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LEGAL AID

THE AGENCY FOR FREE LEGAL AID
STRATEGIC PLAN

2021-2025

(Review of 2015-2019)

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INTRODUCTION

The Agency for Free Legal Aid (hereinafter AFLA) approved the first strategic plan in 2015 for a period of 5 (five) years. Prior to the drafting of this strategic plan, AFLA had only a vision and mission statement drafted in 2006. This vision and mission statement did not foresee concrete goals and objectives for the AFLA.

In 2006, a Legal Aid Commission (hereinafter LAC) which acted on the basis of UNMIK Regulation 2006/36 on Legal Aid was set up, whereas in 2012, in accordance with Law no. 04/L-017 on Free Legal Aid the Agency for Free Legal Aid (AFLA) was established and the Council for Free Legal Aid (hereinafter CLFA) was elected. In 2013, the Executive Director was appointed.

The process of drafting the strategic plan had started at the end of 2014, by providing proposals and instructions, which were considered as a priority, thus responding to the contemporary challenges faced by AFLA.

Future plans are best developed without being subjected to direct impacts. AFLA was unable to develop plans for the future due to the objective situation, knowing that the majority of Kosovo citizens were facing the inability to obtain free legal aid even though this right was set out in the Law on Free Legal Aid (2012).

AFLA, in 2007, initially operated with only 5 (five) District Bureaus for Free Legal Aid (hereinafter DBFLA), while since 2009 it has been supported by the United Nations Development Program (hereinafter in the text UNDP) with the opening of (5) five offices and in 2012 with the opening of 3 (three) other offices, this support which has continued until 2014. Following the end of the support from UNDP, AFLA has managed to provide financial support from the Norwegian Embassy for the first 6 (six) months of 2015. After the end of the donor support, in July 2015, 8 (eight) offices were closed.

AFLA management and staff are actively responding to this development by seeking the financial support necessary for effective provision of professional legal services, foreseen by the domestic legal framework and international acts.

At the same time, seeking urgent financial support from local and international sources, AFLA started working on the strategic plan. The Strategy was designed to provide plans for the management of AFLA, for its development over the next 5 (five) years, according to existing available tools. It also provided local and international subjects with specific guidance on where financial support is most needed.

The strategic plan was developed through a consultative process with purpose to identify and specify current needs for the future, in various areas of free legal aid and equitable access to justice.

AFLA staff had established a working group consisting of AFLA staff members and management, who met regularly in 2014 to develop an effective and realistic plan for the future. This working group is assisted by the Organization for Security and Cooperation in Europe, Mission in Kosovo (hereinafter OSCE) Sector for Legal System Monitoring, acting as a rapporteur.

The working group, and/or its members have taken several steps to ensure that the broad-group views and opinions are possibly heard and taken into account. For example, during 2014, members of the working group held discussions with members of the Government of Kosovo and the international community to discuss legal issues and consider financial issues for strengthening the operations of AFLA.

The working group was also convened in formal consultative sessions with staff members of AFLA and civil society who are engaged as a whole in providing free legal aid or are involved in the issues of access to justice. As an example, the consultative meeting held by AFLA at the OSCE building in October included, among others, representatives from the Ministry of Justice (Mediation), the Kosovo Bar Association (KBA), the Civil Rights Program in Kosovo (CRP/K), Pravna Pomoć (Orig.), Center for Legal and Regional Development (CLARD) and Justice and Citizens Campaign. Representatives of free legal aid and other subjects for access to justice discussed common problems, their specific fields of legal aid, and access to judicial expertise, to see more closely how can they be more creative and flexible in certain cases when dealing with AFLA by providing free legal aid to the most vulnerable members of Kosovo society.

Finally, in order to better understand the needs of citizens, in the summer of 2014, the OSCE has supported a series of 8 (eight) focus groups throughout Kosovo to discuss access to justice and legal challenges. The OSCE then backed a study on access to justice across Kosovo, involving 1,300 (one thousand three hundred) Kosovo citizens from urban and rural areas, women and men and people of Kosovo with different affiliations. The study emphasized the lack of knowledge of Kosovo citizens about their legal rights, the challenges of obtaining free legal aid and the decisive role of AFLA in providing access to justice for Kosovo citizens.

This working group had foreseen setting up of four pillars to assist AFLA in the management of their work and their plan.

The pillars consist of: (1) Communication and Cooperation; (2) Financial Management; (3) Case Management; and (4) Legal and Policy Framework.

The pillar of communication and cooperation is established as the need for cooperation of AFLA with various partners and organizations, as a fundamental necessity in the development of communication policy, to ensure effective, efficient service and equitable access to justice for all citizens of the Republic of Kosovo. AFLA is aware that in order to ensure equal access to justice for every member of the society, citizens need to be informed about their rights, about the possible mechanisms which they can address, in cases when they seek the realization of their rights.

The financial management pillar corresponds to the needs for adequate funding so that AFLA can effectively implement its policy and function as an institution. The allocation of sufficient and sustainable financial resources to AFLA is one of the key factors to meet the needs for free legal aid. Improving the functioning of the internal administration and partnership with other governmental institutions working on issues of equal access to justice has shown that existing resources have been utilized in the most effective way.

The case management pillar ensures that the AFLA has effectively and efficiently managed the cases by verifying that that funds dedicated to AFLA have been rationally utilized. A greater staff performance is achieved through trainings aimed to increase their professional skills.

In order to assess the legal framework, the legal and policy framework pillar reflects the need to define legal provisions for professional legal services and equal access to justice provided by the Government of the Republic of Kosovo, but also to define the framework of sub legal acts of AFLA.

We, the management staff of AFLA as a management working group team, have professionally supported this strategic plan and have worked towards its implementation.

Note: Review and completion of the AFLA Strategic Plan 2015-2019 and AFLA Strategy for 2021-2025

On 6 November 2020, CFLA in the second meeting formed the preparatory group for the purpose of preliminary analysis of the implementation of the AFLA Strategic Plan 2015-2019 (hereinafter Strategy), and giving recommendations to CFLA.

First, in order to complete these tasks, the preparatory group held coordination and consultative meetings with the AFLA management and donor representatives. Secondly, within its mandate, the preparatory group has evaluated the implementation of the AFLA Strategic Plan 2015-2019 based on the documents identified in the Implementation Matrix as verification tools for achieving the goals, objectives and programmed activities, made available by the management of AFLA.

After consulting and informing about the activities and analysing the documents according to the Implementation Matrix, the preparatory group has made a preliminary measurement of the implementation. Also, the preparatory group has consulted the results of the evaluation conducted in 2019 by the Transition Team.[1] The preliminary assessment made by the preparatory group is more of a 'quantitative' nature, because the Strategy itself has defined these means of verification (see Annex 2 of the Strategy).

The realization of each objective was graded with 0-3, while the points were implied as follows:

(0) Basic - means that the realization of activities/objective is not even in the initial stage;

(1) Developing - means that the implementation of activities/objective has started, but is at an early stage;

(2) Functional - means that the activity/objective is being implemented, but the intended results have not yet been achieved;

(3) Performing - means that the activity/objective is being implemented and the intended sustainable results have been achieved.

In general, according to the pillars, the implementation of the Strategic Plan is assessed as follows:

Pillar I: grade point average ~ 2, functional level;

[1] The Transition Team is the intermediate mechanism established in cooperation with the previous CFLA and USAID Activity "Justice Matters" in order to prepare the transition and transfer the institutional memory to the new CFLA.

Pillar II: grade point average ~ 2, functional level;

Pillar III: grade point average ~ 2, functional level;

Pillar IV: grade point average ~ 1, developing level

As a result of this evaluation, the preparatory group recommended:

1. Extend the implementation deadline of the Strategic Plan 2015-2019, to cover the period 2021-2025.

2. Maintain the strategic objectives according to the Strategic Plan 2015-2019, while reprogramming some of the activities identified during the evaluation, taking into account the achieved degree of implementation and the changed objective circumstances. Changes and amendments are to be reflected through the design of a new Implementation Matrix.

3. Establish a mechanism to measure and evaluate the implementation of the Strategic Plan on an annual basis, according to the activities programmed for the respective calendar year. This mechanism will review the activities for the following year, to assess the need to supplement the program of activities (Methodology applied by the preparatory group to be adapted for future evaluations)

On 2 December 2020, CFLA formed the working group for drafting the AFLA Strategic Plan, based on the presentation of recommendations by the preparatory group regarding the preliminary analysis and proposals regarding the implementation of the AFLA Strategic Plan 2015-2019, and the need for drafting a Strategic Plan that clearly and precisely defines the objectives and strategic orientation of the work, on which the work of the CFLA and AFLA will be based. The working group was obliged to draft the AFLA Strategic Plan as soon as possible, based on the findings of the initiating group and the discussions of the meeting held on 2 December 2020, which according to legal provisions will be presented to the CFLA, for approval.

