



Georgian Young Lawyers' Association

Organizational Strategy 2025-2027

Approved at the General Assembly of the non-profit (non-commercial) legal entity - Georgian Young Lawyers' Association on November 30, 2024.

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Introduction

On June 3, 2024, the Chairperson of the Parliament of Georgia, Shalva Papuashvili, signed into law the “Law of Georgia on Transparency of Foreign Influence.” This law stands in contradiction to the Constitution of Georgia, violates international treaties to which Georgia is a party, and is fundamentally incompatible with the principles of a democratic, legal, and social state.

By adopting the law, the government has deliberately undermined the development of the country, jeopardized the protection of human rights, hindered Georgia's Euro-Atlantic integration, damaged its international reputation, threatened civil order and peace, and posed a serious risk to the country's economic well-being.

Under this law, the activities carried out by the Georgian Young Lawyers' Association (hereinafter “GYLA”) since its founding — aimed at protecting human rights and promoting the principles of the rule of law in Georgia — are declared to serve the interests of a foreign power.

Registration in a registry that labels activities carried out for the benefit of Georgia and Georgian society as serving the interests of a foreign power — thereby stigmatizing the organization — is incompatible with GYLA's mission, goals, and principles, and constitutes a harmful act against the organization.

In light of the threats stemming from this law, the GYLA General Assembly approves the presented strategy, with the understanding that its implementation shall be carried out by the GYLA Board in accordance with the prevailing circumstances.

Part I. Mission and vision of the organization

The 2025–2027 Organizational Strategy of the Georgian Young Lawyers' Association (GYLA) is based on the organization's mission, vision, and core values.

GYLA's mission:

We protect human rights and strengthen democracy for a dignified, just and equal environment.

Vision:

- We consistently stand in defense of human rights and remain committed to building a dignified, just, and equal society;
- We contribute to the development of democracy by promoting the independence and accountability of state institutions;
- We ensure access to free legal aid for wide segments of society;
- We encourage active civic engagement by raising public awareness and fostering informed participation in public life.

GYLA's vision is based on promoting a society where human rights are protected, democracy is strong, and every individual enjoys a dignified, just, and equal environment.

The vision includes several key principles:

Human Rights Protection: GYLA recognizes its role as a vigilant guardian of human rights. The organization strives to create and maintain an environment where dignity, justice and equality are fundamental values.

Strengthening Democracy: GYLA actively contributes to the development of a democratic society by promoting the independence and accountability of state institutions. This includes advocating for transparent governance, judicial independence, and the rule of law.

Accessible Legal Aid: A core principle of GYLA is ensuring access to free legal aid for diverse groups across society. By offering legal support, particularly to marginalized communities, GYLA helps individuals protect their rights and access justice.

Public Participation and Awareness: GYLA is dedicated to fostering active civic engagement. Through raising public awareness of legal rights and democratic processes, the organization empowers citizens to participate meaningfully in public life and contribute to building a just and inclusive society.

Part II. Strategic Development Goals and Objectives

Strategic Goal 1. Promoting the Strengthening of Democratic Processes

Promoting the strengthening of democratic processes is one of GYLA's key priorities and core objectives.

In the coming years, GYLA plans to implement a range of activities aimed at strengthening democratic processes in the country. In particular, the organization will focus on contributing to the creation of a fair electoral environment, enhancing the institutional independence of the judiciary and law enforcement systems, improving parliamentary practices, and reinforcing the principles of good governance at both the central and local levels. GYLA also remains committed to supporting European integration processes, as well as empowering local communities and self-governing bodies.

Objective 1.1. Promoting the Ensuring of a Fair Electoral Environment

Ensuring a fair electoral environment to support the strengthening of democratic processes is one of the main tasks of GYLA. To achieve this, the organization will actively work to improve the electoral legislative framework. In particular, GYLA will conduct a study of the legislative framework in order to identify gaps in the legislation as a result of the study. Based on these findings, GYLA will compile and present a report of international best practices and concrete recommendations, then launch targeted advocacy campaigns to persuade lawmakers and regulators to adopt its proposals.

