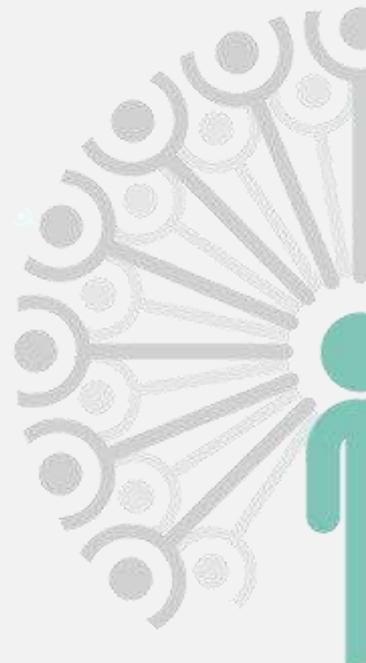




ЦЕНТАР ЗА ПРАВНИ
ИСТРАЖУВАЊА И АНАЛИЗИ
CENTER FOR LEGAL RESEARCH AND ANALYSIS



PORTFOLIO

SKOPJE, 2026

Mission

CLRAs mission is to empower and enable people, both individually and collectively, to better understand the functioning of the legal system and its effectiveness and impact it has on their lives in the framework of the rule of law.

Vision

CLRA works with a vision of becoming an objective and reliable resource center that grants the general and expert public easier access to useful analysis and information and practical understanding on ongoing legal matters, through credible and professionally conducted research and analysis of law and its implementation.

Main Goals

To strive in contributing towards enhanced legal system based on the principle of substantive equality and to ensure that the constitutionally set principles, rights, and responsibilities are fully and consistently respected, promoted, protected and fulfilled.

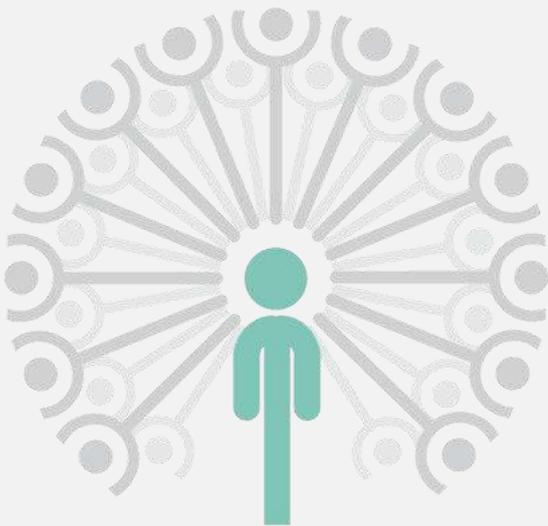
To function as an independent, client-based, non-profit law clinic which uses law as an instrument of justice and provides legal research services affecting all citizens (including the marginalized and discriminated groups and individuals).

To work towards achieving best EU and international standards and practices in the Macedonian society and its legal system, and to build respect for the rule of law and constitutional democracy; enable the vulnerable and marginalized to assert and develop their rights; promote gender and social equality and oppose all forms of unfair discrimination; and contribute to the development of a human rights and to the social and economic progress of society.

CLRA seeks creative and effective solutions in the law reform process by using a range of strategies, including impact litigation, improvement of the legislation, participation in partnerships and legal reform processes and networking with the EU member states and at the international level.

CLRA key objectives

1. To expand citizens' knowledge, understanding and awareness on the relevant legal reforms and legal practices (processes);
2. To promote access to justice for all, irrespective of social, ethnic, religious, gender and political differences;
3. To build the capacity of the legal professionals to deliver on the needs of the citizens in a transparent and accountable manner; and
4. To provide extended information services responsible decisions/actions.



Commitment

- Providing a responsive, effective and professional service to the professional and wider community
- Acting with integrity and fairness
- Collaboration and openness
- Innovation and creativity
- Acting in accordance with best practice principles
- Striving for improvements in service delivery and efficiency
- Legitimacy, evaluation and accountability

Strategic goals

- Increasing the cooperation with the main institutions in advancing the Rule of Law in North Macedonia and improving the legal certainty through an enhanced legal system
- Making laws and legal issues/matters more approachable and transparent to citizens
- Strengthening the research, analytical and organizational capacities of CLRA.

