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ESE'S STRATEGIC PLAN

2025 - 2029

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WHO WE ARE

OUR MISSION

is to improve exercise of social and economic rights by vulnerable groups of citizens, by means of their empowerment, mobilization and engagement in creation, implementation and evaluation of public policies and services in the Republic of North Macedonia.

OUR VISION

is to resolve problems by promoting and improving the human rights, we improve social and economic justice, having in mind that human rights are an invaluable collection of standards that should be enjoyed by all. We are particularly devoted to work in the field of promotion and improvement of health rights and women rights. Therefore, we are focused on two goals, those being: to address urgent needs of citizens, in particular the needs of vulnerable groups of citizens, and to influence creation of sustainable and long-term changes.



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OUR GOALS

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OUR GOALS

DISCOURSE OF DESCRIPTION

Over 2025-2029 we will continue to work:

- 1) to engage citizens in the processes of planning, implementation, and evaluation of legal regulations, budgets, and services in the field of social and economic rights.
- 2) To ensure equal access to justice in the field of social and economic rights.
- 3) To promote fiscal transparency of institutions in the field of social and economic rights.

GOAL 1:

TO ENGAGE CITIZENS IN THE PROCESSES ON PLANNING, IMPLEMENTATION AND EVALUATION OF LEGAL REGULATIONS, BUDGETS AND SERVICES

OBJECTIVE 1: Strengthening and promoting engagement of citizens in the processes on planning, implementation and evaluation of legal regulations, budgets and services, as part of the social accountability and legal empowerment approach

Outputs:

Strengthened capacity of CSOs (from North Macedonia and Europe) and secured technical support for the implementation of the social accountability and legal empowerment approaches aimed at improving the health status, social determinants of health and employability, and employment of women, Roma people, and rural population

OBJECTIVE 2: Improving the health status, employability and employment and support for unpaid care work, with main emphasis on women, Roma, rural population and families providing care

Outputs:

- Conducted monitoring on the policies and health services aimed for women's reproductive health and health of mothers and children, followed by advocacy efforts
- Provided health information by ESE's Health info centre
- Assessed needs of Roma people regarding access to health care services
- Performed advocacy activities for improved access to primary health care services for Roma and the rural population

- Prepared and implemented strategy for improvement of mental health of Roma through non-medical approach
- Assessed active employment policies from gender and vulnerable groups perspective followed by advocacy efforts
- Assessed needs of the families and caregivers which are providing palliative care for the family members in their households
- Conducted advocacy efforts for improvement of the conditions for the people in need of care in their households, as well as for their caregivers and family
- Conducted monitoring on the Covenant for Economic and Social Rights and Convention on the Right of the Child, followed by the presentation of the findings in front of the relevant HR Bodies

OBJECTIVE 3:Strengthening disaster community resilience

- Created community infrastructure through the establishment of mixed Community boards (relevant stakeholders and community members representatives)
- Conducted community survey and capture community experiences related to disaster response and recovery
- Incorporated community perspectives and voices in local and state emergency policies
- Created a policy agenda between community and relevant local and national authorities working on disaster preparedness
- Determined the justification and compliance of state emergency policies with the UN Siracusa Principles/Standards for the justification of limitations and detailed requirements for laws that directly restrict individual freedoms during a public health emergency and Article 15 from the European Convention of Human Rights

GOAL 2: TO ENSURE EQUAL ACCESS TO JUSTICE IN THE FIELD OF SOCIAL AND ECONOMIC RIGHTS

OBJECTIVE 1: Strengthening capacities of cost – effective alternatives in order to help

people resolve unmet justice needs

Outputs:

- Continued education of CSOs and community paralegals that provide paralegal assistance to various vulnerable groups of citizensprovided
- Provided technical assistance and support to Roma CSOs that provide paralegal assistance to poor and vulnerable groups of citizens in their communities

OBJECTIVE 2: Collect people-centered justice data and provide evidence to facilitate access to justice

Outputs:

- Monitored implementation of Sustainable Development Goal 16.3 on access to justice, followed by advocacy efforts
- Determined access to justice and unmet justice needs of poor and vulnerable groups of citizens, followed by advocacy efforts

OBJECTIVE 3: Provide access to people-centered justice services for women that suffered domestic violence

Outputs:

- Provided legal aid and psychological counseling to women who suffered violence for resolution of domestic violence-related problems
- Determined costs and quality of access to justice and assessed level of enjoyment of legal rights for women who suffered violence, followed by advocacy efforts
- Strengthened capacities of young practitioners for monitoring, analysing, and solving the legal needs of the women who suffered domestic violence
- Improved institutional response and protection for women who suffered domestic violence, through capacity building and development of written materials (guidelines) for practitioners

- Performed monitoring on the implementation of the Convention against All Forms of Discrimination of Women –CEDAW and CoE Istanbul Convention and submitted findings to the HR bodies/group of experts
- Integrated measures for supporting women who suffered domestic violence during the crisis, within the local plans for recovery and resilience
- Sustained operation of the Legal aid center services provided by ESE through the established internet platform Pogon (ESE's social enterprise) and economic empowerment of women-led businesses

OBJECTIVE 4: Enhancing access to justice and the rule of law by investing in the formal justice institutions that play a frontline role in delivering justice

Outputs:

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- Monitored transparency, accountability, and effectiveness of the Commission for Protection against Discrimination (CPD)
- Monitored the status of gender equality in the judiciary, followed by advocacy efforts

GOAL 3:TO PROMOTE FISCAL TRANSPARENCY OF INSTITUTIONS IN THE FIELD OF SOCIAL AND ECONOMIC RIGHTS

OBJECTIVE 1: Impacting and supporting citizens and public institutions to reach more ambitious and lasting gains from fiscal transparency Outputs:

- Accelerated debates and activism among citizens through information and educational content development on fiscal transparency and priority-based budgeting.
- Developed network of a community of practitioners through the provision of capacitybuilding activities and support of joint advocacy actions.
- Strengthened capacities of public institutions in the field of social and economic rights for citizens' engagement.

OBJECTIVE 2: Encouraging trust and sustainable development of fiscal openness

Outputs:

- Promoted open contacting in the field of social and economic rights.
- Enhanced right to access public information with a focus on gender and vulnerable communities.
- Promoted digital governance and citizens-centered platforms and engagement on fiscal openness.

THEORY OF CHANGE

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What is the problem?

