

# STRATEGIC PLAN

# 2015 -2019

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PUBLIC ORGANIZATION «LEGAL AND POLITICAL RESEARCH CENTER »SIM»»

“**Legal and Political Research Center “SIM”**” is a non-governmental, non-profit, non-political, public human rights organization, established in 1999. LPRC «SIM» is a member and one of the founders of [the Ukrainian Helsinki Human Rights Union](#).

**It works in the following spheres:**

- Protection of human rights and fundamental freedoms in courts, public authorities and local authorities;
- Providing legal aid for citizens concerning protection of their rights, including the use of international institutions;
- Monitoring of the human rights situation in Ukraine and informing the public about human rights violations;
- Research in the field of human rights, including regular monitoring of the draft laws and regulations, as well as preparation and promotion of its own legislative initiatives;
- Organization of public discussion of draft regulations and preparation of its own proposals;
- Organization and conducting campaigns and educational events to raise awareness of human rights, including seminars, workshops and conferences.

**The main priority of our work:** protection of human rights in the relationship with law enforcement authorities, judicial authorities and penal authorities in the western regions of Ukraine (Volyn, Lviv, Rivne, Ivano-Frankivsk, Ternopil, Zakarpattia, Chernivtsi, Khmelnytsky regions)

**The goals and tasks of our activities:**

- Development of interaction mechanisms between a human being and judicial, law enforcement authorities and penal authorities on the principles of the Rule of law;
- Change of legal regulation and law enforcement practice;

- Restoration of violated rights;
- Providing of additional opportunities through legal education.

**Directions of the Organization activities:**

- Analytical work, expert researches in the field of human rights
- Legal protection within the public reception offices
- Judicial protection (including in the international institutions)
- Participation in advisory bodies of central and local authorities
- Organization and conducting educational events (workshops, seminars, lectures, human rights protection film clubs)
- Organization of the Travelling Documentary Film Festival DocuDaysUA

**Our opportunities and assets to perform successful activities:**

- Many years of positive experience concerning human rights protection activities (since 1999)
- The reputation of a leading human rights organization in Ukraine
- Team of qualified experts and volunteers, who are united by the Mission and Values of the Organization
- Material and technical base
- We are co-founders of [the Ukrainian Helsinki Human Rights Union](#).

**What is our uniqueness:**

- The possibility of involvement top experts in the field of human rights (including those who engaged in epy reformation of the Ministry of Internal Affairs system, the penal system, etc.)
- Unique experience of our specialists (including conducting cases in the European Court of Human Rights)
- Regional representation of the Travelling Documentary Film Festival DocuDaysUA

**MISSION and VALUES****VALUES (upon which our activities is based on)**

**Professionalism** – services are provided at a high level, ensured by continuous improvement of practical skills of the Organization members, volunteers and the staff.

**Empathy** – the distribution of values and responsibility among members of the organization, between organization members and customers, between organization members and partners regarding the joint product of the activities, protection of certain values and benefits. This is a timely support, partner replacement during the activities, if necessary, to achieve a common result and to keep team spirit, to balance human resources.

**Striving for changes** means assistance in the development of a law-based state and the rule of law by implementing progressive reforms, application of new techniques and technologies.

**Transparency of the activities** – the Organization activities are based on the Strategy documents, which comply with the principles of transparency and good governance (including decision making process, appeal of decisions, actions, omissions of members and management of the Organization, property management and funds)

**Communication** (openness to cooperation) – the Organization is ready to support any initiatives, that meet its mission

**Disinterestedness** – the main motivational part of the Organization activities is prevention of human rights violations and, in case of violation, restoration of a violated right, but not making a profit.

**Accessibility** – forms and methods of work, chosen by the Organization, are directed at maximum approximation of professional support to all who need it, based on the general unity of clear value system

## MISSION

The main goal / mission	Indicators	Means of verification
Promote positive changes in society, by introducing such a model of the relationship between a human being and the state, according to which human rights are protected as much as possible.	Reduction in the number of human rights violations  Raising of the level of citizens' legal awareness  Improvement of public access to qualified legal aid  Change of legislative regulation and law enforcement practice	Reports of the international and domestic human rights organizations about the state of human rights observance in Ukraine  Customer admission logbooks / positive customer reviews  The number of given consultations that led to changes in the situation of a particular applicant  The number of won cases in the national and international judicial instances  The number of conducted educational

		<p>events, held by the Organization or with its assistance</p> <p>The number of provided recommendations concerning amendments to the legislation to ensure human rights observance</p> <p>The number of recommendations given to local authorities regarding the improvement of administrative procedures</p>
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**The model of the Organization activities and the logic of intervention**



Chart 1. The logic of intervention

Historically the main work of the Organization is based on the public reception offices activities. Assistance to particular victims of official arbitrariness gives impetus for the development of more large-scale projects, which purpose is to change the situation in such a way, that human rights observance was absolute.

