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# COMMUNICATION STRATEGY ON FREE LEGAL AID

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## I Communication Strategy - purpose, methodology and objectives:

### 1. Purpose:

The main purpose of this Communication Strategy is the drafting of a comprehensive, strategic, effective, relevant and executional action plan that will support the implementation of Free Legal Aid.

### 2. Objectives

**Short-term objective:** Raised public awareness about the importance, availability and functioning of FLA among the primary target group, but also among other target groups.

**Long-term objective:** Changed social perception of FLA as an important, available and functional mechanism for legal protection of vulnerable groups of citizens, as a state obligation to ensure equal access to legal aid for those citizens who cannot afford it.

#### Expected outcome:

- From different communication materials to synchronized “One voice” approach with a recognizable program Identity
- From a public perception that the legal system is not functioning properly to public support of and satisfaction with the FLA system.

**Risks associated with the implementation of the objectives:** When talking about communication, it is important to stress that as the awareness increases the expectations from the public will grow as well and the system must be ready to absorb the demands, respond to public challenges and adapt if needed.

**Opportunities identified upon successful implementation of the objectives:** FLA will contribute to the increase of the number of potential beneficiaries that can be trusted in the Justice system as a whole. The FLA Communication Strategy and its implementation will be a good practice for other similar programs.

### 3. Brief overview of the Strategy:

**A) Background:** In order to set up a proper basis for the proposed Communication Strategy, making an overview of the current situation regarding free legal aid (hereinafter referred to as FLA) in the country is crucial. The overview will be presented with the use of a SWOT (Strength, Weaknesses, Opportunities and Threats) method (hereinafter referred to as SWOT);

**B) Communication Strategy proposal:** Defining of the target group, Stages of communication, Communication action plan.

Defining of the target group: The implementation of the Strategy begins by identifying relevant target groups, taking into account the importance of everyone involved in the implementation. In addition, all identified stakeholders, depending on their role in the awareness-building process, are divided into primary and secondary target groups.

Stages of communication: For the purpose of gradual awareness-building, communication will be divided into 3 stages, whereby different goals will be set for each stage.

Communication action plan: Depending on the goals set for the particular stage, different communication tools and actions will be proposed.

**C) Summary:** The final goal of the Strategy will be to make a holistic 360 overview of all relevant touch points and to provide one synchronized communication approach for the relevant stakeholders involved.

## **II Overview of the Free Legal Aid for the purpose of drafting a Communication Strategy:**

Based on the Law on FLA which was adopted in 2019 and the implementation of which began on October 1<sup>st</sup> 2019, this is an upgraded overview with new insights. The new changes in the Law on FLA are aimed to enable and promote the right of individuals to be provided access to justice and equitable judicial protection. The right to free legal aid is exercised within the scope and procedure regulated by this Law. FLA is divided and it can be given as a primary legal aid and as a secondary legal aid. Primary legal aid can be provided by an authorized official of the Ministry, an authorized association and a legal clinic. Secondary legal aid is a form of free legal aid that can be provided by a lawyer registered in the Register of Secondary Legal Aid Lawyers (hereinafter referred to as the Register of Lawyers). Secondary legal aid can be provided by lawyers in court proceedings, in proceedings before a state body, the Pension and Disability Insurance Fund of the Republic of North Macedonia, the Health Insurance Fund of the Republic of North Macedonia and persons exercising public authority in accordance with the provisions of this Law.

The funds needed for the approval of the free legal aid and the costs for the provision of legal aid in the procedures set forth in this Law are provided from the budget of the Ministry of Justice, as well as from donations and other revenues in accordance with the Law.

During this mission, additional information was collected from the meetings with representatives from the Chamber of Lawyers, lawyers who offered their services for FLA, the Macedonian Young Lawyers Association (hereinafter referred to as MYLA), the Ministry of Justice (hereinafter referred to as MoJ), the Center for Social Work, the Educational Humanitarian Organisation (hereinafter referred to as EHO Shtip), the FLA Department and the person responsible for PR in the MoJ.