In addition, GYLA will actively monitor and evaluate both the pre-election and election processes. In particular, the organization will be actively involved in long-term election monitoring mission. To that end, GYLA will assemble a dedicated election-monitoring team, which will regularly publish interim and final observation reports. The organization will also deploy observers on Election Day to document any violations in real time and, afterward, issue targeted recommendations to address them. In addition, GYLA will file legal challenges against identified electoral breaches and actively participate in the resulting court proceedings.

Objective 1.2 Promote the strengthening of the institutional independence of the justice system and law enforcement agencies

Promoting the institutional independence of the judiciary and law enforcement agencies is essential for strengthening democratic processes. To achieve this goal, GYLA will actively work to

improve the relevant legislative framework. In particular, the organization will conduct a study of the legislative framework to identify gaps in the legislation and subsequently submit recommendations for their correction. The organization will also present a study of good practices and conduct advocacy campaigns to support appropriate changes in the legislation.

GYLA will continue to monitor and evaluate the activities of the judiciary and law enforcement agencies, actively publishing monitoring reports accompanied by relevant legislative proposals and recommendations.

The organization will regularly share information about identified gaps with key actors (international organizations, political parties, media, etc.) through the publication of policy documents (Policy Memos) and shadow reports, and through regular meetings.

Objective 1.3 Promoting Decentralization or Effective Local Governance

In the coming years, one of GYLA's key objectives in promoting democratic processes will be to support local communities and self-governing bodies. To achieve this, GYLA will advocate for decentralized governance. Specifically, the organization will assess the existing decentralization strategy and evaluate the effectiveness of the government's fulfillment of commitments made under this strategy. Based on the findings of the research, GYLA will identify existing gaps and provide relevant recommendations to address them. The organization will also work to raise public awareness about the benefits and importance of decentralization.

Furthermore, to effectively support local and self-governing bodies, GYLA will promote the introduction of innovative participatory mechanisms through advocacy. To this end, GYLA will conduct research and publish relevant reports and guidelines on innovative participatory tools. The organization will also deliver trainings to target groups and hold meetings with them to raise awareness and foster greater civic engagement.

Objective 1.4. Promoting the Improvement of Parliamentary Life

One of the key factors in promoting democratic processes is the strengthening of parliamentary life. In the coming years, GYLA will play an active role in this area. Specifically, the organization will continue its involvement in legislative processes by attending committee sessions and presenting its opinions. GYLA will also actively prepare legislative proposals and engage in dialogue with parliamentary parties and staff through regular meetings aimed at exchanging views and promoting informed decision-making.

GYLA will monitor and evaluate the effectiveness of the Parliament’s oversight functions and develop relevant recommendations to enhance their impact. To achieve this, the organization will produce and publish regular assessment reports on parliamentary oversight, formulate recommendations, and submit legislative proposals where necessary. Additionally, GYLA will implement public awareness campaigns to inform citizens about the Parliament’s activities and publish analytical articles highlighting international best practices for the benefit of interested stakeholders.

Objective 1.5. Strengthening the Principles of Public Governance at the Central and Local Levels

Strengthening the principles of public governance at both central and local levels is essential for advancing democratic processes. To support this goal, GYLA will promote greater transparency within public institutions and systematically monitor the openness of government bodies. The organization will share monitoring results with relevant target groups and international partners. Additionally, GYLA will research international best practices and develop recommendations aimed at enhancing government accountability and integrity.

Objective 1.6. Promoting Eurointegration

Another key objective of the Association in the coming years will be to actively support Georgia’s European integration. To achieve this, GYLA will monitor and assess the state’s commitments related to the EU integration process. The organization will identify priority areas and evaluate the extent to which state institutions are meeting their obligations toward EU membership. Additionally, GYLA will publish studies highlighting best practices to facilitate the effective implementation of these commitments and promote progress on the path to European integration.

In addition, GYLA will offer recommendations to the government through advocacy to accelerate the European integration process. In particular, in the process of advocacy, the organization will hold meetings with international and local partners, conduct information campaigns supporting European integration, and submit recommendations to decision-making institutions.