The Organization works with victims of human rights violations through human rights reception offices, where victims appeal with particular complaints. The staff of human rights reception offices provides support and assistance for victims and collect information, which allows to make

representation of the most typical cases and trends. Customers can apply for the public reception offices personally, by mail or by filling out the appropriate application on site of the Organization.



Experts of the Legal Department make the following three conclusions on the basis of the analysis of applying to public reception offices: 1). Whether this appeal complies with the mission of the Organization; 2). Which institutions - national or international - should be applied for the problem solution of the applicant; 3). To what extent the assistance should be provided: consultative, writing of procedural documents, interests representation. Based on these conclusions, the decision on providing assistance to the applicant by the Organization or search for other qualified organization, that could help, is made.



The Head of the Legal Department together with the managers of human rights reception offices analyses the primary information on appeals with the aim to select strategic cases about human rights violations for the protection of these rights in the national and / or international courts. If there is an opportunity to solve a case by means of the national mechanisms, then advocates of the Organization provide appropriate assistance to victims of human rights violations. If a case requires intervention of the international institutions, or falls into the category of so-called "strategic litigations", the Organization, as a member of the UHHRU, has the opportunity to apply to the Centre for Strategic judicial protection, which operates within the central office of the UHHRU, for assistance in support of the appeal to the international institutions, for example, the European Court of Human Rights.



Work with the victims of human rights violations provides data for the Analytical Division of the Organization. Analysts use such data to determine the causes of situations, for lawmaking, making reports (for instance, "shadow" reports to the international human rights organizations), systematization of human rights violations, searching for the probable reasons that cause human rights violations, finding solutions etc. As a result of this work, the Analytical Division proposes programs, projects or monitoring projects for the Board approval, the implementation of which should change the situation systematically and make human rights violations impossible.



In the case of program and project support, the experts of the Organization participate in the implementation of specific programs, namely in various advocacy events, work with the media and public, contact with the national and international organizations in an effort to influence the human rights situation in the country, suggest amendments to laws or criticize laws that harm human rights. Experts, in particular, use the work in the Parliament and local governmental committees, as well as in advisory bodies of the executive power. The Organization expresses its opinion or the UHHRU opinion in public statements and involves other human rights organizations in informational and advocacy campaigns.





Employees of human rights reception offices, lawyers, who participate in strategic litigations, analysts and experts, who involved in advocacy, define the demand for various educational products, which are provided to all partners – the population, government workers, its own workers, young activists, teachers, lawyers and others. Such proposals are processed by the Training Center of the Organization, which determines the mission of an educational program, formulates informational notifications, develops the conducting strategy of informational or educational campaigns, develops the program of a particular educational or training event, defines the necessary informational or educational products etc. Other experts of the relevant areas are involved with the purpose of qualitative preparation of such products.

**CLIENTS, PARTNERS, STAKEHOLDERS AND SERVICES,  
WHICH ARE PROVIDED FOR THEM BY THE ORGANIZATION**

**Victims of human rights violations: Persons and organizations, whose rights have been violated.**

Needs	Services, provided by the Organisation
<ul style="list-style-type: none"> <li>• informing and consultations;</li> <li>• legal aid in disputes with the authorities;</li> <li>• conflict resolution and moral support</li> </ul>	<ul style="list-style-type: none"> <li>• public reception offices activities, including legal representation;</li> <li>• participation in strategic litigations in the case of structural problems;</li> <li>• mediation;</li> <li>• raising awareness</li> </ul>

**Civil society: Citizens, media, the national and international public organizations and analytical centers, donors, the Ombudsman office, political parties etc.**

