



# **THE AIDS SUPPORT ORGANISATION (TASO)**

# **STRATEGIC PLAN 2023 – 2027**

**ABRIDGED VERSION**



**SEPTEMBER 2023**



# FOREWORD

Over the last 35 years, TASO has remarkably pioneered and provided innovative solutions to programming for HIV/AIDS interventions in Uganda, regionally and globally. Through strategic collaborations, learning, and adaptation to the ever-changing dynamics of the HIV/AIDS epidemic, TASO has grown into a go-to partner in the HIV/AIDS response at the community, national, and global level. Significant strides have been made in the fight against HIV/AIDS especially towards the achievement of the UNAIDS targets of 95-95-95. These efforts need to be accelerated to sustain the HIV response.

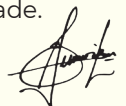
TASO Strategic Plan (TSP) 2023 - 2027 comes at a time when there is an increasing need for integrating HIV and other health services to provide complementary and coherent ways for people to get the care, they need in ways that are effective, efficient, and equitable. Secondly, it is the aftermath of the COVID-19 pandemic that greatly shocked the health service delivery system and the lessons learnt are still fresh.

Therefore, TASO has taken time to reflect on the past and the next five years and has decided to renew and expand its commitment to health service delivery. TASO will contribute to quality health interventions with emphasis on HIV/AIDS, TB, Malaria, and emerging public health threats through health and community systems strengthening, research, and capacity development in Uganda

and other countries. TASO envisions empowered and healthy communities free from HIV/AIDS, TB, Malaria, and their related effects.

This Strategic Plan is based on four (4) thematic goals: i) Contribute to the Reduction of Morbidity and Mortality due to HIV/AIDS, TB, and Malaria; ii) Build Individual, Community, Institutional and National Capacity for the Delivery of Sustainable Integrated Healthcare Services; iii) Enhance Research, Knowledge Management, Organizational Learning, Collaboration and Adaptation; and iv) Strengthen Organizational Capacity and Systems for Sustainability and Resilience. TASO believes that these goals will provide the required thrust to build on its core HIV programming to meet the needs of the targeted populations.

TASO recognizes that to achieve success, it must and will continue to work in partnership with its key stakeholders in the health sector, civil society, development partners and the public. TASO therefore, welcomes the participation and support from all the stakeholders as it is mainly through these joint efforts, that significant gains in the fight against HIV/AIDS, TB, Malaria, and emerging health threats will be made.



**Dr. Etukoit Bernard Michael,**  
**Executive Director, TASO.**



## EXECUTIVE SUMMARY

The AIDS Support Organization (TASO) was founded in 1987 and for the last 35 years, TASO has continued to pioneer and provide innovative solutions for HIV/AIDS programming and interventions, both at the national and global level. TASO has been a key stakeholder in the HIV/AIDS response, especially at the community level, designing and integrating evidence-based approaches into HIV care at facility and community stages through strategic collaborations, learning and adaptation to the ever-changing dynamics of the HIV/AIDS epidemic. TASO has a national presence in 11 Centres of Excellence (CoE) located in districts of Kampala (Mulago), Wakiso (Entebbe), Jinja, Masaka, Mbarara, Mbale, Rukungiri, Masindi, Tororo, Gulu and Soroti and one TACHS in Kanyanya. In addition, TASO is a prime implementer of two PEPFAR regional mechanisms in the TESO sub-region including the Karamoja, Ankole, and Acholi regions, and a principal recipient of the Global fund in Uganda.

TASO has been implementing its strategy “TSP 2018 – 2022” under the vision “A World without HIV & AIDS” and a mission “to contribute to a process of preventing HIV infection, restoring hope, and improving the quality of life of individuals, families and communities infected and affected

by HIV infection and disease.” This strategy has facilitated its enormous contribution to the global and national efforts towards HIV epidemic control and aligning herself in achieving WHO and UNAIDS targets of 95-95-95 by 2030. As the planning period comes to an end, TASO has taken time to reflect on the great achievements, challenges, lessons learnt, global and national health trends, and the evolving health environment in which it operates which has presented emerging public health issues that need to be addressed.