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>➤ Centers for social work in every city</li> <li>➤ Support from the Council of Europe</li> <li>➤ Involvement of the NGO sector in the promotion of FLA</li> <li>➤ Clinics for free legal aid in Skopje, Shtip and Tetovo</li> <li>➤ Support from the Bar Association</li> <li>➤ Accessibility and a well-developed network of 31 regional offices of the MoJ</li> <li>➤ Strong political support; FLA part of the 2018 plan (government plan dated 26.06.2018)</li> <li>➤ A new less restrictive law in terms of the eligibility of the users on one hand and making it more attractive for the bar association/lawyers on the other hand</li> <li>➤ A person responsible for PR in the Ministry of Justice open for the needs of the FLA Communication Strategy</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>➤ Small budget for FLA in the fiscal year</li> <li>➤ Target groups are not informed</li> <li>➤ No signed memorandum of cooperation between the MoJ and the MoLSP</li> <li>➤ Technical Capacity regarding FLA among the regional staff of the MoJ (this bullet point is not clear)</li> <li>➤ None or very limited PR/Comms. activities for FLA and no allocated budget therefor</li> <li>➤ Lawyers (reputable lawyers are not interested in taking cases, only beginners) (this bullet point is not clear, seems not finished)</li> <li>➤ Lack of a horizontal communication strategy for the MoJ</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>➤ Financial support from international donors for the promotion of FLA</li> <li>➤ A large number of people with low socioeconomical status in need of FLA</li> <li>➤ A network of 11 associations working on the issue together with a wide network of regional offices of the MoJ</li> <li>➤ The provision of information by the state stakeholders to the citizens regarding FLA is mandatory under the law</li> <li>➤ Lessons learnt during the implementation of the previous law; what worked/did not work and available analyses (since 2009)</li> <li>➤ Better technical support for ROs (computers, premises, internet) can increase efficiency</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>➤ The large number of people in need of FLA can overload the system (no relevant data on potential demand)</li> <li>➤ People are not used to fighting for their interests/are intimidated by the lawyers and the legal system as such</li> <li>➤ Different regions with different ethnic backgrounds, different levels of literacy and different vulnerable groups</li> <li>➤ There is a need for awareness-raising among people involved in providing FLA (Lawyers, MoJ employees and associations that are working only with specific vulnerable groups)</li> <li>➤ People are sensitive when it comes to the government spending funds on awareness-raising campaigns</li> <li>➤ Lack of coordination between different communication activities by different stakeholders</li> </ul>

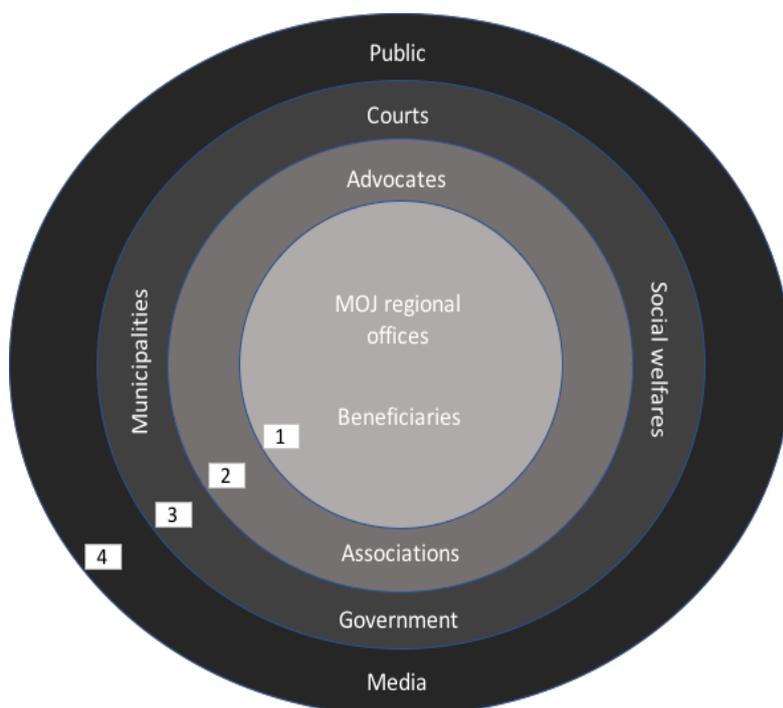
Please see above an overview of the situation presented with a SWOT analysis

### III Communication Strategy Overview

#### Defining of the target group

It is of crucial importance for the Communication Strategy to properly map all the stakeholders involved in the FLA implementation and to approach them with adequate tools. The methods chosen, in addition to being sensitive to vulnerable groups, should likewise be gender sensitive. In the defining of the target groups, the report will use a Stakeholder Mapping (see below) to segment the importance of everyone involved and then divide the stakeholders into primary and secondary target groups.

Stakeholder Mapping:



1. Vital to engage; 2. Necessary to engage; 3. Good to have on board; 4. Necessary to inform

From the stakeholder map, it can be concluded that there are various target groups that need to be included in the overall process at different levels, however some of the target groups are vital in order to ensure the functioning of the whole system.

Based on the mapping, the stakeholders are divided into the following target groups:

1. **Primary:** Beneficiaries of FLA, MoJ, Registered Lawyers, Associations and Legal Clinics, Ministry of Labour and Social Policy, Center for Social work, NGO sector
2. **Secondary:** ZELS, courts  
**Others:** Public and Media
1. **Primary target group:**
  - A) Potential Beneficiaries of FLA - persons that according to the law have the right to receive FLA. According to the eligibility criteria in the Law on FLA, the right to FLA is awarded to persons who are part of vulnerable social groups and who do not have the necessary financial means to protect their rights. There is low awareness among these target groups

about FLA and about the legal system in general. Informing about the FLA and awareness-building for this group: informing the most vulnerable groups identified during the assessment (citizens who receive financial support from the state, Roma people, victims of domestic violence, people with disabilities) and gradually expanding to other target groups.

