

STRATEGIC PLAN

COMPASS

(2020 - 2024)



Who We Are

Our History and Identity

We are a non-profit, research and advocacy organization which is pioneering the justiciability of the right to health. Founded in 2010, Center for Health, Human Rights and Development (CEHURD) has moved from the margins to the centre stage of advancing social justice and health rights in health systems in Uganda, East African Region, Pan-African and Globally.

We contribute to deconstructing health and human rights and use the law, policy engagements, evidence-based advocacy and mobilizing communities as the major entry points that informs our interventions at national level and in 12 Districts of Uganda at the moment with plans of scaling up to other districts. We have ground-breaking strategic litigation cases that have informed jurisprudence and defined greater rights for our target constituencies while also being actively engaged in East Africa, Pan Africa and International human rights mechanisms, processes and movements.

Our Vision

A society in which social justice and human rights in health systems are realised.

Our Mission

To advance health rights or vulnerable communities through litigation, advocacy and research.

Our Goal

The Overall Goal of CEHURD is

“Enjoyment and Observance of Health and Human Rights by All ”

CEHURD Institutional Objectives

The Institutional Objects of CEHURD are:

1. To build local, national and regional awareness and institutionalize and mainstream health and human rights.
2. To promote equitable access to health services and goods.
3. To address the underlying determinants to the right to health.
4. To maintain a strong, vibrant and sustainable Centre of Excellence on Health and Human Rights in Uganda, Africa and Internationally.

Who We Work With

Our Target Constituencies.

The core target constituency that we support includes:

1. Women and Girls
2. Children and youth
3. Sexual Minorities
4. Persons with Disabilities (PWDs)
5. Ethnic Minorities
6. People Living with HIV/AIDS and TB (PLHIV/TB)
7. The Elderly
8. Survivors of Violence, Torture and Conflict

Who we Influence, Partner and Collaborate With

We influence, partner and collaborate with: office bearers and duty bearers, health workers, policy makers, law enforcers, government ministries, departments and agencies, regional and international human rights mechanisms, advocacy platforms, health practitioners, legal aid service providers, human rights organisations, youth organisations, women's organisations, feminist movements and organisations, sexual rights movements and organisations, professional associations, media platforms, academia, private sector, cultural, traditional and religious leaders and; Community Based Organizations (CBOs), Non Government Organizations (NGOs) and donors networks that work on: strategic litigation, sexual and reproductive health and rights, mental health, access to essential medicines, HIV/AIDS and TB, abortion rights, health financing, and health systems strengthening.

Our Core Values and Principles

CEHURD is guided by 10 Core Values and Principles:

- 1. Inclusion and Non-Discrimination** – We recognize that our core constituency that we work with - women and girls, children and youth, sexual minorities, persons with disabilities,, ethnic minorities, people living with

HIV/AIDS and/or TB, elderly and survivors of violence, torture and conflict are often systemically discriminated due to deeply rooted structural power relations. We think about diversity and inclusion as a point of strength. We ensure that CEHURD Governance and Management is led by a team that espouses justice, non-discrimination and ensures equality of opportunity, externally for our core constituency and internally for our staff within the organisation.

2. **Empowerment** – We pride ourselves for being part of the journeys of many rights holders and duty bearers as they find their voices and speak out on the right to health.
3. **Equity** - We know that our society is founded on the idea of fairness, equity and equality, encapsulated in the principle of “Ubuntu”. Crucially, a society that is fair and equal also helps improve all other public value outcomes.
4. **Confidentiality** and Privacy – We derive our legitimacy by speaking on behalf of many whose right to health is violated and threatened. As legal service providers and advocates on the right to health, our interventions enable us to come into contact with information that we are obliged to keep in the highest level of confidentiality. We treat each and every client of CEHURD with utmost confidentiality and privacy. Confidentiality is also a key tenant of our internal policies and organisational culture.
5. **Transparency and Accountability** - We are accountable not only to those that support our work but also to those that we represent. We are accountable to the core constituents that we represent, while holding government, private sector, civil society and other actors accountable to their obligations. We act consistently with our Mission being honest and transparent in what we do and say, and accept responsibility for our collective and individual actions. We are all champions of our Organization and take personal responsibility for achieving our objectives. We do what we say we shall do. We do what is right, not merely what is expected.

6. **Integrity and Professional Ethics** - We act with openness, integrity and trust. We believe that the highest ethical conduct is central to who we are and what we stand for. We act professionally and together we celebrate our success with understated pride. We walk the talk; we resolve to build and promote a strong culture of integrity in all that we do so that we can all build a better society for the future.
7. **Innovation, Drive and Excellence** – We are relentless in our pursuit of success. We defy conventional wisdom and approach each day with innovation. Together we approach each day with the energy, passion, fearlessness, innovation and persistence to exceed expectations. We continue to be a professional organisation that invests itself in learning and innovation.
8. **Learning and Reflection** – We are a learning organisation. We believe in learning that accommodates new experience and results. We ask for help, admit to our mistakes and put things right. Our work is based on open and flexible processes of learning, mutual inquiry and participation. We know it is important than ever to be flexible and agile, with plenty of resourcefulness and creativity to respond effectively to challenges and take advantage of new opportunities in this fast changing world.
9. **Teamwork and Oneness** – We are all CEHURD people. We value working together as a team to achieve our objectives. We treat each other with respect regardless of our status or diversities.
10. **Mutuality and Partnership** - We are one organisation across all functions and geographies. We work towards a common goal through cooperation and partnership at local, national, regional and international levels. We will ensure that we work with others and value partnerships with like-minded actors – individuals, organisations, institutions and progressive social movements.