As a learning organization, TASO has renewed its commitment to health service delivery with an expanded scope of programming that will focus on HIV/AIDS, TB, Malaria, and emerging health issues. In the next five (5) years, TASO’s ambition will be anchored in its core HIV programming to tackle TB, Malaria, and emerging health issues. Therefore, TASO envisions “Empowered and Healthy Communities” which will be achieved by “contributing to quality health and social interventions with emphasis on HIV/AIDS, TB, Malaria, and emerging public health threats through health and community systems strengthening, research, and capacity development in Uganda and other countries”



To move towards the above-stated vision and to accomplish the mission, TASO sets out to pursue the following four (4) thematic goals over the next five (5) years:

1. Contribute to the Reduction of Morbidity and Mortality due to HIV/AIDS, TB, and Malaria: under this goal, TASO aims at accelerating and sustaining HIV epidemic control through the attainment of the UNAIDS 95-95-95 goals. TASO will design and implement interventions across the HIV cascade of prevention, care and treatment, psychosocial support, and protection. TASO will scale up the prevention, diagnosis, and treatment of TB to contribute to the national goal of reducing the incidence of TB by 20% from 200/100,000 population in 2019/20 to 160/100,000 population in 2024/25. TASO will contribute to the reduction of morbidity and mortality due to malaria through scaling up prevention of Malaria, access to Malaria treatment, and disease surveillance, monitoring and operational research. TASO will further contribute to strengthening a multi-sectoral HIV/AIDS, TB, and Malaria service delivery system to ensure sustainable access to efficient and safe services to all the targeted population.

2. Build Individual, Community, Institutional and National Capacity for the Delivery of Sustainable Integrated Healthcare Services: Under this goal, TASO plans to provide an adequate

response to and integration of healthcare issues into its programming. TASO will provide quality prevention, screening and management services for individuals with NCDs, contribute to increased access to quality integrated family health, Water, Sanitation, and Hygiene (WASH), Food Security and Nutrition services, contribute to the Global Health Security Agenda implementation, monitoring and evaluation, contribute to local efforts to mitigate the effects of climate change as well as ending all forms of discrimination and violence against all women, men, boys girls, children and adolescents.

3. Enhance Research, Knowledge Management, Organizational Learning, Collaboration and Adaptation: TASO has built and accumulated a wealth of knowledge in HIV and health service delivery over the years. In the next five (5) years, TASO desires to harness this knowledge to build the capacity of individuals and organizations in sustainable health service delivery in Uganda and beyond. TASO plans to transform TACHS into a centre for building national and regional capacity for quality health services and research, strengthen the research function to improve health policy and practice, strengthen mechanisms for generating comprehensive quality, timely information for monitoring, evaluation, adaptation, and learning, and establish a physical and virtual



knowledge management reservoir.

4. Strengthen Organizational Capacity and Systems for Sustainability and Resilience: In recent years, TASO has expanded exponentially, especially in terms of programming – which necessitates conscious management of its expansion to ensure sustainability and resilience. TASO will strengthen its Governance/Leadership systems to steer the organization to greater heights, strengthen human resources and staff wellness, resource mobilization, organizational policies, processes/procedures, and systems to respond to the changing institutional and contextual needs. TASO will also strengthen partnerships, collaborations, and advocacy to support the joint delivery of national goals in the HIV, TB, and Malaria

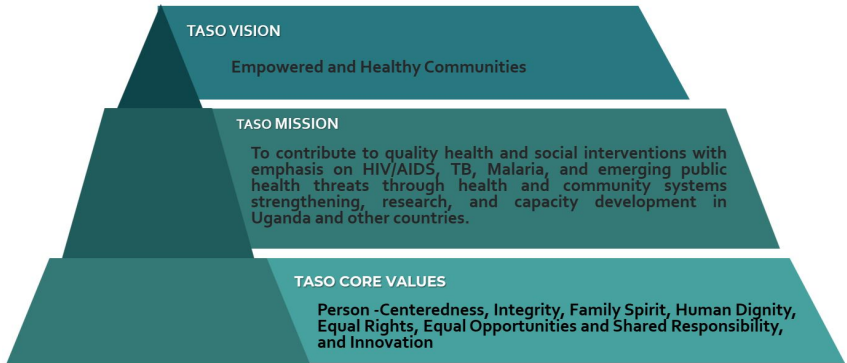
Response.

Therefore, as TASO embarks on the next five (5) years, we envision implementing critical and high-impact initiatives aimed at achieving the above goals. To ensure that we remain on track, a performance measurement, monitoring and evaluation tool will be utilized by a selected task force for TSP 2023-2027. We anticipate that the various projects under implementation will greatly contribute to better outcomes in the trajectory aimed at reducing the morbidity and mortality due to HIV/AIDS, TB, and Malaria. As TASO, we welcome all Ugandans, our development partners, CSOs, CBOs and implementing partners to step-up unified efforts and commitment towards achieving empowered and