- B) MoJ, - According to the new Law, the Regional Offices of the MoJ and the associations are going to be the first point of contact for the beneficiaries and a vital link in providing FLA. The analyses showed that the strength of the system is based on the wide coverage of 31 functional regional offices, but there is still need for further capacity building regarding FLA and increasing motivation among the staff of the Regional Offices of the MoJ. There is a significant difference in how FLA is implemented in different regional offices and good examples can be used for sharing best practices.
- C) Lawyers and the Bar Association: The amended price list for lawyers introduces higher tariffs and it is expected to increase the interest among lawyers. Lawyers are acquainted with the overall FLA system; however additional information and presentations regarding the new law will be beneficial for the members of the chamber.
- D) NGO sector: Associations and Free legal aid clinics are a very important link in the preliminary legal aid system. Most Associations are specialized in specific vulnerable target groups, have different regional coverage, have a database of potential users of FLA and have a network of contacts. It is of vital importance that all stakeholders have a “unique message” approach to beneficiaries, a common understanding of the FLA and of the procedure laid down in the Law on FLA. In this way, the system will become more synchronized and thus more efficient. The MoLSP and the Center for Social Policy: Having in mind that most of the beneficiaries of the CSP are the most vulnerable groups, and most of them are welfare beneficiaries, the CSP represents the most important channel for communication and promotion of the FLA.

## **2. Secondary target group**

- A) Courts: Judges have an important role in the implementation of the Law on FLA. They need to be timely informed about the changes in the Law and its implications, and should be urged to cooperate with the MoJ when it comes to the provision of a high-quality FLA.
- B) Association of the Units of Local Self-Government (ZELS) and Municipalities: Municipalities are one of the most frequent contact points for the beneficiaries. Therefore, raising the knowledge level about FLA, as well as about the need to cooperate with the MoJ and the CSP is essential.

## **3. Others:**

- A) General Public: the general public needs to be informed about the new Law on FLA since informed citizens can contribute positively to the system’s functioning. It is important to build a socially aware society and to strengthen the trust in the system.
- B) Media: Support of the media as one of the most powerful channels in awareness-building is always necessary. It is vital that the media has accurate information.

## Stages of communication

One of the most important things that should be taken into consideration from the communication perspective is to gradually build the awareness in parallel with the strengthening of the system capacity. The stages of communication are very important and a wrong communication dynamic can be counterproductive if the system is not ready to serve the public demands. For example, if mass communication starts before the system is ready, it can create an overload, the response will be weak, and the negative effects can have long-term consequences. The second reason for a careful stage by stage communication approach and for choosing the right communication tools are the budget restrictions. It is crucial to choose the most adequate and effective tools, having in mind the budget constraints (mass media can cost a lot and it is not always the most effective media).

Following the assessment of the communication needs and the system capacity, the Communication Strategy has been divided into 3 Stages:

- **Stage 1 “Preparation”** - In the first stage, a visual identity needs to be developed and a plan for efficient informing about and promotion of the Law should be prepared (2 months);
- **Stage 2 “Implementation”** - Starting the implementation of the communication campaign, including all target groups, divided into several cycles (3 - 11 months)
- **Stage 3 “Evaluation”**- Evaluation of the campaign, whereby based on the feedback the activities in the campaign will be modified

## Communication action plan

This communication action plan mostly focuses on the initial stages of its implementation related to the launch of the Strategy. However, a brief description of the proposed actions with a 2-year perspective is also provided.

The communication action plan will be elaborated for each of the stages and will be divided based on the objectives set for the particular stage, the results expected and the communication tools proposed.

Having in mind that the budget and resources are limited, during the proposal of the action plan it will be clearly noted which steps are highly recommended and which steps are good to have. The Ministry of Justice will be responsible for the implementation of the Communication Strategy and will be regularly updated on the progress of all stakeholders in the project, together with the Council of Europe. The MoJ will lead and co-ordinate the strategy implementation by preparing guidelines for the regional offices and implementing it correctly, as well as by giving constructive feedback on the process of implementation. Budget estimations for each activity are given in the summary of the document, and notes precisising the budget estimation can be given only after certain specifications are done (type, number, quality etc.);

## **Stage 1. "Preparation"**

**When:** The implementation of this stage will start by adopting a communication strategy and choosing a company that will prepare and develop the visual identity and the FLA web portal.

**Objective:** The objective in this stage is to draft a visual strategy and inform all stakeholders about the campaign. At this stage, a survey will be conducted of what percentage of the target groups is informed about the new Law on FLA and the possibilities that the Law provides.

**Results:** Developed visual identity; Created MoJ website which will serve as one of the contact points. Created fb-profile/page. Increased knowledge among the ROs of the MoJ about FLA; Associations and lawyers on board with the common project goals; Other internal stakeholders properly informed about the implementation of the Law.

### **Communication tools:**

1) New visual Identity; 2) Website development and creation of fb profile/page; 3) Internal information campaign intended for the employees of the MoJ; 4) Internal information campaign 5) Informative seminars/Trainings

### **1) New Identity (Priority 1)**

During the assessment, it became clear that it would be preferable to have a separate identity of FLA, one that is not connected with the identity of the MoJ, but it is included. From the perspective of the Communication Strategy, it is also recommended for a separate identity to be built.

The reasons to support this recommendation are as follows:

1. The FLA system includes a lot of stakeholders that are independent from the MoJ;
2. There is currently a low level of communication between the beneficiaries, especially between the MoJ and other parties involved in the process;
3. There is low awareness about FLA among all groups, especially the uninformed ones, among which it can be much more easily built if there are unique recognisable elements.