Current Projects

1. Enhanced civic engagement for environmental protection

Donor: Expertise France

Period of implementation: January 2026 - November 2026

Total budget: 187.346,3 EUR

About the project: The project aims to strengthen civic engagement in environmental protection by promoting meaningful public participation in environmental decision-making and ensuring the effective use of legal mechanisms, in line with the principles of the Aarhus Convention. A key component of the project will be strategic environmental litigation, led by the Center for Legal Research and Analysis (CLRA). Through systematic monitoring of institutional compliance with environmental law, particularly regarding access to information, public participation, and access to justice, the project will generate evidence-based findings that will form the basis for carefully designed strategic cases. The purpose of this litigation will not only be to address individual violations, but also to tackle systemic non-enforcement of environmental legislation and promote broader institutional and policy change. By pursuing precedent-setting cases, CLRA will aim to strengthen environmental jurisprudence, increase institutional accountability, and enhance the responsiveness of the judiciary in protecting environmental rights. In parallel, the project will empower local communities by providing legal guidance, capacity building, and practical support during environmental decision-making processes. Through trainings, mentoring, and assistance in preparing submissions, complaints, and court cases, citizens will be equipped with the tools and knowledge necessary to effectively exercise their rights and engage in environmental governance. By combining monitoring, empowerment, and strategic litigation, the project will contribute to improved access to justice, stronger institutional accountability, and more effective environmental and climate protection in North Macedonia.

The project is implemented by the Macedonian Young Lawyers Association, the Center for Legal Research and Analysis, Florozon, and Milieukontakt.

2. Open Judiciary for Accountability and Trust

Donor: UNOPS

Period of implementation: March 2026 – March 2027

Total budget: 49.961 EUR

About the project: A governance reform project led by the Center for Legal Research and Analysis (CLRA) to strengthen transparency, accountability, and public trust in the judiciary of North Macedonia. The project introduces standardized open-data publication across all courts, develops a unified judicial communication methodology and toolkit, and supports the adoption of a Five-Year Strategy for Judicial Openness (2026–2030). The action aligns with Chapter 23 – Judiciary and Fundamental Rights and supports North Macedonia's EU integration process by institutionalizing sustainable transparency and public engagement mechanisms.

3. Judicial Mentorship and Youth Engagement for Gender Equality

Donor: Civica Mobilitas – Partnership Grant

Period of implementation: January 2026 – December 2026

Total budget: 48.700 EUR

About the project: The partnership grant supports a national initiative led by the Center for Legal Research and Analysis in cooperation with the Macedonian Young Lawyers Association to advance gender equality through judicial mentorship and structured youth participation in policy processes. The action introduces an integrated model combining a gender-sensitive mentorship programme for judges and prosecutors with a Youth School, regional forums and workshops, supported by a Youth Engagement Hub for policy initiatives. Through capacity development, thematic training and peer learning, judicial professionals strengthen their ability to apply gender-sensitive and rights-based approaches in line with CEDAW, GREVIO and ECtHR standards. In parallel, the project equips young people with knowledge and advocacy skills to participate in policy design and monitoring, creating new channels for cross-sector dialogue and civic engagement. By generating mentorship tools building networks of trained professionals and young leaders, and supporting youth-led initiatives, the action contributes to systemic integration of gender perspectives in judicial practice and public policy, reinforcing inclusive governance and transparent decision-making at national level.

4. Environmental Governance for the Western Balkan green agenda

Donor: EU represented by the European Commission

Period of implementation: January 2024 – December 2026

Total budget: 349.940 EUR

About the project: The project aims to strengthen the rule of law in environmental protection and combat environmental crimes and serious offenses through effective administrative and criminal enforcement in accordance with EU standards and the Green Agenda for the Western Balkans. Implemented by CLRA in partnership with the Macedonian Young Lawyers Association (MYLA) and Front 21/42, the initiative boosts institutional capacities of the Ministry of Interior, Public Prosecution, Judiciary, and the State Environmental Inspectorate to enforce environmental legislation. It promotes regular legislative impact assessments, improves inter-sector cooperation among civil society organisations, academia, media, state institutions and the private sector, and empowers grassroots CSOs to monitor environmental protection and hold institutions accountable. Through these measures, the project contributes to stronger environmental governance, better compliance with environmental norms, and enhanced public trust in environmental justice.

5. Strengthening Regional Judicial Cooperation in the Western Balkans

Donor: Government of the Kingdom of the Netherlands

Period of implementation: October 2024- March 2027

Total budget: 315.210 EUR

About the project: Since October 2024, CLRA is implementing the first regional initiative focused on strengthening judicial cooperation in the Western Balkans for effective litigation before the CJEU and practical application of the EU Charter of Fundamental Rights. The project is implemented in partnership with Civic Alliance (Montenegro) and Civil Rights Defenders in Serbia and Albania, and supports continuous professional education, exchange

of practices, and joint learning between key judicial institutions in North Macedonia, Serbia, Montenegro, and Albania. Through regional networking and capacity development, judicial professionals are equipped with the skills and tools needed to apply substantive EU law and safeguard fundamental rights once the countries join the EU, contributing to a more aligned and rights-based legal framework across the region.