Strategic Goal 2. Protection of Human Rights at the Local and International Levels

Human rights protection remains one of the association’s key priorities, aimed at achieving systemic changes that ensure the safeguarding of fundamental rights and the overall improvement of the human rights landscape. Accordingly, the continued engagement in human rights protection and advocacy—both at the local and international levels—is essential for advancing the objectives outlined in the organizational development strategy.

The association aims to protect human rights through a multifaceted approach that encompasses advocacy, awareness-raising, education, and international cooperation. This goal is broken down into specific tasks, each targeting key dimensions of human rights protection and designed to generate a meaningful and lasting impact on society.

Objective 2.1. Utilizing Local Advocacy Platforms on Significant Human Rights Issues

Through effective local-level advocacy, the Association ensures timely consideration of legislative and practical issues, thereby improving the environment for human rights protection. To raise human rights standards, the Association will continue to collaborate directly with relevant agencies, prepare legal opinions on draft legislation, advocate for solutions to problems identified in laws and practices, and work to increase public awareness of key human rights issues.

The Association will actively continue to work with the Parliament. It will prepare opinions on the initiated draft laws and present them to the relevant authorities, thereby ensuring the improvement of the legal framework for human rights in accordance with international standards, principles and norms by advocating for problems identified in legislation and practice.

GYLA will also contribute to raising public awareness of important legal issues in the coming years, thereby fostering public support for the organization's human rights initiatives and strengthening civic engagement in the protection and promotion of human rights.

Objective 2.2. Increasing Awareness of Civil and Political Rights

In Georgia, the protection of civil and political rights is the foundation of democratic development and the rule of law. In order to protect the rights of the population and improve the functioning of regulatory mechanisms, it is necessary for citizens to be informed about their rights, as well as to know what steps they can take to protect their rights. Raising public awareness plays a vital role in strengthening democracy, as informed citizens are more likely to actively participate in democratic processes and better understand the significance of their civil and political rights. Moreover, the protection of citizens' rights and the assurance of justice contribute to reducing social inequality and empower individuals to respond promptly and effectively to potential violations.

In the coming years, the Association will maintain a strong focus on monitoring key human rights issues, including the shrinking of civic space, the handling of demonstrations, arrests, and the use of excessive force during civil protests, as well as other potential violations. The organization will systematically document such incidents and ensure timely responses, aiming to inform both

relevant authorities and the public, and thereby contribute to accountability and the protection of fundamental rights.

The Association will continue to monitor court proceedings to assess the state of access to justice and will develop recommendations based on its findings. These recommendations will be shared with the public and relevant stakeholders to support the creation of a more effective and responsive legislative environment for the protection of human rights. Additionally, the Association plans to conduct an annual nationwide survey to evaluate the overall state of democracy and human rights in the country, thereby identifying key trends, challenges, and areas for improvement.

In the coming years, the Association will actively cooperate with the media by providing information on civil and political rights issues, as well as by training media representatives on civil and political rights issues, which will contribute to the correct and better awareness of the public on human rights issues.

Objective 2.3. Raising Awareness of the Social Rights of Ethnic Minorities

In the coming years, the Association will continue to raise awareness among ethnic minorities about their social rights, aiming to promote their social and economic integration, as well as their effective participation in the public and economic life of the country. Additionally, the Association will work to promote equal opportunities for all citizens, regardless of ethnic origin, in order to reduce the risks of discrimination and marginalization, fostering an inclusive and fair society.

The association will actively organize meetings with the population in municipalities populated by ethnic minorities to identify issues that need to be addressed. These discussions will be aimed at helping both the public and ethnic minorities better understand the problems they face and take appropriate actions. Based on the challenges identified during these advocacy efforts, the association will work toward implementing legislative and administrative changes that improve the conditions for ethnic minority communities, fostering greater equality and inclusivity.

Objective 2.4. Promoting the Creation of an Improved Legal Environment for Gender-Based Violence

The association will actively organize meetings with the population in municipalities populated by ethnic minorities to identify issues that need to be addressed. These discussions will be aimed at helping both the public and ethnic minorities better understand the problems they face and take appropriate actions. Based on the challenges identified during these advocacy efforts, the

association will work toward implementing legislative and administrative changes that improve the conditions for ethnic minority communities, fostering greater equality and inclusivity.

