



2021 END OF YEAR MESSAGE FROM THE FOUNDING AND OUTGOING EXECUTIVE DIRECTOR



Over the past twelve (12) years, the Center for Health Human, Rights and Development (CEHURD) has evolved from a department in a law firm to a reputable non-governmental organisation pioneering social justice in health and human rights in health systems in Uganda, on the continent, and globally through litigation, advocacy and community empowerment.

Since its inception, I have been at the helm of CEHURD as the Founding Executive Director. We have been able to record growth, successes and have impacted society by working with a dedicated team and an enabling governance structure who have guided and supported me since 2009. CEHURD has received support and goodwill from all of you, who believed in our potential to fill the existing gap in the right to health advocacy space. You have also nurtured our capabilities through both direct and indirect support towards our efforts and this has seen us achieve milestone after milestone. Our vision and mission remain alive and relevant 12 years later.

TRANSITIONING

In June 2020, some of CEHURD's Founding Board of Directors, having served their terms, transitioned into a Board of Trustees and a new Board of Directors was appointed. This followed the ushering in of our 3rd five-year strategic plan of 2020 – 2024. In the same way, having steered CEHURD for the past 12 years, I am transitioning from the role of CEHURD's Executive Director to continue growing the CEHURD establishment in a different way effective 1st January 2022.

NEW LEADERSHIP AT CEHURD'S SECRETARIAT

Ms Fatia Kiyange, who has served CEHURD as the Deputy Executive Director in the last two years will steer the institution forward as the new Executive Director effective 1st January 2022. We welcome Fatia into this new role at CEHURD.

Ms Kiyange has over 20 years working experience in programme development; leadership and management in the health and social service sectors at the national, regional and global level. She has previously held positions at leadership and management level in non-governmental organisations (NGOs) operating at community, national, regional and global level. In addition to being resourceful and vastly experienced, Ms Kiyange's public health and social work approach to health and human rights issues complements the legal approach towards realising social justice in health.

In her role as CEHURD's Deputy Executive Director, Ms Kiyange has worked closely and very well with CEHURD's governing bodies, staff and partners. Ms Kiyange holds a Masters of Public Health from the University College Cork, Ireland and a Postgraduate Certificate in Health Protection from the same University. She also holds a Master's Degree in Social

Sector Planning and Management from Makerere University, Kampala and a Bachelor of Arts Degree in Social Work and Social Administration from the same University.

The Executive Leadership transition at CEHURD has also come with a review of the institutional structure. Moving forward, CEHURD's Senior Management Team (SMT) will constitute two Deputy Executive Directors, including Ms Nakibuuka Noor Musisi as our Deputy Executive Director for Programs and Mr Gracious Atwiine as our Deputy Executive Director for Operations. Others on the SMT team include Ms Naome Juliet Namusoke, our Director of Finance and Ms Florence Nakanwagi Matovu who is our Manager for Human Resource and Administration. The SMT will be supported by a team of Managers and Heads of Departments who constitute the Middle Management Team (MMT).

CHANGE MANAGEMENT

As the founding Executive Director of the organisation, I am aware of the importance of managing the transition well. To that effect, steps have been taken to ensure that the transition takes place as seamlessly as possible. The change management process has been ongoing through the last two years and will continue with my support and that of the Board of Directors and Trustees. Related concerns and fears of staff and partners were identified and are being addressed continuously. Staff have expressed commitment to supporting Ms Kiyange in taking forward the work of CEHURD and continuing to work towards a vibrant and sustainable organisation.

NEXT STEPS ON MY END

Despite CEHURD's institutional progress made in the areas of health, human rights, and sexual and reproductive health and rights (SRHRs) advocacy, there is not enough work yet to build the capacities of the

actors and institutions from an Afrocentric point of view. The art and methodology of activism remains largely undocumented and untaught, leaving future advocates to learn on the job. There is also no repository for these lessons for future generations to utilise. The result is that transfer of knowledge and the opportunities for innovation within the space of health, human rights and SRHRs advocacy remains inadequate to respond to the challenges of the contemporary issues faced by the advocacy moment

To fill this void, CEHURD is creating, Afya Na Haki Afrika (ahaki), www.afyanahaki.org - as its Centre of Excellence, to serve as a hub for multi-sectoral and regional coordination in health, human rights and SRHRs advocacy and as a crucible for innovation in this field. This will be a Centre for innovating, researching, teaching and, above all, sustaining health, human rights and SRHR from an Afrocentric point of view. It will deepen, align and maximise our impact through documentation, greater collaboration and regional knowledge sharing across Africa. The CEHURD Board of Trustees have entrusted me to spearhead this innovation, for which I will serve as the Director General from January 2022. As we begin the life of Afya na Haki Afrika, we would like to spend a considerable amount of time understanding what Afrocentrism means in doing work on health, human rights and SRHRs.

For now, I call upon you all – the staff, Board of Directors, Trustees, our partners and stakeholders to accord Ms Kiyange the same support you have given me for the past 12 years. I am confident that she will steer CEHURD to exceptional heights, as we strive to achieve social justice in health and human rights for our various constituents.

Thank you.

Mulumba, Moses, Founding and out-going Executive Director