Government fails to meet the obligation to fulfil economic, social, and cultural rights (ESCR), particularly for vulnerable and marginalized groups of the population, including women, Roma minority, and rural populations.

More specifically:

 Women, mothers, and children, especially from, marginalized groups are insufficiently covered with preventive health services, including gynaecological and pediatrician services on primary level etc.
 Lack of interventions aimed at

improvement of the mental health of the population

The public employment policies do not reflect the gender perspective
There is absence of community resilience to disaster, including the pandemic of COVID 19

What is the impact of the problem?

The majority of citizens, especially from marginalized groups, are unaware of their rights deriving from ESCR policies thus diminishing the possibility for demanding accountability and proper implementation of the services.

What will ESE do ...

Empowering local Roma and rural communities regarding their rights and entitlements, in order to enable them to monitor policies, to demand accountability, and to advocate for improved policies and service delivery.

Providing documented evidence on how the gaps in policy preparation, budgeting, implementation, and monitoring reflect on the access to services for the vulnerable and marginalized groups of the populations.

Demanding accountability and advocacy for improved policies and service delivery for the population, especially for marginalized groups. Introducing disaster community resilience

What ESE aims to achieve...

Empowered marginalized communities to better understand their rights and have the confidence, access to information, and capacity to engage with service providers and policymakers and hold authorities accountable

Improved access to health and social services, and active labor market measures

Increased of the responsive of the institutions providing services on a local level to the marginalized groups

Policymakers involved citizens and especially marginalized groups of the populations in the policymaking processes

Governmental institutions strengthened the oversight and evaluation mechanisms of their policies

Built Community resilience to current and future disasters

GOAL 1: TO ENGAGE CITIZENS IN THE PROCESSES ON PLANNING, IMPLEMENTATION AND EVALUATION OF LEGAL REGULATIONS, BUDGETS AND SERVICES

What is the problem?

Government fails to meet the obligation to fulfil economic, social, and cultural rights (ESCR), particularly for vulnerable and marginalized groups of the population, including women, Roma minority, and rural populations. This is a result of the non-inclusion of citizens in the process of creation, implementation, monitoring, and evaluation of policies. Also, this is a result of insufficient funding of the ESCR policies and services, accompanied by poor management of the government programs and policies, and insufficient oversight and evaluation mechanisms from the side of the governmental institutions.

More specifically following barriers in access to the right to health and social services are detected through ESEs work:

- Women, mothers, and children, especially from, marginalized groups are insufficiently covered with preventive health services, including gynaecological services on primary level; pediatrician services on primary level; health care during pregnancy and after the delivery; screenings for cancers cervical and breast cancer
 - Barriers in access to primary health care, mostly regarding lack of doctors in certain municipalities and villages and lack of basic diagnostic services in the place of living. This especially represents a problem for rural and Roma populations
- Lack of interventions aimed at improvement of the mental health of the population, especially for Roma and other vulnerable groups
- Insufficient mechanisms and services for support of the adult persons in need of care in their households, their family caregivers, and their families
- The public employment policies do not reflect the gender perspective and as a result, women are less familiar and less use the active employment measures resulting in not having the desired effect
- Absence of community resilience to disaster, including the pandemic of COVID 19

What is the impact of the problem?

The majority of citizens, especially from marginalized groups, are unaware of their rights deriving from ESCR policies thus diminishing the possibility for demanding accountability and proper implementation of the services. This also results in the barriers that people which are accessing these services face, including illegal charges, improper quality of services, and facing discrimination when accessing services. The situation is even worse among marginalized groups of the population including the Roma minority and rural population, which are facing additional barriers including poverty, distance from the health facilities, insufficient health literacy, and discrimination. This situation is especially evident when disasters occur. The pandemic COVID 19 showed that the communities are not resilient and that is of utmost importance that the communities and especially the vulnerable communities start to consider building their own resilience.

What we are aiming to achieve?

Services.

- Empowered marginalized communities which better understand their rights and have the confidence, access to information, and capacity to undertake concrete action (engage with service providers and policymakers, campaign, mobilize others through raising awareness), use available mechanisms to influence policy, and hold authorities accountable
- Marginalized communities have improved access to health and social services and active labor market measures
- Institutions providing services on a local level are responsive towards the marginalized groups, enabling them to exercise their rights
- Policymakers involve citizens and especially marginalized groups of the populations in the policymaking processes and policies reflect the needs of these groups of the population
- Governmental institutions strengthen the oversight and evaluation mechanisms of their policies by the involvement of the citizens in these processes through the implementation of the social accountability methodologies
- Community resilience to current and future disasters introduced

How we will respond to achieve the desired outcome?

Our work strives to ensure communities and citizens to be able to monitor the implementation of policies, demand accountability, and advocate for improvement in the policies and service delivery. We achieve this through:

Empowering local Roma and rural communities regarding their rights and entitlements, in order to enable them to monitor policies, to demand accountability, and to advocate for improved policies and service delivery. ESE provides continuous capacity building, technical assistance, and mentorship for local CSOs who are working with the communities (Roma CSOs, gender equality CSOs), in order for these CSOs to be able to empower local communities.

Providing documented evidence on how the gaps in policy preparation, budgeting, implementation, and monitoring reflect on the access to services for the vulnerable and marginalized groups of the populations. For this purpose, national-level monitoring on the policymaking, policy implementation, and budget monitoring of the relevant policies will be conducted. We will work on empowering and engaging communities in a process facilitated by local CSOs that will be conducting regular monitoring of the service delivery on a local level, using different approaches, including community research, focus group discussions, community scorecards, social audit, etc. Besides the monitoring, this process enables to identify the real needs of the communities regarding the delivery of services.We combine the findings from national and community level monitoring in order to document how the gaps in national-level policy processes result in improper delivery of services to the citizens, especially from the marginalized groups. Moreover, this approach enables demanding vertical accountability, since it detects the gaps in policy implementation on each level.

Demanding accountability and advocacy for improved policies and service delivery for the population, especially for marginalized groups. Local-level demanding accountability and advocacy led by the community and supported by the local CSOs will be implemented. In this process findings from the specific community are used in order to demand proper implementation of policies on a local level. Our accountability and advocacy demands are based on the combined findings from the national and local levels in order to demand proper coverage of the citizens with preventive health care, with emphasis on the vulnerable and marginalized groups of the population. We use the findings from the national and local levels in order to find the national and local levels in front of the human rights treaty bodies. We use these findings to promote our demands through the international networks in which we are members.

