



**CENTER FOR GLOBAL HEALTH EQUITY
RESEARCH AND EVALUATION (CGHERE)
2024-2028 STRATEGIC PLAN
ADVANCING HEALTH EQUITY THROUGH
COLLABORATION, EVALUATION, RESEARCH, AND
COMMUNITY POWER**

**PREPARED BY CGHERE
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EXECUTIVE SUMMARY

The Center for Global Health Equity Research and Evaluation (CGHERE) is committed to creating a world where all individuals, regardless of their background, location, or socioeconomic status, have equitable access to high-quality healthcare. The **2024-2028 Strategic Plan** provides a comprehensive roadmap for advancing health equity, driven by CGHERE’s mission to address systemic health disparities through evidence-based research, community-centered programs, and strategic partnerships.

This plan is built upon a clear and actionable **Theory of Change**, which focuses on empowering underserved communities and fostering collaborations across sectors. By prioritizing six key strategies—**Knowledge Sharing, Convening, Partnerships, Community Programming, Evaluation and Research, and Building Community Power**—CGHERE ensures that its health interventions are deeply informed by data, responsive to community needs, and designed to deliver sustainable impact.

At the heart of our approach is a strong **Strategic Framework** that will guide the implementation and scaling of health programs targeting urgent global health challenges, such as maternal and child health, HIV prevention, and mental health. Our framework emphasizes not only direct intervention but also the strengthening of health systems and building long-term resilience in vulnerable communities.

As CGHERE moves forward, we remain steadfast in upholding our core guiding principles of **Equity, Justice, Learning, and Impact**. These principles are embedded in every initiative we undertake, ensuring that our programs are inclusive, culturally relevant, and focused on delivering measurable and lasting change. By harnessing the power of collaboration, innovation, and local expertise, CGHERE will drive meaningful progress toward achieving health equity on a global scale.

This **2024-2028 Strategic Plan** represents CGHERE’s unwavering commitment to creating healthier, more resilient communities by addressing the root causes of health disparities. We invite our partners and stakeholders to join us on this journey toward a world where health equity is not just a goal but a reality for all.

VISION, MISSION, AND GUIDING PRINCIPLES

VISION:

CGHERE envisions a world where health equity is a reality for all, regardless of socioeconomic background, geography, or other social determinants. We envision a future where disparities in health outcomes no longer exist, and all individuals have equal access to high-quality healthcare and opportunities to achieve their full health potential.

MISSION:

CGHERE’s mission is to create a world where everyone—regardless of background or location—has access to the highest standard of health and well-being. We achieve this by combining research methods, rigorous evaluation, and community-led solutions to influence global health policies, foster community resilience, and inspire sustainable health solutions.

GUIDING PRINCIPLES:

1. **Equity:** We prioritize health equity in all our programs and initiatives, ensuring that underserved and marginalized populations receive the care and attention they deserve.
2. **Justice:** CGHERE is committed to advocating for systemic change to dismantle barriers perpetuating health disparities. We strive to build fair, just, and inclusive health systems.
3. **Learning:** Continuous learning and improvement are at the heart of our approach. We engage communities, partners, and stakeholders in exchanging knowledge and best practices, fostering a shared learning environment.
4. **Impact:** Everything we do is driven by a focus on measurable impact. We work to ensure that our programs create lasting change, improving the health and well-being of the communities we serve.

THEORY OF CHANGE

The **Theory of Change (ToC)** that drives CGHERE's work lays out the comprehensive steps necessary to achieve our mission of advancing health equity globally. Our approach is grounded in a holistic understanding of health disparities, informed by data, community engagement, and partnerships. By addressing the root causes of health inequities and implementing solutions tailored to the needs of underserved populations, CGHERE strives to foster long-term, sustainable health outcomes.

INPUTS:

Achieving health equity requires the mobilization of several critical inputs. These foundational resources enable CGHERE to implement its strategic goals effectively:

- **Funding and Resources:** Securing diverse funding streams from grants, philanthropic contributions, and government support to finance operations, programs, and research.
- **Partnerships:** Establishing multi-sector collaborations with governments, global health organizations, academic institutions, community-based organizations, and the private sector to combine expertise and resources.
- **Community Participation:** Engaging local communities at every stage of program development and execution, ensuring that initiatives reflect the unique needs, values, and cultural contexts of the populations they serve.
- **Capacity Building:** Investing in the education and training of community health workers (CHWs), building local leadership, and strengthening community infrastructure to enhance the delivery of health services.
- **Research and Technology:** Leveraging advanced data analytics, evaluation tools, and health technologies such as REDCap and PowerBI to gather insights, track progress, and optimize health interventions.