## 1. TASO STRATEGIC DIRECTION

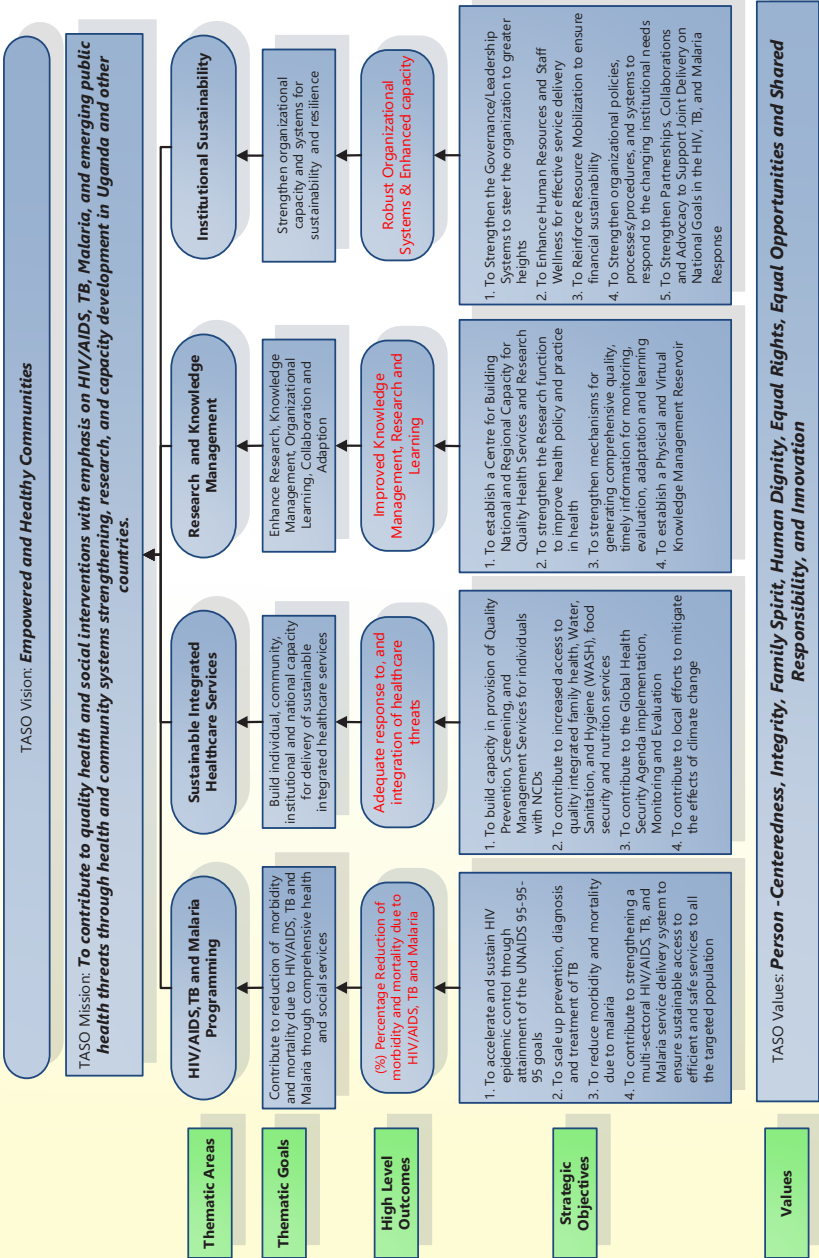
### 1.1 VISION, MISSION AND VALUES



TASO's Philosophy: *"Living positively with HIV"*



FRAMEWORK FOR TSP 2023 – 2027







**THEME 1: HIV/AIDS, TB, AND MALARIA PROGRAMMING**

**Thematic Goal 1: To Contribute to the Reduction of Morbidity and Mortality due to HIV/AIDS, TB, and Malaria through Comprehensive Health and Social Services**

**HIV/AIDS**

**Strategic Objectives (SO)**

**SO 1.1:** To accelerate and sustain HIV epidemic control through the attainment of the UNAIDS 95-95-95 goals

**HIV PREVENTION**

- 1. Increase access to person-centred rights-based combination HIV prevention services targeting KP/PP and the general population
- 2. Expand access to effective equitable person-centred HIV testing approaches
- 3. Address the socio-cultural, gender, equity, and human rights barriers that drive the HIV epidemic

**HIV CARE AND TREATMENT**

- 4. Increase the proportion of newly identified PLHIV who start ART from 94% to >98% by the end of December 2027
- 5. Increase the number of PLHIV on ART who adhere to treatment and are retained on treatment from 243,863 in March 2023 to 327,022 by the end of 2027
- 6. Increase the proportion of viral load suppression among PLHIV on treatment from 95% by the end of March 2023 to >98% by the end of December 2027