**Content:** The general recommendation is that the Visual Identity (hereinafter referred to as VIS) should have: a logo, a slogan and basic visual elements. The VIS should be a combination of the identity of the MoJ and some unique elements. It should be clear from the visual identity that the MoJ is the project holder and contact-point for FLA, but also that it is a bigger system of groups created to protect the legal aid for all citizens. Having in mind the target audience and the level of awareness, it is clear that the logo should be simple, visually attractive with first-hand association. During the briefing for the development of the campaign, the communication materials may go through changes depending on the creative idea. It is important to present the word "free" carefully as the beneficiaries can still have some costs during the FLA procedure and it is wrong to emphasise a fact that in its essence is not true and can undermine the perception of the quality of the service.

## Process:

<b>New Identity</b>				
<b>Steps</b>	<b>Timing</b>	<b>Owner</b>	<b>Support</b>	<b>External additional support</b>
Brief about Visual Identity	1- week	MoJ	CoE	external designer or agency
Creation of the Identity	2-3 weeks	MoJ (FLA department and person responsible for PR)	CoE + external designer	external designer or agency
Process of approval and finalization of guidelines	1 week	MoJ (FLA department and person responsible for PR)	CoE + external designer	external designer or agency
<b>Total time 2 months</b>				

## **2) Separate web page development (Priority 1)**

One of the most important points of communication, if not “the most important” one, will be development of a website dedicated to FLA. Currently, some of the information about FLA is not published in a uniform way on the website of the MoJ and on some of the websites of the NGOs dealing with this topic. The goal should be that the website of the MoJ becomes the first choice for everyone that needs information about FLA. The website should be visibly linked with the website of the MoJ. The information posted there is of crucial importance when it comes to achieving that the MoJ builds credibility as a main FLA contact point. Financial resources are needed in order to develop a new website because the new website has to be registered and maintained. The IT department of the MoJ has provided a rough cost estimate for the registration and maintenance, which is - 25 EUR, and the hosting and maintaining of the portal is a separate segment and it costs 10 EUR per month.

### Content of the site:

- Main content: Services provided, legal acts, information materials, templates of applications forms, filled out examples of application forms, list of FLA providers, information about latest developments in the system, FAQ, list of lawyers that offer services, list of NGOs and Free legal clinics, and it should be available in 2 languages (Macedonian and Albanian);
- Recommended content: It is recommended to have manuals and templates as this will increase the usefulness. Contact person;
- Link to the profile on Facebook.  
The information should be relevant, simple, regularly updated, user friendly and very easy to engage with. If somebody wants to create or write something about FLA this should be the place where the interested party can get information. This can significantly contribute to the delivery of a single-minded message to society. Furthermore, if the site is user friendly, visually attractive and relevant, it can decrease the work overload of the MoJ. The website should be in line with the visual identity and incorporated in all communication materials.

### 3) Establishment of a free telephone line (Priority 1)

It will be of great importance to establish a free telephone number 0800 at which potential users will receive information and be given steps how to report violation of a right and what to do. Telephone number will serve for preliminary information, advice and referrals. If the problem is too complex or too lengthy for a phone call, the person should be offered an appointment at one of the MoJ's Regional Offices.

The free telephone number will be publicized in all communication material.

#### Process:

Web site & Social media				
Steps	Timing	Owner	Support	External additional support
Development of site functionalities	2 months	IT Department of the MoJ (briefed by the FLA department)	CoE	outsourcing IT company (decision of the MoJ)
Visual appearance and introductory page	4 weeks (in parallel with step 1)	IT Department of the MoJ (briefed by the FLA department)	CoE	IT company TBD; external designer
Content creation (1. Preparation and selection of available documents; 2. Contacts, lists, subpages recommendations; 3. Preparation of manuals)	2 months (in parallel with steps 1/2)	FLA Department of the MoJ	CoE	/
Establishing free telephone line	1 month	MoJ	CoE	PR consultant/agency
Develop a profile on social networks	1 week	MoJ	/	/
Maintenance	1 hour per month	<b>Content:</b> 1 person from the FLA Department should have the responsibility to inform the IT Department in case of changes or news in order for the site to be updated (if there are no ad hoc demands, 1 hour per month)	CoE	/
	4 hours per month	<b>Technical support:</b> 1 person from the IT Department should monitor whether everything functions properly (4 hours per month)	/	/
<b>Total time 2 months</b>				

### 4) Internal information campaign intended for the employees of the MoJ (Priority 2)

The first stage of the information campaign should focus on the internal target group. The materials for this stage need to be focused on building capacity, engaging various stakeholders regarding the free legal aid system (establish a communication network), as well as building awareness about the new identity.

Communication materials: 1) Law on FLA; 2) Promotional materials (posters, leaflets)

Communication channel: Internal premises of the MoJ and ROs and PPT presentation. On-line availability of material and exchanges will be privileged in case of continued COVID-19 related restrictions.

Content: The materials should contain simple messages: why the Law on FLA is important, how does it function and how important each stakeholder is. It will be important to explain through the communication materials why the MoJ supports this.