Based on the decision of the CFLA, the working group reviewed the AFLA Strategy and based on the evaluation of the preparatory group added a strategic pillar and reprogrammed some of the activities, based on the degree of implementation and changed objective circumstances. Changes and amendments are reflected in

Pillar I: Extension of Free Legal Aid across the territory of the Republic of Kosovo and Preservation of AFLA Independence and in Annex 3 - Implementation Matrix 2021-2015.

VISION, MISSION, VALUES:

Vision: Persons in need and marginalized groups in the Republic of Kosovo have equal access to justice, and are provided free qualitative legal assistance from AFLA and its partners.

Mission: is committed to providing free legal aid, by ensuring equal access to justice for all, citizens of the Republic of Kosovo, especially for marginalized groups and will:

1. Cooperate with all free legal aid providers by improving communication between free legal aid providers and its beneficiaries;
2. Raise the awareness of the citizens on the work of AFLA and on the recognition of their rights;
3. Provide the necessary funding for the proper functioning of AFLA and ensure that AFLA provides free legal assistance in accordance with local laws and international acts;
4. Take determined steps in improving the legislative structure, which regulates the scope of free legal aid and increases the level of operational administration of AFLA;

Values: AFLA is committed to providing free legal aid to people in need according to the following values:

- Commitment to justice
- Best possible services for the parties
- Comprehensive implementation of all reached agreements
- Transparency and accountability to the public

GOALS AND OBJECTIVES:

The strategic plan is focused on 5 (five) separate pillars. After the revision as above, a new pillar has been added to the plan, titled Pillar I. This strategic plan aims to support AFLA to carry out its constitutional obligation for providing free legal assistance to those who do not have sufficient financial means, if such assistance is necessary to ensure effective access to justice.[2] To achieve this, the most effective way possible is to strengthen the implementation of the mandate of AFLA through operational capacity.

The goals of the strategic plan are related to the main aspects of the organizational functions of AFLA, which are comprehensively defined and will be fulfilled by AFLA in the next 5 (five) years.

The objectives of the strategic plan represent the means through which AFLA will aim to achieve these goals.

[2] Article 31, Constitution of the Republic of Kosovo

PILLAR I - EXTENSION OF FREE LEGAL AID IN THE WHOLE TERRITORY OF THE REPUBLIC OF KOSOVO AND MAINTAINING THE INDEPENDENCE OF AFLA

The extension of free legal aid throughout the territory of the Republic of Kosovo and the preservation of the independence of AFLA are two preconditions to fulfill the mission of AFLA as the only institution responsible for organizing and providing free legal aid at the national level, as defined by Law on Free Legal Aid. In this regard, AFLA is committed to extending free legal aid through mobile offices in 17 (seventeen) municipalities where there are no regional offices and mobile offices, as well as addressing existing proposals and providing recommendations for maintaining the independence of AFLA.

STRATEGIC GOAL

Providing free legal aid in the whole territory of the Republic of Kosovo and preserving the independence of AFLA

Providing equal opportunities for access to free legal aid for all citizens in the whole territory of the Republic of Kosovo remains one of the most important objectives for AFLA. Also, in order for AFLA to fulfil its mission as the only public institution for organizing and providing free legal aid, it is essential to guarantee the independence of AFLA as an independent agency, in the service of the citizens. In this regard, AFLA will develop policies and use advocacy in the responsible institutions until the implementation of legal aid in the whole country. Although, there is currently a proposal to change its status,[3] AFLA in cooperation and coordination with the responsible institutions, through its mechanisms will provide and address recommendations for and on the importance of its independence as an independent Agency.

Strategic Objective:

Extension of free legal aid through mobile offices in 17 municipalities[4] where there are no regional offices and mobile offices.

In order to achieve the extension of free legal aid through mobile offices in 17 (seventeen) municipalities where there are no regional offices and mobile offices, AFLA will develop support policies, prepare justified requests to the responsible institutions, and advocate for the realization of these requests. Further, AFLA will increase cooperation with municipal authorities to ensure their support. Special emphasis will be given to the strengthening of online platforms through technological updates as well as the activation and sustainability of mobile clinics to provide free legal aid, outside urban centres where there are no AFLA offices yet.

Strategic Objective:

Preserve the independence of the Agency as an independent Agency

Currently in the draft law amending and supplementing the laws related to the rationalization

[3] Draft law on amending and supplementing the laws related to the rationalization and establishment of accountability lines of independent agencies; https://konsultimet.rks-gov.net/viewConsult.php?ConsultationID=40602 Last accessed: 17/04/2021

[4] Municipalities of Kaçanik, Klina, Lipjan, Obiliq, Rahovec, Podujevë, Shtime, Shtërpce, Viti, Vushtrri, Novobërdë, Junik, Hani i Elezit, Mamushë, Ranillug, Partesh and Kllokot.

and establishment of accountability lines of independent agencies, it is proposed that the AFLA be transferred as an executive agency for free legal aid within the Ministry of Justice. AFLA and CFLA in order to address the current proposal on the status of AFLA, will establish as soon as possible a working group to research and make recommendations on the status of AFLA, and the importance of maintaining independence and status as an independent agency. The working group will provide advice and recommendations to the management of the AFLA and the CFLA, which will then be addressed centrally to the responsible institutions.

PILLAR II - COMMUNICATION AND COOPERATION

The approach of cooperation between AFLA and certain partners is essential in the development of communication policy, ensuring equal access to justice for all citizens of the Republic of Kosovo. Furthermore, in order to ensure equal access to justice for all citizens, they need to know what their rights are, and be informed of existing mechanisms, where they can go to if they think any of their rights have been violated.

STRATEGIC GOAL 2.1

Cooperation with all free legal aid providers to ensure access to justice, improve communication and aid to beneficiaries

While on the one hand AFLA is the only independent public institution which according to the law is competent to provide free legal aid to the citizens in need of the Republic of Kosovo, on the other hand there is a large number of civil society organizations funded by various international projects which also provide free of charge legal aid services. Very often their services cover cases of specific categories such as: displaced persons, immigrants, cases of domestic violence and similar issues. AFLA is of the opinion that coordination of work with these groups will increase the number of beneficiaries, and the effect and quality of the services. This issue is in compliance with the Law on Free Legal Aid, which has foreseen a possibility for AFLA to enter into partnership with civil society groups.

Strategic Objective 2.1.1:

Establish a network of resources, including specialized resources to improve the provision of legal aid

There are a number of other organizations or institutions in Kosovo that provide free legal aid in specialized areas by law. These organizations have offices in different territories and free legal aid from these NGOs is provided without establishing a partnership with AFLA as defined in Article 26, par. 1, sub-par. 1.4. of the Law on Free Legal Aid. Although AFLA is aware of their presence, there is a lack of a proper mechanism for organizing the provision of free legal aid, and cooperation between AFLA and those organizations. In this way, in order to achieve the strategic objective 2.1.1, AFLA is committed to conduct research in order to identify potential beneficiaries and potential expenditures, in order to coordinate the provision of free legal aid services with other providers. Based on the findings of the research, stated in the document, there will be held meetings with possible partners of the AFLA. After the identification of potential partnership, a Memorandum of Understanding will be signed with relevant institutions in accordance with Articles 29-30 of the Law on Free Legal Aid.

Strategic Objective 2.1.2:

Identification and development of methods of communication with key partners and other free legal aid providers.

It happens that the parties seeking legal assistance at the AFLA regional offices are to be referred to other legal service providers and organizations engaged in the interest of citizens (e.g. target groups, victims of violence and trafficking, counselling centres, shelters etc.), however, this procedure is not always standard. Although there are lists of all legal aid providers and their contacts, it is imperative that those lists be kept up to date. These updates will provide accurate information on their specialized fields, the territories they cover and other information that would assist the parties in addressing their needs. In order to achieve the Strategic Goal 2.1 AFLA is committed to updating the list whereby the reference organizations have been identified. In this regard, there will be regular meetings held with those organizations throughout Kosovo to strengthen the cooperation network and provide a better picture of the work of AFLA.

