



# YoHRA

Youth for Human Rights Africa

**STRATEGIC PLAN AND  
PROGRAMME OF WORK**

**Making Human Rights Africa's Priority**





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## **TABLE OF CONTENT**

4. Brief Background
5. Introduction
6. 'History/profile' of Youth for Human Rights Africa
  - i. Mission Statement
  - ii. Vision Statement
  - iii. Motto
  - iv. Core Values
7. Strategic Goals
11. SWOT & PEST Analysis
14. Programme of work

## **BRIEF BACKGROUND**

Youth for Human Rights Africa is a Non-governmental Human Rights Organization registered in Ghana under the laws of Ghana. The aim of the Organization is to serve as a medium to promote the observance of Fundamental Human Rights in Africa by the use of National, Regional, African and the United Nations Human Rights Instruments.

Youth For Human Rights Africa (YoHRA) was inspired by the work of Dr. Mary Shuttleworth who in the year 2001 founded Youth for Human Rights International (YHRI) as a nonprofit organization with the aim to inspire youth to become advocates for tolerance and peace through education on the United Nations Universal Declaration of Human Rights.

The idea of YoHRA was mooted by Sir Victor Okuchie during the 13th Annual International Human Right Summit, at the United Nations Headquarters, New York. The first meeting of YoHRA was held on 26th August, 2016, where 13 African representatives from 5 African Countries namely Nigeria, Ghana, Cameroon, Ethiopia and Liberia were present and became founding members of YoHRA.

Francis-Xavier Sosu, a Human Rights Activist and a Lawyer who was Ghana's representative at the Summit was appointed Acting President. Through his efforts, YoHRA was established in Africa, in Ghana as a nonprofit organization to inspire the youth of Africa to become advocates of the observance and respect of fundamental human rights as a means to prosome peaceful co-existence. Over the last one year YoHRA has been working to build a framework for activities which would make it the leader in Human Rights promotion and advocacy across the Continent of Africa

The project is putting the basic structures in place, Registration, Office, Accounts, Human Resources, Volunteers and Human Rights Ambassadors to promote all the Human Rights instruments in Africa.

Some of the African Human Rights instruments include but not limited to: African Charter on Human and Peoples' Rights (Banjul Charter), Protocol on the Rights of Women in Africa, Status of Women in Africa 2005, Women and Girl Victims of Sexual Violence 2007, Maternal Mortality in Africa 2008.

## INTRODUCTION

A Strategic Plan is considered to be the most valuable asset of any organization. This is because the Strategic Plan is used to ensure that human and other resources of an organization are used effectively and efficiently to accomplish organizational Goals, Vision and Mission.

A comprehensive Strategic Plan plays an essential role in the achievement of an organization's overall strategic objectives and obviously illustrates the functions, Supports and the direction in which the organization is moving. In essence, every organization that desires to be successful needs a Strategic Plan to capture what the organization is hoping to achieve in the short term, medium term and long term.

A Strategic Plan provides further conceptual clarity and addresses the following questions;

- Who are we?
- Where are we now?
- Where did we come from?
- What do we stand for?
- What do we want to become?
- How do we get there?
- When do we get there and many more?

This plan is needed to help set goals and objectives for successful operations.

The Executives and Management of Youth for Human Rights Africa has identified many areas that are very important to its operations and growth. Such important areas are enumerated in this Three Year Strategic Plan. In a nutshell, the Youth for Human Rights Africa is focused on achieving the following in the next three years.

- To create Human Rights awareness in Africa and empower the underprivileged in society through civic education, research, publication, and follow ups of human rights abuses.
- To promote and advocate the use of Human Rights Instruments Nationally, Regionally and Internationally.
- To strengthen and enhance the provision of the use of these Instruments.
- To carry out human rights trainings for trainers across the African Continent.
- To promote easy access to justice on the African Continent
- To promote and advocate an efficient and effective system which will ensure the availability and affordability of litigation in Africa on matters of Human Rights abuses.
- To develop alternative mechanisms for the promotion of economic rights of the vulnerable on the African Continent.