6. Methodology for Determining Case Complexity in the Public Prosecution

Donor: UK Government – WBROLI (Western Balkans Rule of Law Initiative)

Period of implementation: September 2025 – March 2026

Total budget: 48.000 GBP

About the project: The project supports the testing and finalisation of the national Methodology for Determining Case Complexity within the Public Prosecution Office of the Republic of North Macedonia, developed under the auspices of WBROLI by a working group composed of public prosecutors, members of the Council of Public Prosecutors, and CLRA legal experts. The action pilots the methodology in the Higher Public Prosecution Office in Stip and selected Basic PPOs, enabling objective assessment of case complexity, improved workload management, and transparent resource allocation. Through structured testing, calibration workshops, validation, and institutional endorsement, the methodology will be finalised for integration into new EU-supported Case Management System, ensuring alignment with European standards and strengthening prosecutorial efficiency, transparency, and accountability nationwide.

7. Since 2017, CLRA is part of the Blueprint working group of the forum “Proposal of the Civil Association for Urgent Democratic Reforms” in the field of emergency reforms for the judiciary system in Macedonia

Since May 2020, CLRA is leading the Blueprint group for judicial reform project – For Justice – Monitoring the implementation of the judicial reform strategy 2020-2021. The general goal of this project is to increase the participation of the civil organization in the process of monitoring and advocating for the judicial reforms in the Republic of North Macedonia in the process of joining the European Union.

Completed Projects

1. [Supporting judicial transparency and promoting public trust in the justice system](#)

Donor: U.S. Department of State's Bureau of International Narcotics and Law Enforcement (INL)

Period of implementation: June 2024 - 31.03.2025

Total Budget: 221.520 US

About the project: The Macedonian Judges Association together with the Center for legal research and analysis, from the 1st of June 2022 started implementing the project Supporting judicial transparency and promoting public trust in the justice system.

The project's goal is to strengthen the capacity of the Judiciary Media Council (JMC) to design and implement strategies and guidelines, organize and implement training programs, propose improved laws and regulations, and conduct outreach activities to the judiciary, media, and the public aimed to increase transparency and accountability and inspire confidence in the judicial institutions.

This project is designed to support North Macedonia's judicial institutions in their effort to increase the transparency, accountability and quality of justice.

2. [Bridging Gender Bias in Judiciary](#)

Donor: The Government of the United Kingdom of Great Britain and Northern Ireland by British Embassy Skopje

Period of implementation: 1 April 2024 - 31 March 2025

Total budget: 95.890 GBP

About the project: implemented by the Center for Legal Research and Analysis (from April 1, 2024, to March 31, 2025), financially supported by the British Embassy. This project aims to address gender bias and promote gender equality within North Macedonia's judiciary. The project collaborates with key stakeholders, including the Judicial Council, Supreme Court, Constitutional Court, Basic courts, Appellate courts, Administrative Court & High Administrative Court, Academy of Judges and Public Prosecutors, Public Prosecutor's Office, Council of Public Prosecutors, Parliament: Commission for Equal Opportunities, and civil society organizations.

Key components and outcomes of the project include:

- Developing a Baseline Study to inform targeted interventions and policies and creation of an Action Plan.
- Creating a Code of Conduct on Gender Equality within the Judiciary to promote.
- Drafting legislative amendments based on the Baseline Study findings and the solutions in the Code of Conduct.
- Implementing a strategic communications approach to highlight the importance of gender equality in the legal system.

This initiative is a significant step towards fostering a more inclusive and equitable judicial system in North Macedonia.

3. [Effective Justice To Protect The Fundamental Freedoms And Privacy Of People In The On-Line Space](#)

Donor: EU represented by European Commission

Period of implementation: February 2023 – January 2025

Total budget: 175.411 EUR

About the project: The overall objective of the action is to enhance the capacity of judiciary to protect citizens' privacy as well as other rights and fundamental freedoms affected by the new technologies in the on-line space in line with the EU regulation and standards.

4. [Supporting the criminal justice system in increasing the efficiency and effectiveness in combating SOC](#)

Donor: The Secretary of State for Foreign, Commonwealth and Development Affairs – UK (WBROLI)

Period of implementation: December 2023 – March 2024

Total budget: 47.500 GBP

About the project: This project responds to the serious challenge and need in North Macedonia to strengthen the functioning of judicial and prosecutorial institutions in successfully combating SOC. The project is a follow up of a previous WBROLI initiative which supported studying the flow of cases from their initiation to their resolution, including the various stages, procedures, and timeframes involved in the NMK criminal justice sector institutions. An important consideration in the CFA process has been assessing the extent to which there is an effective transfer of responsibility across different institutions. As final outcome, this Case Flow Analysis (CFA) underlined/identified multiple areas for improvement and for streamlining.

5. [Continuous and sustainable use of the Performance Monitoring Tool \(PMT\) in the Prosecutorial system in North Macedonia](#)

Donor: The Secretary of State for Foreign, Commonwealth and Development Affairs – UK (WBROLI)

Period of implementation: July 2023 – October 2023

Total budget: 31.353 GBP

About the project: This project responds to the serious challenge and need in North Macedonia to strengthen the functioning of prosecutorial institutions. The project is a follow up of a previous WBROLI initiative which supported building a Performance Monitoring Tool (PMT) designed to monitor the PP's performance and transform data into actionable knowledge. The proposed project will support the PPO's efforts to utilise the PMT to its full potential, produce the first PMT reports, support evidence-based policies that tackle the identified weaknesses and problematic processes and incentivise better performance in the future. The project will support the PPOs to improve the information sharing with the

CSOs, the media, and the community aiming at improving PPO's transparency and public reputation.