Introducing disaster community resilience through creating community infrastructure, empowerment of the community to identify their priorities for response and recovery, integration of their voices in the local and national disaster-related policies, and creating joint policy agenda with the relevant stakeholders.

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THEORY OF CHANGE FOR ECONOMIC, SOCIAL AND CULTURAL RIGHTS

What is the problem?

Limited access to justice for vulnerable communities,decline in rule of law, and state failure to adopt a national action plan for improving access to justice for poor and vulnerable communities. More specifically:

- Lack of legal aid for the resolution of unmet justice needs

- The perspectives of poor and vulnerable are not incorporated in state policies and laws

- Lack of effective legal protection for women who suffered domestic violence

- Lack of capacities to effectively respond to unmet justice needs of the vulnerable communities

 Lack of sustainable sources of funding of the legal and other services for the women that suffered domestic violence
 Limited and not adequate efforts for economic empowerment of women that suffered domestic violence and other women-led businesses

What is the impact of the problem?

The limited access to justice affects the extent to which the citizens realize their social and economic rights, such as the right to social protection, health protection, education, employment, etc.

What will ESE do ...

Strengthening alternative justice services provided by CSO's and community-based paralegals and enabling the vulnerable communities to be proactively engaged in the resolution of their unmet justice needs.

Providing documented evidence about the specific justice needs of vulnerable communities and barriers they face in their access to justice

Empowering women who suffered domestic violence about their legally guaranteed rights, in order for them to engage in the resolution of their legal problems

Monitoring the work and strengthening of the capacities of front-line institutions involved in delivering justice.

Sustaining the operation of the ESE's Legal aid center through maintenance of the operation of POGON (e-sales platform created by ESE as a social enterprise) and opening of a unit for food production with a capacity to employ 10 women.

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What ESE aims to achieve...

CSOs and vulnerable communities which better understand their legal rights and have the capacity to undertake concrete action for resolution of their unmet justice needs empowered

Perspectives and voices of vulnerable communities in policy and legal framework incorporated

Women that suffered domestic violence and provide them with effective protection and support empowered

Knowledge and skills of the practitioners for pro-active involvement and resolution of unmet justice needs of vulnerable communitiesstrengthened

Operation of the legal services offered by ESE's Legal aid center sustained

Women that suffered domestic violence and women-led businesses economically empowered and supported

GOAL 2: TO ENSURE EQUAL ACCESS TO JUSTICE IN THE FIELD OF SOCIAL AND ECONOMIC RIGHTS

What is the problem?

The limited access to justice for vulnerable communities results in their inability to exercise social and economic rights. The national situation with the access to justice contributes to the negative global trend of decline in rule of law in the areas of Fundamental Rights, Constraint of Government Power, and Absence of corruption¹. Unfortunately, despite the obligation to implement SDG 16.3. on access to justice, the State failed to adopt a national action plan for its implementation and to undertake measures for improving access to justice for poor and vulnerable communities.

More specifically following barriers in access to justice are detected through ESEs work:

- Lack of legal aid for the resolution of unmet justice needs of different vulnerable groups of citizens, such as Roma, persons with disabilities, people who use drugs, LGBTI, sex workers, women working in the textile industry;
- The perspectives of poor and vulnerable communities are not incorporated in state policies and laws, which results in a lack of adequate measures for enhancing access to justice according to their justice needs;
- Low level of information and lack of effective legal protection for women who suffered domestic violence, as a result of long-term systemic deficiencies of the existing criminal and civil system of protection;
- Lack of capacities among the practitioners from relevant institutions and judiciary to effectively respond to unmet justice needs of the vulnerable communities;
- The State failed to undertake systemic measures for improving access to justice for vulnerable groups of citizens and advancing the institutional response toward the poor and vulnerable during a crisis
- Lack of sustainable sources of funding of the legal and other services for the women that suffered domestic violence
- Limited and not adequate efforts for economic empowerment of women that suffered domestic violence and other women-led businesses, including mechanisms for their mutual support and empowerment

What is the impact of the problem?

The limited access to justice affects the extent to which the citizens realize their social and economic rights, such as the right to social protection, health protection, education, employment, etc. The inability to seek effective resolution of their everyday legal problems is more characteristic for vulnerable groups of citizens, such as women, children, and excluded, that are more likely to suffer injustice than others. For example, women who suffered domestic violence are not able to fully enjoy their economic and social rights, as a result of the ineffective protection against domestic violence and inability to resolve their

¹World Justice Project, Rule of Law Index 2020

related legal problems such as divorce, custody, alimony, property division, damage compensation, etc.

What we are aiming to achieve?

- Empowered CSOs and vulnerable communities which better understand their legal rights and have the capacity to undertake concrete action for resolution of their unmet justice needs in their everyday life (social protection, health protection, employment, education, protection of women who suffered gender-based violence, civil and criminal laws and procedures and other areas of law)
- The perspectives and voices of vulnerable communities are incorporated in policy and legal framework and systemic measures are undertaken for enhancing access to justice and enjoyment of economic and social rights
- Women that suffered domestic violence are empowered and provided with effective protection and support against domestic violence and resolution of other related legal problems
- Strengthened knowledge and skills among practitioners from state institutions and judiciary for pro-active involvement and resolution of unmet justice needs of vulnerable communities
- State ministries and institutions that play a frontline role in delivering justice establish mechanisms for citizens in policy-making processes and policies reflect the needs of these groups of the population
- Sustained operation of the legal services offered by ESE's Legal aid center
- Economically empowered women that suffered domestic violence and supported women-led businesses through capacity building, mentorship, space for food production and employment, and offering POGON e-sales platform as a place for the sale of women products and services.

How we will respond to achieve the desired outcome?

We will apply the two-fold approach in enhancing access to justice for the poor and vulnerable, by empowering the vulnerable communities to be actively involved in the resolution of their unmet justice needs and strengthening the capacities of the relevant institutions obliged to respond to those justice needs. We will achieve this through:

Strengthening alternative justice services provided by CSO's and community-based paralegals and enabling the vulnerable communities to be proactively engaged in the resolution of their unmet justice needs. ESE is organizing continuous strengthening of knowledge and skills of CSOs and paralegals providing assistance and support to different vulnerable groups of citizens: Roma, women working in low-paid industries, persons who use drugs, persons with disabilities, LGBTI, sex workers, etc. ESE is also providing continuous

technical assistance and support to Roma CSO's providing paralegal support to their local communities in different municipalities in the country.