It is important to build internal awareness and capacity and increase motivation among those that will directly work with FLA (strengthen the feeling that they are part of an important change).

**Process:**

Internal information campaign				
Steps	Timing	Owner	Support	External additional support
Brief about Concept	1-week	MoJ (FLA department and person responsible for PR)	CoE	
Design of communication materials	2 weeks	MoJ (FLA department and person responsible for PR)	CoE + external designer	external designer or agency
Production	1 week	MoJ (FLA department and person responsible for PR)	CoE + external designer	production agency
Training for telephone operators	2 weeks	MoJ	PR agency	
<b>Total time 2 months</b>				

**5) Trainings / workshops / presentations - Associations, Lawyers, Judges, Center for social welfare and municipalities (Priority 3 - Only if there are available resources and budget)**

Communication materials: 1) Promotional materials); 2) Law on FLA

Communication channel: one day workshops divided into regions. On-line tutorials or course will be considered in case of continuation of COVID-19 related restrictions.

Content: The materials should contain simple messages: why communication about FLA is important, how does it function and how important each stakeholder is. It will be important to explain through the communication materials why the MoJ supports this.

It is important to build internal awareness and capacity and increase motivation among those that will directly work with FLA or are part of the FLA process (strengthen the feeling that they

are part of an important change). Presentations before the Bar Association (annual meetings, symposiums, counselling) about the FLA and the importance of including lawyers in the process. An important notice is that being a registered lawyer and not accepting cases does not go in a favour of the process.

## **Stage 2.” Implementation”**

**When:** This stage should begin after the Communication Strategy is adopted and the promotional materials are prepared and printed.

**Objective:**

- Raise awareness about FLA among target groups
- Inform the public about the Law on FLA
- Start raising awareness about the vital improvements in the Law on FLA made by the MoJ
- Continue the internal communication with the stakeholders

**Results:** Raised awareness about FLA; all target groups are informed and there is an increased number of applications from vulnerable groups.

**Communication tools:**

1) External campaign for beneficiaries; 2) External campaign for the public; 3) Continuation of the internal communication campaign

When it comes to the adoption of the Law on FLA in 2019, it is important to inform the public about the changes in the Law and to initiate a direct communication with the beneficiaries. At this stage, it is not recommended to use mass communication for all beneficiaries, and an information campaign about the new Law on FLA should be implemented.

### **1. External direct communication campaign for potential beneficiaries (Priority 1)**

It is recommended to first start with the vulnerable social groups (low income level): beneficiaries that receive financial support from the MoLSP, Roma people, victims of domestic violence, people with disabilities.

Communication materials: 1) Leaflets ; 2) Posters 3) Outreach micro-promotion activities in the communities (info meetings, presentations in NGOs and focal points at CSP, promotions with info stand in the places where the potential beneficiaries circulate regularly)

Communication channel: The information materials should be placed in the institutions where the target group is mostly present (Employment Service Agency, Center for Social Policy, Municipality, Health institution and other relevant institution premises (if possible)...). NGO organizations and Free Legal Clinics can be used as communication channels. Establishment of a free hotline for the potential beneficiaries to use to provide information about the FLA, which hotline should be publicized in all communication materials.

The content of the materials should be simple, visually impactful, self-explanatory. It would be beneficial to include a “call for action”. Posters, and especially leaflets should be available in multiple languages (2) Macedonian / Albanian, Macedonian / Roma and it is important to use “one message” in order to ensure communication consistency.

Outreach micro-promotion of free legal aid:

Description: Micro promotions are important because traditional advertising and online campaign sometimes doesn't reach certain groups. That is variously because of language,

image, reaction of ‘that’s nothing to do with me’, self-identifying by readers as not in a targeted category (eg domestic abuse), people too young to be susceptible to advertising aimed at adults, people so institutionalised they don’t see or hear mass-media, people with low literacy being immune to much printed communication or people that are living in extreme living conditions (e.g. Roma population). This measure seeks to get past those barriers to reaching such groups, in a series of targeted, time-limited promotions are very specifically aimed at target vulnerable groups.

Avoidance of ‘vulnerable person’ stereotypes is critical to expand the range of people who will self-identify as having need for FLA.

Objectives of these type of communication activities are to:

- explain (what FLA is, how it can help you)
- invite (come along – you’re welcome – it’s free)

Components: During the assessment, outreach activities proved to be a good practice that was shared by some of the NGOs since they can directly influence the awareness of the specific target groups. This can be especially effective for potential beneficiaries that are difficult to reach. Therefore, at this stage, it is proposed that part of these activities should be in the domain of the NGOs in coordination with the CSP. A person in the CSP will be designated to be an info point (focal point) in the centers themselves.

The second part of the activities at this stage would be micro promotions performed by MoJ regional offices. Promo visits organized by the MoJ regional offices and the CSP in villages can be used for raising the awareness among citizens in a direct way to inform them about the Law on FLA and to directly to distribute printed materials containing all information to the potential beneficiaries. Also MoJ will organise promotions with info stand in the places where the potential beneficiaries circulate regularly: care homes, day centres, activity centres, surgeries, polyclinics, occupational therapy centres, mother-and-baby clinics, children’s homes and places like, commercial centres and supermarkets, street events, festivals.