6. [Embedding analytical and monitoring tools to support justice sector reforms in North Macedonia](#)

Donor: The Secretary of State for Foreign, Commonwealth and Development Affairs - UK

Period of implementation: September 2022 – March 2023

Total budget: 74.790 GBP

About the project: The project provided monitoring of the progress in the judicial sector reforms, detection of the shortcomings derived from the conducted analysis, and will ensure proposals for improving the whole situation in the judiciary. The preparation of the functional analysis contributed to the support of judicial institutions in promoting the independence, transparency, accountability, and efficiency of the justice, and presented the completion of the process of preparing a functional analysis for all judicial institutions in North Macedonia.

7. [Supporting the quality and accountability in the Macedonian Justice Sector](#)

Donor: Embassy of the Kingdom of the Netherlands in Skopje

Period of implementation: October 2021 - December 2023

Total budget: 10.274,290 Denars

About the project: CLRA started with the implementation of the project “Supporting the quality and accountability in the Macedonian Justice sector”. The project will be implemented through three key components:

- Preparation and implementation of a mentorship program for judges from the basic, appellate and Supreme Court of Republic of North Macedonia, based on comparative experiences from Dutch legislation.
- Support to the Judicial Council in the implementation of the Methodology for determining the complexity of cases and the Methodology for evaluation of judges; and
- Analysis of domestic and judgments of the European Court of Human Rights through the prism of legal reasoning.

The project will contribute to strengthening and advancing the practical and theoretical knowledge and skills of the newly elected and promoted judges through direct communication and sharing of experiences with educator judges, and will also provide direct application in practice of Methodologies for the complexity of cases and evaluation of judges in Republic of North Macedonia.

8. [Environmental Governance Project](#)

Donor: Government of the United Kingdom

Period of implementation: June 2021 - March 2022

Total budget: 92.900 GBP

About the project: The project aims to improve the environmental governance by providing practical solutions to problems through active civic engagement and expert support for important policy, legislative (particularly in criminal matters) and operational institutional changes in order to improve rule of law and environmental governance in the country.

Project purpose: Improved environmental governance standards through establishment of judicial and regulatory norms and protocols that regulate implementation of environmental Laws in North Macedonia.

Achieved results:

- Established Environmental Task Force (ETF) for tackling environmental crimes on a national level by conducting efficient and effective criminal investigation and prosecuting illegal acts against environmental in front of the national courts
- Incorporated new set of legal standards and provisions for improving the efficiency and effectiveness of investigations and crime prevention in the field of environmental protection
- Amended Organizational Act for the MoEPP for clear institutional distinction between policy makers and implementers of the environmental policies
- Increased capacities of judges and public prosecutors regarding environmental protection
- Increased role of the Constitutional Court in constitutional protection of environmental rights

9. Implementing Open Justice in North Macedonia

The Project aimed to facilitate the introduction of the Open Justice initiative as a part of the Open Government Partnership on a national level and to support the further progress of the Open Justice initiative, catalyzing its institutional take on through focused and strategic actions. The main goal was to increase the accountability and the transparency of the judiciary and restore the public trust in the Macedonian justice sector. The Project proposed development of a national mechanism for partnership work and cooperation between the civil society and the judiciary for implementation of the commitments and standards of openness, transparency and accountability. The Project supported the establishment of a Council for Open Justice by representatives of the judicial institutions and CSOs, providing necessary resources for smooth functioning of this body as the key implementer of the judicial commitments embedded in the Action Plan. The Council will establish and facilitate the dialog, cooperation and coordination between the CSOs and institutions towards developing activities and measures that are in the best interest for the citizens. The National Council for Open Justice will be an internal body of the Open Justice Initiative and its own members will participate in the work of the newly established Council for the fifth National Action Plan (that has representatives from the Government, Parliament, judiciary and civil society organizations). In addition, a focus was putted on promoting the Open Justice initiative among the expert and the general public, which will also increase the institutional trust among citizens. The project was implemented in the period of June 2021 – December 2021 and funded by Open Government Partnership.

10. [Embedding analytical and monitoring tools to support justice sector reforms in North Macedonia](#) is a project implemented in cooperation with the Judicial Council and the Ministry of Justice and funded by the British Embassy Skopje. The project refers to three main components: preparation of Functional analysis of 27 Basic courts in the country, preparation of Functional analysis of the Ministry of Justice, and conduction of the Second National Report on the judicial indicator Matrix for measuring the performance and reform in the judiciary. The project is implemented from December 2020 to October 2021.