NEW YEAR

Providing documented evidence about the specific justice needs of vulnerable communities and barriers they face in their access to justice. ESE is monitoring the implementation of SDG 16.3 on access to justice and preparing a report with recommendations on the basis of previously determined criteria. Additional pressure is put on the government through the submission of an Independent Report to the High-Level Political Forum about the implementation of this SDG. In parallel, in-depth analyses about the legal problems faced by vulnerable communities are conducted, which afterward serve as the basis for undertaking advocacy on a national, regional, and international levels.

Empowering women who suffered domestic violence about their legally guaranteed rights, in order for them to engage in the resolution of their legal problems and processes aimed at improving the policies, laws, and practices related to access to justice. ESE is supporting women to initiate legal mechanisms for protection against domestic violence and resolution of other related legal problems. At the same time, women are regularly consulted and involved in assessments about the exercise of their rights, which is used for advocacy for improving the existing legal and policy framework and address the implementation gaps in their access to justice. In parallel, ESE is cooperating with the institutions and conducting trainings for practitioners for more effective implementation of the international and national legal framework for protection against domestic violence. ESE monitors upholding human rights envisioned in UN CEDAW and CoE Istanbul conventions-two key human rights documents related to GBV and consequently reports in front of the relevant HR Bodies /groups of experts.

Monitoring the work and strengthening of the capacities of front-line institutions involved in delivering justice. ESE is continuously monitoring the work of the Commission for Prevention and Protection against Discrimination (CPPD) on the basis of previously conducted assessment and developed methodology for monitoring transparency, accountability, and effectiveness of CPPD. Monitoring methodology is also applied for assessing gender equality in the judiciary and preparation of recommendations for improving the situation in this regard.

Sustaining the operation of the ESE's Legal aid center through maintenance of the operation of POGON (e-sales platform created by ESE as a social enterprise) and opening of a unit for food production with a capacity to employ 10 women. In 2020 ESE established its own social enterprise and has created an e-sales platform where women-led businesses, both non-formal and formal are selling their products and services while part of their income goes for sustaining the services provided by ESE's Legal aid center for women that suffered domestic violence. At the same time, economic empowerment activities are

undertaken to support women in either formalizing or improving their business operations. Moreover, we plan to enlarge the activities for economic empowerment by opening a unit for food production with a capacity to employ 10 women and offer the food produces on sale on POGON.



THEORY OF CHANGE THEORY OF CHANGE FOR ECONOMIC, SOCIAL AND CULTURAL RIGHTS

What is the problem?

North Macedonia despite its declarative efforts to regulate corruption and transparency is increasingly sinking into deepening public institutions closeness. More specifically:

- Lack of capacities among citizens and CSOs to utilize the already available public information and transparency tools

- Lack of cooperation and joint actions among CSOs working on fiscal transparency

 Lack of capacities among public institutions to practice and enforce the enacted policies/standards/plans
 Lack of active institutional oversight on

the public procurement procedures in the social and economic rights - Lack of publicly available information

of the program and fiscal work of the institutions

- Lack of established models of collaboration with and engagement of citizens

What is the impact of the problem?

The limited public institutions capacities to facilitate the process of openness, as well as involve citizens in the decision process, make the public services not accessible to citizens and encourage the corruption.

What will ESE do ...

Developing and promoting educational materials and information aimed at citizens and guidelines for public institutions

Establishing a community of practitioner's network of CSOs including experts and practitioners for mutual learning and development

Capacity building of public institutions representatives and facilitating planning processes for the establishment of continues and nonselective discussions among them

Assessing public procurement procedures followed by advocacy efforts Assessing the level of proactive and reactive transparency followed by advocacy efforts

Developing digital tools and procedures for citizens engagement and collaborating with public institutions

What ESE aims to achieve...

Citizens and CSOs empowered in order to be able to participate in the public discussions and actively seek changes based on their needs

Advocacy collaboration among CSOs working in the field of fiscal transparency, corruption and CSOs working on the field of social and economic rights strengthen

Mechanisms for continuous and nonselective discussions between citizens and public institutions established

Broaden the scope of social and economic services provided to citizens based on their needs and increased funds within the institutions' budgets to cover those needs coming from the savings made through decreased illicit outflows

Accelerate gender equality and vulnerable groups' needs satisfaction by closing the gaps in information, access, and participation

Shift the digital agenda on a national level, from exclusively digital-focused to citizens centered GOAL 3:TO PROMOTE FISCAL TRANSPARENCY OF INSTITUTIONS IN THE FIELD OF SOCIAL AND ECONOMIC RIGHTS

What is the problem?

The scarce fiscal transparency makes a negative impact on citizens' ability to exercise their social and economic rights and support corruption in these areas. North Macedonia despite its declarative efforts to regulate corruption and transparency is increasingly sinking into deepening public institutions closeness. In the past years a set of policies and tools aimed to improve the level of transparency and fight against corruption were introduced, as well as new governmental bodies were established. However, the expected contribution to those changes can be seen in practice. Even though some progress is noted in the EC report on North Macedonia for 2019, the Global Corruption Perception Index in 2020 ranks the county among those with the highest corruption.Additionally, ESEs assessment reports are showing a decline in the proactive² and reactive³ transparency parameters of the public institutions in the field of social and economic rights. While citizens' participation in the decision-making process still does not exist in the country.

More specifically following barriers in access to information and citizens' participation in the fiscal domainare detected through ESEs work:

- Lack of capacities among citizens and CSOs to utilize the already available public information and transparency tools
- Lack of cooperation and joint actions among CSOs working on fiscal transparency
- Lack of capacities among public institutions to practice and enforce the enacted policies/standards/plans
- Lack of active institutional oversight on the public procurement procedures in the social and economic rights sectors, as well as a low number of corruption cases initiated and successfully finished in the sector
- Lack of publicly available information of the program and fiscal work of the institutions
- Lack of established models of collaboration with and engagement of citizens

What is the impact of the problem?

The limited capacities among citizens and public institutions minimize the impact of the small steps taken in the fiscal domain. More precisely, the lack of citizens' capacities to practice their right to information and participation, as well as to understand the information that is already available puts them in a subordinate position and limits their will to engage in open discussions with the government on fiscal issues. On the other hand, the public institutions capacities to facilitate the process of openness, as well as involve citizens in the decision process, due to lack of knowledge on the procedures and lack of motivation, make the public services not accessible to citizens and encourage the corruption. The lack of collaboration among practitioners decreases the possibility of the definition of the common

²ESE ReaktivnaTransparentnost A4 032020 3 (esem.org.mk ³ESE ProaktivnaTransparentnost A4 032020 4 (esem.org.mk)

advocacy agenda and the effectiveness of the advocacy efforts undertaken. This especially limits the aspects of women and marginalized communities to be taken into consideration in planning and implementation of the policies. It's worth to be noted that the global agenda on fiscal transparency has a great impact on national trends. Moreover, the digital agenda in the improvement of transparency limits truthful, active, and close collaboration among public institutions and their beneficiaries.