KEY ACTIVITIES:

CGHERE's activities are aligned with its strategic priorities, providing a blueprint for how we aim to tackle health disparities through actionable, evidence-based solutions:

1. **Knowledge Sharing:** Creating platforms—such as workshops, forums, and roundtables—for exchanging knowledge and fostering dialogue among health professionals, policymakers, and community leaders to identify and address systemic inequities.
2. **Convening:** Bringing together diverse stakeholders, including governments, non-profits, private sector partners, and communities, to co-create health programs that are context-specific and responsive to local health needs.

3. **Partnerships:** Cultivating long-term relationships with local, national, and international partners to design, fund, and implement comprehensive health interventions that address the root causes of health inequities.
4. **Community Programming:** Developing and rolling out culturally relevant, community-driven health programs focusing on high-impact areas, such as maternal and child health, HIV prevention, mental health, and non-communicable diseases.
5. **Evaluation and Research:** Conduct rigorous research and data analysis to assess the effectiveness of health programs, monitor outcomes, and provide evidence to guide policy recommendations and resource allocation.
6. **Building Community Power:** Empowering local communities through leadership development, skill-building, and health education, enabling them to take ownership of health interventions and advocate for their needs sustainably.

OUTPUTS:

The direct results of CGHERE's key activities lead to measurable and immediate changes within target communities. These outputs demonstrate the scale of CGHERE's interventions and provide a foundation for achieving longer-term outcomes.

- **Health Programs:** The successful launch of evidence-based health programs in underserved communities designed to address specific health challenges, such as infectious diseases, maternal health, and behavioral health issues.
- **Trained Community Health Workers:** Community members are trained to become health workers and advocates capable of providing essential health services and leading local health initiatives.
- **Research and Evaluation Reports:** The publication of peer-reviewed studies, research reports, and policy briefs that contribute to global knowledge on health equity and inform decision-making for future interventions.
- **Partnerships Established:** Formal partnerships and collaborations with local and global organizations that strengthen the infrastructure for health program implementation and scaling.

OUTCOMES:

CGHERE's efforts lead to significant, measurable outcomes that demonstrate the impact of our work in both the short and long term:

- **Short-Term Outcomes:**
 - **Increased Access to Healthcare:** More individuals in underserved communities gain access to essential health services, improving overall health coverage.
 - **Improved Health Literacy:** Communities are better equipped with the knowledge and skills to make informed health decisions, leading to healthier behaviors and outcomes.
 - **Stronger Partnerships:** Enhanced collaboration between stakeholders ensures coordinated efforts and resource-sharing to address complex health challenges.
- **Long-Term Outcomes:**
 - **Sustainable Health Systems:** Strengthened health infrastructure and empowered local leadership to create resilient, community-led health systems that can address future health crises and ongoing needs.
 - **Reduction in Health Disparities:** Targeted interventions help reduce disparities in health outcomes, particularly in areas such as maternal mortality, HIV prevalence, and chronic diseases.
 - **Empowered Communities:** Communities become self-reliant, with the capacity to advocate for their health rights, sustain health interventions, and promote long-term well-being.

IMPACT:

The ultimate impact of CGHERE’s Theory of Change is the achievement of **global health equity**. This is realized when underserved populations are not only receiving the care they need but are also empowered to sustain health improvements over the long term. CGHERE envisions a future where:

- **Health Disparities Are Eliminated:** Communities across the globe experience equitable health outcomes, regardless of their socioeconomic status or geographic location.
- **Communities Are Resilient:** Communities take charge of their health, driving local solutions to address health challenges and maintaining the capacity to respond to evolving health needs.
- **Systems Are Transformed:** National and global health systems are restructured to prioritize equity, with policies and programs that are responsive, inclusive, and sustainable.

Our Theory of Change provides a clear pathway for CGHERE to effect meaningful, sustainable health improvements in the communities it serves, ultimately driving the global movement toward health equity.

STRATEGIC FRAMEWORK

GOAL:

Our 2024-2028 Strategic Plan positions CGHERE to advance global health equity by leveraging research, partnerships, and community empowerment. The plan is structured around five strategic pillars that collectively drive the organization’s efforts to implement impactful programs, foster collaborations, and scale sustainable solutions for health disparities. This strategic framework outlines the key objectives and approaches for achieving measurable change in the communities we serve.

STRATEGIC PILLARS AND OBJECTIVES:

1. Knowledge Sharing and Learning

- Objective: Facilitate the exchange of knowledge, data, and best practices across diverse stakeholders to inform equitable health policies and interventions.
- CGHERE will organize workshops, webinars, conferences, and collaborative forums that bring together community leaders, health professionals, academic researchers, and policymakers to share insights, strategies, and evidence-based solutions. These platforms will focus on highlighting lessons learned from health programs, research findings, and innovations that can be adapted and scaled across different settings.
- Expanded Strategy:
 - Develop online knowledge hubs and repositories for the dissemination of research, case studies, and best practices.
 - Foster cross-regional collaborations by hosting virtual and in-person learning exchanges between communities, organizations, and governments.