- Conducted a Functional Analysis and development of improvement plans in all 27 Basic courts in the country
- Conducted a Functional Analysis and development of improvement plans for the Ministry of justice
- Implemented Judicial Indicators Matrix (JIM) for continuous monitoring progress of the judicial reforms in North Macedonia

11. [Joint involvement for better performance of judiciary](#) is a project implemented in cooperation with the Institute for Human rights and funded by the European Union. The key elements of this action will be the transparency, accountability, and efficiency of the justice sector as whole, and specifically judicial administration staff mostly, towards enabling ECtHR principle “access to court”, as well as to increase the dialogue between the justice sector stakeholders and CSO’s, following the ongoing legislative changes. The project is implemented in the period of January 2019 – July 2021.

Accomplished results:

- Increased joint involvement of CSO’s working in the field of judiciary and professional associations of judges and judicial staff in judiciary reforms
- Better performance of the judiciary through joint and participatory approach
- Enhanced effectiveness, accountability, and transparency of the judiciary
- Raised awareness, consequently, higher confidence in the judiciary

12. [Establishing efficient and effective environmental justice](#) part of the Good Governance Fund program, funded by UK aid through the Government of the United Kingdom, implemented in the period of October 2020 – March 2021. The project purpose was to introduce a policy model for efficient oversight and enforcement of environmental policies and regulations, reinforcing the implementation of the international environmental standards.

Achieved results:

- Established [Platform for environmental justice](#)
- [GAP Analysis](#) – Challenges and opportunities for the institutional and legal framework for environment
- [Policy document](#) – How to achieve efficient and effective environmental justice
- Roadmap for implementation of public policies

13. [Enhancing transparency, legal certainty and efficiency of the judicial system in North Macedonia](#)

Supported by the British Embassy Skopje and implemented in the period of June 2018 – March 2020.

The Project conducted the First National Assessment of the progress of the judicial reforms in North Macedonia that presented in the [First National Report from the Judicial Indicator Matrix for measuring the performance and the reform in the judiciary](#).

The Project implemented number of activities for strengthening the legal certainty and increasing the transparency and openness of justice in North Macedonia by:

- supporting the Supreme Court in developing and adopting the Guidelines for citation of the practice of the ECtHR,
- directly supporting the Department for court practice of the Supreme court with an expert legal advisor,
- developing a [web platform](#) (Justice observers) for analyzing national judgments against ECtHR standards,
- introducing the first Action plan for Open Justice in North Macedonia as part of the global Open Government Partnership.

[14. Improving justice delivery](#) implemented with PriceWaterhouse Coopers Macedonia for the period June 2019 – March 2020. The project aims to support the judicial reform process in North Macedonia and improve the effectiveness, transparency and accountability of the justice sector by enhancing the overall governance of the higher courts and public prosecution. The main focus of the project were the Supreme Court, Appellate courts and the Public Prosecutors' office in North Macedonia. The project produced functional analysis and plans for improvement for the appellate courts, Supreme Court and Public prosecutors and also delivered the report form the first measurement of the performance of the Public Prosecutions in the country.

[15. Organizing and implementing ACYPL program - US to MK](#) – March 2019. Organization, planning and implementation of the visit of young political leaders from United States participating in the American Council of Young Political Leaders (ACYPL) program.

[16. Creation of Matrix of monitoring the performances of the Public Prosecution](#) (June 2018- March 2019) implemented by CLRA and PriceWaterhouseCoopers Macedonia, funded by the UK trough the Government of the UK.

Achieved results:

1. Creation of Matrix for monitoring the performances of the Public Prosecution
2. Piloting of the Matrix in the Bitola area of High Public Prosecution
3. Development of a map for implementation of the Matrix and communication methodology between the matrix and the final users

[17. Improving the efficiency and effectiveness of the administrative justice system in Macedonia](#) (June 2018- March 2019) implemented by CLRA and PriceWaterhouseCoopers Macedonia implemented the project implemented with PriceWaterhouseCoopers Macedonia funded by the UK trough the Government of the UK.

Achieved results:

1. Functional analysis and comparative analysis
2. Improvement plan for the administrative courts
3. Program for improvement of the capacities of the administrative courts (advocacy plan, communication plan, capacity building plan, curricula for trainings).

18. Improving the Quality of Justice in Macedonia through Capacity Building for Judges and Monitoring Judicial Reforms (July 2016 to March 2018), funded by the British Embassy Skopje.

Achieved results:

1. Methodology development for evaluation of judiciary's adherence to EU standards and principles.
2. Judicial Indicator Matrix piloted in the judicial system
3. Capacity building for increased application of the jurisprudence among judges and court associates (unification of the jurisprudence).
4. Publishing the cost benefit analysis on selected 30 petty cases, and launching public awareness campaign on the economic value of justice.
5. Producing policy papers on the economic value of justice for the experts and general public.