Needs	Services, provided by the Organisation
<ul style="list-style-type: none"> <li>• promotion and protection of the free exchange of ideas;</li> <li>• informing, raising awareness and education programs;</li> <li>• stories and heroes for the media;</li> <li>• expert conclusions;</li> <li>• programmes of events;</li> <li>• coordination of activities and resources;</li> <li>• solidarity and support.</li> </ul>	<ul style="list-style-type: none"> <li>• creation of information occasions;</li> <li>• expert analysis of situations and events;</li> <li>• development of draft laws and amendments;</li> <li>• the struggle for the changes in the legislation;</li> <li>• monitoring of particular situations and events (for instance, elections, court proceedings, observance of detainees rights etc.);</li> <li>• informing stakeholders about the situation;</li> <li>• protection of the legal standards of a democratic society;</li> <li>• educational programs;</li> <li>• solidarity actions.</li> </ul>

**The State: State authorities and local authorities, the Parliament, the Ombudsman, courts.**

Needs	Services, provided by the Organisation
<ul style="list-style-type: none"> <li>• support and/or criticism of initiatives and reforms;</li> <li>• independent thoughts;</li> <li>• workshops and education;</li> <li>• partnership in specific programs;</li> <li>• services providing to the population;</li> <li>• programs of political activity.</li> </ul>	<ul style="list-style-type: none"> <li>• drafting of laws and analysis of the shortcomings of the legal system;</li> <li>• monitoring of specific situations and reporting;</li> <li>• informational and advocacy activity, including participation in the strategic litigations at the national and international level;</li> <li>• educational activities, participation in governmental advisory bodies;</li> <li>• co-operation in the field of free legal aid and other government programs;</li> <li>• mediation when dealing with the international community.</li> </ul>

**The Ukrainian Helsinki Human Rights Union: 29 member organizations of the UHHRU**

Needs	Services, provided by the Organisation
<ul style="list-style-type: none"> <li>• improvement of the sustainability and impact;</li> <li>• capacity development;</li> <li>• assistance in implementing of nationwide initiatives, companies of influence and advocacy;</li> <li>• search for the best practices in the area of human rights</li> <li>• accumulation and exchange of information and experience;</li> </ul>	<ul style="list-style-type: none"> <li>• participation in the development of network projects and national programs;</li> <li>• promotion and PR of the UHHRU brand in the Western region;</li> <li>• participation in the exchange of experience;</li> <li>• advocacy of nationwide initiatives at the local level;</li> <li>• involvement of members to participate in joint programs.</li> </ul>

**The Organization structure**

The Organization structure provides effective activities of the Organization and implementation of its Mission and the Strategy. The Organization structure was reformed.

The reform of the organizational structure has resulted to the fact that the executive body, the Secretariat, has appeared in the Organization, which is headed by the Director.