**MENTAL HEALTH, PSYCHOSOCIAL SUPPORT, MANAGEMENT AND PROTECTION**

- 7. Strengthen Mental Health and Psychosocial Support Services at the Facility, Community, and National Level for Responsive Care and Mental Health Promotion
- 8. Scale-up interventions aimed at reducing stigma and discrimination among vulnerable populations
- 9. Expand socioeconomic interventions aimed at reducing social and economic vulnerability for PLHIV, KP/PP and other at-risk groups
- 10. Strengthen the prevention and response to child protection issues and violence against children

**TB**

**SO 1.2:** To scale up the prevention, diagnosis, and treatment of TB

- 1. Create awareness about TB and increase the number of people with TB symptoms that seek appropriate care from health facilities in targeted communities
- 2. Increase TB preventive treatment coverage among eligible individuals
- 3. Scale-up TB treatment coverage
- 4. Reduce Catastrophic Costs among TB-affected individuals and households

**MALARIA**

**SO 1.3:** To contribute to the reduction of morbidity and mortality due to Malaria.

- 1. Scale-up and improve access to Malaria preventive and curative services to targeted and eligible populations
- 2. Scale awareness of Malaria prevention through SBCC and community mobilization
- 3. Support Malaria Data Management and Reporting initiatives that enhance the generation of quality Malaria data for decision making

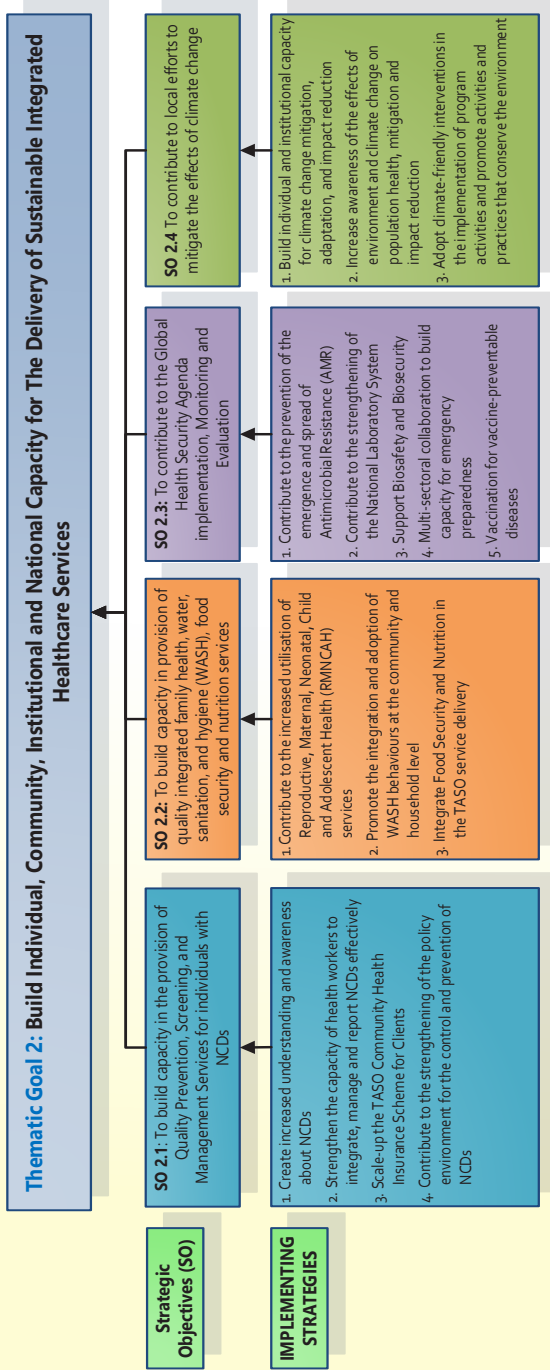
**HEALTH SYSTEMS STRENGTHENING**

**SO 1.4:** To contribute to strengthening a multi-sectoral HIV/AIDS, TB, and Malaria response system to ensure sustainable access to efficient and safe services to all the targeted population