2. Convening for Health Program Development

- Objective: Engage key stakeholders in co-creating health interventions that are informed by the lived experiences and needs of the communities.
- CGHERE will convene regular multi-stakeholder forums, including community leaders, health experts, funders, and policymakers, to collaboratively design and refine health programs. These sessions will ensure that programs are community-driven, culturally appropriate, and aligned with local health priorities. Special attention will be given to addressing issues of inclusion, gender equity, and marginalized populations in health program design.
- Expanded Strategy:
- Establish working groups that bring together diverse voices from the grassroots to decision-making levels, ensuring that interventions are grounded in community realities.
- Pilot community advisory boards for ongoing feedback and engagement throughout program implementation.

3. Partnerships for Sustainability

- Objective: Build a diverse and inclusive portfolio of partnerships that ensure the sustainability, scalability, and long-term impact of health programs.
- CGHERE will formalize partnerships with governments, non-governmental organizations (NGOs), private sector entities, academic institutions, and community organizations. These partnerships will be structured to leverage the strengths of each partner—whether through funding, technical expertise, advocacy, or community mobilization—to create sustainable health solutions. Collaboration will focus on addressing systemic health issues like maternal and child health, HIV prevention, and behavioral health.
- Expanded Strategy:
- Develop a partnership strategy that identifies gaps in resources and expertise, targeting partners that can address these needs and expand the reach of CGHERE programs.
- Foster public-private partnerships that engage corporations in Corporate Social Responsibility (CSR) initiatives to support health programs.
- Engage in advocacy efforts alongside partners to influence policy change and increase funding for health equity initiatives.

4. Community-Centered Health Programs

- Objective: Design and implement health programs that are tailored to the specific needs of underserved communities, with a focus on urgent health challenges such as maternal and child health, HIV, behavioral health, and social determinants of health.
- CGHERE will work closely with communities to co-design health programs that are relevant, sustainable, and responsive to their unique health challenges. By centering community participation in program design, CGHERE ensures that interventions are culturally appropriate and meet local needs. Programs will also integrate education and advocacy components to build awareness and empower communities to advocate for their health rights.
- Expanded Strategy:
- Employ participatory approaches in program development, where communities are not just beneficiaries but active participants in shaping and leading health initiatives.
- Integrate behavioral change communication strategies to address stigma, misinformation, and cultural barriers related to health-seeking behaviors.

5. Evaluation, Research, and Policy Advocacy

- Objective: Conduct rigorous evaluations and research to inform evidence-based policymaking, optimize the allocation of resources, and drive systemic change in health systems.
- CGHERE will use robust evaluation methodologies, data analytics, and research to assess the effectiveness of its programs. This evidence will be shared with policymakers, donors, and partners to influence health policies and inform future program design. The organization will also advocate for evidence-based policy reforms that improve healthcare access and outcomes in underserved populations.
- Expanded Strategy:
- Develop a comprehensive monitoring and evaluation framework that tracks short-term and long-term health outcomes across all programs.
- Translate research findings into policy briefs and advocacy tools that can be used to influence decision-makers at local, national, and international levels.
- Engage in capacity-building initiatives to train local organizations and health workers in research and evaluation techniques.

KEY PERFORMANCE INDICATORS (KPIs):

- Number of community health workers trained: Measuring the growth in local capacity to deliver health services and lead health interventions.
- Number of health programs implemented: Tracking the implementation of community-based health programs, especially in underserved and high-need areas.
- Number of partnerships established: Assessing the breadth and diversity of partnerships developed to enhance program sustainability and impact.
- Number of evaluation reports and research publications: Evaluating the generation and dissemination of new knowledge, policy briefs, and research to drive evidence-based health interventions.
- Health outcomes improvements in target communities: Monitoring key health metrics such as reductions in maternal mortality, decreases in HIV prevalence, increases in access to mental health services, and improvements in overall health literacy.

EXPANDED SUCCESS METRICS:

- Community Engagement: Evaluating the level of active participation from community members in program design, implementation, and advocacy efforts.
- Sustainability of Programs: Assessing the ability of communities and partners to maintain programs after CGHERE’s direct involvement ends, focusing on long-term self-sufficiency.
- Policy Impact: Tracking changes in health policies, funding allocations, or systemic reforms that result from CGHERE’s advocacy and research contributions.

Equity in Health Outcomes: Ensuring that improvements in health outcomes are equitably distributed across all target populations, with a focus on reducing disparities among marginalized groups.

Our comprehensive and expanded Strategic Plan (2024-2028) provides CGHERE with a clear and actionable framework for advancing global health equity. Through the prioritization of community empowerment, collaboration, and evidence-based practices, CGHERE is positioned to deliver transformative and lasting change in served historically marginalized communities (HMPs).