Objective 2.5. Supporting the Higher Legal Education System by Increasing Students' Awareness of the Practical Aspects of Human Rights

Supporting the higher legal education system by raising students' awareness of the practical aspects of human rights is critically important for Georgia. The Association continues to support students' professional development, improve their practical skills, and teach them about human rights protection mechanisms.

Increasing students' awareness of existing challenges helps them better understand the complexities of the human rights protection process and the ways to address them, which will help in developing the essential skills for their future careers. In the coming years, the association will continue organizing summer and winter schools, providing students with the opportunity to gain practical experience in the human rights protection process.

Objective 2.6. Strengthening Communication with International Non-Governmental Organizations

Close communication and cooperation with international non-governmental organizations are critically important for the Association's activities in human rights protection in Georgia. Working in this direction helps secure global support, facilitate the rapid exchange of information, strengthen international pressure, and introduce best practices across various areas. The Association continues to pursue activities in this regard, including participation in international platforms and deepening partnerships, which ensure the improvement of human rights protection mechanisms and the strengthening of Georgian citizens' rights.

The Association will actively participate in international platforms, conferences, working groups, and general assemblies in the coming years. This will, on one hand, expand the Association's network and establish new connections, while on the other hand, it will enable the organization to learn from and share best practices with other countries.

Objective 2.7. Communicating with international non-judicial bodies to respond to their violations of rights in Georgia

The Association will continue to engage with international non-judicial bodies in the coming years, ensuring that rights violations in Georgia are recognized by the international community. This communication also contributes to the introduction of international standards and best practices in the country, playing a crucial role in improving human rights protection mechanisms.

Objective 2.8. Participating in the formation of recommendations for the country by submitting shadow reports to international organizations

In the coming years, the Association will continue to participate in the development of recommendations for the improvement of human rights by preparing and submitting shadow reports to international organizations. Through this process, the Association will contribute to the establishment of a civil society network and ensure greater involvement and awareness among organizations regarding human rights violations. Additionally, the Association will work to support the implementation of international standards and recommendations within the country.

The Association will continue to build the capacities of civil society organizations by providing training on the preparation of shadow reports and the development of advocacy strategies. By enhancing their skills in effective advocacy, the Association will contribute to strengthening human rights protection mechanisms and improving their overall effectiveness in the country.

Strategic Goal 3. Increasing Public Access to Qualified Legal Assistance

Increasing the availability of qualified legal assistance that meets the demands and needs of society is a strategic priority of the Association.

In this regard, GYLA plans to identify priority areas of its activities, update relevant criteria, systematize legal practice, develop practical guidance materials, identify and address practical challenges and legislative gaps in the legal process, and share legal expertise with interested stakeholders.

Objective 3.1. Defining Priority Areas of Organizational Activities and Updating Criteria for Legal Aid Purposes

Providing free legal aid remains one of GYLA's key priorities and the most in-demand service among the public.

To enhance the quality and accessibility of free legal aid, GYLA plans to implement a range of targeted activities.

GYLA will update its free legal aid regulations and relevant criteria. To achieve this goal, the organization will study the current human rights situation in the country. Specifically, an analysis of citizens' appeals to GYLA will help identify which social groups are most affected and in which areas. A market study will also be conducted to assess the current public demand for free legal aid and to determine which needs are not being met by existing state and other organizational

programs. Based on these studies, the medium-term priority areas for free legal assistance will be defined. Additionally, an analysis of the priorities and strategic directions of partner donor organizations will be carried out.

Objective 3.2. Generalizing Legal Practice and Developing Practical Guideline Documents

The generalization of the legal practice accumulated by GYLA will significantly enhance the efficiency of the organization's activities and enable better use of its limited resources.

To accomplish this task, it is planned to create general guidance documents for case management, taking into account the best practices of existing cases in the areas of GYLA's priority directions. By the end of 2026, GYLA will develop at least 3 guidance documents.

An analysis of court decisions in GYLA cases will be conducted across Tbilisi and the regions, and an electronic database of court decisions will be created. This database will facilitate the rapid search and thematic grouping of relevant cases, as well as simplify the sharing of documents.