Benefits:

- Gets FLA into real communities
- Makes personal contact with relevant population in groups that prize personal contact
- Allows for future liaison with facilities like care homes to pave the way for peripatetic FLA advice sessions

**Process:**

External information campaign				
Steps	Timing	Owner	Support	External additional support
Brief about Concept	1-2 weeks	MoJ (FLA department and person responsible for PR)	CoE	
Design of communication materials	2 weeks	MoJ (FLA department and person responsible for PR)	CoE + external designer	external designer or agency
Production	2 weeks	MoJ (FLA department and person responsible for PR)	CoE + external designer	production agency
Promo Materials	1 month	MoJ	CSP, Employment Service Agency, Ministry of Health, Municipalities	CoE
Micro promotions	4 months	MoJ and MoJ regional offices	CoE, PR agency, CSP	
Field presentations	3 months	NGOs and Free Legal Clinics	CoE and MoJ	CSP
<b>Total time 6 months</b>				

**2. External communication campaign for the public (Priority 2)**

The MoJ should inform the public about the new Law on FLA. It is extremely important to inform the public when positive changes are implemented, as that will strengthen the trust in the government.

Communication materials: 1) Press kits and press releases; 2) Published information on the website of the MoJ and on social media about the new FLA website.

Communication channel: Press conferences or campaign launches, signing of a memorandum between the MoJ and the MoLSP, the MoJ and ZELS (Association of the Units of Local Self-Government), public details about the campaign (resolved cases, good practices, donor support), media statements and interviews, media outlets and a targeted social media campaign, Facebook as a media

Content: Although FLA targets a small population, strong messages regarding the state's willingness to build equal access to justice will be sent to everyone. The provision is that this information should be directed towards everyone and it should be generic, that is, without going into details regarding FLA.

Process: The preparation and carrying out of a PR campaign should be led and executed by a person responsible for PR from the MoJ with the support of the FLA department.

### **3. Internal communication campaign (Priority 3 )**

The internal communication from stage 1 should continue during stage 2.

Additionally, in this stage it is good to celebrate small wins within the MoJ.

Communication tools: Infographics and organization of workshops for practice sharing.

Communication channel: These activities should be organized internally by the FLA Department of the MoJ and the lawyers.

**Important: The information campaign should be carefully evaluated at the end of this stage, i.e. whether the messages are clear, whether people understand them, what was the most effective communication material or channel, what is the outcome of the campaign. This should be done via the PR department of the MoJ with the external support of agencies or consultants.**

### Stage 3. "Evaluation"

**When:** The implementation of this stage should start 6 months after the initiation of the project, based on how the campaign is progressing and what are the results thereof.

**Objective:** Observe whether the approach is producing results and whether the target groups are aware of the FLA and use the services provided for in the Law on FLA.

**Results:** Increased awareness among beneficiaries and the public; synchronized approach of internal institutions to communication.

#### 4. Indicators that will be measured every month

- ✓ Signed memorandums of cooperation with institutions – It is important to show that this law provides equal opportunities for all citizens and that the majority of the institutions support this law by signing a memorandum
- ✓ Field visits – number of presentations before potential beneficiaries in the municipalities, CSW, Employment Service Agency, events
- ✓ Distributed promo materials – Number of places where the promo materials are distributed (CSW, Employment agencies, NGOs, Hospitals)
- ✓ Phone calls - Number of phone calls on the free telephone line compared with the way in which the potential beneficiaries inform about FLA
- ✓ Number of potential beneficiaries that use FLA – Comparing analyses from previous years of using FLA and the number of approved demands for FLA
- ✓ Trainings – number of held trainings and workshops aimed at building the capacity of the MoJ, CSW, Bar Association regarding FLA
- ✓ Media coverage - number of published articles in the media regarding FLA

## IV Summary

The Communication Strategy can significantly contribute to the improvement of the FLA system in terms of the awareness and effectiveness of the Law, as well as the knowledge of the target public about the opportunities and rights offered by this Law regarding the GRPs. It is important to understand that communication is not a separate activity, but it is connected with the readiness of all stakeholders in the process, from providing information to taking advantage of the opportunity to use an FLA service. It is crucial that the communication is implemented in stages with the use of tools and channels appropriate for the target groups. If developed and executed according to the plan and instructions, the Communication Strategy will significantly contribute to the successful implementation of the FLA. It is foreseen to evaluate the performance and eliminate any potential challenges that may arise in each stage.

As a final conclusion, it is important to note that the Communication Strategy is a living document and during the implementation of a long-term Communication Strategy, agility and adaptations are important for preserving relevance and effectiveness.