CEHURD Outcomes and Intervention Approaches

What We Do – Outcomes

CEHURD has five major goals (outcome areas) that are guided by our core values and principles.

1. **Outcome 1:** Jurisprudence, knowledge and evidence built on the right to health
2. **Outcome 2:** A progressive legal and policy environment that promotes the realisation of the right to health
3. **Outcome 3:** Strengthened institutional capacity in knowledge management
4. **Outcome 4:** Empowered communities able to demand and access health and human rights services
5. **Outcome 5:** An effective, efficient, resourced, sustainable and professional organisation

How We Do It – Our Intervention Approaches

CEHURD uses Five Major Intervention Approaches in its work.

1. Strategic Litigation

CEHURD addresses health and human rights violations by increasing access to justice and the use of the law to pursue greater rights, dignity and wellbeing for its target constituencies. This also builds onto the pool of jurisprudence on health and human rights in Uganda.

2. Capacity Strengthening

CEHURD strengthens the capacities of rights holders, duty bearers and communities to enhance the rights holders' agency and voice to challenge health and human rights, the duty bearers' willingness to protect and guarantee these health and human rights, and the communities' ability to hold duty bearers accountable, demand for rights and monitor observance and enjoyment of health rights for all. CEHURD uses a cross range of

models in its capacity strengthening interventions key among being: the Legal Empowerment and Social Accountability (LESA) and Values Clarification (VCAT).

3. Research, Policy Analysis and Advocacy

CEHURD works to promote, advocate and shift the normative discourse around health and human rights as well as build wider social movements. We redefined narratives that are critical in evidence-based advocacy.

4. Social Movement Building

CEHURD believes that health and human rights require building a critical mass of advocates at all levels – grassroots, sub-national, regional and international. CEHURD created its own community outreach and social mobilisation model the Community Health Advocates (CHA) Model that is critical in building progressive social movements at grassroots level. CEHURD invests in building movements of like-minded actors.

5. Institutional Grounding

CEHURD works to build a robust well-grounded organisation, continuously learning, innovative and well-positioned to challenge exclusion and transform unequal power relations.

Our Legacy

Our Ten-Year Contribution (2009 to 2019)

Over the last 10 years, we have contributed to:

Strategic Litigation.

- a. Filing of a total of 22 cases in courts of law; 18 pro-bono strategic litigation cases on health rights violations which support systems change.
- b. Provision of legal aid services in health camps and youth camps.
- c. Mapping of Judges to inform Strategic Litigation interventions and advocacy landscapes.

Community Engagements

- a. Mobilized communities to attend court proceedings and engage in community level lobbying and advocacy on health and human rights.
- b. Created a pool of health and human rights activists at community level in 10 Districts of Uganda - The Community Health Advocates (a group of leaders in health education and advocacy working at the community level).
- c. Used cases as a form of advocacy and an example of best practices and Use the Judgment as a form of legal literacy.

Strengthening Capacities of Key Stakeholders

- a. In partnership with Legal Support Network (LSN), we have built capacities of health workers.
- b. Strengthened capacities of key stakeholders that included: media practitioners, journalists and media houses for better reporting health and human rights, Community Health Advocates.
- c. Strengthened community knowledge and capacities in Strategic Litigation.
- d. Provided sub-grants and other institutional support to the community health advocates and CBOs.

Knowledge Production and Dissemination

- a. Built a body of knowledge on the right to health to inform litigation and advocacy engagements: 10 analysis and laws; 5 policy briefs and 2 digests; IEC materials on jurisprudence in litigating health and human rights and; 2 national researches (research on abortion and research on 13 lifesaving commodities)
- b. Undertook 20 media engagements on cases filed and finalized; 10 press conferences on litigations
- c. Undertook research in partnership with key regional and global research partners

Policy Engagement, Advocacy and Partnerships

- a. Media engagements on the right to health.
- b. Nurturing strategic partnerships and engagements with duty bearers and policy makers – MDAs, Parliament, Police and Judiciary.
- c. Convenings (in partnership with key organisations) – Convening an SRHR meeting with MPs; National Conference on Economic, Social and Cultural Rights at Makerere University; National Conference on Abortion.
- d. Coordinating 3 Coalitions (CEHURD is a secretariat to CSMMUA, the Maternal Health Coalition and LSN and actively participating in many others so as to drive advocacy agenda.
- e. Partnership development at national, regional and international levels such as: Participating in campaigns related to maternal and child health; Commemorating key international human rights days; Investigations of human rights violations in collaboration with the OHCHR (Office of the High Commissioner for Human Rights) and; Awareness and collaborations on access to information, abortion work, Petition 10 of 2017, Petition 16 of 2011 with partners globally and regionally and; Engagement at key national, regional and global spaces.