What we are aiming to achieve?

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- Empower citizens and CSOs to be able to participate in the public discussions and actively seek changes based on their needs, as well as providing opportunities for practitioners to discuss the emerging issues for the citizens
- Strengthen the collaboration among CSOs working in the field of fiscal transparency and corruption and CSOs working on the field of social and economic rights in order to trust and narrow the advocacy activities
- Public institutions that are responsible for the provision of the economic and social rights establish mechanisms for continuous and non-selective discussions with citizens
 Broaden the scope of social and economic services provided to citizens based on their needs and increased funds within the institutions' budgets to cover those needs coming from the savings made through decreased illicit outflows
 - Accelerate gender equality and vulnerable groups' needs satisfaction by closing the gaps in information, access, and participation
 - Shift the digital agenda on a national level, from exclusively digital-focused to citizens centered

How we will respond to achieve the desired outcome?

In order to reach more ambition and lasting gains of fiscal transparency and encourage trust and sustainable development of fiscal openness, we will work on: developing and promoting educational materials and information aimed at citizens and guidelines for public institutions, as well as provide space for open discussions among practitioners and citizens on the emerging issues; establishing a community of practitioners network of CSOs including experts and practitioners for mutual learning and development, as well as joint advocacy; capacity building of public institutions representatives and facilitating planning processes for the establishment of continues and non-selective discussions among them; assessing public procurement procedures followed by advocacy efforts; assessing the level of proactive and reactive transparency followed by advocacy efforts; developing digital tools and procedures for citizens engagement and collaborating with public institutions.

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PLAN OF ACTIVITIES AND TIMEFRAME

GOAL 1: TO ENGAGE CITIZENS IN THE PROCESSES ON PLANNING, IMPLEMENTATION AND EVALUATION OF LEGAL REGULATIONS, BUDGETS AND SERVICES

Strategic objective 1.1: Strengthening and promoting engagement of citizens in the process on planning, implementation and evaluation of legal regulations, budgets, and services, as part of the social accountability and legal empowerment approach

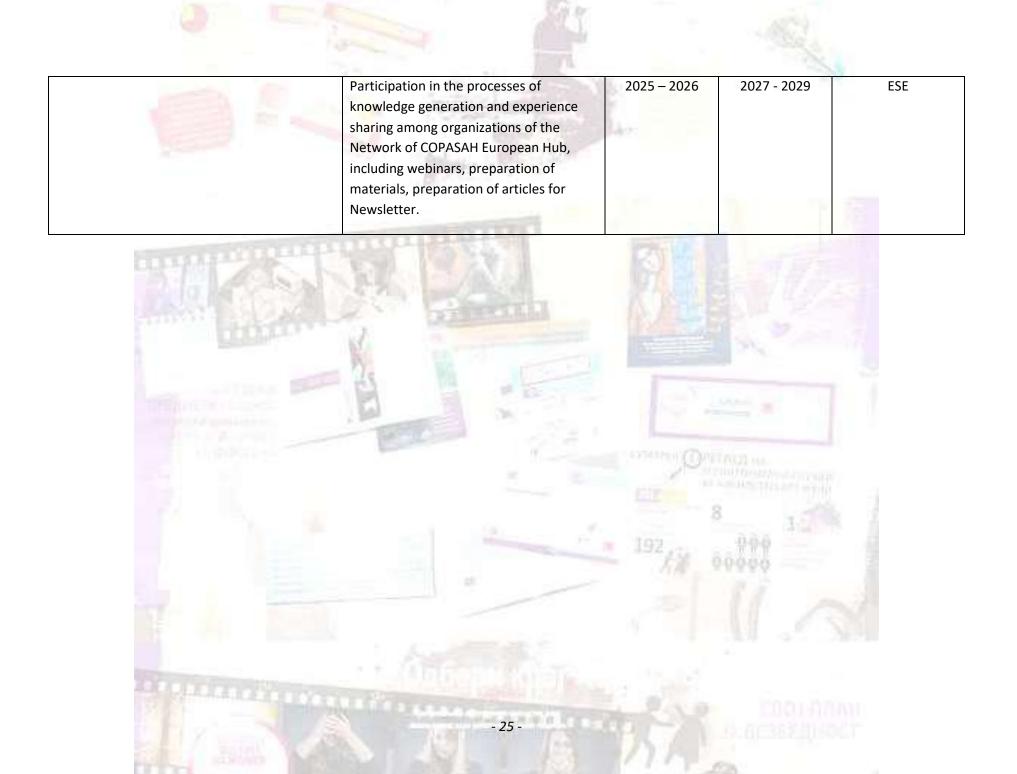
Outputs	Activities	Timeline 2025-2026	Timeline 2027-2029	Implementing entity
Strengthened capacity of CSOs (from North Macedonia and Europe) and secured technical support for the implementation of the social accountability and legal empowerment approaches aimed at improving the health status, social determinants of health and	Mentorship for the organization of educative events, by securing themes, guidelines, and directions on implementation of such events in communities.	2025 - 2026	2027 - 2029	ESE
employability, and employment of women, Roma people, and rural population	Provision of technical support for the implementation of the process on community mapping, by developing relevant guidelines for this process.	2026	2027 and 2029	ESE
	Provision of technical support to the staff from CSOs in the course of data collection in their communities.	2025	2027 - 2029	ESE
	Provision of technical support and mentorship to Roma CSOs in the course of their work on improved mental health for Roma through a non-medical approach	2025 - 2026	2027 - 2029	ESE

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	Provision of technical support to the CSOs in the process of drafting advocacy strategies on a local level	2025	2027 and 2029	ESE
	Assistance and support for the provision of paralegal assistance.	2025 – 2026	2027 - 2029	ESE
	Delivery of trainings on capacity building on the application of social accountability methodologies for CSOs from Macedonia and countries in the Region, which are interested to implement these methodologies in their work	2025 – 2026	2027 - 2029	ESE
TELEVISION I	Mentorship for CSOs from North Macedonia and countries in the Region which are starting withthe application of social accountability methodologies.	2025 – 2026	2027 - 2029	ESE
	Updating and continuous promotion of the online training modules, on the topics of social accountability and legal empowerment methodologies	2025 – 2026	2027 -2029	ESE
	Participation in the process of coordination and support of the work of the Network of COPASAH European Hub	2025 – 2026	2027 - 2029	ESE

