  6 public policy documents published  1 national conference organized (written conclusions, agenda, list of presence, press clipping)  10 commentaries on laws/bylaws prepared and published
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**STRATEGIC OBJECTIVE 3****IMPROVING THE QUALITY OF SERVICES PROVIDED BY INSTITUTIONS**

Activity/ies	Timeline	Responsible person in MYLA	Resources	Financial resources	Indicators
3.1. Training the public servants on legal provisions and compliance with European standards	Jan 2021 – Dec 2023	Program coordinator for legal training	1 senior associate lawyer  2 experts per training  Venue and equipment  Access to data base with relevant legislation and expert literature  Travel costs	MYLA resources  Other donors	3 trainings organized for the public servants
3.2. Strengthening the capacities of the judges in relation to the principles/jurisprudence of the European Court of Justice	Jan 2021 – Dec 2023	Program coordinator for legal training	1 senior associate lawyer  2 experts per training  Venue and equipment  Access to data base with relevant legislation and expert literature	MYLA resources  Other donors	3 trainings organized for the court staff / court administration  Prepared manual for implementation of the judgments of the ECJ

			Travel costs		
3.3. Supporting the municipalities in developing services for local support to citizens	Jan 2021 – Dec 2023	Program coordinator for legal aid	1 senior associate lawyer  2 junior associate lawyers  Vehicle  Travel costs  Venue  Telephone line and access to internet	MYLA resources  Other donors	Established cooperation with 6 municipalities for provision of legal aid and counseling of citizens  Legal advice provided to 100 beneficiaries in relation to administrative proceedings on local and national level per year
3.4. Strengthening the capacity of institutions and CSOs by introducing a rights-based approach	Jan 2020 – Dec 2022	Program coordinator for legal training	1 senior associate lawyer  2 junior associate lawyers  Vehicle  Travel costs  Venue	MYLA resources  Other donors	4 trainings conducted on implementation of human rights based approach



			Telephone line and access to the internet		
3.5. Preparation of manuals and trainings for proper implementation of public policies	July 2020 – Dec 2022	Program coordinator for research and analysis	2 senior associate lawyers  Access to data base with relevant legislation and expert literature	MYLA resources  Other donors	Prepared and published manua  3 trainings conducted
3.6. Strengthening the capacities of professional associations and trade unions for the protection of human rights arising from employment	Jan 2021 – Dec 2022	Program coordinator for legal training	1 senior associate lawyer  2 junior associate lawyers  Vehicle  Travel costs  Venue  Telephone line and access to the internet	MYLA resources  Other donors	Training program developed  3 trainings conducted per year

3.7. Help desk office for CSOs	Jan 2020 – Dec 2023	Program coordinator for legal aid	1 senior associate lawyer  2 junior associate lawyers  Vehicle  Travel costs  Venue  Telephone line and access to the internet	European Union  MYLA resources  Other donors	Legal aid provided to at least 10 organizations per year
3.8. Strengthening the capacities of the public servants employed in the administrative control mechanism bodies (inspection bodies) in relation to the rights and obligations for facilitation of the access to justice to beneficiaries	Jan 2021 – Dec 2023	Program coordinator for legal aid	1 senior associate lawyer  2 junior associate lawyers  Vehicle  Travel costs  Venue  Telephone line and access to the internet	Средства од услуги и членарина  Институт Отворено Општество (OSI)  Други донатори	Detailed annual plan prepared  36 info sessions with citizens on the inspection bodies competences  Developed tool for measurement of the transparency, effectiveness and accountability of the inspection authorities and the Inspection Council  Developed inspection compliance check lists for legal entities

3.9. Monitoring the administrative control mechanism bodies (inspection bodies) in the aspect of timely and quality fulfillment of stipulated competences	Jan 2020 – Dec 2023	Program coordinator for research and analysis	<p>1 senior associate lawyer</p> <p>1 junior associate lawyer</p> <p>Venue and technical equipment</p> <p>2 experts</p> <p>Telephone line and access to the internet</p> <p>Access to data base with relevant legislation and expert literature</p> <p>Travel costs</p>	<p>MYLA resources</p> <p>Open society institute (OSI)</p> <p>European Union</p> <p>Other donors</p>	<p>Mapping of inspection authorities on national and local level</p> <p>Perform analysis of the administrative capacities, effectiveness and quality of the work of Inspection Council and inspectorates using the matrix developed in 3.8</p> <p>4 progress reports on the performance of the inspection bodies and the Inspection Council</p> <p>Events for promotion of the analysis and reports</p>
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**STRATEGIC OBJECTIVE 4****STRENGTHENING THE PROFESSIONALISM, COMPETENCES AND INTEGRITY OF YOUNG LAWYERS**