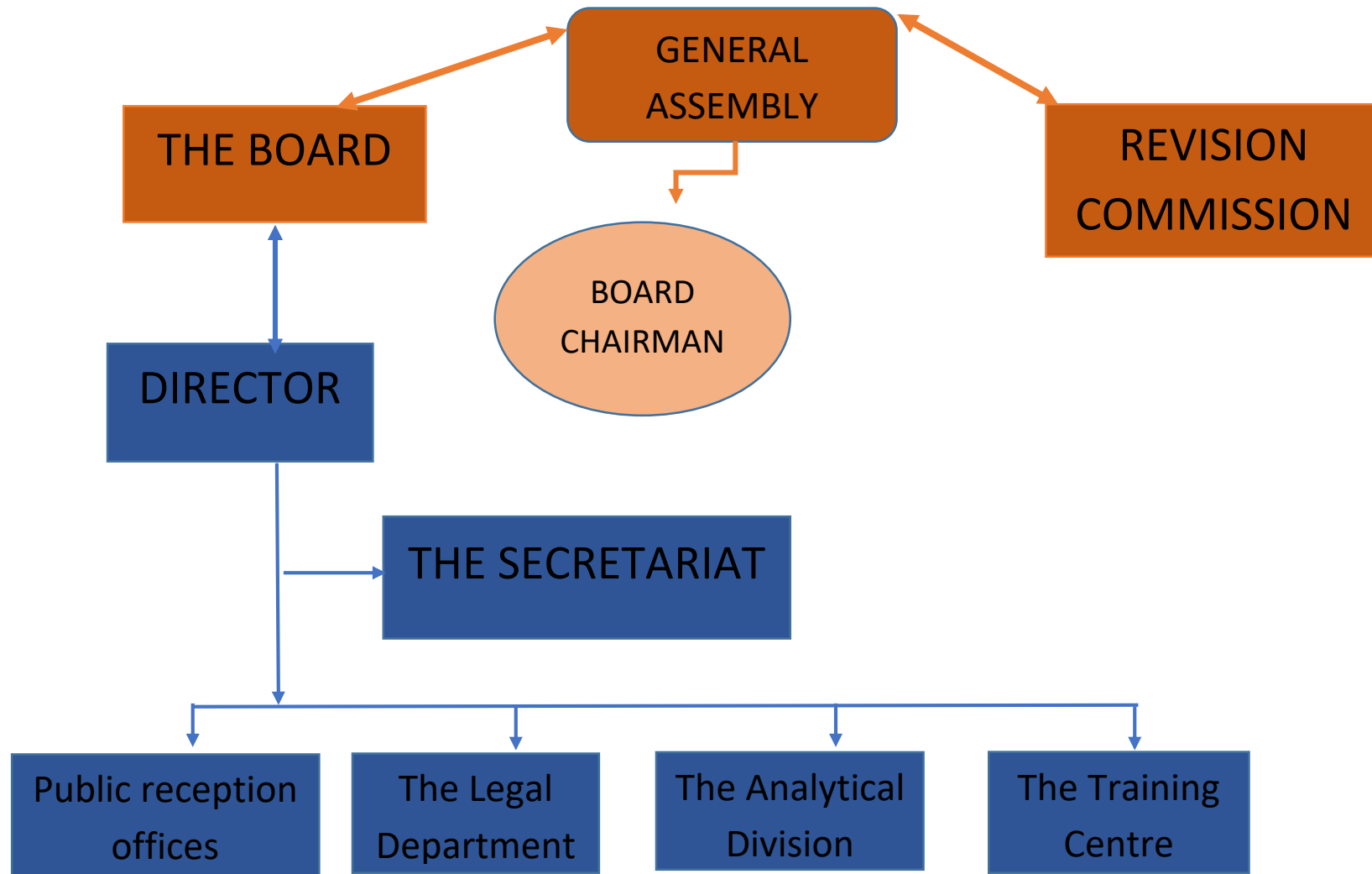


Chart 2.The Organization structure

The new structure meets the logic of intervention within the frames of main events of the Organization and sets the limits of responding to the needs of stakeholders

To achieve the goals of the Strategy, the staff members of the Organization are assigned the following tasks:

1. **The Director** - general management, strategic planning and activities control, coordination of projects and programs preparation, control of reporting, control of financial and economic activities, personnel policy control, external representation of the Organization and representation before the Board and the General Assembly; activities coordination concerning funding involvement;

The Director of the Organization is responsible for fundraising to realize the SIM activities. He involves the influences and the authority of the Board for the promotion of the Organization brand and results of its work in different environments. Experts of the Analytical Division assist in finding sources of funding.

**The Secretariat** is directly subordinated by the Director and consists of personnel, which range of powers includes providing the office technical functions of the Organization, namely:

2. *The Chief Accountant* - current financial and accounting operations in accordance with national accounting standards (NAS), cash management and tax reporting, contacts with banks and public authorities on relevant issues, control of financial discipline during the realization of specific programs and projects;
3. *IT Specialist* – maintenance of IT equipment and software in the office and public receptions; development of proposals for upgrading hardware and software, data protection, consulting of personnel concerning the use of equipment and software;
4. *Office Manager* – correspondence registration, other work at the office, office needs assessment and providing appropriate conditions for the office activities, providing assistance to the Director. This post may be operated even by volunteers;
5. *Translator* – translation of projects, reports, contracts and other relevant materials, translation of materials for the English version of the site, translation of materials for donors etc.