Please see below an overview of the long-term plan regarding communication and a list of proposed and prioritized activities:

Overview of communication activities						
Priority 1 must have; 2 good to have; 3 only if there are available resources and money	Communication materials	Target audience	Content	Comm. Channel	Budget (euro)	Time
Stage 1.						
Priority 1	New visual identity	Everyone involved	Logo and Visual guidelines	To be implemented in all comm. materials	1500 EUR	1st month
Priority 1	Web page, social network profiles	Everyone involved	Services provided, legal acts, information materials, templates of application forms, filled out examples of application forms, list of FLA providers, news, manuals; FAQ	WEB site FB page	1 000 EUR	2 <sup>nd</sup> and 3 <sup>rd</sup> month
Priority 1	Free telephone line	Potential beneficiaries		All promotional materials	500 EUR	2 <sup>nd</sup> month
Priority 1	FLA brochure	Staff of MoJ	Training for phone operators in MoJ		500 EUR	2 <sup>nd</sup> and 3 <sup>rd</sup> month
Priority 2	Leaflets or manuals (electronic and printed)	MoJ FLA involved employees	New identity; Short and clear information regarding the Law, responsibilities; importance and FAQ	Internal premises of the MoJ and electronic correspondence	800 EUR	2 <sup>nd</sup> and 3 <sup>rd</sup> month
Priority 2	Letters of intent	Everyone involved	Motivational letter from the Minister	Official letter or direct mail		2 <sup>nd</sup> month
Priority 3	Leaflets or short manuals	Everyone involved	Importance, what is new, what has changed, what are the goals what are the risks	Digital	800 EUR	2 <sup>nd</sup> and 3 <sup>rd</sup> month
Budget estimation Stage 1. 5 000 EUR						
<b>Result:</b> Developed new identity; Created MoJ website with the ambition for it to become first point of contact; Established free telephone line; Increased knowledge among the ROs of the MoJ about FLA; Associations and lawyers on board with the common project goals; Other internal stakeholders properly informed about the implementation of the Law						
Stage 2.						
Priority 1	Leaflets	Citizens who receive financial support from the MoLSP, Roma people, People with disabilities,	Simple and clear information regarding the eligibility, the process and basic information about the FLA	Social welfare, Health institutions, police, organizations for people with disabilities	1000 EUR	3 <sup>rd</sup> -12 month
Priority 1	Posters	Domestic violence victims	Short, clear and visually impactful information about the FLA with a call for action		1000 EUR	3 <sup>rd</sup> -12 month

<b>Priority 2</b>	Presentations		Public presentation and education regarding FLA	Direct visit to the centers/municipalities where these people live	Implementation by NGOs	3 <sup>rd</sup> – 6 <sup>th</sup> month
<b>Priority 2</b>	Micro promotion (events)	Potential beneficiaries	Promotional materials	Direct presentations	5.0000 EUR	4 <sup>rd</sup> – 6 <sup>th</sup> month
<b>Priority 2</b>	Press conferences and press releases	The public	General information about FLA changes and the intention of the government to act towards positive improvements	Mass media	350 EUR per press conference	3 <sup>rd</sup> – 12 <sup>th</sup> month
<b>Priority 2</b>	FB and web banners	All beneficiaries	Brief, informative and impactful	Web and Social media	1 500 EUR	3 <sup>rd</sup> – 6 <sup>th</sup> month
<b>Priority 2</b>	Information materials, renewal and acceleration Posters/leaflets				500 EUR	6 <sup>th</sup> month
<b>Priority 3</b>	Reconducting of an Internal campaign	All internal stakeholders	Same as Stage 1	Internal		9 <sup>th</sup> month
<b>Priority 3</b>	Infographics and workshops	All internal stakeholders	Recapitulation of Stages 1 & 2; Celebration of small wins	Internal	3 000 EUR	3 <sup>rd</sup> – 6 <sup>th</sup> month
Budget estimation Stage 2. 15 000 EUR						
Raised awareness among beneficiaries and public; synchronized approach of internal institutions to communication, increased number of applications from beneficiaries						
Stage 3						
<b>Priority 1</b>	Evaluation and research	Beneficiaries	Awareness, effectiveness, approval	Focus groups, CATA, Internal sources	1 500 EUR	10 <sup>th</sup> – 12 <sup>th</sup> month
<b>Priority 2</b>	Campaign renewal				2 000 EUR	11 <sup>th</sup> month
<b>Priority 3</b>	Internal workshops	Internal stakeholders	NA	Internal	1 500 EUR	11 <sup>th</sup> – 12 <sup>th</sup> month
Budget estimation Stage 3. 5 000 EUR						
The majority of the public (18+) is aware about FLA as a concept and the majority of the beneficiaries are informed and they understand the concept of FLA						

## V Contact information of the persons responsible for communication

The communication strategy on FLA 2019-2021 will be implemented by the departments of the Ministry of Justice involved in the implementation of the FLA functions – the Cabinet of the Minister of Justice (the person responsible for PR), the Sector for Free Legal Assistance and Political System of the Ministry of Justice, the IT Department.

### **Responsible person:**

Cabinet of the Minister, person responsible for PR

Ministry of Justice, Dimitrie Chupovski 9, 1000 Skopje; +389 78252500;  
[vdelov@mjustice.gov.mk](mailto:vdelov@mjustice.gov.mk).

### **Support:**

- MoJ needs to appoint a content expert from the Sector for Free Legal Assistance and Political System of the Ministry of Justice

## **VI Annex – COVID-19-related alternative approaches in the Communication Strategy (plan B)**

### **Stage 2.” Implementation”**

**When:** This stage should begin after the Communication Strategy is approved and the promotional materials are prepared and printed.

