



STRATEGIC PLAN

2024 - 2027



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ACRONYMS

AIDS Acquired Immune Deficiency Syndrome
AGYW Adolescent Girls and Young Women
AMR Antimicrobial resistance
ART Antiretroviral Therapy
BHASO Batanai Health and Sustainability Organisation
CARGS Community ART Refill Groups
CHASSA Community HIV AIDS Support Agent
DSD Differentiated Service Delivery
HIV Human Immune Virus
LGBTI Lesbian, Gay, Bisexual, Transgender, and Intersex
MOHCC Ministry of Health and Child Care
MSF Médecins Sans Frontières
NAC National Aids Council
NGO Non-Governmental Organisation
NCD Non Communicable Disease
OSDM Operational Service Delivery Manual
PLHIV People Living with HIV
PSS Psychosocial Support
PVO Private Voluntary Organisation
SWAG Sex Workers Advocacy Group
SRHR Sexual Reproductive Health and Rights
ZIMPHIA

EXECUTIVE SUMMARY

Batanai HIV & AIDS Services Organisation (BHASO), founded in 1992 by Auxillia Chimusoro, is a pioneering organization in Zimbabwe that plays a critical role in addressing the HIV/AIDS and TB epidemics, as well as broader health and social justice issues. BHASO collaborates with communities to close gaps in health service delivery, particularly for marginalized groups such as people living with HIV (PLHIV), adolescent girls, and young women (AGYW). Over the years, BHASO has developed innovative models that enhance access to healthcare services and reduce costs, such as the **Sex Workers Advocacy Group (SWAG)** and **Community HIV AIDS Support Agent (CHASA)**.

The **BHASO Strategic Plan 2023-2027** outlines the organization's key focus areas, goals, and strategic pillars, which include HIV/AIDS programming, gender equality, human rights, climate justice, community resilience, and resource mobilization. This plan aims to address the complex social and health challenges affecting Zimbabwean communities, including the rise of HIV infections among young people and the impact of climate change on health outcomes. By 2027, BHASO seeks to create HIV/health-resilient communities through a multi-faceted approach that integrates health services, advocacy, and economic empowerment.

BACKGROUND

Background

Batanai HIV & AIDS Services Organisation (BHASO) is a pioneering organization in Zimbabwe, established in 1992 by Auxillia Chemosoro. BHASO works collaboratively with communities to address gaps in health service delivery, focusing particularly on marginalized groups such as people living with HIV (PLHIV), adolescent girls, and young women (AGYW).

Over the years, BHASO has developed innovative models to improve access to healthcare services and reduce costs, including initiatives like the Sex Workers Advocacy Group (SWAG) and the Community HIV AIDS Support Agent (CHASA). BHASO's work is still grounded in the broader HIV response, taking into account issues such as gender equality, human rights, climate justice, community resilience, and resource mobilization. The plan aims to tackle the complex social and health challenges faced by Zimbabwean communities, such as the rising rates of HIV infections among young people and the impact of climate change on HIV and other health outcomes. By 2027, BHASO aims to foster HIV- and health-resilient communities through a comprehensive approach that integrates health services, advocacy, and economic empowerment.

BHASO's work is informed by the Global AIDS Strategy 2021 to 2026, Our work is based on the following result areas from the Global AIDS strategy

Result Area 1: Primary HIV prevention for key populations, adolescents and other priority populations, including adolescents and young women and men in locations with high HIV incidence

Result Area 2: Adolescents, youth and adults living with HIV, especially key populations and other priority populations, know their status and are immediately offered and retained in quality, integrated HIV treatment and care that optimize health and well-being

Result Area 5: People living with HIV, key populations and people at risk of HIV enjoy human rights, equality and dignity, free of stigma and discrimination

Result Area 6: Women and girls, men and boys, in all their diversity, practice and promote gender-equitable social norms and gender equality, and work together to end gender-based violence and to mitigate the risk and impact of HIV