## Public reception offices

The work with victims of human rights violations is carried out on the basis of public reception offices. The structure of a public reception office includes:

6. *PRO Manager (Manager of the public reception offices network)* – PRO management in the central office of the Organization (Lviv), PRO relationship with each other and coordination of their work, identifying of PRO common needs and organization of joint activities, recruitment and coordination of volunteers; involvement of advocates in providing services;
7. *1-2 lawyers* – consultations (personally, by phone, mail, via the Internet), database support, samples of forms development, legal representation in selected cases;
8. *1 psychologist* – to provide psychological aid (if needed);
8. *2-4 volunteers* – assistance to lawyers in the process of consultations, namely an analysis of the legal framework, preparation of extracts from legal documents, preparation of the simplest procedural documents etc.

## The Legal Department

The Legal Department develops a strategy of the violated rights protection in each specific case. As well as, the Legal Department is responsible for providing guidance on the so-called strategic litigations.

9. *The Head of the Legal Department* is responsible for the selection and realization of the so-called strategic litigations.
11. *1-2 advocates* – for the effective representation of clients in particularly complicated cases.

## The Analytical Division

The Analytical Division uses data applications for the determination of the situations causes, legislation shortcomings, making reports (for instance, "shadow" reports to international human rights organizations), systematization of human rights violations, finding probable causes that lead to human rights violations etc. As a result of this analysis, programs, projects and initiatives are prepared, that can influence the human rights situation systematically.

12. *The Head of the Analytical Division* – strategic planning and operational control of the analytical activities of the Organization, including establishing of facts and monitoring, organization of human rights analytical centres, coordination of scientific research, analysis of trends and creation of empirical basis for legislative initiatives, analysis of possible funding sources for projects, programs and initiatives;

13. *2 analysts* – coordination of analytical activities of experts in outsourcing, quality control of prepared materials, participation in materials editing; requests, preparing references on specific issues, communication with external experts, proposals development for involvement of independent experts, drafting specific programs, projects and initiatives.

14. *a sociologist* – for professional development of sociological components of the proposed initiatives

### **The Training Centre**

The Training Centre defines the mission of the educational programs, formulates informational messages, develops the strategy for specific informational or educational campaigns, develops a program of specific educational or training event and defines the necessary informational or educational products.

15. *The Head of TC* – development and control of a strategy of educational and training activities realization, development of new programs and new activities directions, coordination of educational activities with other activities directions of the Organization, involvement of relevant experts for the development of educational and training products. The Head of TC is also a coordinator of the Travelling Documentary Film Festival on Human Rights DocuDaysUA;

16. *Film Clubs Coordinators* – organization of shows and film discussions on the subject of human rights

17. *2-3 trainers* – specialists in adult training, capable of conducting workshops on human rights subject areas.

**SWOT analysis****Strong points:**

The "SIM" team is a reliable shoulder  
 Realization of projects, which assist in carrying out reforms  
 We have ongoing programs support (donors loyalty)  
 Membership in the network organizations  
 Cooperation with some authorities (public and local) on the ground  
 The presence of the written strategic plan  
 Experience in projects realization  
 Association of diverse professionals  
 The influx of "fresh blood" (new staff) due to the openness and dynamic development of the Organization  
 Versatility  
 Purposefulness  
 Appropriate organizational conditions  
 Independence of the Organization  
 Possibility of personal growth  
 Hobby and profession at the same time  
 Active life position of the Organization members, based on the positive outlook  
 Healthy dissatisfaction of the achieved results is the key to moving forward  
 Opportunity for "ground connection" a constant contact with people needs through human rights reception offices  
 The combination of youth and experience  
 The desire of the Director to develop the Organization  
 The Director is a member of the UHHRU Board

**Opportunities:**

Increase of public activity  
 Confirmation of the authority of human rights movement  
 Raising of citizens legal awareness  
 Qualitative changes in the law enforcement and judicial system of the state  
 Enlargement and consolidation of human rights environment  
 The implementation of the Association Agreement with the European Union  
 The success of the initiated reforms  
 Economic growth  
 Enlargement of expert community  
 The Parliament adopts human rights initiatives  
 Increase of financial aid to human rights organizations from the state and business  
 Active international promotion and support of the state  
 Qualitative changes in the state  
 Increase of depth and professionalism of human rights assistance  
 The state adopts as a policy document "The concept of human rights observance"  
 Qualitatively new level of understanding of human rights and increase of opportunities for realization