**Objective:**

- Raise awareness about FLA among target groups
- Inform the public about the Law on FLA
- Start raising awareness about the vital improvements in the Law on FLA made by the MoJ
- Continue the internal communication with the stakeholders

**Results:** Raised awareness about FLA; all target groups are informed and there is an increased number of applications.

**Communication tools:**

1) External campaign for beneficiaries; 2) External campaign for the public; 3) Continuation of the internal communication campaign

When it comes to the adoption of the Law on FLA in 2019, it is important to inform the public about the changes in the Law and to initiate a direct communication with the beneficiaries. At this stage, it is not recommended to use mass communication for all beneficiaries and an information campaign about the new Law on FLA should be implemented.

#### **1. External direct communication campaign for potential beneficiaries (Priority 1)**

When it comes to the Corona Pandemic, in this stage we will provide information to the potential target groups (people that lost jobs, people whose rights have been declined in terms of social welfare, domestic violence, discrimination).

Communication materials: 1) Leaflets; 2) Brochures 3) Ads in newspapers 4) FB banners 5) TV announcements

Communication channel: The leaflets and posters should be placed in the institutions where the target group is mostly present (Employment Service Agency, Center for Social Policy, Municipality, Health institution and other relevant institution premises (if possible)...). Other channels for dissemination of the message and the information are the Macedonian Television (MTV 1 and MTV 2), by broadcasting a free announcement before the news (Dnevnik) with information about the FLA, then publishing ads in daily newspapers in the Macedonian and Albanian language. Establishment of a free telephone number 0800 at which potential users will receive information and be given steps how to report violation of a right and what to do. And finally, paid banners on the social network Facebook since the potential target group now is larger due to the Corona Pandemic.

The content of the materials should be divided into 2 parts. For FB banners, leaflets and newspaper ads, it should be simple, visually impactful, self-explanatory and should include a “call for action”. These materials should be available in multiple languages (2) Macedonian / Albanian, Macedonian / Roma and it is important to use “one message” in order to ensure communication consistency.

The TV announcements should be detailed, containing all information about FLA, who can use FLA, how to use FLA and finally who to contact and contact points.

Process for POP materials:

External information campaign				
Steps	Timing	Owner	Support	External additional support
Brief about Concept	1-2 weeks	MoJ (FLA department and person responsible for PR)	CoE	
Design of communication materials	2 weeks	MoJ (FLA department and person responsible for PR)	CoE + external designer	external designer or agency
Production	2 weeks	MoJ (FLA department and person responsible for PR)	CoE + external designer	production agency
Training of telephone operators	2 weeks	MoJ	PR agency	
<b>Total time 2 months</b>				

**2. External communication campaign for the public (Priority 2-Good to have)**

The MoJ should inform the public about the new Law on FLA. It is extremely important to inform the public when positive changes are implemented, as that will strengthen the trust in the government.

Communication materials: 1) Press kits and press releases; 2) Published information on the website of the MoJ and on social media.

Communication channel: Press releases for campaigns, signing of a memorandum between the MoJ and the MoLSP, public details about the campaign (resolved cases, good practices, donor support), media statements and interviews, media outlets and a targeted social media campaign, Facebook as a media

Content: FLA now targets a bigger population, strong messages regarding the state’s willingness to build equal access to justice will be sent to everyone. The provision is that this information should be directed towards everyone and it should be generic, that is, without going into details regarding FLA.

Process: The preparation and carrying out of a PR campaign should be led and executed by a person responsible for PR from the MoJ with the support of the FLA Department.

Stage 2.					
	Communication materials	Target Audience	Content	Channel	
Priority 1	Leaflets	Citizens who receive financial support from the MoLSP, Roma people, People with disabilities	Simple and clear information regarding the eligibility, the process and basic information about the FLA	Social welfare, Health institutions, police, organizations for people with disabilities	800 EUR
Priority 1	Ads	General public	Simple and clear information regarding the eligibility, the process and basic information about the FLA	Daily newspapers in Albanian and Macedonian language	800 EUR
Priority 1	Announcements	General public	Detailed information about the FLA, who can use it, who and how to contact	Macedonian television (in Macedonian and Albanian language)	1000 EUR (500 EUR per language)
Priority 1	Posters	Citizens who receive financial support from the MoLSP, Roma people, People with disabilities	Short, clear and visually impactful information about the FLA with a call for action	Social welfare, Health institutions, police, organizations for people with disabilities	1000 EUR
Priority 1	Direct calls	Potential users with violated rights	Detailed information about the FLA, who can use it, who and how to contact	Direct telephone number where operators will give all the information, email messages and FB messenger	
<b>Total Priority 1</b>	Total Estimation for this stage is 4000 eur				
Priority 2	Press conferences and press releases	The public	General information about FLA changes and the intention of the government to act towards positive improvements	Mass media	350 EUR per press conference
Priority 2	FB and web banners	All beneficiaries	Brief, informative and impactful	Web and Social media	500 EUR
<b>Total Priority 2</b>	Total Estimation for this stage is 2000 eur				