Our Future Direction: CEHURD Strategic Plan 2020 to 2024

Program Goal for 2020-2024

Increased participation amongst rights holders, transparency and accountability amongst duty bearers towards the realisation of the right to health.

Program Goal for Each of the Strategic Programmes (2020-2024)

1. Program Goal 1: Enabling legal environment and justice system that promotes, respects and guarantees the right to health.
2. Program Goal 2: Enhanced policies, laws, social norms and practices for the realization of health and human rights.
3. Programme Goal 3: A Centre of Excellence on Health and Human Rights in Uganda, Africa and the Global South.
4. Program Goal 4: Rights holders and duty bearers at community level participating effectively in promoting the right to health.
5. Institutional Goal: An efficient, effective and sustainable centre of excellence on health and human rights.

Strategic Objectives (2020-2024)

1. *Strategic Objective 1:* Promote sustainable access to justice in health and human rights in Uganda.
2. *Strategic Objective 2:* Position health and human rights as a key strategy for sustainable development in Uganda, Regionally and Globally.
3. *Strategic Objective 3:* Enhance institutional and programmatic growth through knowledge management.
4. *Strategic Objective 4:* Build community capacities and agency on health and human rights.
5. *Strategic Objective 5:* Strengthen CEHURD's institutional capacity, financial independence and operational efficiency to deliver on its mandate.

Our Strategic Programs for 2020 to 2024

CEHURD Strategic Plan 2020-2024 expands its work on health and human rights through the following 4 Programmes and 1 Institutional Priority:

Program 1: Strategic Litigation (SL) - Under this program, CEHURD seeks to remain responsive to the changing and diverse needs of its target groups and ensure that access to justice in the area of health rights is sustainable. This will be through 6 Major Strategies: Litigation: (i). Legal Representation (ii). Legal Analysis (iii). Capacity Building of Key Justice Actors (iv). Exchange Learnings (v). Strategic Partnerships and Collaborations and (vi). Planning MEL and Fundraising.

Program 2: Campaigns, Partnerships and Networks (CPN) - Under this program, CEHURD seeks to invest itself in engaging with evidence-based advocacy, spearheading and being part of campaigns as well as building a robust social movement on health and human rights. A total of Nine (9) Strategies will be used to attain this program objective: (i). Legal and Policy Analysis (ii). Lobbying and Policy Influence (iii). Advocacy Engagements (iv). Media Engagements (v). SRHR Advocacy Campaigns (vi). Capacity Building (vii). Building a Reproductive Rights Movement (viii). Strategic Partnerships and Networks at National, Regional and International Levels and; (ix). Planning, MEL and Fundraising.

Program 3: Knowledge Management (KM) - Under this program, CEHURD seeks to invest itself in evolving itself into a centre of excellence on health and human rights. The specific interventions to attain the program objectives are Seven (7) (i). Knowledge Generation (ii). Curriculum and Module Development (iii). Capacity Building (iv). Strategic Communications (v). CEHURD Business Model (vi). Knowledge Management and; (vii). Planning, Monitoring, Evaluation and Learning.

Program 4: Community Empowerment (CEP) - Under this Program, CEHURD seeks to advance its work at district and lower levels so as to build agency and sustain its interventions. We have prioritised Seven (7) Strategies to attain the program objectives including: (i). Participatory Action Research

and Documentation (ii). Capacity Building (iii). Strengthen and Sustain the CHA Model (iv). Community Partnerships and Networking (v). District Public Engagements (vi). Social Accountability at District and Community Levels and; (vii). Planning, MEL and Fundraising.

Program 5: Institutional Development (ID) – CEHURD acknowledges that it's a fast growing organisation characterised by exponential growth programmatically – which necessitates consciously managing our growth. To that end, in this strategic plan; we have boldly developed an Institutional Development Objective, Goal, Result and attendant interventions that enable us to consciously manage our growth. We would like to build an institution that is strong and robust enough to challenge the ever changing operational context and power dynamics. As such therefore, CEHURD will pursue Seven (7) Management Priorities each specifying the outputs and outcomes that are expected under each of the priority areas of: (i). Management Priority 1: Strengthened Governance Systems (ii). Management Priority Two: Strengthened Human Resources and Staff Wellness (iii). Management Priority Three: Maintain Robust Monitoring, Evaluation, Learning and Financial Systems (iv). Management Priority Four: Strengthened Resource Mobilisation (v). Management Priority Five: Strengthened Communications and Media Engagements (vi). Management Priority Six: Quality Assurance and Risk Management and; (vii). Management Priority Seven: Explore Sustainability for CEHURD.



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