As stated above, this Strategic Plan offers a 'road map' to the organization, which would be used as a reference for internal planning, budgeting, monitoring and evaluation, review and for prioritizing further plan for development. It will also serve as a communication tool for internal and external management purposes to mobilize staff around a common goal that provides a platform for exchange and dialogue.

These would be achieved essentially through exploiting and exploring good stakeholder relationship by the use of committed unified workforce to provide excellent service to our clients, and also, improve the human rights system on the African Continent as a whole.

## **HISTORY/PROFILE OF YOUTH FOR HUMAN RIGHTS AFRICA**

The idea of Youth for Human Rights Africa, YoHRA was muted by Hon. Sir Victor Akuchie during the 13th Annual International Human Rights Summit, at the United Nations Headquarters, New York. The first meeting of YoHRA was held on 26th August, 2016, where 13 African representatives from 5 African Countries namely Nigeria, Ghana, Cameroon, Ethiopia and Liberia were present and became founding members of YoHRA.

Francis - Xavier Sosu, a Human Rights activist and Lawyer from Ghana was appointed Acting President and was tasked to explore the possibility of establishing the project in Africa starting from Ghana. Over the last one year YoHRA has been established and fully registered in Africa, with its Headquarters situated in Ghana and Francis-Xavier Sosu as the current President.

The project is currently putting the basic structures in place including Registration, Office, Accounts, Human Resource which includes Volunteers and Human Rights Ambassadors to promote all the Human Rights instruments in Africa.

### **REGIONAL HUMAN RIGHTS INSTRUMENTS**

Some of the African Human Rights instruments include but not limited to.

- i. African Charter on Human and Peoples' Rights (Banjul Charter)
- ii. Protocol on the Rights of Women in Africa
- iii. Status of Women in Africa 2005
- iv. Women and Girl Victims of Sexual Violence 2007
- v. Maternal Mortality in Africa 2008

### **MISSION STATEMENT**

To serve as a medium to promote and advocate the observance of Fundamental Human Rights by the use of National, Regional, African and United Nations Human Rights Instruments.

### **VISION STATEMENT**

To lead Human Rights promotion and advocacy across the Continent of Africa.

### **MOTTO**

Making Human Rights Africa's Priority

### **CORE VALUES**

- i. Respect for Human Dignity
- i. Respect for Natural rights, Human Life, Fundamental freedoms and dignity of all persons on the African Continent
- iii. Integrity, Accountability and Transparency in the promotion of rights
- iv. Tolerance for Diversity and Respect for all views
- v. Non-discrimination on grounds of gender, race, colour, ethnic origin, religion, sexual orientation, creed or social or economic status
- vi. Respect for safety and security of all persons

## STRATEGIC GOALS

### STRATEGIC GOAL ONE

To create Human Rights awareness in Africa and empower the underprivileged in society through civic education, research, publication, and follow up on Human Rights abuses across the continent of Africa.

#### Strategies

1. Suspect rights in Ghana
2. Training of Trainers at the Regional level
3. Seminars for women on Women rights and domestic abuses
4. A day with Head Porters in Ghana
5. Education in High Schools
6. Research on early child marriage in the North
7. Research and publication on the rights of women, children and people living with disabilities
8. Create awareness of Human Rights instruments in all the sub regions of Africa

STRATEGIES	ACTIVITY	PERSON RESPONSIBLE	NO. OF PARTICIPANTS	NO. OF DAYS
Suspect rights in Ghana	Administration of Questionnaires	Sr. Regina, Ken and interns	500	One month
Training of Trainers at the Regions	Presentations of major UN human rights and Regional instruments	Mr. Francis Sosu, Sr. Regina and a representative from UN Office in Ghana	5 Human Rights Promoters from each Region	2 days
Seminar for Women	Presentation on women rights	Nana Oye Lithur, Head of Dovsu, and Sr. Regina	200 (in Central Region, heads of institutions)	1 day
Education of Tertiary and Senior High Students	The rights of the child, child marriage, and teenage pregnancy	Sr. Regina, Ken and Chris	Selected Senior High Schools across the country	1 months
Research on Child marriage in the 3-northern regions	Data collection	Sr. Regina, Ken and Chris	Three Northern regions of Ghana	2 months