Objective 3.3. Identifying Practical Challenges and Legislative Gaps in Legal Proceedings and Addressing Them Through Strategic Litigation and Legislative Initiatives

To achieve this goal, GYLA will continue to pursue strategic litigation at both the national and international levels. In the medium term, strategic cases will be identified, and representation will be provided before administrative bodies and in the courts.

Objective 3.4. Sharing Legal Expertise with Interested Stakeholders

Sharing the legal knowledge and experience accumulated by GYLA will significantly contribute to the dissemination of legal knowledge and the enhancement of the relevant culture in the country.

To achieve this goal, GYLA plans to continue its cooperation with educational institutions to share legal expertise with students. Relevant partnerships will be formalized through the signing of memorandums of understanding, with at least two memorandums expected to be signed by the end of 2026. GYLA will also organize thematic meetings and training sessions for schoolchildren and students, with five training sessions planned by the end of 2026. Additionally, GYLA employees will participate in meetings and trainings organized by schools, universities, and other educational organizations.

GYLA will also facilitate the creation of a platform for inter-organizational experience sharing within the judicial process. Thematic networks will be established both within the country and at the regional level. Joint activities, including conferences and working meetings, will be planned and implemented within these networks. By the end of 2026, two additional thematic networks will be created, and five activities will be carried out for the purpose of experience sharing.

Strategic Goal 4. Ensuring Organizational Strengthening and Sustainability

The Georgian Young Lawyers Association aims to ensure its long-term effectiveness by actively working on organizational strengthening and sustainability. This strategic goal includes improving governance, enhancing human resources management, optimizing internal processes, and ensuring financial and operational stability. By fostering a sustainable and adaptable organizational structure, GYLA seeks to maintain its role as a leading defender of human rights and democracy in Georgia.

Objective 4.1. Attracting, Retaining, Continuously Developing, and Empowering Talent

The foundation of GYLA's success lies in its strong and competent team. To further develop and strengthen this foundation, GYLA plans to implement a range of activities.

GYLA will conduct an annual training needs survey to identify specific areas where employees require further development. Based on the results, a professional development program will be created to ensure that 30-40% of employees receive relevant training each year. This commitment to continuous learning will enhance employees' skills, improve their satisfaction, and boost overall performance, ultimately benefiting the organization.

GYLA will develop a unified internship methodology to standardize and enhance the internship system. Additionally, a feedback mechanism will be implemented to collect input from interns, with the goal of achieving at least 70% positive feedback. This initiative will ensure that interns gain valuable learning experiences while allowing GYLA to continuously improve the internship program.

To promote the sharing of legal knowledge and practical experience within the organization, GYLA will organize monthly events where employees can share news and best practices. The goal is to hold at least 11 events annually, with 80% employee attendance at each event. Additionally, quarterly presentations will be organized to further enhance knowledge sharing, internal communication, and cooperation.

Objective 4.2. Improving the Governance Model

Effective governance is crucial for the smooth functioning and strategic direction of GYLA. The following sub-goals are aimed at improving the governance model.

In order to increase member engagement, GYLA will update and improve its membership procedure, ensuring its inclusiveness and transparency.

Objective 4.3. Improving the Employee Performance Evaluation System

To ensure continuous improvement and accountability, GYLA will strengthen its employee performance appraisal system. The current system only includes competency assessments, which do not fully cover employee performance. Therefore, GYLA plans to incorporate a performance-based component into the appraisal system, ensuring that employees have clear goals and measurable metrics for performance evaluation. The developmental feedback provided by the existing system will help employees identify their strengths and capitalize on opportunities for improvement.

Objective 4.4. Focusing on Improving Internal Processes

Optimizing internal processes and utilizing modern technologies are crucial for operational efficiency. Therefore, GYLA aims to establish a practice in which employees will periodically meet to discuss opportunities for improving internal processes. Annually, GYLA will identify areas for process improvement, develop recommendations, and implement at least three process improvements. This proactive approach ensures the efficiency of internal processes and addresses the operational needs of the organization.