19. Equality in Judiciary, Security in Life

The project was implemented in the period of November 2016 – April 2018 and was supported by the Foundation Open Society Institute. Analysis published during the project:

- [Analysis of the status of Roma as defendants](#) in criminal proceedings in the Republic of Macedonia
- Policy paper: [Do Roma enjoy the guaranteed rights?](#)

20. Comparative study on vetting experiences in the judiciary in emerging Democracies funded by the Embassy of the Kingdom of the Netherlands in the Republic of Macedonia. The overall aim of the project was to increase the positive public perception about the judiciary by introducing and emphasizing the importance of vetting process in emerging democracies as one of the fundamental instruments for independent, impartial and professional judicial system. The project was conducted for the period December 2017 - June 2018.

Analysis published during the project:

- <http://cpia.mk/en/vetting-of-judges-in-young-democracies->
- <http://cpia.mk/en/possibilities-and-perspectives-for-improvement-of-the-quality-of-the-judiciary-in-macedonia>

21. Action against additional taxes, supported by the Institute for Democracy "Societas Civilis" Skopje, within the framework of the project "Impact Assessment of the Shadow Regulation: Promoting Policy-Based Evidence-Based Policies" funded by the European Union. The project focus is on the obligation for registration of the value added tax by citizens of the

Republic of Macedonia whose turnover exceeds the amount of 1 million denars in one calendar year in accordance with the VAT Law. The project aimed to make a direct contribution to reducing the financial implications of the work of the civil society through a comprehensive regulatory impact assessment that directly affects the sustainability of the civil society sector.

Analysis published during the project: <http://cpia.mk/en/novelties-in-the-implementation-of-the-law-on-value-added-tax-and-their-impact-on-the-work-of-the-civil-society-organizations>

22. Supporting the establishment of unified court practice in the Macedonian legal system

The Project created an environment to support the establishment of **unified court practice** and strengthened the role of jurisprudence in the Macedonian legal system in line with the EU standards. The project was supported by the British Embassy Skopje and was implemented in the period of May 2015 until June 2016.

This effort encompasses:

- Comprehensive assessment of the current situation including legal framework review;
- Creating network of skilled and educated advocates for change through tailor made training using UK expertise and know-how, and
- A working group for providing amendments to the Law on Courts was established and suitable amendments to the Law re usage of court practice were provided.

23. Supporting the Judicial Council in establishing Quality System for Evaluation of Judges

was implemented with support from the Embassy of the Kingdom of the Netherlands. The Project supported the Judicial Council by drafting the Methodology for complexity of cases and the Methodology for evaluation of judges as well as drafting rule-book and templates for adequate implementation of the developed methodologies. Furthermore, the Project delivered training in order to ensure efficient and uniform implementation of the methodologies and piloted the system for evaluation of judges.

24. Development of monitoring indicators for the justice sector performance

The Project purpose was to devise an innovative and comprehensive system of indicators based on **internationally recognized standards for the judiciary and the legal profession**. The Project invited all relevant institutions to contribute to the content of the measurement index through series of consultative round tables and a web forum. The Indicator matrix will be used by various stakeholders to gauge the progress through a prism of several factors as standards related to aspects in the judicial area, including: quality, impartiality, integrity, independence, immunity, training, etc. The project was supported by the British Embassy Skopje for the period May 2015- March 2016.

25. **Effective Administrative Justice** within the program “Citizens in the Parliament – Civic Initiatives for Human Rights” supported by the Westminster Foundation for Democracy for

the period of May 2016 – November 2017. As part of this initiative, CLRA advocated for amending the Law on Administrative Disputes ([available only in Macedonian](#))

26. [Administrative justice by EU standards](#) was implemented with support from the Foundation Open Society Macedonia. The project was focused on creating a Rulebook for public hearing in administrative disputes and drafting curriculum for its usage. Additionally, the Project developed a curriculum for public hearing together with the Academy for Judges and Public Prosecutors.
27. [Increased transparency of the Constitutional Court](#) funded by Programme of the Suisse Embassy Civica Mobilitas for the period July – November 2017. The project strives to increase transparency in the administration of justice and public awareness on the procedure in front of the Constitutional Court in relation to conducting public hearing with special focus on states' responsibility on implementing general measures for the execution of judgments of the European Court for Human Rights under the respective violations of the Convention ([available only in Macedonian](#)).
28. [Fighting discrimination through strategic litigation, strengthening the role of civil society organizations](#) in cooperation with the Macedonian Young Lawyers Association, funded by the Foundation – Open Society, conducted in September 2012 – 2014. During the project, the two civil organizations conducted the Analysis on strategic litigation in court procedures for non-discrimination ([available only in Macedonian](#)).
29. [Action against discrimination in cooperation](#) with the Macedonian Young Lawyers Association, funded by the Foundation – Open Society and USAID Macedonia. Within the project, CLRA together with MYLA conducted the Analysis on mechanisms for prevention and protection against discrimination ([available only in Macedonian](#)).