**Weak points:**

Whirlwind of daily affairs (routine)  
Lack of qualified personnel  
Insufficiently effective PR-activities  
Insufficiently systematized and described the information about the activities in general and achievements in particular  
Possibility of priorities change of some employees  
Insufficiently effective communication between the center of the Organization and its branches  
Possibility of different interpretations of standards and values  
Lack of motivation and energy loss for achievements  
The lack of international activities  
Strategic planning has not become a part of the organizational development  
Switching focus of attention  
Staff turnover  
Growth of specific knowledge needs

**The threats (real and potential):**

The real threats:

The reluctance of the state to carry out reforms  
Continuation of the military conflict  
Disappointment of the international community in the country's ability to carry out reforms and, as a result, the international isolation  
Considerable bureaucracy in governmental authorities  
The outflow of human rights defenders abroad

The potential threats:

The collapse of the economy  
Disappointment of society in the idea of Human Rights  
The absence of qualitative changes in the country  
The threat of establishing a dictatorship  
The threat of NGOs ban  
Repressions from the side of the state



## PO “SIM” Strategy towards January 2019

### Strategic vision

#### Strategic intention (the concept of strategic vision)

##### External vision

Due to our efforts and partnership with other public organizations and public authorities:

- protection of human rights is a priority for the state,
- the level of human rights violations decreased,
- the level of citizens legal awareness and officials increased.

The Western region of Ukraine is a territory of human rights observance, which is an example of the Rule of law observance for the whole country in the relationship between a human being and the state.

##### Internal vision

The Organization is a leader of the human rights movement in the Western region of Ukraine with a developed structure, transparent management system, an effective communication program and has the indisputable authority among authorities, public activists and ordinary People as an expert in providing legal aid to victims of official arbitrariness. Staff of the Organization is not just high-quality performers, but a team united by the idea of Human Rights protection.

### Strategic goals, results and activities for their achievement

Strategic goals	Type of activities	Period	Responsibility	Conditions of the achievement	Result	Means of verification	Risks (external and internal)
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<b>The direction of development 1.</b> Access improvement to qualified legal aid to the population of the Western region of Ukraine							Lack of funds, lack of the appropriate staff on the ground
<b>Enlargement of the network of human rights reception offices from 3 to 8</b>	Creation of conditions for opening reception offices (including the preparation of a resource base and training of performers)	During 2016-2018	The Director, the Head of the Legal Department, the Head of the Training Centre	Sufficient funds, trained personnel	Public reception offices are opened in Lutsk, Zhytomyr, Uzhgorod, Chernivtsi, Khmelnytsky	Annual reports on activities, publications in the media, press announcements, press releases of events	
<b>Approximation of legal aid to residents of small cities and towns</b>	Determination of six opening places "human rights bushes " in small towns	During 2016-2018	The Director, managers of public reception offices	Sufficient funds, trained personnel	Six "human rights bushes" are opened in small towns (one in each region)	Annual reports on activities, publications in the media, press announcements, press releases of events	
<b>Increasing the number of given consultations by 400% (from 1200 to 5000 consultations annually)</b>	Providing 400 consultations by all public reception offices per month	During 2016-2019	Managers of public reception offices, lawyers	Trained personnel, funds for wages	Providing about 5000 consultations annually	Annual reports of the organization, customer base, compatible with the base of the UHHRU network customer profiles, customer reviews	
<b>Increasing the number</b>	Conducting of 60	During	Managers of	Trained	At least 60	Annual reports of	

<b>of strategic litigations by 600% (from 10 to 60 cases annually)</b>	strategic litigations per year	2016-2019	public reception offices, lawyers, the Legal Department	personnel, funds for wages	lawsuits are sent to national and agencies (including the ECHR)	the organization, samples of claims, materials of proceedings	
<b>The direction of development 2.</b> Protection of human rights in the relationship with law enforcement agencies and penitentiary institutions and improvement the conditions of stay in courts and places of serving punishments							Lack of funds (both in organization and in the State), the reluctance of officials to resolve the situation
<b>The reduction of human rights violations during the detention by 70% due to effective system of legal aid</b>	Monitoring of human rights observance during the detention and publication of relevant recommendations	During 2016-2019	The Head of the Analytical Division, analysts	Sufficient funds, trained personnel	A monitoring of all regional police stations is conducted, problem areas are identified, the recommendations are developed and discussed with the public	Monitoring reports, correspondence with the police department, publications in the media	
	Providing legal aid to victims of violations	During 2015-2019	Managers of public reception offices, lawyers	Sufficient funds, trained personnel	Effective appeal of police arbitrariness by victims of the violations	Samples of claims, materials of proceedings	
	Admission of	During	The Head of the	Sufficient funds,	All detainees are	Logbook of	