In addition, this initiative includes simplifying interactions with citizens, such as implementing a queue management system for telephone services and an online appointment system for legal consultations.

Objective 4.5. Focusing on Employee Well-being, Engagement, and Diversity

Creating a supportive and inclusive work environment is crucial for employee satisfaction and retention. To ensure this, GYLA plans to implement activities in various directions.

GYLA will develop and introduce a work-life balance policy to help employees maintain a healthy balance between their professional and personal lives. This policy will be regularly reviewed and adjusted based on employee feedback and organizational needs.

To promote an inclusive workplace, GYLA will develop and implement a diversity and inclusion policy. This policy will aim to foster a diverse workforce and create an environment where all employees feel valued and respected.

GYLA will implement activities to improve employee well-being, with at least four initiatives each year focused on strengthening physical and mental health. Additionally, team-building activities will be organized annually, with 80% employee participation.

An annual salary survey will be conducted to ensure competitive compensation. Salaries will be adjusted based on projected inflation rates and project budgets to maintain fairness and properly motivate employees.

Objective 4.6. Immediate Identification of Cyber and Information Threats and Implementation of Defense Mechanisms

GYLA is committed to protecting organizational data and ensuring cybersecurity. To this end, GYLA will develop an information and cybersecurity policy, which will include regular penetration testing of systems. This proactive approach will safeguard the security and resilience of the organization's digital infrastructure.

Annual cybersecurity training will be mandatory for all employees, and a crisis management plan will also be developed to prepare for and respond to potential threats.

Objective 4.7. Strengthening Regional Offices and Improving Communication with the Head Office

Strengthening the capacity, coordination, and communication of regional offices is vital to improving GYLA's effectiveness.

GYLA will facilitate monthly discussions to improve coordination and support between the headquarters and regional offices. These discussions will ensure that regional offices are aligned with the overall strategy and goals of the organization, thereby increasing their effectiveness and impact. In addition, GYLA will involve regional office staff in projects implemented by the headquarters, enhancing their competence and professionalism while simultaneously strengthening the organization's team spirit.

Objective 4.8. Ensuring the Financial Stability of the Organization

Financial stability is essential for the association to sustain its current level of activity and fulfill its mission. This objective focuses on diversifying funding sources and developing revenue-generating activities.

To ensure financial stability, GYLA will develop and approve a fundraising strategy. This strategy will identify diverse funding sources, including grants, donations, and partnerships, to ensure a steady flow of resources. The strategy will also outline specific fundraising goals and tactics to enhance GYLA's ability to secure the necessary funds for its programs and initiatives.

GYLA plans to introduce paid services and develop a policy on the reimbursement of court costs. This initiative will include a detailed description of potential paid services, with at least two of these services being implemented by 2025. By offering high-quality paid legal services, GYLA can generate additional income while continuing to provide free legal aid to its target groups.

Based on the Legal Education Support Fund, GYLA will develop and implement paid training programs. A catalog of training programs will be created, with at least six programs being

launched by 2025. These training programs will cater to legal professionals and the general public, offering valuable legal education to support GYLA's activities.

Objective 4.9. Improving the Monitoring and Evaluation System

Effective monitoring and evaluation (M&E) is essential to assess the impact of GYLA projects and ensure accountability.

GYLA will enhance and validate its project monitoring and evaluation (M&E) system. This system will include clear methodologies and processes for evaluating project outcomes. A designated officer will be responsible for overseeing M&E activities, ensuring consistency and accuracy. The goal is to evaluate at least 80% of implemented projects using the improved methodology, enabling GYLA to measure effectiveness, learn from experience, and enhance future project planning.

By achieving these strategic goals and objectives, GYLA will ensure its organizational strengthening and sustainability, which will allow it to continue its mission of protecting human rights and strengthening democracy in Georgia.

Strategic Goal 5. Improving Strategic Communication

"Given that the association is often the target of attacks, effective communication and creating a positive image through the media will enhance the organization's credibility and trust both nationally and internationally. Strategic communication will also support the achievement of its advocacy goals, including improving legislation, reforming public policies, and strengthening human rights protections. Additionally, it will encourage more active citizen involvement in democratic processes, such as elections and open discussions on public issues.