STRATEGIC GOAL 2.2

Raising the citizens' awareness on the work of AFLA and understanding of their rights

It is a general concept that access to justice is a fundamental component of a democratic society. In order to achieve this standard, each society should develop an adequate information system that promotes the rights of access to justice. Also, a sustainable assessment is needed to identify the legal needs of citizens and the extent to which needs are met by the relevant authorities in response to these needs. To supplement these mechanisms, AFLA is committed to work in this direction, by taking the steps described in Strategic Goal 2.2

Strategic Objective 2.2.1:

Increasing of capacities to communicate the successes and other messages to our partners and citizens in general

Today, social media and Internet services are being largely used by organizations and businesses to promote their services and to inform citizens about them. AFLA has already opened its website as well as social media sites such as Facebook and Instagram. This way, in order for AFLA to interact with others, information about current projects and activities will be exchanged with the

public, AFLA will increase the capacities for a sustainable and regular interaction with citizens. This was started by assigning a staff member who will act as the chief public relations officer. The official will complete public relations trainings and thereupon he/she will constantly improve and update the website, AFLA page on social networks (Facebook, Instagram), and will explore the possibilities of disseminating information through other platforms such as press releases, opening the page on the social network Twitter, etc.

Strategic Objective 2.2.2:
Raising the citizens' awareness of the services provided by AFLA

According to the latest OSCE-backed study on the access to justice in Kosovo,[5] only 15.5% of Kosovo citizens were informed of their rights guaranteed by law, while 26.1% of them have very little knowledge of their rights. Furthermore, the study found that citizens' awareness on free legal services is very low, by ascertaining that 69.7% of the population has not heard about these services. Among the citizens who have heard about free legal services, 25% of them mentioned AFLA as an address which they will turn to if they have legal problems.

The above data refers to the period before the drafting of the AFLA Strategy 2015-2019. In order to inform as accurately as possible, below we bring data from recent research and studies on identifying needs, and assessing the level of information of citizens about AFLA and its services.

Activity 'Justice Matters' funded by the United States Agency for International Development (USAID) has produced the report Mapping the Community Needs for Justice. This report analyses and prioritizes the needs for legal aid and legal information of the citizens of Kosovo and identifies the groups and communities that are most in need of additional resources, information and assistance. Once done annually, the Mapping is designed to inform the Justice Matters activity, AFLA and other development partner programs, how to support Kosovo citizens and communities in accessing legal aid, and how to prioritize the dissemination of legal information. The survey was conducted in 2018 and 2019 and respondents expressed an increasing trend in terms of knowledge and information, with 38% of respondents saying they are aware of the right to legal aid, 32% of the existence of AFLA, and 21% of eligibility criteria.

[5] The above study refers to the preparatory work for drafting the Free Legal Aid Agency Strategy 2015-2019.

The German Government-funded Jahjaga Foundation through the German International Cooperation (GIZ) has analysed public opinion on free legal services for women and youth in January 2021. The Public Opinion Report on Free Legal Services for Women and Youth in Kosovo includes an assessment of the level of trust of women and youth in the Kosovo judicial system as well as the level of Awareness about AFLA and its services. According to the report, 31% of women and 21% of young people stated that they are aware that the Constitution of the Republic of Kosovo guarantees free legal aid to citizens in need. Moreover, 78% of respondents had never heard of AFLA and the services it provides[6] .

Based on the above data and in order to achieve Strategic Goal 2.2, AFLA will: 1) update information materials for citizens; 2) organize meetings with representatives of municipal stakeholders; and 3) design and organize various campaigns on access to justice in accordance with the AFLA Communication Strategy.

[6] Jahjaga Foundation: Public Opinion Report on Free Legal Services for Women and Youth of Kosovo, January 2021, p. 4: http://www.jahjagafoundation.org/api/ëp-content/uploads/2021/02/Legal_Service_al_sr_en-draft3.pdf, Last accessed: 18/04/2021

PILLAR III - FINANCIAL MANAGEMENT

Funding is a necessary tool for any organization to effectively implement its mandate and function. Providing sustainable and sufficient resources to AFLA is one of the key elements to enable and meet the needs of potential beneficiaries of free legal aid

STRATEGIC GOAL 2.1
Ensuring the necessary financial resources to meet the legal obligations of the AFLA

Currently, Free Legal Aid is provided through 7 (seven) regional offices for free legal aid which operate in: ROFLA Prishtina, Mitrovica, Peja, Prizren, Gjilan, Gjakova and Ferizaj. These offices are financed from the budget of the Republic of Kosovo. Also, Free Legal Aid is provided through 14 (fourteen) mobile offices which operate in the following municipalities: Fushë Kosovë, Drenas, Deçan, Istog, Suhareka, Dragash, North Mitrovica, Zvecan, Leposavic, Zubin Potok, Malisheva, Gracanica Skënderaj and Kamenica.

Mobile offices in 14 municipalities have been supported by GIZ from July 2018 to December 2020 and AFLA budget for 2021 has enabled the employment of 8 (eight) officials who provide free legal aid in these municipalities, providing sustainability for 14 (fourteen) mobile offices.

AFLA has not fully complied with Article 22 of the Law on Free Legal Aid, which in order to achieve full coverage throughout the territory of the Republic of Kosovo, provides for the opening of Mobile Offices in all municipalities of Kosovo. AFLA has not managed to provide coverage for 17 (seventeen) municipalities of the Republic of Kosovo.

In order to fully fulfil its mandate, to provide free legal aid in a proportionate manner, AFLA must operate throughout the territory of the Republic of Kosovo. To achieve this AFLA requires additional funds, assessing in detail its needs, in good coordination with local and international partners.

Strategic Objective 3.1.1
Conducting of Financial Needs Assessment

Following the detailed analysis of the current operational system of AFLA as well as the detailed assessment of the Kosovo citizens' needs for free legal aid, AFLA prepares in permanent manner the proposed budget for the Ministry of Finance. Steps that AFLA will undertake to achieve the Strategic Goal 3.1 will include the assessment of its work to properly ascertain the needs of Kosovo citizens' needs for legal assistance and provide a comparative analysis of the funds allocated to other entities operating in similar fields.

Strategic Objective 3.1.2

Establishing contacts with local and international entities in order to develop a strategy to ensure the funding for financial and logistical support

AFLA is aware that in order to ensure additional funding, it should present to the Government and potential donors that the financial requirements and their financial implementation are reasonable and will have a positive impact on achieving equal access to justice for citizens, who are unable to pay for professional legal services. AFLA is aware that donors' interest is different; hence it is important that AFLA's requirements are tailored to the goals, objectives and focus groups of potential donors. By adhering to these principles, AFLA will: 1) hold regular meetings with the relevant entities, who would contribute to the budget of AFLA and other entities that are aware of the procedures for the execution of financial claims; 2) Gather various information on designing projects with a detailed description of the goals and objectives for certain entities (e.g. legal aid provisions for offenders violating juveniles' rights) by submitting them to potential donors; and 3) Point out the budget proposal needs as additional funds by submitting a detailed justification explaining the reasons for additional budget. All requests to local institutions and donors will be based on achieving the goals and objectives programmed in this Strategy.

STRATEGIC GOAL 3.2
Increasing of administrative and financial efficiency

Despite the fact that steps are being taken to encourage relevant governmental and international entities to increase funds for the interest of AFLA, the increase of funds is beyond the reach of AFLA and its CFLA. AFLA therefore needs to take steps to ensure it is maximizing the use of the tools available to it. AFLA faces the lack of important positions defined by the legislation in force. To this end, AFLA should take steps to fill in the necessary positions and ensure that its internal administrative structures are as effective as possible, including the training of the entire staff. AFLA should also consider the possibility of partnership with other governmental programs related to equitable access to justice to determine that cross-governmental efficiency can be achieved.

Strategic Objective 3.2.1
Assessment and modernization of internal administrative processes

The best management practice is the periodic review and assessment of the administrative structure. In order to make better use of the existing tools, and AFLA to be more attractive to governmental and international entities, AFLA will accordingly review the internal administrative positions for the efficiency of their work. The review will be carried out with the assistance of governmental and international experts. In this regard, AFLA will hold regular management meetings in order to ensure the most effective communication, as well as the implementation of the assessment results for administrative and financial matters.

Strategic Objective 3.2.2
Ensuring that administrative and management personnel have access to appropriate training

Training for the administrative and managerial staff of AFLA has been limited. Therefore, AFLA needs a continuous education system of capacity building for its staff to keep them up to date with the latest developments in the field of technology, public administration, financial management, procurement, human resource management, etc. To this end, the training needs will be included in the performance evaluation of staff. In this regard managers will be instructed to develop a realistic training plan for their staff. Senior Managers will cooperate with the Kosovo Institute for Public Administration and international partners to determine staff training programs in line with the AFLA budget.

