

Unofficial translation from Romanian into English

APPROVED:

STRATEGIC DEVELOPMENT PLAN
of the Public Association „Centrul de Drept al Avocaților” (Law Centre of Advocates)
for the period 2022 - 2024



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ABBREVIATIONS

P.A.	Public Association
GA	General Assembly
NGO	Non-Governmental Organization
LCA	Law Centre of Advocates
SP	Strategic Plan/Planning
LPA	Local Public Administration
CPA	Central Public Administration
MJ	Ministry of Justice
PSA	Public Services Agency
BMA	Bureau for Migration and Asylum of the Ministry of Internal Affairs
MIA	Ministry of Internal Affairs
MER	Ministry of Education and Research
NAP	National Administration of Penitentiaries
SIS	Security and Intelligence Service
SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
UNHCR	United Nations High Commissioner for Refugees
NLAC	National Legal Aid Council
RM	Republic of Moldova

DEFINITIONS AND TERMS

Competent authority for foreigners	specialized structure (Bureau for Migration and Asylum of the Ministry of Internal Affairs) which is in charge of the regime of foreigners in the Republic of Moldova, as well as of the management of the records of foreigners who have been granted the right of residence in the Republic of Moldova.
Stateless person	a person who is not considered a citizen of any state, according to their legislation (Law 200/2010 on the regime of foreigners in the Republic of Moldova).
Asylum	legal institution through which the state offers protection to the foreigner, granting him/her the status of refugee, humanitarian protection, temporary protection or political asylum (Law no. 270/2008 on asylum in the Republic of Moldova).
Asylum application	manifestation of will, expressed in writing or verbally before the competent authorities, which clearly shows that a form of protection is requested on the territory of the Republic of Moldova (Law no. 270/2008 on asylum in the Republic of Moldova).
Right of residence	the right to establish residence or domicile on the territory of the Republic of

	Moldova, granted to the foreigner, in accordance with the law, by the competent authority for foreigners (Law 200/2010 on the regime of foreigners in the Republic of Moldova).
Foreigner	a person who is not a citizen of the Republic of Moldova or who is stateless (Law 200/2010 on the regime of foreigners in the Republic of Moldova).
Refugee status	a form of protection, recognized by the Republic of Moldova, of a foreigner or stateless person who meets the conditions laid down in the Convention relating to the Status of Refugees, concluded in Geneva on 28 July 1951, and in the Protocol relating to the Status of Refugees of 31 January 1967 (Law no. 270/2008 on asylum in the Republic of Moldova).
Illegal residence	the presence on the territory of the Republic of Moldova of a foreigner who does not fulfil or no longer fulfils the conditions for entry, stay or residence in the Republic of Moldova.
Country of origin	the country of which the citizen is a foreigner or, if the foreigner has multiple citizenships, each country of which he/she is a citizen, and in the case of a stateless person, the country of his/her legal and habitual residence (Law no. 270/2008 on asylum in the Republic of Moldova).

EXECUTIVE SUMMARY

The Strategic Plan (SP) of the P.A. "Law Centre of Advocates" (hereinafter - the Association or LCA) aims to create a framework for the development of the Association for the next 3 years (2022-2024) and to identify the priority tasks for this period.

Based on this, the strategic vision of the Association for the next 3 years will involve focusing on the following strategic directions:

1) Support Programme.

Foreigners, asylum seekers, refugees, undocumented migrants, stateless persons and their family members benefit from quality legal aid services.

2) Monitoring and Advocacy Programme.

State authorities/institutions ensure compliance with legislation in the field of asylum, migration, integration, citizenship, statelessness, documentation

3) Organizational development of the Association;

For each strategic objective, there have been identified indicators for measuring the results for each year. The baseline indicators are set to 0.

This strategic action plan will form the basis for the development of the annual action plans. The strategic plan does not include an estimate of the budget needed to carry out the activities, budgeting is done each year based on the activities that will be planned for that year.

CHAPTER I. DESCRIPTION OF THE ORGANIZATION

1.1 General information about the P.A. "LAW CENTRE OF ADVOCATES"

The P.A. "Law Centre of Advocates" is a non-governmental, apolitical, non-profit public association, established by the free manifestation of the will of the associated persons, in order to jointly achieve the objectives determined by the Articles of Association of the Association.