Objective 5.1. Strengthening GYLA's Brand and Digital Channels

A strong brand and modern digital channels are essential for enhancing the organization's awareness and credibility. Therefore, the association will focus on strengthening its brand and digital presence in the coming years, including updating both the logo and brand book, as well as the website.

The association will strengthen the effective use of digital channels, which will ensure more active involvement of the public and increase trust in them. The updated brand and digital channels will contribute to the dissemination of information about human rights violations, as well as to the education of the audience and raising awareness.

Objective 5.2. Enhancing GYLA's Reputational and Informational Image

Strengthening the association's reputational and informational image will significantly enhance its recognition as an independent and competent organization in the field of human rights protection. A strong reputation fosters trust in the organization both within society and among partner organizations and donors. On the one hand, this gives the organization the opportunity to more effectively present and protect human rights, perform advocacy and lobbying functions, and, on the other hand, an informed and trusting public will be more involved in the organization's activities.

Objective 5.3. Increasing Citizen Engagement in Pre-Election and Ongoing Electoral Processes

"Citizens' involvement in electoral processes strengthens their civic awareness and responsibility, while ensuring the transparency and legitimacy of the electoral process. Accordingly, the Association continues its active work in this area through information campaigns. Specifically, by organizing public meetings and increasing awareness, the organization will attract observers and volunteers to participate in electoral processes, particularly by engaging with young people to raise their level of civic responsibility and activity. Additionally, this contributes to the spread of civic awareness and the promotion of democratic values.

To increase public trust in electoral processes, the Association will actively cooperate with the media and, by enhancing journalists' awareness, ensure that these processes remain transparent and fair. In addition, the organization will promote effective public information and work to ensure the rapid identification and discussion of any violations.

Objective 5.4. Strengthening GYLA's Spokespersons Through Continuous Media Communication Training

Effective communication with the media requires specific skills to ensure the clear and accurate transmission of information. In the coming years, the Association will continue to enhance the media communication skills of its spokespersons through specialized training. These sessions will help spokespersons better understand media relations techniques, including conducting interviews, preparing press releases, and interacting with journalists. The training will also boost spokespersons' confidence in public speaking, making them more effective when engaging with the media. Furthermore, these sessions will equip spokespersons to disseminate information more effectively and professionally, ensuring that relevant messages are accurately conveyed.

Objective 5.5. Strengthening Communication with the Media

Close and ongoing communication with the media will help build trust between the Association and the media, ensuring more successful and long-term cooperation in the future. Active media communication will enhance the organization's transparency and credibility, thereby fostering public trust and support.

The Association will actively organize media tours, training sessions, and appearances by its speakers in the media. Through consistent communication and training with the media, GYLA will showcase its professionalism and competence, contributing to the formation of a positive image of the organization. Furthermore, by collaborating with the media and leveraging their support, the Association will effectively deliver its messages to a broader audience, expanding its impact.

Objective 5.6. Strengthening Partnerships with Local and International Organizations

Partnerships with local and international organizations allow the organization to find additional resources, including mobilizing the necessary financial support, technical knowledge and human resources. In addition, this partnership creates an opportunity to share new knowledge and experience, which contributes to innovative approaches and the implementation of best practices. Cooperation with both local and international organizations enhances the credibility of the Association, strengthening its position in relationships with the public and various partners.

In the coming years, GYLA will focus on presenting its activities through annual reports, delivered in the format of meetings and discussions. This will not only familiarize the general public with the organization's results but also strengthen networking.

In addition, GYLA will actively engage in exchange visits to share international experiences, further enhancing the Association's impact and support both locally and internationally.

Objective 5.7. Crisis Communication Plan

During a crisis, an organization's ability to respond swiftly and effectively is crucial. A well-developed crisis communication plan helps streamline the process, ensures preparedness, and minimizes confusion. To enhance this capacity, the Association plans to focus on developing organizational policies and procedures that will enable clear and efficient communication with both the media and the public in times of crisis.

Strategic Framework

ჩვენ ვიცავთ ადამიანის უფლებებს და ვაძლიერებთ დემოკრატიას ღირსეული, სამართლიანი და თანასწორი გარემოსთვის.