<b>Activity/ies</b>	<b>Timeline</b>	<b>Responsible person in MYLA</b>	<b>Resources</b>	<b>Financial resources</b>	<b>Indicators</b>
4.1. Internship program for young lawyers in the judiciary, attorney offices, Ombudsman office and other state institutions	Jan 2020 – Dec 2023	Program coordinator for legal training	1 senior associate lawyer  1 junior associate lawyer  Venue and technical equipment  Telephone line and access to the internet  Vehicle	MYLA resources  The Embassy of the Kingdom of Netherlands in Skopje  Other donors	3 public calls for applications published  75 young lawyers have passed the internship program  Established cooperation with more than 15 institutions – email communication

4.2. Establishing a cooperation with the law faculties in the country and students organizations	Jan 2020 – Dec 2021	Program coordinator for legal training	<p>1 senior associate lawyer</p> <p>1 junior associate lawyer</p> <p>Venue and technical equipment</p> <p>Telephone line and access to the internet</p> <p>Vehicle</p>	<p>MYLA resources</p> <p>The Embassy of the Kingdom of Netherlands in Skopje</p> <p>Other donors</p>	<p>Signed memorandums of cooperation</p> <p>Organization of 3 joint events</p> <p>Developed methodology for facilitating the information among faculties, legal clinics and CSOs</p>
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Providing educative activities for young lawyers:  Specialized trainings for MYLAs members on topics related to MYLAs work  Organization of legal debates/roundtables on “burning” issues in MYLA  Improving the legal skills of the young lawyers  Providing specialized trainings for young lawyers  Providing online courses  Moot court competitions	Jan 2020 – Dec 2023	Program coordinator for legal training	Vehicle  1 senior associate lawyer  1 junior associate lawyer  Venue and technical equipment  Telephone line and access to the internet  Travel costs  Accommodation costs  Award	MYLA resources  Embassy of the Kingdom of Netherlands in North Macedonia  Open Society Institute (OSI)  Foundation Open Society Macedonia  Other donors	3 full training programs developed  Training materials  4 trainings per year  2 debates per year  Agenda and list for presence of held trainings and debates  Written conclusions of the debates
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Establishing a model for a pilot legal clinic in MYLA (students under the supervision of lawyers – attorney while providing the legal aid and counsel to beneficiaries that address MYLA)	Јули 2021 – Dec 2022	<p>Program coordinator for legal training</p> <p>Program coordinator for legal aid</p>	<p>1 senior associate lawyer</p> <p>2 junior associate lawyers</p> <p>Venue and technical equipment</p> <p>Access to data base with relevant legislation</p> <p>2 attorneys at law</p>	<p>MYLA resources</p> <p>Embassy of the Kingdom of Netherlands in North Macedonia</p> <p>Open Society Institute (OSI)</p> <p>Other donors</p>	<p>Prepared program for the legal clinic</p> <p>Public call for participation</p> <p>Applications for participation</p> <p>Track record of provided legal advices</p> <p>Reports and evaluations from the attorneys on the performance of the students</p>
Monitoring and improving the legislation related to the legal professions and the access of young lawyers in these professions	Jan 2020 – Dec 2023	Program coordinator for research and analysis	Access to data base with relevant legislation	<p>MYLA resources</p> <p>Embassy of the Kingdom of Netherlands in North Macedonia</p> <p>Open Society Institute (OSI)</p> <p>Other donors</p>	3 commentaries/initiatives/public policy documents submitted to relevant institutions/stakeholders

Publishing a legal magazine	July 2021 – Dec 2023	Program coordinator for research and analysis	<p>1 senior associate lawyer</p> <p>1 young associate lawyer</p> <p>Technical equipment</p> <p>Plagiarism software</p> <p>Access to the internet</p> <p>Access to national and international platforms for publishing scientific and expert papers and analysis</p>	<p>MYLA resources</p> <p>Other donors</p>	<p>Public call for writing articles (2 times a year)</p> <p>Applications for writing articles</p> <p>2 magazines published annually (in electronic version)</p>
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