Strategic Objective 3.2.3
Increasing cooperation with other governmental organizations that provide access to justice services

The right to free legal aid, as a constitutional category, is regulated by several laws. The Law on Free Legal Aid provides for an integrated legal aid system according to which AFLA is competent for the administration of legal aid in the civil, administrative, minor offences and criminal field. However, in practice there are other programs, such as the provision of free legal aid in the criminal field, is provided by the Kosovo Judicial Council, in matters of appointment of ex-officio lawyers according to the Criminal Procedure Code. Moreover, Victims' Advocacy Offices provide free legal assistance to victims of domestic violence and of trafficking in human beings. Further coordination with governmental entities can impact on increasing efficiency for services that ensure equal access to justice by various government institutions. Therefore, to achieve the Strategic Goal 3.2, AFLA together with the Kosovo Judicial Council, the Ministry of Justice, the Kosovo Bar Association, the Victims' Advocacy Offices and/or the Mediators will review the opportunities for case management by considering the potential of pilot ideas to increase efficiency (e.g. allocation of expenditure, referral system, partnerships in programs administration) arising from such a review.

PILLAR IV - CASE MANAGEMENT

Rational and efficient case management by AFLA will help ensure that the tools provided by AFLA are used in the most efficient and effective manner. In this case, it is necessary for the staff to be trained, to have a better and more effective performance of their duties related to this aspect.

STRATEGIC GOAL 4.1
Building of institutional capacities of AFLA personnel, who are involved in providing free legal aid.

Good and efficient case management by AFLA will help ensure that the funds provided by AFLA are used in the most effective way and have the greatest impact. To achieve this, training is needed, so that the staff have the best possible performance of their duties.

Strategic Objective 4.1.1

Updating and/or creating new operational procedures in various areas related to the provisions on providing of free legal aid

AFLA has a functional organizational structure as well as the methods of operation that are carried out by the departments of AFLA. The level of their performance is satisfactory. However, AFLA thinks there is room for improvement in several aspects, such as receiving of the parties, evaluation of financial criteria, individual case management, advocacy management, reporting, referral of the cases of other service providers, coordination of work with regional offices as well as control over the legal aid services provided. To achieve the Strategic Objective 4.1, AFLA will review and if deemed necessary will update the existing standard operating procedures that relate to various organizational functions, by seeking new methods and procedures that will help increase the efficiency of operations, and improve the quality of the services provided. This will be accomplished by having regular meetings between the departments within AFLA, which will be more closely coordinated with the regional office staff and through the assistance of experts in relevant fields, both from external and domestic partners.

Strategic Objective 4.1.2

Increasing the availability of relevant opportunities, capabilities and basic knowledge for the training of Agency staff, involved in the provision of free legal aid

AFLA staff engaged in providing free legal aid to the parties of AFLA needs training on material and procedural law. It is important that the staff possess the skills required to perform their duties in accordance with international standards. This includes training on topics such as research and legal writing, individual case management, relationship with the parties, advocacy, etc. AFLA managers are obliged to draw up a curriculum of professional staff training so that they can be trained in the duties of providing free legal aid to the parties. All this because the officials of free legal aid do not qualify to participate in professional trainings organized for judges, prosecutors or lawyers. Also, the Kosovo Institute for Public Administration does not provide professional trainings whereby the officials of free legal aid will be professionally trained for providing free legal aid. Therefore, AFLA senior managers will cooperate with the Academy of justice, the Kosovo Bar Association, the Kosovo Institute for Public Administration, as well as with other local training institutions and international partners to determine training programs for staff involved in providing assistance to the parties.

In addition to training provided by institutions and external partners, AFLA is committed to providing training through AFLA certified trainers for officials working to provide free legal aid within AFLA. All trainings related to the provision of free legal aid by AFLA officials and ensuring compliance with case handling policies and procedures will be in line with the Manual for Ensuring Compliance with Case Handling Policies and Procedures by AFLA officials.

AFLA will also engage existing and experienced staff to guide and mentor new staff members in their work. The mentoring approach among colleagues aims at disseminating theoretical knowledge, practical knowledge as well as promoting cooperation between existing staff and new staff members, in carrying out their duties and providing services to citizens.

Strategic Objective 4.1.3

The importance of personnel's focus on the party when assessing the right to provide free legal aid

In general performance, free legal aid officials, while providing free legal services to a party, should focus on assessing the right to provide free legal aid. In this regard, AFLA has compiled a questionnaire that will be available to all parties to assess the satisfaction with provided services. The questionnaire identifies AFLA office and officials who have provided professional services in such a way that performance evaluation also includes measuring of parties' satisfaction. AFLA will also create other performance evaluation measurement tools related to the quality of services provided to the parties. These measurements may include: the time frame, the quality of the request in the case of the party, the quality of the cases recorded by the officials, the level of interest in the cases of the parties, measured by the recording of telephone calls and the identification of other forms of communication which show the progress of the party's case.

PILLAR V - LEGAL AND POLICY FRAMEWORK

As a supplement to a genuine program, the legislative framework adapted to meet the needs of citizens increases its ability to have a positive impact on society.

STRATEGIC GOAL 5.1
Taking of necessary steps to improve the framework that regulates the free legal aid.

The current legislative framework governing the provisions pertaining to the need for free legal aid should be reviewed to ensure that the relevant authorities within their mandate can apply it more effectively. Also, AFLA should review its existing regulations to ensure that all necessary regulations are drafted, and if it appears necessary to improve its existing regulations.

Strategic Objective 5.1.1
Follow up on developments and the possibility of initiating legislative amendments in the field of free legal aid

The Law on Free Legal Aid that regulates AFLA's mandate and its functions should to be amended in order for AFLA's territorial organization to be harmonized with the new court structure, as well as with equitable access to justice for defence services provided ex-officio in the criminal field, and the provision of victim protection services. A detailed analysis of the necessary changes remains to be performed. In this regard, AFLA will set up a working group, consisting of management staff and regional offices, which will have the task of analysing the law and if needed to propose concrete amendments to the Ministry of Justice. When carrying out the assessment, it is preferable that the working group consult with all relevant entities, as well as get feedback from free legal aid beneficiaries. AFLA's senior management is suggested to work with the Ministry of Justice to advocate for a comprehensive assessment of all laws related to equal access to justice and the provision of free legal services so that the relevant legislation is further harmonized.

Strategic Objective 5.1.2
Evaluating and improving the regulatory framework that regulates the work of AFLA

Regardless whether the changes in the legislative framework have been successfully implemented or not, an Agency's assessment of the formal implementation of the existing law on free legal aid is needed. Therefore, with the help of local and international institutions, AFLA will conduct an assessment of sub-legal acts issued by AFLA, or determine where/if further adjustments or amendments to existing sub-legal acts need to be made. The assessment should be offered to the CFLA which sets the time limit within which AFLA should draft the normative acts proposed by the CFLA beforehand.

IMPLEMENTATION AND MONITORING:

AFLA will use the implementation matrix in Annex 3 2021-2015) to develop a more detailed work plan for achieving each Strategic Goal and Objective, based on the instruction that will be approved by AFLA's Council for Free Legal Aid. AFLA will report to the Council through the Executive Director on the assessment of the progress achieved towards the realization of each strategic goal and objective, by highlighting the challenges faced in their implementation, recommending the amendment of the Strategy as well as the timeframe necessary to ensure its effective implementation.

AFLA will use the same methodology as CFLA to monitor the implementation of the Strategy in the foreseen timelines. The methodology expressed in numbers from 0-3 in Annex 3 has this meaning:

(0) Basic - means that the realization of activities/objective is not even in the initial stage;

(1) Developing - means that the implementation of activities/objective has started, but is at an early stage;

(2) Functional - means that the activity/objective is being implemented, but the intended results have not yet been achieved;

(3) Performing - means that the activity/objective is being implemented and the intended sustainable results have been achieved.