	detainees to a lawyer within 3 hours in 100% of cases	2016-2019	Analytical Division, the Head of the Legal Department	trained personnel	provided by a lawyer up to 3 hours after detention	detainees, logbook of notifications from the Centers of free secondary legal aid, monitoring materials	
	Conducting of the first examination of a detainee in the presence of a lawyer in 100% of cases	During 2016-2019	The Head of the Analytical Division, the Head of the Legal Department	Sufficient funds, trained personnel	The first examination of all detainees is conducted in the presence of a lawyer	Materials of proceedings, monitoring materials	
<b>Bringing the living conditions of the defendants to the minimum of international standards</b>	Lobbying for moving the Lviv Pretrial Detention Center in proper premises	During 2018-2019	The Director, the Head of the Legal Department, the Head of the Analytical Division	Sufficient advocacy capacity	The Lviv Pretrial Detention Center is situated in premises , which comply with international standards of detention	Correspondence with the Office of the Penitentiary Service, publications in the media	
	Monitoring of detention conditions of defendants in courts of the Western region, developing recommendations	During 2018-2019	The Head of the Analytical Division, analysts	Sufficient funds, trained personnel	An independent evaluation of the conditions of defendants detention is provided in 155 courts of the Western Region,	Monitoring reports, correspondence with courts and Court Administration	

					the Strategy of advocacy campaign is developed		
	Lobbying for arranging appropriate escort rooms / rooms for defendants in all courts of the Western region	During 2018-2019	The Director, the Head of the Legal Department, the Head of the Analytical Division	Sufficient advocacy capacity, sufficient funds	Escort rooms/ defendants detention rooms are equipped in 155 courts of the Western Region	Annual reports on activities, publications in the media, correspondence with courts and Court Administration of	
<p><b>The direction of development 3.</b> Raising awareness of human rights among a wide range of people and activation of legal consciousness towards active defence of their rights</p>							<p>The lack of understanding in the authorities, distrust of the law enforcement agencies in PO professionalism, lack of funds, lack of necessary experts</p>
<b>Organization of Travelling Documentary Film Festival on Human</b>	Increasing the number of partners by 50% (from 15 to 25	During 2015-2019	the Head of the Training Centre	Sufficient funds, trained personnel	The number of partners increased to 25	Programs of the Festival events, publications in the media, press	

<b>Rights as a fundamental event of respect for human rights popularization</b>	partners)					announcements, press releases of events	
	Increasing the number of events within the Festival by 1000% (from 15 to 150 events)	During 2015-2019	the Head of the Training Centre	Sufficient funds, trained personnel	Number of events are not less than 150	Programs of the Festival events, publications in the media, press announcements, press releases of events	
	Increasing the number of showing platforms by 200% (from 20 to 45 locations)	During 2015-2019	The Head of the Training Centre	Sufficient funds, trained personnel	The number of partners increased to 45	Programs of the Festival events	
	Increased coverage of the population by 500% (from 2500 to 12000 people)	During 2015-2019	The Head of the Training Centre	Sufficient funds, trained personnel	More than 12000 people are involved in the Festival activities	Publications in the media, reports on the Festival events, photo and video fixation of the Festival events, feedbacks from participants and experts	
<b>Lobbying for introduction of human rights philosophy in education / advanced</b>	Raising awareness of human rights of 1000 law	During 2015-2019	The Head of the Training Centre	Sufficient funds, trained personnel	Educational events are held for 1000 persons annually	Annual reports on activities, publications in the media, press	