STRATEGIC FOUNDATION



OUR VISION STATEMENT

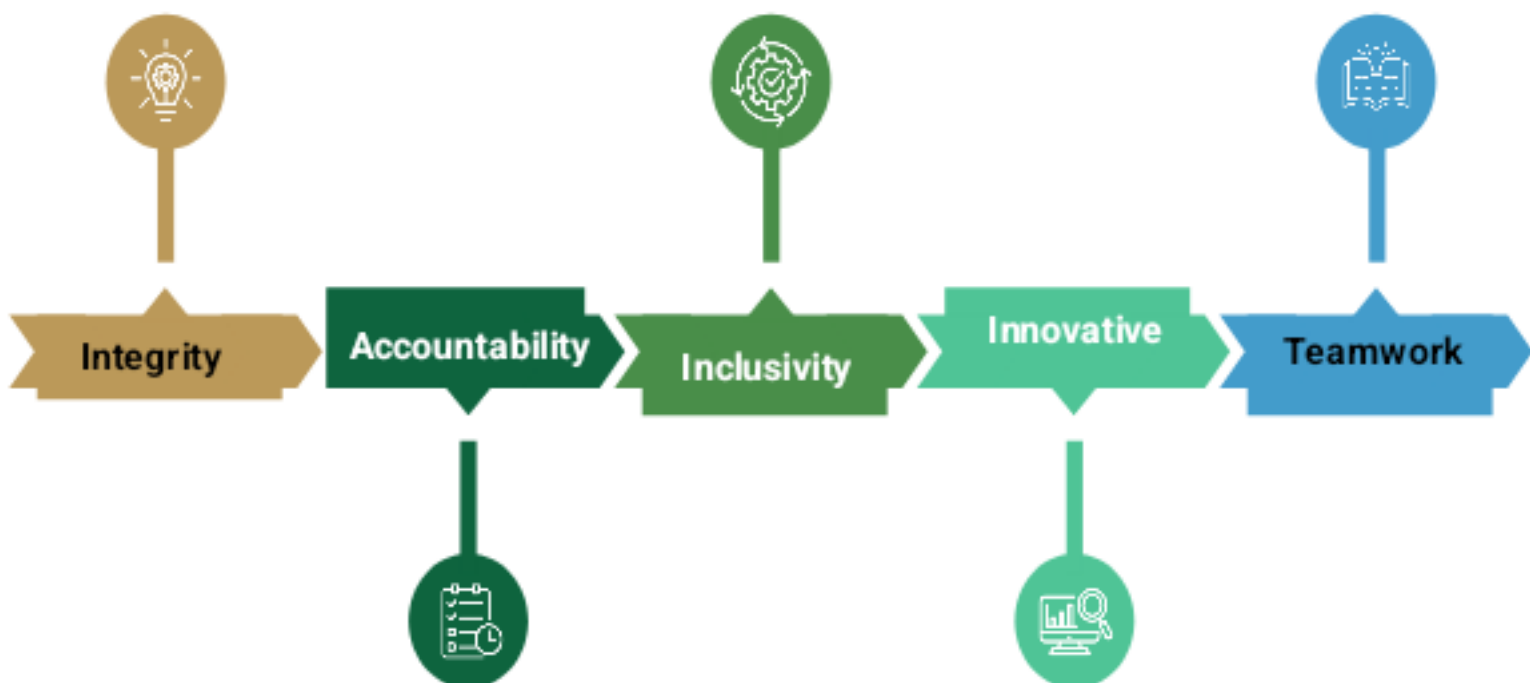
A healthy and resilient community



OUR MISSION STATEMENT

Improving HIV and health outcomes to alleviate poverty and foster resilience

OUR VALUES



GOAL

To cultivate knowledgeable and skilled, person-centered communities resilient to HIV and health challenges across all provinces of Zimbabwe by December 2027.

KEY FOCUS AREAS



HIV and TB Management

BHASO implements comprehensive, community-driven programs designed to manage and prevent the spread of HIV and tuberculosis (TB). These programs ensure equitable access to testing, treatment, and continuous care for affected individuals, with a strong focus on early diagnosis and adherence to treatment regimens. BHASO also works closely with healthcare providers to offer support services that address the physical, emotional, and social needs of people living with HIV and TB, thereby improving overall health outcomes.



Open Access to HIV & SRHR Services for PLHIV and AGYW

BHASO prioritizes providing open and stigma-free access to sexual and reproductive health and rights (SRHR) services for people living with HIV (PLHIV) and adolescent girls and young women (AGYW). These services include family planning, maternal healthcare, HIV counseling, and prevention programs. BHASO's holistic approach ensures that PLHIV and AGYW receive comprehensive care, which integrates HIV management with sexual and reproductive health services, empowering them to make informed choices and lead healthier lives.



Psychosocial Support (PSS) and Mental Health

In collaboration with organizations such as REPSSI and Newlife Centre, BHASO provides essential psychosocial support (PSS) and mental health services to individuals and communities affected by HIV, poverty, and other socio-economic challenges. These services include counseling, peer support groups, and mental health education, helping individuals cope with the psychological effects of living with HIV and other stressors. This holistic approach addresses both the emotional and mental well-being of affected populations.



Climate Change and Resilience

BHASO recognizes the significant impact of climate change on vulnerable communities, particularly in rural areas where livelihoods are heavily dependent on agriculture. Through the promotion of sustainable practices and adaptation strategies, BHASO strengthens the resilience of these communities. Key interventions include the promotion of agroecology and climate-resilient agricultural practices. Additionally, income-strengthening activities help families diversify their income streams, reducing their vulnerability to climate-induced shocks such as droughts and floods, while improving food security.

KEY FOCUS AREAS



Food Security and Livelihoods

Addressing food security is central to BHASO's mission. Through the promotion of climate-smart agricultural practices, BHASO helps smallholder farmers improve productivity, diversify crops, and enhance nutrition. By encouraging crop rotation, organic farming, and water conservation techniques, BHASO contributes to both environmental sustainability and the economic empowerment of farming communities. These efforts directly impact the livelihoods of vulnerable populations, ensuring better food security and long-term resilience.