## STRATEGIC GOAL TWO

Advocate against human rights abuses of women, children and people living (PLWDs) with disabilities in society through strategic litigation and public interest action.

### Strategies (Gambia) (Togo)

1. Formation of Country Chapters
2. Seminar on the rights of women, children and disabled in society
3. Representing women, children and disabled whose rights have been violated
4. Soliciting for lawyers to champion human rights litigation
5. Seminar for people living with disabilities

STRATEGIES	ACTIVITY	PERSON RESPONSIBLE	NO. OF PARTICIPANTS	NO. OF DAYS
Formation of Country Chapters	Opening of Chapters in the specific country	Sr. Regina, Ken and Chris	500	One month
Conference in Gambia and Togo	Human Rights instruments in relation to the disabled in society	Sr. Regina, Ken, Chris		5 working days
Meeting with State Attorneys		Sr. Regina, Ken, Chris, Dr. Atua	10 persons	2 days
Research and publication on the rights of women, children and the disabled.	Writing of letters to embassies /GBA African countries  Visit to those countries	Dr. Atua, Chris, Ken	500 participants	2 months
Seminar with PLWDs	Togo	Sr. Regina, Ken, Chris and Francis	200 participants	5 days



### STRATEGIC GOAL THREE

Work with other international organization and affiliate involving human rights promotion and advocacy in carrying out human rights trainings, for human rights promoters across the African Continent.

#### Strategies

1. Build a strong relationship with the United Nations and its affiliate agencies
2. Educate the public on human rights instruments
3. Collaborate with other human rights promoters

STRATEGIES	ACTIVITY	PERSON RESPONSIBLE	NO. OF PARTICIPANTS	NO. OF DAYS
Build a strong relationship with the United Nations and its affiliates. Sponsorship from UN agencies to attend the Youth for Humans Conference	Human Rights Int. Conference organization  A visit to Kofi Annan	Sr. Regina, Ken and interns	20 Agencies	One month
Educate the public on Human Rights	Publication of Human Rights instruments	Mr. Francis Sosu, Sr. Regina and a representative from UN Office in Ghana		2 days
Collaborate with Human Rights promoters	Exchange programmes in each country with Human Rights promoters	Nana Oye Lithur, Head of Dovsu, and Sr. Regina	5	1 week

## STRATEGIC GOAL FOUR

To promote peaceful co-existence, respect for Fundamental Human Rights of all Africans irrespective of gender, race, colour, ethnic origin, religion, creed or social or economic or political status.

### Strategies

1. Training of strategic advocate on the use of human rights instruments
2. Integrate human rights advocacy into political activities
3. Promotion of peaceful co-existence
4. Institute African Women's Day
5. Integrate Human Rights advocacy into religious activities
6. Involvement of students in Human Rights promotion

STRATEGIES	ACTIVITY	PERSON RESPONSIBLE	NO. OF PARTICIPANTS	NO. OF DAYS
Workshop		Sr. Regina, Ken		
Institute African Women's Day	Workshop for political party executives	Sr. Regina, Ken, Chris and Dr. Atua	200 participants	2 days
Promotion of Production of peaceful co-existence	Peace songs, to promote the respect of Fundamental Human Rights and peaceful co-existence in major African languages		All African Countries	2 months
Institute African Women's Day	Celebration of African Women's Day to promote women rights	Sr. Regina, Ken and Chris	200 participants	1 week
Integrate Human Rights advocacy into religious activities	Visitation of religious bodies and associations to create awareness of the respect for Fundamental Human Rights	Sr. Regina, Ken, Chris, Dr. Atua and Mr. Sosu		2 months
Training of strategic advocates on the use of Human Rights instruments	Establishment of Human Rights clubs in secondary and tertiary institution	Sr. Regina, Ken and Chris		2 Months

