

# Strategic Mapping

as a Tool for Strengthening  
Institutional Capacity and Reflecting  
on the Perspectives of the Secretariat  
and Regional Representatives of the  
Ukrainian Parliament Commissioner  
for Human Rights (UPCHR)

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*Brief summary of the workshop report*

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## Executive Summary

Following the onset of Russia's full-scale war against Ukraine in July 2022, the Office of the Ukrainian Parliament Commissioner for Human Rights (UPCHR) has been operating in an exceptionally challenging environment. In October 2025, a three-day strategic workshop was held in Kyiv, bringing together representatives from the regional offices of UPCHR as well as its Secretariat, and aiming to collect and systematize participants' reflections on their experiences since 2022, assess perceived strengths and gaps in the capacity of regional offices, and articulate shared strategic priorities for the period 2026–2028. During the workshop, participants reflected on how themes such as large-scale internal displacement, widespread human rights violations, ongoing security risks, and increasing institutional pressure have shaped their work and responsibilities. In these discussions, regional representatives were consistently described as a frontline institutional presence, ensuring access to human rights protection at the local level.

The workshop was structured around a three-vector framework—past, present, and future—and combined facilitated discussions, SWOT analysis, mind-mapping, group work, and collective reflection. This methodology enabled participants to articulate their regional and institutional perspectives, identify common challenges and strengths, and jointly develop a strategic map reflecting their collective vision for further institutional development.

## Key insights from the Workshop

The following cross-cutting trends emerged from the discussions and group work conducted during the workshop:

- An increase in public trust in the UPCHR, as perceived by participants, reflected in the growing number of appeals received and the increased visibility of regional offices at the local level;
- Uneven institutional capacity across regions, particularly with regard to staffing, infrastructure, and access to financial and technical resources, as highlighted by regional representatives;
- High levels of motivation and commitment among regional teams, alongside concerns about fatigue, emotional strain, and heightened security risks associated with working in conflict-affected environments;
- Structural and systemic constraints, identified by participants, including limitations related to the legislative framework, funding mechanisms, and the availability of effective digital tools for monitoring, reporting, and case management.

Despite diverse regional contexts, the discussions revealed a shared understanding among participants of UPCHR's mandate and mission, as well as a common view of regional offices as autonomous yet interdependent actors within the national human rights protection system.

## Strategic Priorities Identified by Participants (2026–2028)

Based on the outcomes of the workshop, participants identified the following priority areas for the coming period:

- Strengthening human resources, including expanding staffing, investing in professional development, and introducing supervision and team support mechanisms;
- Enhancing material and technical capacity, particularly through the development of accessible regional Human Rights Protection Centres [i];
- Improving strategic communications, in order to increase public awareness and visibility of the institution at both national and regional levels;
- Developing digital solutions, such as automated tools for monitoring, data collection, and analysis, as identified by participants as a key institutional gap;
- Advancing legislative reforms, aimed at strengthening the mandate and enforcement capacity of UPCHR, as proposed during group discussions;
- Building sustainable partnerships with civil society organizations, local authorities, businesses and international partners, as a means of extending institutional reach and impact.

Participants also developed a phased implementation roadmap during the workshop. This roadmap and the strategic map as a whole were conceived by participants as living tools for institutional planning and internal reflection, rather than as fixed or prescriptive policy documents.

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[i] As of 2023–2025, the Ukrainian Parliament Commissioner for Human Rights (Ombudsman) has been expanding a network of regional Human Rights Protection Centres across Ukraine to bring human-rights assistance closer to citizens, with at least seven centres opened in cities including Uzhhorod and Chernivtsi and more planned. These centres are established by the Commissioner's regional representatives as part of the Ombudsman's field presence, providing local reception points for complaints, legal consultations, monitoring of rights issues, and tailored support in different geographic contexts rather than functioning as separate institutions



### **A phased implementation roadmap developed by the workshop participants**

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