ANNEX 1
AFLA STRATEGY (2015-2019)
COUNCIL AND WORKING GROUP (2021-2025)

The Council of the Agency for Free Legal Aid

Beshir Islami, Chairperson, Supreme Court

Lyra Çela, Deputy Chairperson, Ministry of Justice

Hidajete Vokshi, Ministry of Labour and Social Welfare

Jelena Krivčević, Ministry of Communities and Returns

Orhan Devaja, Ministry of Finance

Admir Salihu, Kosovo Bar Association

Nazife Jonuzi, Non-Governmental Organizations

Members of the Working Group for the Strategic Plan

Beshir Islami – Chairperson of CFLA

Lyra Çela, Deputy Chairperson of CFLA

Anita Alaj Kalanderi - Acting Executive Director

Admir Salihu - Member of CFLA

Hidajete Vokshi - Member of CFLA

Flutura Berbati Zena- Deputy Director of Legal Department

Faton Jashari - Legal Officer, AFLA

ANNEX 2 - IMPLEMENTATION MATRIX
(2015-2019)

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities* [2]	*Indicators*	*Verification means*
GOAL 1.1 Cooperation with all entities providing free legal aid and ensuring access to justice to improve communication and assistance to beneficiaries	**Strategic Objective 1.1.1** Creation of resources networks, including specialized resources for improving the provision of legal aid	**Activity 1.1.1.1** With particular emphasis on identification of professional legal service providers with specialized knowledge, as experts in certain areas of law, certain parties. For the purpose of this activity there will be compiled a research document that identifies the potential benefits and potential expenditures of creating a formal network of free legal aid providers, including: NGOs providing free legal aid, jurists, lawyers as provided for in Articles 29-30 of the Law on Free Legal Aid	By the end of 2015	Legal Aid Coordinator	Drafting of the research	Copy of research document; notes from meetings with potential free legal aid partners; copies of agreements with free legal aid partners.
		Activity 1.1.1.2	By the end of the year	Executive	Conceptual	

[2] The listed officials will be primarily responsible for implementing the activities. However, assistance may be sought from external, local or international partners in areas where the Agency lacks the capacity or expertise necessary to develop a specific work product required by the activity.

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities*[2]	*Indicators*	*Verification means*
		Hold meetings with Free Legal Aid Providers from NGOs, representatives of jurists and lawyers identified in Activity 1.1.1.1 to see the possibility of concluding partnership agreements or to create a network of free legal aid providers which would expand the provision of legal services.	2016	Director	Document is updated regularly.	
		Activity 1.1.1.3 Drafting of partnership agreement identified in Activity 1.1.1.2 between Agency for Free Legal Aid and NGOs that deal with free legal aid, lawyers, and in accordance with the terms set forth in the agreement, the same be signed and implemented.	2017-2019	Executive Director		

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities* [2]	*Indicators*	*Verification means*
	Strategic Objective 1.1.2 Identification and development of methods of communication with key partners and other free legal aid providers	**Activity 1.1.2.1** Regional Offices for Free Legal Aid to prepare a list of providers of legal services, public interest organizations (e.g. community groups, victim support groups, counselling services, advocacy groups, etc.) and social service providers (e.g. victim support, counselling services, shelters, etc.) in their region, holding of meetings with these groups to determine their interest for regular communication with the Agency.	By the end of 2015	Responsibilities of Regional Offices for Free Legal Aid	Compiling a list of partners	Copy of the initial and all subsequent lists (including all relevant documentation that is used to draft them) E-mail correspondence verifying the distribution of the list to other providers (or the signed acknowledgment of receipt if the list is distributed manually); notes from the meetings with main partners.

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities* [2]	*Indicators*	*Verification means*
		Activity 1.1.2.2 The list of groups identified in Activity 1.1.2.1 is consolidated into a reference list of services that is shared with all groups and is used by the agency for Free Legal Aid to refer Agency's parties to the relevant service providers .	By the end of 2015	Legal Aid Coordinator	Distribution of the list to other providers is completed	
		Activity 1.1.2.3 Regional Offices for Free Legal Aid hold regular meetings with the groups identified in the Activity 1.1.2.1 to discuss issues related to access to justice/legal aid, for a better coordination, between the groups and to find out where the resources and the expertise of Agency are needed the most.	At least twice a year starting in 2016	Regional Offices for Free Legal Aid	The list is updated annually and then shared with other providers	
		Activity 1.1.2.4	Every year	Legal Aid Coordinators		

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities* [2]	*Indicators*	*Verification means*
		Holding of annual and regional meetings with all the main entities of the identified groups, in activity 1.1.2.1, conclusions from these meetings to be integrated in the planning of the next year of the Agency.	starting from 2016			
GOAL 1.2 Raising the citizens' awareness on the work of Agency and identification of their rights	**Strategic Objective 1.2.1** Increasing of capacities to communicate the successes and other messages to our partners and citizens in general	**Activity 1.2.1.1** Assign responsibility for public relations by staff until the recruitment of a public relations officer	By the end of June 2015	Executive Director	The staff member has been appointed	Strategic Plan distribution list; notes from the meetings with partners receiving the Strategic Plan; Training materials from public relations training; Photos of Agency's website and Facebook page; copies of press releases and other publications.
		Activity 1.2.1.2 The person selected for public relations should undergo adequate trainings.	By the end of 2015	Personnel Manager	Selected staff member trained for public relations	
		Activity 1.2.1.3 Update the Agency Website and Facebook page regularly	Continuously starting from January 2016	Public Relations Officer	New information is uploaded to websites and/or Facebook pages	
		Activity 1.2.1.4 Information to be distributed	Continuously starting from	Public Relations	Distribution of	

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities* [2]	*Indicators*	*Verification means*
		through other platforms i.e. press releases and other social network websites	January 2016	responsible officer	information regarding Agency's activities is carried out through press releases and other social network platforms	
		Activity 1.2.2.1 Updating the public information materials (brochures on free legal aid, materials: know your rights etc.)	By the end of 2016	Public Relations responsible officer	New information materials developed	Copies of information materials to citizens: copies of materials used in media campaigns; notes from meetings in municipal assemblies; recordings of the media campaign; copies of annual reports on public relations engagement.
		Activity 1.2.2.2 In cooperation with Mayors and other municipal officials, meetings to be held in the municipal assembly with the members of different communities.	Every year starting from 2017	Regional Offices with the support of the Public Relations responsible officer	Meetings held in municipal assemblies throughout Kosovo, and attended by at least twenty participants	

Strategic Goals	***Strategic Objectives***	***Activities***	***Deadlines***	***Responsibilities*** [2]	***Indicators***	***Verification means***
		Activity 1.2.2.3 Designing and organization of Media to inform the public about the Agency services	2018-2019	Public Relations responsible officer	Media campaigns are organized and conducted	
		Activity 1.2.2.4 Drafting reports that summarize the activities related to public relations activities	Each year starting from December of 2016	Public Relations responsible officer	Annual report on public relations is drafted	

PILLAR II - FINANCIAL MANAGEMENT

Strategic Goals	*Strategic objectives*	*Activities*	*Deadlines*	*Responsibilities*	*Indicators*	*Verification means*
GOAL 2.1 **Ensuring the necessary funding to meet the legal obligations of the Agency**	**Strategic Objective 2.1.1** Conducting assessment of financial needs	**Activity 2.1.1.1** Drafting an assessment of financial needs based on the Agency research operations, regarding the legal needs of Kosovo residents, and a comparative analysis of the funding of the free legal aid in similar jurisdictions	By the end of December 2015	Executive Director/Legal Aid Coordinator/ Head of Administration and the Council Member from the Ministry of Finance	An assessment of financial needs is drafted	Copy of the report on the assessment of financial needs
	Strategic Objective 2.1.2 Establishing contacts with local and international entities in order to develop a strategy to ensure collection of funds for financial and logistical support	**Activity 2.1.2.1** Distribution and presentation of the Strategic Plan to relevant local and international partners **Activity 2.1.2.2** Holding regular meetings with relevant entities which contribute to the Agency's budget in order to understand the procedures for submitting requests for funding **Activity 2.1.2.3** Drafting of various conceptual-	From June 2015 At least each year starting from 2016 First Conceptual	Executive Director Council Members Executive Director/Council Members Legal Aid	The Strategic Plan is distributed to key partners Regular meetings held with relevant entities Conceptual papers-	Strategic Plan distribution list; notes from the meetings with partners receiving the Strategic Plan; notes from the meetings with local and international collaborators; conceptual conceptual papers; budget proposals

Strategic Goals	*Strategic objectives*	*Activities*	*Deadlines*	*Responsibilities*	*Indicators*	*Verification means*
		papers regarding the projects including detailed description of goals dedicated to the specific community members	papers to be prepared from December 2016 and thereafter in continuous basis	Coordinator/ Personnel Manager	are drafted regularly	
		Activity 2.1.2.4 Pointing out the need for additional funds in budget proposals, by providing a detailed justification regarding the funds requested.	Each year	Executive Director/Administration Director	Prepared budget proposals provide explanations on additional funds	
GOAL 2.2 Increasing of administrative and financial efficiency	**Strategic Objectives 2.2.1** Assessment and enhancing of internal administrative processes	**Activity 2.2.1.1** Review of internal administrative functions to determine the increase of efficiency	By the end of 2016	Administration Director	The review has been completed	Copy of the Report on the review of administrative functions; notes from the senior management meetings
		Activity 2.2.1.2 Holding of senior management regular meetings to ensure an efficient communication and implementation of assessment results	Regularly from 2017	Administration Director	Meetings are held regularly	
	Strategic Objective 2.2.2 Ensuring that	**Activity 2.2.2.1** Incorporation of training needs in the assessment of	By the end of 2015	Personnel Manager	Training needs are incorporated in	Copy of the performance evaluation template