## SWOT / PEST ANALYSIS

This strategic plan would consider the use of both SWOT/PEST Analysis

SWOT stands for Strength, Weaknesses, Opportunity and Threat. SWOT is a tool for examining an organization’s internal strengths and weaknesses, its opportunities for growth and improvement, and the threats of external environment. SWOT analysis offer helpful perspectives at any stage such as

- a. Explore possibilities for new efforts or solutions to problems.
- b. Determine where change is needed.
- c. Make decisions about the best path for an organization, identifying opportunities for success in the context of threats to organization’s success.

Below is the SWOT of Youth for Human Rights Africa.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ol style="list-style-type: none"> <li>i. We have the legal arm to challenge social injustice in Africa</li> <li>ii. We are able to attract volunteers</li> <li>iii. We have International networks</li> <li>iv. The access to African Court of Justice</li> <li>v. We have the ability to educate wider promoters</li> <li>vi. We have strong and committed work force</li> <li>vii. We act as a training center</li> <li>viii. Good relationship with stakeholders</li> <li>ix. Qualified work force</li> <li>x. We are gender and children sensitive</li> <li>xi. We are disability friendly</li> </ol>	<ol style="list-style-type: none"> <li>i. Low visibility and publicity</li> <li>ii. Lack of funding</li> <li>iii. Inadequate logistics</li> <li>iv. Heavily dependent on donor support</li> </ol>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ol style="list-style-type: none"> <li>i. The African Court is an opportunity for quick justice delivery</li> <li>ii. Increase awareness of fundamental human rights</li> <li>iii. Growing of human rights demand</li> <li>iv. Geographical location advantage</li> </ol>	<ol style="list-style-type: none"> <li>i. Governmental control</li> <li>ii. Lack of strong institutions</li> <li>iii. Issues with Terrorism</li> <li>iv. High level of illiteracy</li> <li>v. Large rural communities</li> </ol>

## **PEST ANALYSIS**

PEST analysis refers to the external environment in which an organization operates. It focusses on how to deal with the nature of change in the environment and examine its impact on the organization. This analysis is broad in scope and covers all aspects of the organization. PEST stands for Political, Economic, Sociological and Technology Environment.

### **POLITICAL ENVIRONMENT**

This aspect of the analysis examines the political environment in which the organization operates. The following are considered vital to the fight towards Fundamental Human Rights protection in Africa.

1. Political stability
2. Adherence to Human Rights instruments by the States
3. Ratification of Human Rights instruments
4. States participation in Human Rights promotion

### **ECONOMIC ENVIRONMENT**

The economic activities of the continent are considered vital as a major factor for organization's success. If not addressed or tackled properly, it would be difficult to realize one's goals for setting up an organization. The following are considered critical forces and drivers.

1. High level of Unemployment
2. Emergence of active labour front in most African countries
3. Relatively cheap labour cost
4. Growing investor confidence in most African countries and economies
5. Levels of disposable income and income distribution
6. Impact of globalization
7. Major occupation of the people in that geographical location

### **SOCIOLOGICAL ENVIRONMENT**

Every working environment is very dynamic in relation to its social relationship. Especially the relationship that exists between the organization and the community or country in which it operates. The following are considered very important for both the country and the organization.

1. Availability of social amenities
2. Abiding by environmental protection agency regulations
3. Increasing concern for good sanitation
4. Provision of corporate social responsibility by corporate institutions.