Governance

The Assembly

The Assembly is the highest governing body composed of all members of CLRA. It enacts and amends the Statute, the program and all other key acts of the organization. It also elects and dismisses members of the Executive Board, adopts the program, the annual financial report and annual narrative report proposed by the EB, decided on coalitions membership/networking with domestic and international organizations, decides on electing honorable member of CLRA, decides on ceasing of CLRA with 2/3 of the members and performs other obligations that are not under the authority of the other bodies.

The Executive Board

Lidija Stojkova-Zafirovska, President of the Executive Board, graduated lawyer, one of the initiators and founders of the Center in 2012, has long-term experience in designing and implementing projects related to rule of law and democracy development. Lidija was elected a President of the EB in 2012. She was also one of the establishers of the Macedonian Young Lawyers Association (MYLA) in 2003 and was President of the organization until end of 2008, in two terms. Lidija has worked and led several projects as a national and international expert, including Deputy Team Leader of the EU funded Project dedicated to the establishment of the Academy for Training of Judges and Public Prosecutors (2007-2009). Besides her interest and expertise in law, Lidija has been working for the National Democratic Institute for International Affairs (NDI) for more than 14 years as a Senior Program Manager supporting the political institutions, organizations and individuals in Macedonia to embrace the best democratic values and practices based on the experiences of the developed democracies worldwide. Lidija was reelected a President of CLRA in 2016.

Ana Novakova-Zikova, Executive Board member, graduated lawyer, senior expert in criminal law and legislation making process. For more than 10 years she is active member of OSCE Mission in Skopje in the Rule of Law department. Ana was one of the founders of CLRA in 2012 and the same year has been elected a member of the EB. She was also active member and activist in the Macedonian Young Lawyers Association until 2009. Ana possesses a high degree of professional ethics and with her enthusiasm is consistently committed to the ongoing reforms of the legal system.

Donce Boskovski, Executive Board member, graduated lawyer, holds master degree in International Law for Human Rights. Donce became an expert in human rights protection and defense procedures since the beginning of his career, working for OSCE, the Ombudsman, and Council of Europe Projects related to rights of imprisoned. He currently works in Strasbourg for the office of the Council of Europe. Donce was one of the founders of CLRA in 2012 and the same year has been elected a member of the EB. He was also a member and activist in the Institute for Human Rights (IHR) and MYLA. Donce is fully devoted to the human rights protection field and has proven his genuine dedication towards social justice that prevails in his professional portfolio.

Emil Miftari, Executive Board member, graduated lawyer, works as a practicing lawyer in 'Law Office Emil Miftari' for over 10 years after passing the BAR exam. His main specialization is Criminal Law and Procedure (Criminal Code), judiciary and human rights. Emil was often engaged as a lecturer for young lawyers focusing his training on content and legal effects of the European Convention on Human Rights and on the application process before the ECtHR. Miftari was one of the founders of CLRA in 2012 and the same year has been elected a member of the EB. He was also a founding member and activist in MYLA. Emil embraces extensive knowledge on the functioning of the legal and judicial system in Macedonia and provides valuable professional insight to the organization goals.

Zarko Aleksov, Executive Board member, graduated from the Faculty of Law in Skopje in 2001. He obtained Master's degree from the University of Bologna, Italy in 2003 and PhD in Law from the Faculty of Law in Skopje in 2012. He has also completed EU Specialization in Rule of Law at the European Academy in Berlin, Germany. Zarko has worked for several international organizations including International Law Institute, Washington D.C.; EU Police Mission and EU Police Advisory Team in Macedonia; OSCE Spillover Monitoring Mission to Skopje; SIDA; and UNDP. As of December 2010 to date, Zarko works at MYLA. Currently he is the Chief of Party of USAID's Defending Human Rights Project.

Ivica Pepovski, Bachelor of Law, expert in project management cycle. Worked with the OSCE Mission to Skopje and currently works in Vienna as a Program and Budget Specialist at the UN International Atomic Energy Agency. Ivica was one of the founders of the CLRA in 2012, and was elected a member of the EB in the same year. He was also a founder and activist of MYLA. Ivica has extensive experience in international law and is well acquainted with the functioning of the EU and international standards for project work and implementation.

Tatjana Bundaleska, Executive Board member, graduated lawyer, has extensive experience in project design and management, especially in the field of law and human rights, police reform and justice. Tatjana works as a Protection Unit Officer in the UNHCR office in Skopje providing support to migrants and asylum seekers. Previously she was working in the

European Commission office as Task Manager Police and Border Management and was also a National Project Coordinator at UNDP. She was also a legal expert in the Civil Society Resource Center (CSRC) and Program Manager at NDI. Tatjana was one of the founders of CLRA in 2012 and the same year has been elected a member of the EB. She was also active member and activist in the Macedonian Young Lawyers Association until 2009. Tatjana's extensive legal knowledge and work with marginalized groups through various projects.