Annex I. Risks Associated with Strategy Implementation and Their Management

Managing the risks associated with the implementation of the strategy is an important aspect of ensuring the stability, efficiency, and sustainability of the Georgian Young Lawyers Association (GYLA). The following risk management plan addresses various potential threats and outlines preventive measures to mitigate these risks. This plan focuses on maintaining GYLA's digital security, financial sustainability, employee well-being, and organizational reputation.

Information and Cyber Security

Information security is essential to protect sensitive data and maintain the integrity of GYLA's operations. To mitigate the risk of cyberattacks, GYLA will seek funding from donors to enhance its cybersecurity infrastructure. Additionally, the organization will develop and implement a comprehensive cybersecurity policy, which will include the establishment of information security protocols and procedures, regular employee training on organizational policies and best practices, routine audits of digital systems, and the deployment of advanced security software to safeguard against potential breaches.

Data Protection

Protecting personal data from unauthorized access is a critical concern for GYLA. To address this, the organization will develop a stringent data protection policy and provide regular training for employees on data processing and confidentiality protocols. Ongoing monitoring will be implemented to ensure the rapid detection and response to any potential threats.

Financial Sustainability and Legal Penalties

Financial sustainability is crucial for GYLA's operations. In light of the potential penalties under the Law on Transparency of Foreign Influence, GYLA will diversify its funding sources, including exploring crowdfunding campaigns. Simultaneously, proactive communication will be maintained with both existing and potential donors to ensure ongoing financial support. A steady flow of donor contributions is essential for the organization's stability, and fostering strong relationships with donors will help secure continued funding and support.

Employee Turnover and Decreased Motivation Levels

High employee turnover and diminished motivation levels pose considerable risks to the organization's operations. To mitigate these challenges, GYLA will foster open communication channels that allow employees to express their opinions freely. Regular individual consultations with a psychologist will be provided to support employees' mental well-being. Furthermore, GYLA will organize frequent team-building activities and offer professional development opportunities to enhance morale and retain talent within the organization.

Employee demotivation and turnover are critical risks that can significantly impact the organization's performance. To address this issue, GYLA's management team will prioritize frequent communication with employees, ensuring they are well-informed and involved in key organizational decisions. Additionally, regular one-on-one sessions with managers will be conducted to address both personal and professional concerns, fostering a supportive environment for employees.

To prevent employees' stress management from deteriorating, GYLA will implement open communication with employees, and regular individual sessions with a psychologist will be available to help employees manage stress and maintain mental health.

Infrastructure Security

The physical security of GYLA's offices, especially in Tbilisi, is of concern. To address concerns regarding this kind of incidents, the organization will hire a professional security service to safeguard the premises. Regular security assessments will also be conducted to identify and address potential vulnerabilities, ensuring a safe and secure environment for both employees and visitors.

Impact on Family Members

The safety and well-being of employees' family members may be affected by the current situation. To mitigate the mentioned potential risks, GYLA will maintain clear and transparent communication with families, keeping them informed about the organization's activities and any potential risks.

Confiscation of Property

In the event of a property seizure, GYLA will swiftly transition to remote work to ensure the continuity of its operations. A secure and robust digital infrastructure will be put in place to support remote work, and detailed contingency plans will be developed to address the logistical challenges that may arise during a sudden shift to remote operations.

Reputational Risk

To manage the risks of operational failures and potential loss of public trust, GYLA will prioritize transparency by regularly communicating with its beneficiaries about the outcomes of its work and clearly explaining the results achieved. Strengthening external communications through various media channels will play a crucial role in building public trust and showcasing GYLA's ongoing commitment to justice and human rights.

Finally, GYLA will systematically update its strategic plan, integrating lessons learned and feedback from employees and stakeholders. This iterative process ensures that the organization

remains adaptable and resilient, continuously improving its approach in the face of emerging challenges.

By implementing these preventive measures and fostering a supportive, transparent, and secure work environment, GYLA will enhance its capacity to effectively respond to risks and continue its vital work in promoting human rights and democracy in Georgia.