Strategic Goals	*Strategic objectives*	*Activities*	*Deadlines*	*Responsibilities*	*Indicators*	*Verification means*
	the administrative and management staff have access to adequate trainings	in the staff performance evaluation reports **Activity 2.2.2.2** Working with Kosovo Institute for Public Administration and international partners, to determine training programs adapted to the budget of the Agency	Starting from 2016	Administration Director/Personnel Manager	the performance evaluation reports of the entire staff Regular meetings are being held with relevant training providers	for the management and administration staff, list of trainings provided to the management and administrative staff
	Strategic Objective 2.2.3 Increasing cooperation with other governmental organizations that ensure and provide legal professional services	**Activity 2.2.3.1** Review of the possibilities for the co-management of cases with Kosovo Judicial Council, Ministry of Justice, Kosovo Bar Association, Victims' Advocacy Offices and /or Mediation Office **Activity 2.2.3.2** Review of the possibilities of implementation of pilot-ideas for increasing the case management efficiency (i.e. determination of expenditures,	By the end of 2017 2018-2019	Executive Director/Legal Aid Coordinator/Board Member from the Ministry of Justice Legal Aid Coordinator/Head of Administration	Regular meetings are held with relevant partners Pilot projects emerging from the review have been implemented	Notes from the meetings with Kosovo Judicial Council, Ministry of Justice, Kosovo Bar Association, Victims' Advocacy Office and/or Mediation Office, Pilot projects conceptual papers and other documents; Memorandum of Understanding and/or

Strategic Goals	*Strategic objectives*	*Activities*	*Deadlines*	*Responsibilities*	*Indicators*	*Verification means*
		case referral system, partnership in programs administration)				other agreements with other governmental partner agencies

PILLAR III - CASE MANAGEMENT

Strategic Goals	*Strategic objectives*	*Activities*	*Deadlines*	*Responsibilities*	*Indicators*	*Verification means*
GOAL 3.1 Building of institutional capacities of AFLA personnel involved in providing free legal aid.	**Strategic Objective 3.1.1** Updating and/or creation of new operating procedures, in various fields concerning the legal provisions for providing free legal aid	**Activity 3.1.1.1** Working with Agency's regional centres and other local and international entities to review and if required update the standard operating procedures related to various organizational functions.	By the end of 2017	Legal Aid Coordinator	Standard Operating Procedures are reviewed and updated	Copies of standard operating procedures

Strategic Goals	*Strategic objectives*	*Activities*	*Deadlines*	*Responsibilities*	*Indicators*	*Verification means*
	Strategic Objective 3.1.2 Increasing the availability of relevant opportunities, capabilities and basic knowledge for the training of Agency staff, involved in the provision of free legal aid	**Activity 3.1.2.1** Working with relevant institutions that provide trainings on case management, contact with parties, research and legal writing (i.e. Kosovo Judicial Institute, Kosovo Bar Association, Kosovo Institute for Public Administration and other institutions) to develop relevant training programs for the staff of the Agency.	By the end of 2015	Personnel Manager/Legal Aid Coordinator	Regular meetings held with relevant training providers and development of a detailed and regularly updated program	Minutes of the meeting; list of administrative and management staff trainings held
	Strategic Objective 3.1.3 Inclusion of focused approach towards the parties during the staff performance evaluation	**Activity 3.1.3.1** Creation of a questionnaire to assess the level of parties' satisfaction with providers of services	By the end of 2015	Personnel Manager/Legal Aid Coordinator	The Questionnaire is completed	Copy of the model questionnaire on the level of parties' satisfaction; copies of the model performance evaluation for the administrative and management staff; copies of the current staff performance evaluations;
		Activity 3.1.3.2 Inclusion of parties' satisfaction survey and other measuring, which assess the quality of the staff performance in the evaluation of the performance of legal officers.	From 2016	Personnel Manager/Legal Aid Coordinator		

PILLAR IV - LEGAL AND POLICY FRAMEWORK

Strategic Goals	***Strategic objectives***	***Activities***	***Deadlines***	***Responsibilities***	***Indicators***	***Verification means***
GOAL 4.1 Taking of necessary steps to improve the legal framework that regulates the free legal aid.	**Strategic Objective 4.1.1** Monitoring of developments and when possible initiation of legislative amendments in the free legal aid field	**Activity 4.1.1.1** Setting up a working group within AFLA, consisting of the staff of management and regional offices for legal aid, tasked to analyse the law.	By June 2015	Executive Director	Members of the Group are appointed	Minutes of the working group; copy of the proposal sent to the Ministry of Justice; Minutes of the meetings held with the Ministry of Justice
		Activity 4.1.1.2 Proposal of concrete legislative amendments to the Ministry of Justice	By December 2015	Agency Working Group	Potential amendments are proposed to the Ministry of Justice/ Discussions are held at the Ministry of Justice	
		Activity 4.1.1.3 Cooperation with the Ministry of Justice to advocate for the evaluation of all the laws concerning the provision of free legal aid and equal access to justice at a comprehensive level	2016	Executive Director/Board Members from the Ministry of Justice		

Strategic Goals	*Strategic objectives*	*Activities*	*Deadlines*	*Responsibilities*	*Indicators*	*Verification means*
	Strategic Objective 4.1.2 Evaluating and improving the legislative framework that regulates the work of the Agency	**Activity 4.1.2.1** Working with local and international partners to carry out the assessment of sub-legal acts issued by the Agency	2017	Executive Director/Legal Aid Coordinator/ Administration Director	Assessment of sub-legal acts has been carried out	Copy of the assessment of sub-legal acts; time limit proposed for the amendment of sub-legal acts; new or amended sub-legal act drafts; copies of final approved versions.
		Activity 4.1.2.2 Proposal of time limits to the Council, for development and amendment of sub-legal acts	By the end of 2017	Executive Director	The deadline for carrying out amendments to sub-legal acts is proposed	
		Activity 4.1.2.3 Drafting the new sub-legal acts, in harmony with the timeframe determined by the Council	2018-2019	Executive Director/Legal Aid Coordinator/ Administration Director	New sub-legal acts (medium or long-term) are drafted	
		Activity 4.1.2.4 Public debates with all relevant entities directly or indirectly involved in the provision of free legal aid(MoJ, Police, SWC, NGOs, Public Prosecution, Judiciary, KBA, etc.	2015 and in continuation	Executive Director/Legal Aid Coordinator	Assessment of debate's participants, concrete discussions	Minutes, number of meetings and debates organized

ANNEX 3 - IMPLEMENTATION MATRIX (2021-2025)

PILLAR I: EXTENSION OF LEGAL AID IN THE WHOLE TERRITORY OF THE REPUBLIC OF KOSOVO AND PRESERVATION OF THE INDEPENDENCE OF AFLA

Strategic Goals	*Strategic Objectives*	*Activities*	**Deadlines**	*Responsibilities 2*	*Indicators*	*Verification means*
GOAL 1.1 **Providing free legal aid in the whole territory of the Republic of Kosovo and preservation of the independence of the AFLA**	**Strategic Objective 1.1.1** Extension of free legal aid through mobile offices in 17 municipalities where there are no regional offices and mobile offices.	**Activity 1.1.1** Policy development, reasoning through requests and advocacy in competent institutions. **Activity 1.1.2** Cooperation with municipal institutions in terms of supporting AFLA **Activity 1.1.3** Strengthening of the online platform for providing free legal aid, through technological updates and platform promotion.	Ongoing activity Ongoing activity Current value: (1) Target value: (3) December 2025	Council for Free Legal Aid and Executive Director	Needs have been identified and AFLA Draft Proposals for local institutions and donors for the opening of 17 mobile offices have been prepared. These project proposals have been approved and offices have been opened. Cooperation agreements have been realized with 17 municipalities for the opening of offices, as well as mobile offices have been functionalized. The number of	Copies of project proposals by AFLA for local institutions and donors prepared Copies of cooperation agreements between AFLA and municipal institutions Monthly reports of the Director to the Council, monthly and annual statistical reports.

					initiatives and projects for the use of technology increases as well as the number of online applications increases.	
		Activity 1.1.4 Activation and sustainability of the mobile clinic for the promotion and provision of Free Legal Aid in areas outside urban centres where there is no office of the Agency for Free Legal Aid.	Current value: (1) Target value (3) June 2021 -December 2025	Executive Director	The number of areas reached and the number of citizens who have benefited from the mobile clinic is increasing.	Monthly reports of the mobile unit, statistical reports.
	Strategic Objective 1.1.2 Preserving the independence of the Agency as an independent Agency.	**Activity 1.1.5** Establishing a working group to research and make recommendations on the status of AFLA	Current value: (1) June 2021 Target value: (3) December 2021	Council for Free Legal Aid, Director	The working group has been formed and has drafted recommendations on the status of the AFLA	Decision on the establishment of the working group and the document with recommendations
		Activity 1.1.6 Addressing and defending recommendations in the responsible instances	Current value: (0) Target value: (3) December 2021	Council for Free Legal Aid, Director	Attending meetings and sending various papers	Copies of papers, minutes of meetings, lists of participants

[2] The listed officials will be primarily responsible for implementing the activities. However, assistance may be sought from external, local or international partners in areas where the Agency lacks the capacity or expertise necessary to develop a specific work product required by the activity.