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Outputs	Activities	Timeline 2025-2026	Timeline 2027-2029	Implementing entity
Conducted monitoring on the policies and health services aimed for women's reproductive health and health of mothers and children, followed by advocacy efforts.	Assessment of the impact of various policies, including macroeconomic and global economic, on the access of women, mothers, and children to health care services (Program for health care of mothers and children; Program for early detection of malignant diseases (components for breast and cervical cancer screening); Perinatal Master plan; Health Strategy 2021 – 2030; Health System: Action plan 2021 – 2030 Republic of North Macedonia, etc.)	2025 – 2026	2027 - 2029	ESE
	Conducting empowerment process through education and information of the Roma and rural women regarding their rights and entitlements related to the health care services aimed for improvement of reproductive health, and health for mothers and children and the identified obstacles for access to these services.	2025 – 2026	2027 - 2029	ESE

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Conducted community monitoring regarding coverage of mothers and children with preventive health care services, coverage of women with reproductive health services, and with activities foreseen in the relevant policies	2025	2027 and 2029	ESE
Regular monitoring of the statistical data regarding the health of mothers and children, and women's reproductive health, with main emphasis on perinatal and infant mortality rates and data on morbidity and mortality from cervical and breast cancer	2025 - 2026	2027 - 2029	ESE
Preparation of advocacy strategy on a national level and local level based on the findings from the conducted monitoring	2025	2027 and 2029	ESE
Organization of public events and press conferences in order to promote the findings and advocacy demands	2025 – 2026	2027 - 2029	ESE
Conducting activities for advocacy, including media advocacy according to the developed advocacy strategy	2025 – 2026	2027 - 2029	ESE

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Provided health information by the Health info centre	Provision of free-of-charge, quality, and reliable health information and support for issues related to health for women and men, such as menopause, osteoporosis, contraception, sexually transmitted infections, advice for youth, and other topics in the field of reproductive health.	2025 – 2026	2027 - 2029	ESE
	Provision of free-of-charge health services, such as fast testing for blood glucose, cholesterol and triglycerides, and blood pressure.	2025 – 2026	2027 - 2029	ESE
Assessed needs of Roma people and rural population regarding access to primary health care services	Adaption of the existing questionnaire for access to health services	2025	1	ESE
	Conducted training for interviewers for partner CSOs who will be conducting the interviews and focus group discussion with Roma and the rural population.	2025		ESE
	Conducted interviews and focus group discussions with Roma and rural population	2025		ESE
	Preparation of the report from the findings	2026	/	ESE

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Performed advocacy activities for improved access to primary health care services for Roma and the rural population	Preparation of advocacy strategy on a local and national level based on the findings from the assessment	2026	/	ESE
	Review of the existing legislation and identification of the needs for change in the legislation based on the advocacy demands	2026	/	ESE
	Conducting empowerment process through education and information of the Roma and rural population regarding their rights and entitlements related to the access to primary health care and the identified obstacles for access to these services.	2026	2027 - 2029	ESE
	Conducting advocacy activities based on the prepared advocacy strategy	2026	2027 - 2029	ESE
	Preparation of an advocacy document aimed at improved access to primary health care services for Roma and the rural population	2026	NOT THE PARTY OF THE	ESE
	Organizing public events and press conferences in order to present the findings from the assessment and advocacy demands	2026	2027	ESE

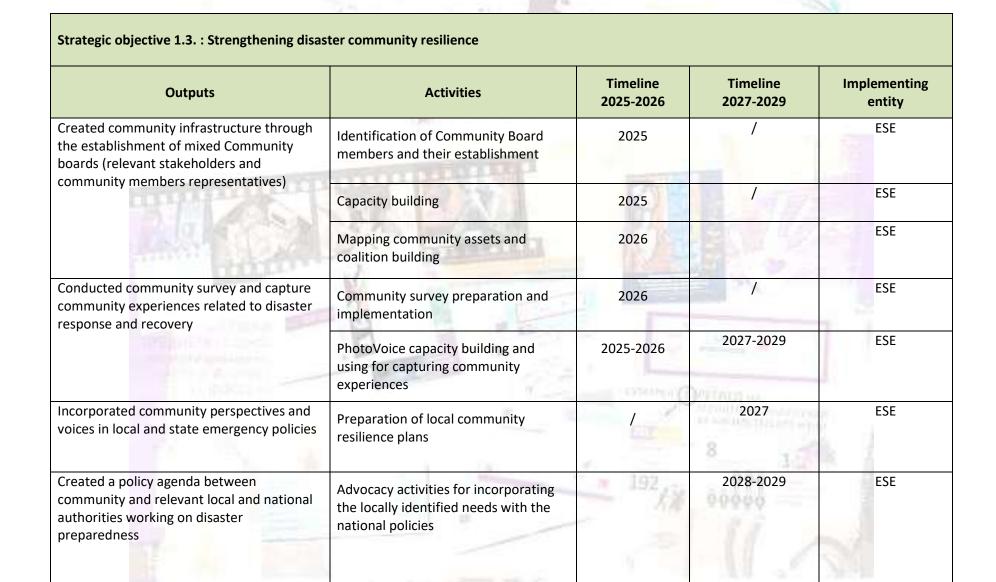


Prepared and implemented strategy for improvement of mental health of Roma and rural population through non-medical approach	Conducted assessment on the issues on a local level which have a negative impact on the mental health of Roma and rural population	2025	/	ESE
	Prepared strategy and action plan for improvement of mental health of Roma and rural population through non- medical approach, based on the findings from the assessment	2026	/	ESE
	Implementation of the prepared strategy for improvement of mental health of Roma and rural population through non-medical approach	2026	2027 - 2029	ESE
Assessed active employment policies from gender and vulnerable groups perspective followed by advocacy efforts	Developed and promoted one report per year from conducting an assessment on the active employment policies from gender and vulnerable groups perspective	2025 - 2026	2027 - 2029	ESE
Assessed needs of the families and caregivers who are providing palliative care for their family members in the households	Conducted interviews with persons providing palliative care for their family members in their household	2025	1	ESE
	Preparation of a report from the findings	2026	1	ESE
	Organizing a public event with a press conference for promotion of the findings	2026		ESE