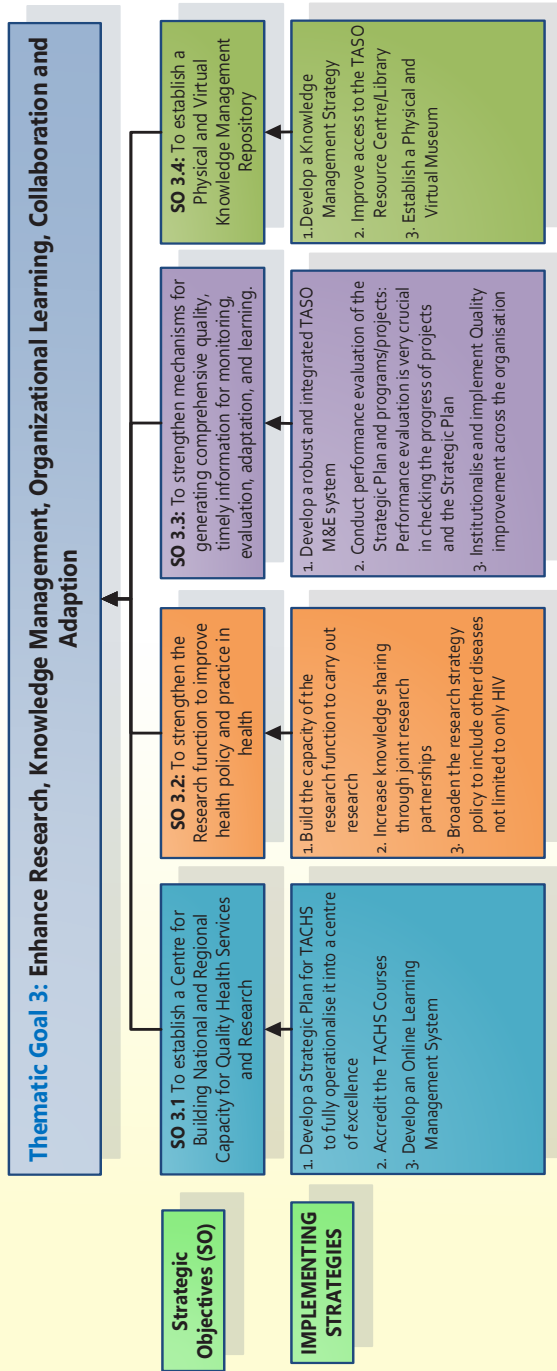
- 1. Strengthen the governance and leadership of the multisectoral HIV, TB and Malaria response at national and community levels
- 2. Contribute to the availability of adequate and appropriate human resources for the delivery of quality HIV/AIDS, TB and Malaria services
- 3. Contribute to strengthening drug and medical commodity supply chain systems
- 4. Strengthen the capacity of stakeholders in Uganda and other countries, including community-led organizations, for local and international resource mobilization and efficient management and accountability of resources for HIV, TB, Malaria, and other emerging public health threats
- 5. Develop and Implement the TASO Community Health Strategy

**IMPLEMENTING STRATEGIES**

## THEME 2: SUSTAINABLE INTEGRATED HEALTHCARE SERVICES



## THEME 3: RESEARCH AND KNOWLEDGE MANAGEMENT



# THEME 4: INSTITUTIONAL SUSTAINABILITY

## Thematic Goal 4: Strengthen Organizational Capacity and Systems for Sustainability and Resilience

### Strategic Objectives (SO)

**SO 4.1:** To Strengthen the Governance/Leadership Systems to steer the organisation to greater heights

**SO 4.2:** To Enhance Human Resources and Staff Wellness for effective service delivery

**SO 4.3:** To Reinforce Resource Mobilisation to ensure financial sustainability

**SO 4.4:** To improve organisational policies, processes/procedures, and systems to respond to the changing institutional needs

**SO 4.5:** To Strengthen Partnerships, Collaborations and Advocacy to Support Joint Delivery on National and Global Goals in the HIV, TB, and Malaria Response

### IMPLEMENTING STRATEGIES

1. Build the capacity of the Board to deliver on its mandate
2. Develop, review, update, and approve appropriate board policies, manuals, and guidelines to strengthen TASO governance
3. Ensure the implementation of the succession plan
4. Review the annual performance of the Strategic Plan
5. Establish and strengthen support supervision linkages with the Centre Advisory Committees to track and ensure effective accountability of governance structures

1. Human Resource Planning and Development to deliver services
2. Enhance Staff Wellness
3. Strengthen Performance Management

1. Diversify Local Revenue Generation from 3% to 8% by 2027
2. Strengthen TASO's Business Development function

1. Develop, review, and update appropriate organisational policies, procedures, and manuals
2. Leverage ICT to improve organisation efficiency
3. Build the capacity of Staff to adhere to the policies, processes, and systems

1. Strengthen the management of partnerships and collaborations
2. Build the capacity of Local and International Organizations using Non-U.S. Organization Pre-Award Survey (NUPAS) & NUPAS Plus systems and tools
3. Develop a Communication, Branding and Advocacy Plan





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