<b>training of special professional groups</b>	enforcement officers per year					announcements, press releases about events, letters of appreciation, feedbacks from participants	
	Raising awareness of human rights of 150 personnel of the penitentiary agencies per year	During 2015-2019	The Head of the Training Centre	Sufficient funds, trained personnel	Educational events are held for 150 persons annually	Annual reports on activities, publications in the media, press announcements, press releases about events, letters of appreciation, feedbacks from participants	
	Educational events for 5000 members of election commissions within election year	During 2015-2016	The Head of the Training Centre	Sufficient funds, trained personnel	A training on the electoral law is held for 5000 members of election commissions during election campaigns	Annual reports on activities, publications in the media, press announcements, press releases about events, letters of appreciation, feedbacks from participants	
	Increased	During	The Head of the	Sufficient funds,	Educational events	Annual reports	

	awareness of human rights of 350 teachers of secondary and higher education institutions per year	2015-2019	Training Centre	trained personnel	are held for 350 people annually	on activities, publications in the media, press announcements, press releases of events	
<b>Creating a network of Film Clubs as permanent centers of popularization of the Human Rights philosophy</b>	Increasing the number of Film Clubs by 400% (from 5 to 20 Film Clubs)	During 2015-2019	The Head of the Training Centre	Sufficient funds, trained personnel	Number of Film Clubs increased to 20	Annual reports on activities, publications in the media, press announcements, press releases of events	
	Increasing the number of people involved in activities by 200% (from 2500 to 5000 participants per year)	During 2015-2019	The Head of the Training Centre	Sufficient funds, trained personnel	5000 people are involved in Film Clubs activities	Annual reports on activities, publications in the media, press announcements, press releases of events	
<b>The direction of development 4. Change of the legislative and law enforcement practice</b>							Large inertness of local communities, considerable bureaucracy in public authorities, unwillingness



							to carry out reforms, lack of funds
<b>Participation in the preparation of the annual alternative report on human rights observance "Human Rights in Ukraine"</b>	The state of human rights observance in Ukraine is analyzed for the previous year (the activity takes place every year in the form of alternative reports)	During 2015-2019	The Head of the Analytical Division, analysts	Trained personnel	The attention of the general public and the international community is drawn to the egregious human rights violations, the prerequisites for fulfillment of the State contractual obligations in the field of Human Rights are created.	The published report "Human Rights in Ukraine", reports of international human rights organizations	
<b>Introduction of community policing in police work</b>	Developing of Methodical recommendations on development of public protection priorities of public order	During 2015-2019	The Director, the Head of the Legal Department, The Head of the Analytical Division	Sufficient advocacy capacity, sufficient funds	The activities of local police departments is carried out on the basis of the Program of protection priorities of public order, developed with the communities	Adopted Programs of public protection priorities, publications in the media, correspondence with local administrations and police departments, the	

					involvement in 100 municipalities of the Western region	textbook «Algorithm for the determination of the community safety priorities» is published	
<b>Creating conditions for improvement living conditions for inmates due to changes in communication systems</b>	To promote qualitative changes in the means of prisoners communication	During 2016-2018	The Director, the Head of the Legal Department, the Head of the Analytical Division	Sufficient advocacy capacity, sufficient funds	All prisoners' correspondence is sent to the recipients as soon as possible	Monitoring report, correspondence with the Penitentiary Service	
<b>The direction of development 5. Institutional Development of SIM Center</b>							Lack of funding, lack of information occasions
<b>Create a management system of the Organization in accordance with a Strategic plan</b>	Management of the Organization meets international standards of transparency, accountability, efficiency	By the end of 2015	The Director	Sufficient funds, sufficient strategic sessions	The Organization operates under the Strategic Plan, adopted on the basis of policies and procedures	Conclusions of independent Auditors	
<b>To bring organizational structure of the Organization within</b>	Develop staff list and announce competitions for	During 2015-2016 (the	The Director	Sufficient funding	The organizational structure complies with the structure, described in the	Programs of the fulfillment of the Organization development	

<b>the Strategic Plan</b>	posts replacement	main part)			Strategic Plan	Strategy, monitoring of the planned measures fulfillment	
<b>To improve visualization of the Organization in Internet network</b>	Open accounts in social networks, to improve visualization of the Organization web page	During 2015-2016	The Director, IT Specialist	Sufficient funding	The improved page of the Organization, ongoing accounts in Facebook, LinkedIn, Instahram etc.	Annual reports on activities, content analysis of the information messages, customer and stakeholders reviews	
<b>The perception of the Organization as an undisputed leader of human rights movement in the Western region</b>	Develop the effective Communication Strategy	By the end of 2016	The Director, PR-manager	Sufficient funding	The whole activities of the Organization are effectively communicated in the external environment	Monitoring of publications in the media, monitoring of public opinion	