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Conducted advocacy efforts for improvement of the conditions for the people in need of care in their households, as well as for their caregivers and family	Preparation of the advocacy strategy based on previously conducted research of ESE for unpaid care work, and on the findings from the assessment of the families and caregivers which are providing palliative care	2026	/	ESE
	Implementation of the prepared advocacy strategy		2027 - 2029	ESE
NG CAL	Preparation of an advocacy document for improvement of the conditions for the people in need of care in their households, as well as for their caregivers and family	2026		ESE
TERROR CONTRACTOR	Organization of public events and press conferences for promotion of the advocacy demands	2026	2027 - 2029	ESE
Conducted monitoring on the Covenant for Economic and Social Rights and Convention on the Right of the Child, followed by the presentation of the findings in front of the relevant HR Bodies	independent reports	2025-2026		ESE
	Submission of the report followed by reporting in front of the HR Bodies	2025-2026	1	ESE







Determined the justification and compliance of state emergency policies with the UN Siracusa Principles/Standards for the	Assessment	2025-2026		ESE and collaborators
ustification of li <mark>mitations an</mark> d detailed requirements for laws that directly restrict	Presentation of the assessment and joint discussion of	/	2027-2029	ESE
ndividual freedoms during a public health emergency and Article 15 from the European Convention of Human Rights	Strengthen legal and policy framework for managing crisis response and recovery and enhance access to justice for vulnerable communities during crisis		2027-2029	ESE
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PLAN OF ACTIVITIES AND TIMEFRAME

GOAL 2: TO ENSURE EQUAL ACCESS TO JUSTICE IN THE FIELD OF SOCIAL AND ECONOMIC RIGHTS

Outputs	Activities	Timeline 2025-2026	Timeline 2027-2029	Implementing entity
	thening capacities of the cost-effect	ive alternatives in order to h	nelp people resolve unmet justice	needs
Continued education of CSOs and community paralegals that provide paralegal assistance to various vulnerable groups of citizens provided	Development and delivery of e-training modules (two per year)	2025-2026	2027-2029	ESE
Provided technical assistance and support to CSOs that provide paralegal assistance	Regular meetings with CSO's (three per year)	2025-2026	2027-2029	ESE
to poor and vulnerable groups of citizens and especially to Roma organizations for providing paralegal assistance	Consultations and technical support	2025-2026	2027-2029	ESE
Strategic objective 2.2: Collect	people - centered justice data and	provide evidence to facilitat	e access to justice	
Monitored implementation of Sustainable Development Goal 16.3 on access to justice, followed by advocacy efforts	Monitor the implementation of the National Plan and collection of publicly available data on the implementation of the development goal 16.3.	2025	2029	ESE
	Prepare and submit shadow report to High-Level Political	2026	/	ESE

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	Forum		100 M	
	Preparation and submission of proposals for the promotion of access to justice to the relevant state institutions	2026	,	ESE
Determined access to justice and unmet justice needs of poor and vulnerable groups of citizens	Collection of data from service providers, researches, and analysis	2025	2029 (comparative)	ESE and Network
	Conducting questionnaires with CSO representatives involved in service delivery	2025	2029	ESE and Network
	Organization of focus groups with representatives of CSO's – providers of help and support to vulnerable communities	2025	2029	ESE and Network
	Preparation of short e- brochure with main findings and recommendations	2025	2029	ESE and Network

Strategic objective 2.3: Provide access to people-centered justice services for women that suffered domestic violence

Provided legal aid, psychological counseling and	Provision of legal assistance	2025-2026	2027-2029	ESE's Legal Aid Centre
court representation to women who suffered violence for resolution of	Provision of psychological counseling and support	2025-2026	2027-2029	ESE's Legal Aid Centre
domestic violence-related problems	Court representation	2025-2026	2027-2029	ESE's Legal Aid Centre
Determined costs and quality	Conduct interviews with	2025-2026	2027-2029	ESE

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of access to justice and assessed level of enjoyment of legal rights for women	women who suffered domestic violence	1200		
who suffered violence, followed by advocacy efforts	Collect cost-related data through the case logs	2025-2026	2027-2029	ESE
	Prepare analysis with recommendations	2025-2026	2027-2029	ESE
Strengthened capacities of young practitioners for monitoring, analyzing, and solving the legal needs of the women who suffered domestic violence	Organize trainings for a selected group of young lawyers on the provision of free legal aid to women who suffered domestic violence and conduct court monitoring on civil and criminal court cases	2025		ESE
	Practical work - provision of free legal aid and resolution of domestic violence and other related legal problems	2025-2026	2027-2029	ESE's Legal Aid Centre
	Practical work - Conduct court monitoring to 150 civil and criminal court cases and preparation of the report	2025-2026	2027-2029	ESE in cooperation with the Basic Courts
Improved institutional response and protection for women who suffered domestic violence, through capacity building and development of written	Implementation of advocacy activities for improving civil and criminal court procedures for the protection	2025-2026	2027-2029	ESE and Basic Court Judges
materials (guideli <mark>nes</mark>) for practitioners	Develop and deliver e- training modules for the	2025	2027	ESE with external experts (practitioners)