According to the current version of the Articles of Association, the objectives of the Association are:

1. *Promoting respect for human rights,*
2. *Promoting the rule of law,*
3. *Strengthening the professionalism of the justice system and the protection of the rule of law staff.*

Any citizen of the Republic of Moldova can become a member of the Association, as well as foreign citizens, non-citizens residing in the Republic of Moldova, who recognize and support the objectives of the Association. At the beginning of 2022, there were 7 members in the register of members of the Association. All members are natural persons.

The Association has the following organizational structure:

- The General Assembly;
- The Board of the Association;
- The Censor;
- The Executive Director.

1.2 Identity elements

Mission: The mission of the LCA is to promote respect for fundamental human rights and to provide legal support to refugees, stateless persons, foreign nationals, asylum seekers and undocumented migrants based on effective, equitable and fair justice.

Vision: We strive for a society in which the fundamental rights of refugees, stateless persons, asylum seekers, foreign nationals and undocumented migrants are respected and there are no legal barriers to their integration.

The values of the Association:

Legality and promotion of human rights	The LCA team will work in strict compliance with the legislation in force and will promote the fundamental and inalienable rights of people. The LCA will provide beneficiaries with information on their rights and will make every effort to ensure that they benefit from all their rights under international and national law.
Transparency and openness	The LCA will organize all activities in an open manner and will ensure that the Association's activity reports are published and available to both beneficiaries and interested persons.
Fairness	Members and staff of the LCA will be fair in their dealings with beneficiaries, partners of the Association and third parties. At the same time, the Association will appreciate, encourage and promote honest and fair people.
Non-discrimination and systemic approach	The LCA will support each beneficiary equally and without any discrimination based on ethnicity, race, social origin, gender, etc. The Association will ensure the application of minimum standards of quality and treatment for all beneficiaries.
Confidentiality	The LCA team will protect the privacy, confidentiality and secrecy of information obtained in the course of activities carried out in the interest of the profession and the beneficiaries of the Association.

CHAPTER II. ANALYSIS OF THE ASSOCIATION'S INTERNAL AND EXTERNAL ENVIRONMENT

2.1. SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ High level of expertise of the team in the legal field regarding asylum seekers, beneficiaries of international protection, stateless persons, undocumented migrants, foreigners. ▪ Strategic partnership with UNHCR; ▪ Effective partnerships and collaboration agreements concluded with key institutions (BMA, NCLAC, USM, IOM, People's Advocate Office, etc.); ▪ Good reputation among justice professionals ▪ Own well-equipped and conveniently located office. ▪ LCA has the necessary resources and direct physical/online access to beneficiaries. 	<ul style="list-style-type: none"> - Donor dependency (100% of the budget is UNHCR support); - The specific field of work creates difficulties in recruiting qualified staff and training them; - The LCA does not have a consolidated pool of volunteers. - The LCA's field of work is not a priority/interest for potential local donors (natural and legal persons).
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Existence of funding opportunities in the context of the Eastern Partnership in the areas of interest to the LCA; ▪ UNHCR's openness to continue working with the LCA and to allocate financial resources and expertise. ▪ Opportunity to create support services against payment for beneficiaries (legal assistance, counselling, trainings, etc.) to be contracted by the authorities. ▪ The positive image of the Association towards donors and authorities can lead to the creation of new 	<ul style="list-style-type: none"> - The existence of xenophobia and the reluctance of Moldovan citizens towards foreigners who are beneficiaries of the LCA; - The risk of UNHCR funding ceasing and LCA activities coming to an end; - The risk that the departure of any LCA member would disrupt the work of the Association; - The risk of changes in existing policies and related legislation concerning foreigners,

<p>partnerships, initiatives, projects and practices to change related policies and legislation, etc.;</p> <ul style="list-style-type: none"> ▪ Existence of interested volunteers within the law and foreign language faculties, who can get involved in the Association's activities/programmes; 	<p>stateless persons and undocumented migrants which could make it difficult for the LCA to work and provide support.</p>
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CHAPTER III. STRATEGIC PLANNING FRAMEWORK OF THE ORGANIZATION

3.1. Organizational structure of the Association

The structure of the P.A. "Law Centre of Advocates" is organized as follows: The General Assembly of the members of the Association; the Board of the Association, the Review and Control Body (Censor).



