Matimba | Theory of Change

		Activities	Short-term outcomes	Medium-term outcomes	Long-term outcomes	Impact
Frontline Health Justice (health advocates in communities and facilities)	**1**	Build community awareness of fundamental health rights (dignity, right to information, privacy, etc.) and entitlements under national health policy	Community members develop health literacy and awareness of their health rights and policy entitlements	Community members use their knowledge to prevent rights violations and speak up and seek redress when they occur	1. Patient experience continuously informs health policy and service delivery 2. Increased service utilization, adherence and retention 3. Dignity, accountability, and patient rights are embedded across government health policies, tools, training infrastructure, and planning and budgeting processes 4. A national health justice movement takes hold, with communities, health workers, and health system actors collectively driving dignified, rights-based care 5. A regional network of partners across sub-Saharan Africa co-develops resources and builds a diverse evidence base for dignified, rights-based care 6. Donors, governments, and health sector partners sustain financial and institutional commitments to health justice, dignity, and rights-based care as essential to improved health outcomes	Health systems where dignity and accountability drive improved outcomes
	2	Identify, document, and work to resolve service-related barriers to care	Grievance data collected, analyzed and compiled into periodic reports documenting the nature and prevalence of service-related barriers Joint action plans to resolve service-related barriers co-created through structured community-health facility dialogues	Health workers and community actors (health committees, health advocates, etc.) effectively address service-related barriers, with patients reporting dignified, rights-based care		
	3	Strengthen community leadership for health justice through village health committees, CBOs, and marginalized individuals and groups	Village health committees, CBOs, and marginalized individuals and groups are equipped with the skills and confidence to advocate for health justice and hold health services accountable	Community leaders and marginalized groups have a sustained and meaningful voice in decisions about health service quality at local, district, and national levels		
	4	Train/mentor frontline health workers to deliver dignified, person-centered care	Health workers develop awareness of dignified, person-centered care and recognize how their own attitudes and behaviours shape patient experience	Health workers uphold dignified, person-centered care as a standard, proactively identifying barriers and advocating for their resolution		
Health System Transformation	**5**	Provide technical assistance to the Ministry of Health to develop and reform health policy and tools that advance dignified, rights-based care	Draft policies and tools incorporate principles of dignity and rights-based care	MoH formally adopts and disseminates health policies that center dignity and patient experience		
	6	Develop training packages and conduct Training of Trainers (ToT) to embed dignified, rights-based care into clinical training curricula	A cadre of certified trainers at national and provincial levels is established, with standardized training packages ready for rollout to health workers	Health workers apply dignified, rights-based care practices and hold themselves and their facilities accountable for care quality		
Health Justice at Scale	**7**	Support community partners to advance health justice and hold health systems accountable	Community partners have the capacity to integrate health justice practice into their work	Community partners lead health justice advocacy, engaging communities to strengthen accountability and quality of health services		
	8	Establish an ecosystem of partners across sub-Saharan Africa working toward health justice and dignified health systems	Partnerships established with organizations in the region that share learning on how communities understand and drive health justice across diverse contexts	Cross-country peer learning strengthens each partner's grassroots work and advocacy for health justice		
	9	Advocate for increased financial and institutional commitments to health justice from donors, governments, and the broader health sector	An evidence-based case for investment in health justice is built and communicated	Health justice, dignity, and accountability are integrated into national and global strategies and funding frameworks, with increased financial and institutional commitments from donors, governments, and health sector partners		