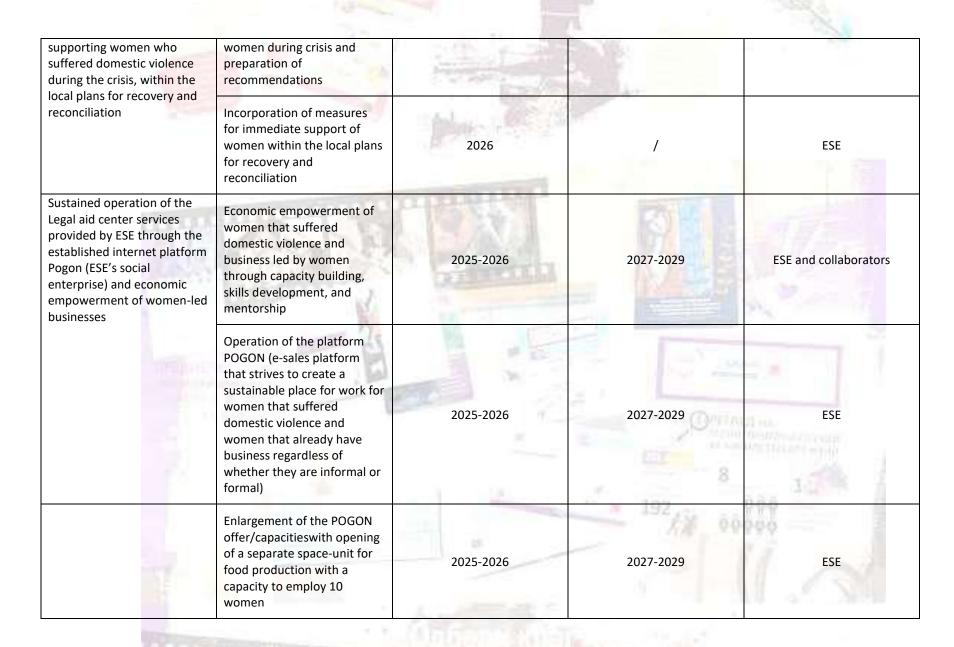
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	judiciary and state institutions for practical application of international and regional human rights standards for protection against VAW (on concrete issues related to their proceeding, for example, secondary victimization; evidence collection; applied penal policy; prevention of domestic violence; etc.)	Pre-	STE I	
	Develop written guidelines for the proceeding of judiciary and institutions in domestic violence cases	2026	2028	ESE with external experts (practitioners)
Performed monitoring on the implementation of the Convention against All Forms	Conducting questionnaires with CSOs	2025 -2026	2029	ESE
of Discrimination of Women -CEDAW and CoE Istanbul Convention and submitted findings to the HR bodies/group of experts	Conduct interviews with women who suffered domestic violence and experts	2025- 2026	2029	ESE
	Submit the independent reports and report on the consequently report the findings	2025- 2026	2029	
	Preparation of e-report with main findings and recommendations	2025	2029	ESE
Integrated measures for	Determined specific needs of	2025	/	ESE

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PLAN OF ACTIVITIES AND TIMEFRAME

GOAL 3: TO PROMOTE FISCAL TRANSPARENCY OF INSTITUTIONS IN THE FIELD OF SOCIAL AND ECONOMIC RIGHTS

Outputs	Activities	Timeline 2025-2026	Timeline 2027-2029	Implementing entity
Accelerated debates and activism among citizens through information and educational content development on fiscal transparency and priority-	Development and promotion of information and educational materials aimed at citizens and practitioners through social and traditional media.	2025- 2026	2027 - 2029	ESE
based budgeting.	Capacity building of citizens and practitioners on fiscal transparency in general and application of different assessment approaches.	2026	2028	ESE
	Collecting inputs from citizens through social media on emerging issues that should be debated and organizing debates.	2025- 2026	2027 - 2029	ESE
	Organization of public discussion forums.		ET	And These are a marked
Developed network of a community of practitioners through the provision of	Identification, invitation, and inclusion of potential practitioners from Europe.	2025	/ 8	ESE
capacity-building activities and support of joint advocacy actions.	Assessment of practitioners' needs and knowledge.	2025	1/11/00	ESE
	Development of strategic plan and setting the network structure	2026		ESE
	Facilitating the work of the	2026	2027	ESE

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	network	- 19 A. TO		
	Supporting the work of the network	2025-2026	2027-2029	ESE
	Active contribution in the national and international networks and initiatives (OGP, OGP CSO network, PHM, etc)	2025-2026	2027-2029	ESE
	Active involvement at global events to promote ESE's achievements and work.	2025-2026	2027-2029	ESE
	Delivering trainings to public institution representatives on different methodologies for community engagement.	2025		ESE
	Facilitation of planning process and participatory tools development.		2027	ESE
	Mentoring and partnering with the public institutions in the implementation of the developed plans and tools.	/	2027-2028	ESE
	Conducting evaluation on the impact of tools and plan, as well as preparation of a plan for improvement.	/	2029	ESE 1
rengthened capacities of blic institutions in the field social and economic rights r citizens' engagement.	Delivering trainings to public institution representatives on different methodologies for community engagement.	2025		ESE
	Facilitation of planning process and participatory	/	2027	ESE

	tools development.		Solar Contraction	
	Mentoring and partnering with the public institutions in the implementation of the developed plans and tools.		2027-2028	ESE
	Conducting evaluation on the impact of tools and plan, as well as preparation of a plan for improvement.		2029	ESE
	raging trust and sustainable develop	ment of fiscal openness		
Promoted open contacting in the field of social and economic rights	Collecting, analysis, and interpretation of data from conducted public procurement procedures from at least 62 public institutions from the field of social and economic rights.	2025-2026	2027-2029	ESE
	Preparation of a plan for action and conducting advocacy.	2025-2026	2027-2029	ESE
	Facilitate discussions among suppliers, beneficiaries, and institutions in the field of social and economic rights.	2026	2028	ESE
Enhanced right to access public information with a focus on gender and vulnerable communities	Assessing the level of reactive and proactive transparency among institutions on annual basis, based on ESEs assessment methodology.	2025-2026	2027-2029	ESE
	Development of annual reports to integrate the findings from the assessment.	2025-2026	2027-2029	ESE
	Initiate discussions among	2025-2026	2027-2029	ESE

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	practitioners on further steps and joint actions to improve the access to information, taking into consideration the gender and vulnerable groups aspects			
Promoted digital governance and citizens-centered platforms and engagement on fiscal openness. (the output is in direct relation with the output on capacity building of public institutions)	Introduction on new platforms and improvement of the existing ones, based on the good practices and lessons learned on the establishment of platform and introduction of direct collaboration among institutions, CSOs, and citizens through our work with SEA and MoH	2025	2027	ESE
TERPT	Conducting evaluation on the impact of introduced platforms and methods, as well as preparation of a plan for improvement.	2026	2028	ESE



FINANCIAL PLAN

Strategic goals	Necessary funds in EUR
GOAL 1: TO ENGAGE CITIZENS IN THE PROCESSES ON PLANNING, IMPLEMENTATION AND EVALUATION OF LEGAL REGULATIONS,	315.28
BUDGETS AND SERVICES	
GOAL 2: TO ENSURE EQUAL ACCESS TO JUSTICE IN THE FIELD OF SOCIAL AND	404.04
ECONOMIC RIGHTS	494.94
GOAL 3: TO PROMOTE FISCAL TRANSPARENCY OF INSTITUTIONS IN THE FIELD OF SOCIAL	
AND ECONOMIC RIGHTS	318.29
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