Executive Office

Zarko Hadzi-Zafirov, Senior Program Manager, Lawyer specializing in administrative disputes and protection of human rights and freedoms for over 15 years. He is an active member of the non-governmental sector in Macedonia and has been part of research teams working in the field of human rights, judiciary and institutional reform for more than 20 years.

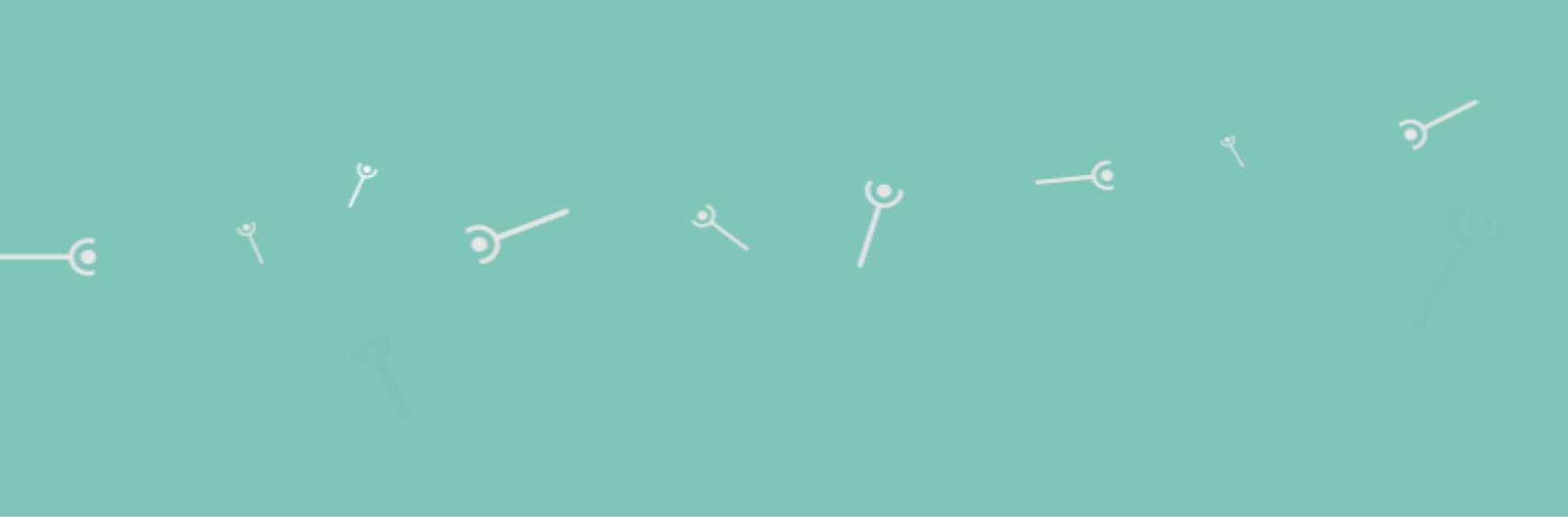
Nikola Jovanovski, Program Manager, has been a part of the non-governmental sector in Macedonia for more than 15 years, working as an assistant and later manager for the Macedonian Young Lawyers Association Intercultural Association for Development, Education and Collaboration, ALKA - Centre for Sustainable Development and Center for Legal Research and Analysis. The primary focus of his work is judiciary and human rights. In the years of his experience he has successfully completed projects covered form UNHCR, OSCE and Council of Europe.

Milena Josifovska - LL.M. Degree in International Law from the Erasmus University in Rotterdam, the Netherlands. Over 20 years experience in managing donor projects for public sector reforms in North Macedonia. Worked for international organizations and donors (UNDP – 10 yrs, British Embassy, EU funded projects) providing expertise to the Secretariat for European Affairs, Ministry of Transport and Communications, Ministry of Labor and Social policy for donor coordination and IPA programming and monitoring, EU integration, good governance and transport policy.

Sara Markovska – LL.M. Degree in International law, from the Faculty of Law “Iustinianus Primus” – Skopje. Throughout her education, she has actively participated in numerous conferences, international competitions, and summer schools within the field of law. She also secured an internship at the Center for Legal Research and Analysis as part of the program for young legal practitioners. Upon completion of her internship, she became a project assistant on the team at CLRA, where she has been able to further her knowledge and experience in the field of law.

Martina Zafirovska – LL.M. Degree in Civil Substantive Law and Civil Procedural Law from the Faculty of Law “Iustinianus Primus” in Skopje. She gained experience through an internship program for young lawyers, where she later joined the team at the Center for Legal Research and Analysis as a project assistant. Her research interests focus on civil law, the judicial system, the promotion of legal aid, human rights, and access to justice, with a special emphasis on increasing the efficiency and transparency of the legal system.





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