PILLAR II - COMMUNICATION AND COOPERATION

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities 2*	*Indicators*	*Verification means*
GOAL 2.1 **Cooperation with all entities that provide free legal aid and provide access to justice, to improve communication, quality and assistance to beneficiaries**	**Strategic Objective 2.1.1** Strengthen the network of resources, including specialized resources to improve the provision of free legal aid	**Activity 2.1.1.1** Update the resource network on an annual basis including specialized resources to improve the provision of free legal aid	Current value: (1) Target value: (3) December 2025	Executive Director / Department of Legal Aid Services	Resource network including specialized resources to improve the provision of free legal aid is updated in December of each year	Resource network copies including specialized resources to improve the provision of free legal aid updated on an annual basis
		Activity 2.1.1.2 Prepare an Action Plan for the resource network, including specialized resources to improve the provision of free legal aid. Hold meetings with free legal aid providers, from NGOs, representatives of lawyers and jurists to explore partnership opportunities	Current value: (1) Target value: (3) May, 2021		The action plan is prepared and used by AFLA as a basic document for activities in relation to the resource network	Copy of Action Plan; notes from meetings with potential free legal aid partners; copies of agreements with free legal aid partners

[2] The listed officials will be primarily responsible for implementing the activities. However, assistance may be sought from external, local or international partners in areas where the Agency lacks the capacity or expertise necessary to develop a specific work product required by the activity.

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities 2*	*Indicators*	*Verification means*
		Activity 2.1.1.3 Draft an agreement between the Agency for Free Legal Aid and identified NGOs that provide free legal aid, lawyers, and in accordance with the terms of the agreement, the same be signed and implemented.	Current value: (0) Target value: (3) December 2021-2025	Executive Director CFLA	AFLA has entered into partnership agreements with NGOs and identified lawyers who provide free legal aid	Copies of agreements between AFLA and partners

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities 2*	*Indicators*	*Verification means*
	Strategic Objective; 2.1.2 To identify and develop methods for communication with key Partners and other providers of free legal aid	**Activity 2.1.2.1** Regional offices and mobile offices for free legal aid update the list of legal service providers, public interest organizations (i.e. groups of communities, victim support groups, counselling services, advocacy groups, etc.) and social service providers (i.e. victim support, counselling services, shelters, etc.) in their region, holding meetings with these groups to determine their interest in regular communication with the Agency.	Current value: (1) Target value: (3) December 2025	Heads of Regional Offices for Free Legal Aid	The list of legal service providers at the regional level is updated on an annual basis by regional offices and mobile offices, which hold regular meetings with service providers.	Copy of the initial list and all subsequent ones (including all relevant documentation that was used to compile them) Email correspondence verifying the distribution list to other providers (or signed acceptance if submitted manually); notes from meetings with key partners

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities 2*	*Indicators*	*Verification means*
		Activity 2.1.2.2 List of identified groups is consolidated into a reference list of services which is shared with all groups and used by the staff of the Agency for Free Legal Aid, to refer the parties of the Agency to the respective service providers.	Current value: (1) Target value: (3) December 2025	Head of Division for Free Legal Aid Services	AFLA staff uses the consolidated list of referral services for free legal aid	.
		Activity 2.1.2.3 The regional offices for free legal aid hold regular meetings with identified groups to discuss issues related to access to justice/legal aid, to better coordinate between groups, and to understand where more resources and expertise of the Agency are needed.	Target value: (3) December 2025	Regional Offices for Free Legal Aid	The list is updated annually and then shared with other providers	

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities 2*	*Indicators*	*Verification means*
		Activity 2.1.2.4 To organize annual and regional meetings with all the main subjects of the identified groups, the conclusions from these meetings to be integrated in the planning of the Agency for next year.	Ongoing activity	Regional Offices for Free Legal Aid	Number of meetings initiated and held by the Agency	Copy of conclusions from each meeting held; list of participants
GOAL 2.2 **Raising awareness of citizens about the work of the Agency and identifying their needs**	**Strategic Objective 2.2.1** Building skills to communicate successes and other messages to partners and citizens in general	**Activity 2.2.1.1** Appoint responsible person for public relations from staff until the recruitment of a public relations officer	Until the position is filled	Executive Director	The staff member has been appointed	Training materials from public relations training; Photos of the Agency website and social networks; copies of press releases and other publications.
		Activity 2.2.1.2 The person selected for public relations must undergo adequate training.	Ongoing activity	Personnel Manager	Selected staff member trained in public relations	
		Activity 2.2.1.3 Regularly update the AFLA website and social networks	Ongoing activity	Public Relations Officer	New information is uploaded on the AFLA website and/or social networks	
		Activity 2.2.1.4 Information is distributed		Officer responsible for	Distribution of information	

Strategic Goals	*Strategic objectives*	*Activities*	*Deadlines*	*Responsibilities 2*	*Indicators*	*Verification means*
		through other platforms i.e. press releases, other websites as well as social networks	Ongoing activity	public relations.	regarding the activities of the Agency is carried out through press releases and other platforms of social networks	
		Activity 2.2.2.1 Updating materials for public information in accordance with the Agency Communication Strategy	Ongoing activity	Public Relations Officer	New informative materials developed	Copies of materials for informing the citizens: copies of materials used in media campaigns; notes from meetings in the municipal assembly; media campaign recordings; copies of annual reports on engagement in public relations.
		Activity 2.2.2.2 In cooperation with municipal stakeholders, regular meetings are held with members of different communities.	Ongoing activity	Regional offices with the support of the public relations officer Mobile offices	Meetings held with municipal stakeholders throughout Kosovo, attended by at least twenty (20) participants in each meeting	

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibilities 2*	*Indicators*	*Verification means*
		Activity 2.2.2.3 Designed and organized media campaigns to inform the public about Agency services in accordance with the Communication Strategy	Ongoing activity	Public Relations Officer	Media campaigns developed and organized	
		Activity 2.2.2.4 Reports are compiled that summarize the activities regarding the public relations	Regular annual activity	Public Relations Officer	An annual report on public relations is compiled annually	

PILLAR III: FINANCIAL MANAGEMENT

Strategic Goals	Strategic Objectives	Activities	Deadlines	Responsibility	Indicators	Verification means
GOAL 3.1 Ensuring the necessary funding to meet the legal obligations of the Agency	**Strategic Objectives 3.1.1** Development and assessment of financial needs	**Activity 3.1.1.1** Drafting of the Independent Analysis and Report for the identification of the needs for free legal aid, drafting of the financial cost of the strategic plan in a period of 5 years, in accordance with the recommendations from the independent report for the identification of the financial needs.	Current value: (2) Target value: (3) June 2022	Executive Director/ Administration Director and Legal Department Director	An assessment of financial needs is drafted	Copy of the report on the assessment of financial needs
		Activity 3.1.1.2 Advocate for the provision of a budget for free legal aid in accordance with the findings and recommendations of the assessment report.	Current value: (2) Target value: (3) - June 2023-2025	Executive Director/ Administration Director and Legal Department Director	Increase the budget of the Agency	Copy of the annual budget of the Agency

	Strategic Objectives 3.1.2 Cooperation with members of the relevant local and international community, in order to coordinate financial and/or logistical support	**Activity 3.1.2.1** Distribution and presentation of the Strategic Plan to relevant local and international partners	Current value Target value: (3) December 2021	Executive Director / Council Members	The Strategic Plan is distributed to all partners	Strategic Plan distribution list; notes from meetings with partners accepting the Strategic Plan; notes from meetings with local and international collaborators; concept- project documents; budget proposals
		Activity 3.1.2.2 Holding regular meetings with relevant entities which contribute to the Agency's budget in order to understand the procedures for submitting requests for funding	Ongoing activity	Executive Director Council Members/Secretariat	Regular meetings are held with relevant entities	