## TECHNOLOGICAL ENVIRONMENT

Technological environment is very dynamic and keeps changing every day by the introduction of new ways of providing services. Due to the dynamics in the technological environment, it can be said that the following forces and drivers are necessary for change in providing a holistic justice delivery

1. **Legal justice is becoming increasing complex**
2. **So much increased in 'hi-tech'**
3. **Continuous advances in information technology**
4. **Lack of training in technology**

## FINANCIAL PLAN

Funding for the Strategic Plan will be sought through both local and international development partners. The Youth for Human Rights Africa headquarters will explore and find new donors to support the implementation of this Plan.

The budget is designed to allow easy reference to costs for specific interventions in the 3 strategic goals provided above. It is hoped that donors with special interest in the promotion and advocacy of Fundamental Human Rights will find these areas necessary to support with funding.

For a successful operation, four areas of funding are identified. Staff Cost, Administrative Cost, Overhead Cost, and Direct Cost.

**Staff Cost:** This expense covers the cost of maintaining the right number of staff to execute the goals of this plan. This specifically relates to staff remuneration and other state contributions made on behalf of the employees by the employer. Others are in the form of travel allowances, incidental costs, provident fund, health care and other welfare costs.

**Administrative Cost:** This covers costs related to implementation of the activities in the Plan including visits to detention centers, seminars and conferences, research work, fuel and maintenance, field visit, office infrastructure, communication expenses, stationary among others.

**Overhead Cost:** This type of cost covers indirect overhead expenses such as office space, telephone, internet services, hardware, legal fees among others.

**Direct Activity:** This type of cost goes directly into activities under each intervention under the plan. This includes training expenses, meetings/engagements, consultancies, evaluations/assessments, among others.

## PROGRAMME OF WORK 2017

ACTIVITY	PERSON RESPONSIBLE	FACILITATORS	VENUE	NO. OF DAYS	DATE OF COMPLETION
Strategic Planning Committee Meeting	Sr. Regina	Sr. Regina, Ken and Chris	Star Villa Hotel, Kpong	22nd June	24th June
Letters to Media Houses for lunch of International Human Rights Day	Sr. Regina	Sr. Regina and Mr. F. X Sosu	Accra	27th June	30th June
Letters to Institutions for collection of data	Sr. Regina	Sr. Regina, Interns and volunteers	Accra	28th June	7th July
Suspect rights: Collection of data and analysis	Ken and Chris	Chris, Ken, Interns and Volunteers	Greater Accra, Volta, Ashanti, Eastern, Western and Northern Regions	July	August
Letters to Embassies of African Countries/ Institutions and United Nations Agencies	Sr. Regina and Chris	Sr. Regina, Mr. Sosu, Ken and Chris	Accra	July	July
Letters to Facilitators (International Human Rights Day Celebration in Ghana)	Sr. Regina and Chris	United Nations Country Director Dr. Kofi Annan and Otumfuo Osei Tutu 11, Former President Kuffour	Accra	July	August
Letter for Mr. Sosu to US and Media launch	Sr. Regina, Ken and Chris	Mr. Sosu, Sr. Regina, Emma and Chris	Press Con Hall/ Youth for Human Rights Africa Conference Hall	2nd August	2nd August

## PROGRAMME OF WORK 2017

ACTIVITY	PERSON RESPONSIBLE	FACILITATORS	VENUE	NO. OF DAYS	DATE OF COMPLETION
Visit to Togo Embassy	Sr. Regina	Sr. Regina, Mr. Sosu, Chris and Ken		September	September
Establishment of Human Rights Clubs in Secondary and Tertiary Institutions.	Chris	Ken, Chris, Volunteers and other Executives	Eight (8) Institutions	September	December
Work on December Magazine	Sr. Regina	Chris, Emma and Manasseh Azuri	Accra	September	October
Letter for sponsorship and support	Sr. Regina	Sr. Regina, Mr. Sosu and Emma			
Visit to Togo to form Chapters	Sr. Regina	Mr. Sosu, Ken, Chris and Sr. Regina	Togo	October	October
Follow up on speakers and institutions to attend programme	Sr. Regina	Ken, Chris and Emma	Accra		
Finalization, follow up on letters and printing of magazine	Sr. Regina	Sr. Regina, Ken, Chris and Emma		November	November
Conference	Mr. Sosu, Ken, Chris and Sr. Regina	All Executives		10th December	10th December
Review and Evaluation	Mr. Sosu, Ken, Chris and Sr. Regina	All Executives	Continental Hotel, Akosombo		December
End of year Get-Together					