3.2. Beneficiaries of the P.A. "LAW CENTRE OF ADVOCATES"

Over the next 3 years, the Association will focus on the interaction/development of programmes for the following beneficiary segments: asylum seekers; refugees; undocumented migrants; stateless applicants; recognized stateless persons; foreigners (legal and illegal residents); legal professionals; public authorities and media (as described below):

CATEGORIES OF BENEFICIARIES	DESCRIPTION OF BENEFICIARIES
1. Asylum seekers	This category includes foreigners or stateless persons who have applied in writing or verbally for some form of protection on the territory of the Republic of Moldova.
2. Refugees	This category includes foreigners/stateless persons who meet the conditions laid down in the Convention relating to the Status of Refugees and the conditions laid down in the national legislation on refugees.
3. Undocumented migrants	This category includes persons on the territory of the Republic of Moldova who do not have the citizenship of a state and/or identification documents (passport, identity card).
4. Stateless persons	Persons who have submitted an application for the recognition of the stateless status, which has not yet been settled by an irrevocable decision
5. Recognized stateless persons	Persons who are not considered to be citizens of any state and who have been granted this special status by a decision of the competent authorities of the Republic of Moldova.
6. Foreigners (regular and irregular residence)	This category includes persons who do not hold the citizenship of the Republic of Moldova or who are stateless and who fulfil (legal residence)/do not fulfil (illegal residence) the conditions for entry, stay or residence in the Republic of Moldova.
7. Legal professionals	This category includes judges, prosecutors, police officers, lawyers and other persons whose work is related to interaction and cooperation with foreigners, stateless persons and undocumented migrants in the Republic of Moldova.

8. Public institutions

This category includes all relevant public institutions (BMA of the Ministry of Internal Affairs, Ministry of Justice, CPA and LPA, Border Police, SIS, courts, etc.) with which the LCA collaborates and which have an impact on the beneficiaries of the Association, but also on the Association's activity.

3.3. Organization's service portfolio

Based on the statutory provisions, the identified beneficiary segments and the existing expertise, the Association will focus in the next strategic planning framework on the implementation of the following activities and services: providing legal advice, representation in courts and authorities, trainings.

CAPITOLUL IV. STRATEGIC DIRECTIONS AND OBJECTIVES

4.1. Strategic directions and objectives of the Association

The Association team has decided to structure its strategic objectives and activities for the next 3 years along the following lines:

- 1) *Support Programme;*
- 2) *Monitoring and Advocacy Programme;*
- 3) *Organizational capacity development.*

STRATEGIC DIRECTION NO. 1: SUPPORT PROGRAMME

To monitor the results of the organization's efforts in this direction, a number of outcome indicators will be monitored.

Strategic approach: Foreigners, asylum seekers, refugees, undocumented migrants, stateless persons and their family members benefit from quality legal aid services.

Name of outcome indicator	Baseline	Target		
		2022	2023	2024
The success rate of cases assisted by the LCA in the courts will reach 38% (average)	0	30%	40%	45%
The success rate of cases represented in the courts by the NLAC on the cases of the referred beneficiaries of LCA will reach 9%.	0	7%	10%	10%

STRATEGIC DIRECTION NO. 2: MONITORING AND ADVOCACY PROGRAMME

Strategic approach: State authorities/institutions ensure compliance with asylum, migration, integration, citizenship, statelessness, documentation legislation

Name of outcome	Baseline	Target		
		2022	2023	2024
The success rate of LCA advocacy campaigns	0	5%	7%	8%
The success rate of campaigns monitoring compliance with the fundamental rights of people in the LCA's interest group	0	10%	15%	15%

STRATEGIC DIRECTION NO. 3: DEVELOPMENT OF THE ASSOCIATION'S ORGANIZATIONAL CAPACITIES

Strategic approach: LCA is a visible and financially sustainable organization

Name of outcome	Baseline	Target		
		2022	2023	2024
Deviation of the amount of LCA income	0	20%	30%	30%