		Activity 3.1.2.3 Drafting of various conceptual papers for projects with detailed descriptions of goals and objectives dedicated to specific community members	Ongoing activity	Executive Director/Administration Director	Project conceptual papers are drafted as needed	

GOAL 2.2 **Increasing of administrative and financial efficiency**	**Strategic Objective 3.2.1** Assessment and enhancing of internal administrative and financial processes	**Activity 3.2.1.1** Review of internal administrative functions to determine the increase of efficiency;	Current value: (0) Target value: (3) June 2021	Executive Director/Administration Director	The internal review concludes with recommendations for increased efficiency.	Copy of the review report related to the administrative functions; notes from senior management meetings
		Activity 3.2.1.2 Filling job positions in accordance with the law on public finances and responsibilities (based on the organizational chart)	Ongoing activity	Executive Director/Administration Director		
		Activity 3.2.1.3 Regular senior management meetings are held to ensure effective communication and implementation of evaluation results	Current value: (1) Target value: (3) January 2022-December 2025	Executive Director/Administration Director	Management meetings are held regularly	

	Strategic Objectives 3.2.2 Ensuring that administrative and management staff have access to adequate training	**Activity 3.2.2.1** Incorporation of training needs in staff performance evaluation reports	Current value: (0) Target value: (3) June 2021	Direct Supervisor/ Personnel Manager	Needs for trainings incorporated in the performance evaluation reports of all staff	Copy of the evaluation sample of the management and administrative staff, copies of the evaluation reports, list of trainings provided to the management and administrative staff;
		Activity 3.2.2.2 Working with Kosovo Institute for Public Administration and international partners, to determine training programs adapted to the Agency's budget	Current value: (0) Target value: (3) June 2021	Executive Director/Administration Director/Personnel Manager	Regular meetings are held with relevant training providers	

	Strategic Objective 3.2.3 Increasing cooperation with other governmental organizations that ensure and provide legal professional services	**Activity 3.2.3.1** Review of the possibilities for the co-management of cases with Kosovo Judicial Council, Ministry of Justice, Kosovo Bar Association, Victims' Advocacy Office	Current value: (0) Target value: (3) December 2025	CFLA Executive Director/Legal Department Director/Board Member from the Ministry of Justice	Regular meetings held with relevant partners	Notes from meetings with the Kosovo Judicial Council, Ministry of Justice, Kosovo Bar Association, Victims' Advocacy Office and/or Mediation Office, concept papers for pilot projects and other documents; Memorandum of Understanding and/or other agreements with partner government agencies;
		Activity 3.2.3.2 Review of the possibilities of implementation of pilot-ideas for increasing the case management efficiency (i.e. determination of expenditures, case referral system, partnership in programs administration)	Current value: (0) Target value: (3) December 2025	Executive Director/Legal Department Director	Pilot projects originating from the review are implemented	

PILLAR IV: CASE MANAGEMENT

Strategic Goals	***Strategic Objectives***	***Activities***	***Deadlines***	***Responsibility***	***Indicators***	***Verification means***
GOAL 4.1 Ongoing institutional capacity building of the Agency staff, who are involved in providing free legal aid.	**Strategic Objective 4.1.1** Updating and/or creating regular and uniform implementation of operational procedures in various areas related to the provisions for providing free legal services.	**Activity 4.1.1.1** Work with the regional and mobile offices of the Agency and other local and international entities to establish, review and, as necessary, update standard operating procedures and best practices relating to various organizational functions.	Current value: (2) Target value: (3) December 2023	Executive Director and Legal Department Director	Standard operating procedures established, reviewed and updated annually	Copies of operating procedures and best practices;
		Activity 4.1.1.2 Periodic monitoring of the implementation of operational procedures and good practices	Current value: (1.5) Target value: (3) December 2025	Legal Department Director and Head of the Free Legal Aid Division	Full implementation of all standard operating procedures and best practices	Data from the monitoring system

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibility*	*Indicators*	*Verification means*
	Strategic Objective 4.1.2 Increasing the availability of relevant training opportunities, skills and basic knowledge for Agency staff involved in the provision of free legal aid	**Activity 4.1.2.1** Working with relevant institutions that provide trainings on case management, best practices in contact with parties, research and legal writing, and other training as needed. (i.e. Kosovo Academy of Justice, Kosovo Bar Association, Kosovo Institute for Public Administration and others) to develop relevant training programs for the staff of the Agency.	Current value: (2) Target value: (3) December 2025	Head of Legal Aid Division /Personnel Manager	Training needs assessment report drafted; The annual training plan drafted;	Minutes of the meetings; list of trainings held for staff; evaluation form by participants in trainings;
		Activity 4.1.2.2 Maintaining regular and specialized training by Agency trainers for Agency staff and providing on-the-job counselling among colleagues.	Current value: (1) Target value: (3) December 2025	Head of Legal Aid Division Personnel Manager	Existing staff and new staff receive at least one training per year, and new staff are supported with on-the-job counselling	Minutes of the meetings; list of trainings held for staff; the form of evaluation by the participants in the trainings, and the form of the monthly report by the staff;
	Strategic Objective 4.1.3 Inclusion of focused approach towards the parties during the staff performance evaluation	**Activity 4.1.3.1** Encourage the use of mechanisms for assessing the satisfaction of the parties with the provider and the service provided.	Current value: (2) Target value: (3) December 2025	Legal Department Director /Legal Aid Officers	Baseline: 74 + 10% increase in each subsequent year	Report of evaluation forms;

		Activity 4.1.3.2 Continuous development of satisfaction surveys and other measurements which assess the quality of staff performance and use of findings in decision-making, performance assessments of legal officers	Current value: (2) Target value: (3) December 2025	Legal Department Head of Division and	Operating procedures and good practices updated annually	Copies of operational procedures and good practices updated based on evaluations;

PILLAR V: LEGAL AND POLICY FRAMEWORK

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibility*	*Indicators*	*Verification means*
GOAL 5.1 **Taking of necessary steps to improve the legal framework that regulates the free legal aid.**	**Strategic Objective 5.1.1** Monitoring of developments and when possible initiation of legislative amendments in the free legal aid field	**Activity 5.1.1.1** Setting up a working group within the Agency, consisting of the staff of management and regional offices for legal aid, tasked to analyse the law.	Current value: (2) Target value: (3) December 2021	Executive Director	Members of the Group are appointed and the analysis of the law is completed.	Minutes of the working group meeting; copy of the proposal sent to the Ministry of Justice; Minutes of meetings with the Ministry of Justice
		Activity 5.1.1.2 Proposal of concrete legislative amendments to the Ministry of Justice	By December 2021	Agency Working Group	Potential amendments are proposed to the Ministry of Justice/ Discussions are held at the Ministry of Justice	

		Activity 5.1.1.3 Cooperation with the Ministry of Justice to advocate for the evaluation of all the laws concerning the provision of free legal aid and equal access to justice at a comprehensive level	Ongoing activity	Executive Director/Board Members from the Ministry of Justice		

Strategic Goals	*Strategic Objectives*	*Activities*	*Deadlines*	*Responsibility*	*Indicators*	*Verification means*
	Strategic Objective 5.1.2 Evaluating and improving the legislative framework that regulates the work of the Agency	**Activity 5.1.2.1** Working with local and international partners to carry out the assessment of sub-legal acts issued by the Agency	Current value: (1) Target value: (3) 04 DECEMBER 2023	Executive Director/Legal Aid Department/	Existing sub-legal acts have been evaluated	Copy of the evaluation report for the sub-legal acts; time limit proposed for the amendment of sub-legal acts; new or amended sub-legal act drafts; copies of final approved versions.
		Activity 5.1.2.2 Proposal of time limits to the Council, for development and amendment of sub-legal acts	Current value: (1) Target value: (3) November 2021	Executive Director	The deadline for carrying out amendments to sub-legal acts is proposed	
		Activity 5.1.2.3 Drafting the new sub-legal acts, in harmony with the timeframe determined by the Council	Current value: (1) Target value: (3) November 2021 - December 2025	Executive Director/Legal Aid Department/	New sub-legal acts have been drafted in accordance with the mid-term deadline November 2021 and long-term deadline December 2025	

		Activity 5.1.2.4 Public debates with all relevant entities, directly or indirectly involved in the provision of free legal aid (Ministry of Justice, Police, Center for Social Work, Civil Society, Prosecution, Judiciary, KBA, Victims' Advocate, Ombudsperson, Ministry of Labour and Social Welfare, etc.	Ongoing activity	Executive Director/Legal Aid Department	Evaluation of participants in concrete debates and discussions	Minutes, number of meetings and debates organized and lists of participants;