## PROGRAMME OF WORK 2018

ACTIVITY	PERSON RESPONSIBLE	FACILITATORS	VENUE	NO. OF DAYS	DATE OF COMPLETION
Opening of Chapters in specific countries	Ken	Mr. Sosu, Ken, Sr. Regina, Emma and Chris	Nigeria and Benin	January	March
Establishments of human rights clubs in secondary and tertiary institution.	Ken and Chris	Ken, Chris, Mr. Sosu, Emma and Volunteers	Ten (10) Secondary and Tertiary Schools	January	April
Letters to facilitators for March and May Programs	Sr. Regina	Sr. Regina, Emma and Chris	Accra	January	January
Suspect rights: Collection of data and analysis in Togo	Ken	Ken, Chris and Emma	Togo		
Engagement with Help Porters	Mr. Sosu and Sr. Regina	Jackie Appiah, Mzvee and Miss Malaika	Medina Social Welfare	February	February
International Women's Day (Ghana)	Sr. Regina	Mr. Sosu, Gender Minister, First Lady and Mrs. Nduom	International Conference Center		March
Finalization and printing of Magazine (report and human rights observations)	Chris	Mr. Sosu, Sr. Regina Ken and Chris	Accra	April	April
Pan African Human Rights Day	Sr. Regina	Mr. Sosu, Chris, Emma and Ken	Nigeria	May	May
Management Retreat					June
Exchange program with human rights promoters: Seminar	Ken and Chris	Mr. Sosu, Ken, Sr. Regina and Emma	Nigeria and Benin	July	July
for Human Rights Promoters					
Collection of data on Child marriage	Sr. Regina	Sr. Regina, Ken, Chris	Northern Ghana	July	August



## PROGRAMME OF WORK 2018

ACTIVITY	PERSON RESPONSIBLE	FACILITATORS	VENUE	NO. OF DAYS	DATE OF COMPLETION
Visit to Namibia and South Africa Embassies in Accra		Mr. Sosu, Sr. Regina, Chris, Emma and Ken	Accra	July	
Letters to Facilitators for the International Human Rights Day Celebration in Ghana	Sr. Regina	Sr. Regina, Emma	Accra	August	August
Opening of Chapters in the specific country	Ken and Chris	Mr. Sosu, Sr. Regina, Ken, Emma and Chris	Namibia, South Africa and Zambia	August	September
Establishments of human rights clubs in Secondary and Tertiary Institution.	Chris	Chris, Emma and Ken	Ten (10) Institutions	September	December
Work on December Magazine	Ken	Manasseh, Sr. Regina, Emma Ken and Chris	Accra	September	September
Letters for sponsorship and support	Sr. Regina	Sr. Regina, Emma, Ken and Chris	Accra and Kumasi		
Visit to Liberia Embassy	Sr. Regina	Mr. Sosu, Sr. Regina, Ken Emma and Chris	Accra	September	September
Opening of Chapters in the specific country	Ken	Ken, Mr. Sosu, Sr. Regina, Emma and Chris	Liberia	October	October
Follow up on speakers and institutions to attend program	Sr. Regina	Sr. Regina, Emma and Ken	Accra	October	
Finalization, follow up on letters and printing of magazine	Sr. Regina	Sr. Regina, Ken, Emma and Chris			November
Conference	All Executive	All Executive	Star Villar, Kpong		December
Review and Evaluation	Ken, Sr. Regina				
End of year Get-Together					

# **Making Human Rights Africa's Priority**





# YoHRA

Youth for Human Rights Africa

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