CHAPTER V. STRATEGIC ACTION PLAN OF THE P.A. "LAW CENTRE OF ADVOCATES" FOR 2022 - 2024

Strategic direction 1 - Training and information sessions for beneficiaries						
Strategic objective	Activities/Actions	Output indicators	Target/Terms			Verification sources
			2022	2023	2024	
Objective 1. Foreigners, asylum seekers, refugees, undocumented migrants, stateless persons and their family members benefit from quality legal aid services.	1.1 Assessment of potential beneficiaries of the LCA	No. of persons-potential beneficiaries of LCA	900	1000	1100	Evaluation Report/ProGress Basis
	1.2 Counselling of LCA beneficiaries	No. of persons, beneficiaries advised according to problems	798	850	920	Advice note/Monthly report
		No. of counselling sessions on needs	1000	1200	1400	Advice note (PGV4) Monthly Report
	1.3 Representation of LCA beneficiaries in court	No. of cases represented in court by LCA	15	16	14	Acceptance for examination (or other evidence/court document)
		No. of cases settled by LCA in court	3	5	7	Irrevocable court judgments
	1.4 Referral of LCA to other institutions	No. of persons referred	60	70	80	Reference Note, Email Advice note Reference note (PGV4)
		No. of cases of LCA beneficiaries referred for legal assistance to the NLAC, successfully resolved by the NLAC in court	10	12	15	Irrevocable court judgments
		No. of persons representatives of the Judges, BMA, GIBP, NLAC, etc. on the areas of interest of the LCA participated in the trainings organized by the LCA	80	90	100	Lists of participants Screenshot screen
	1.4 Conducting information and training sessions	No. of trainings organized by the LCA on the areas of interest for representatives of	10	12	13	Agendas, Photos LCA Report,

		the courts, BMA, GIBP, NCSGLA, and other institutions				Trainers' reports
Objective 2 To increase the level of information of asylum seekers and refugees on related legislation	2.1 Monitoring the legislation in the field of activity of LCA	No. of proposals to amend the legislative framework on fundamental rights or discrimination of persons in the LCA interest group	1	1	1	Proposals to amend the legislative framework
		No. of proposals to amend the legislative framework on fundamental rights or discrimination of persons in the LCA interest group approved by the authorities	1	1	1	Decisions of the authorities Amendments published in the Official Journal
	2.2 Reporting cases of violation of fundamental rights of persons	Number of cases of violation of fundamental rights of persons belonging to the LCA interest group reported to the responsible institutions	5	5	6	Monitoring reports Incident note (PGV4)
Objective 3 LCA is a visible and financially sustainable organization	3.1 Development of policies and procedures	Deviation in the amount of LCA income	20%	30%	30%	LCA financial reports
		No. of visibility materials produced by the LCA	16	16	18	Media product/Link
		No. of people covered by LCA visibility materials	1000	1000	1200	Google Analytics TV/Radio Audience

CHAPTER V. DEVELOPMENT STRATEGY MONITORING AND ASSESSMENT

The evaluation of the outcomes achieved under the M&A plan takes place according to the methods and tools established for each indicator. Data reporting takes place annually, after the data has been compiled, the outcomes and the sources of verification have been analyzed. At the organizational level, the M&A report is produced in the first quarter of the following reporting year; it is presented to the top management, Board, members; it supports the strategy review process and underpins organizational decision-making.

The extent to which the results achieved contribute to the achievement of the intermediate outcomes will be reviewed according to the following criteria:

Criterion	Low	Under development	Satisfactory	Adequate
Level of achievement <i>To what extent have the targets been achieved?</i>	Targets have not been met	Targets have not been met, but limited progress is being made	Targets have not been reached, but there is a certainty that they will be met next year	Targets have been reached, or almost reached.
Level of contribution <i>How is it known that the outcomes have been achieved due to the efforts of the LCA?</i>	LCA contribution is not significant	LCA contribution is up to 30%.	LCA contribution is relevant, up to 50%.	LCA contribution is crucial, up to 70%.
Level of documentation <i>How do we understand that the outcomes have been achieved?</i>	There are no data and sources of verification. The achievement of outcomes and their contribution is speculative	Outcomes are documented but some elements are missing	Outcomes and their contribution are documented by the LCA	Outcomes and their contribution are properly documented by the LCA through separate products

The collection of M&A data is the sole responsibility of the LCA. Some data may be collected with the organization's partners on rare occasions. LCA staff at various levels will ensure data collection, analysis and reporting as described in the M&A plan and PITT. The person responsible for collection (in most cases the legal advisor) will collect the primary data and verification sources; the data collected will be forwarded to the programme director, who will analyse and report to the management. At the discretion of the LCA, a third level of data verification will be instituted, if necessary, with appropriate adjustments to the M&A plan.

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