Agroecology

Agroecology is a key focus for BHASO as it combines environmental sustainability with economic viability. By promoting farming practices that work with nature—such as organic farming, the use of natural fertilizers, and biodiversity conservation—BHASO helps communities mitigate the effects of climate change. These practices not only improve soil health and crop yields but also contribute to long-term food security by fostering sustainable agricultural ecosystems.



Evidence-Based Advocacy on Health and Rights

BHASO is committed to advocating for policies and programs that uphold human rights and improve health outcomes for marginalized populations. The organization uses data and evidence to inform its advocacy efforts, ensuring that its recommendations are grounded in research and practical experience. By engaging with policymakers, healthcare providers, and communities, BHASO influences decisions that promote equitable access to healthcare, protect human rights, and foster inclusive development.



Community Systems Strengthening

Through a range of community-based initiatives, BHASO strengthens community systems to ensure that health services and support structures are sustainable and responsive to local needs. BHASO fosters leadership development, social mobilization, and community-based monitoring to improve coordination and strengthen linkages among healthcare providers, community leaders, and civil society organizations. This approach empowers communities to take ownership of their health outcomes and build long-term resilience.

GEOGRAPHICAL OPERATIONAL AREA



BHASO operates in four provinces in Zimbabwe, namely Masvingo, Matabeleland South, Manicaland, and Midlands, serving diverse communities with tailored programs and initiatives. These regions were strategically chosen due to their unique challenges, including high rates of HIV, limited access to healthcare services, and the impacts of socio-economic and environmental issues.

OUR APPROACHES

Community Systems Strengthening:

We empower local structures by equipping them with essential skills to monitor, advocate, and demand services related to human rights, sexual and reproductive health (SRH) rights, and HIV prevention, treatment, care, support, and control. Through capacity building and collaboration with local stakeholders, we foster sustainable systems that ensure access to vital services and uphold the rights of all community members.

Innovative Models:

BHASO has pioneered various innovative models tailored to address HIV management challenges effectively. These include:

- **Sex Workers Advocacy Group (SWAG):** Focused on amplifying the voices of sex workers and advocating for their rights.
- **Community HIV AIDS Support Agent (CHASA):** Community-based agents who provide education, support, and linkage to care.
- **Out-of-Facility Community ART Distribution:** Piloted with MSF, this model brings antiretroviral therapy closer to people in need.
- **Community ART Refill Groups (CARGS):** Promoting peer-led ART distribution and adherence monitoring.

These models are widely implemented under the Global Fund and other organizations, ensuring innovative, community-centered solutions to HIV management.



OUR APPROACHES: Cont..

Impact:

Our initiatives have significantly transformed community HIV management. Key achievements include:

- Raising awareness and promoting prevention strategies across communities.
- Ensuring consistent treatment adherence through accessible services and peer support.
- Reducing the average distance to essential services and commodities to within 5km, addressing challenges of cost, time, and travel for people living with HIV (PLHIV) in Zimbabwe.

These advancements have improved the quality of life for countless individuals and strengthened health systems in underserved areas.

Fighting Stigma and Discrimination:

BHASO actively combats stigma and discrimination faced by people living with HIV. Through the formation of support groups, we create safe spaces where individuals can share their experiences, receive emotional and psychological support, and advocate for their rights. These groups foster a sense of belonging and empowerment, encouraging participants to lead healthier and more fulfilling lives. By challenging societal prejudices and promoting inclusion, we are building a more accepting and supportive environment for PLHIV.

Together, these approaches highlight BHASO's commitment to sustainable, community-driven health solutions that uphold dignity, equity, and human rights.



STRATEGIC DIRECTION FOR BHASO- 2023-2027

Based on a strong programming base on HIV and Advocacy, BHASO has developed a new strategic plan that aligns with sustainable goals 5(gender equality) and 13 (climate action). The strategic pillars include:

- **Wellness:** Focus on HIV and AIDS, health, non-communicable diseases (NCDs), TB, mental health, comprehensive sexual reproductive health, pandemic preparedness, and drug abuse.
- **Climate Justice:** Addressing climate change impacts and promoting environmental sustainability through agro-ecology and income-strengthening activities.
- **Gender and Human Rights :** Advocating for gender equality and human rights, ensuring inclusive and equitable access to services. BHASO will continue to innovate and engage in evidence-based advocacy to uphold these principles.
- **Strategic Information Management:** Utilizing data and evidence to inform programming and advocacy efforts. **Picture**
- **Disability Inclusion:** Ensuring that disability inclusion is a cross-cutting issue across all programs and initiatives, promoting accessibility and equity for people living with disabilities.
- **Resource Mobilisation :** Ensuring that the organisation has enough resources to carry out its mission and vision

BHASO's innovative, low-cost models have brought substantial benefits to community HIV management in Zimbabwe, contributing to better health outcomes and improved quality of life for many.



STRATEGIC GOALS FOR BHASO- 2023-2027

Resource Mobilization



Summary of BHASO's Strategic Goals

BHASO's strategic goals focus on promoting health and wellness, advancing climate resilience, upholding gender equality and human rights, and fostering inclusion for marginalized groups. Through innovative data use, resource mobilization, and economic empowerment initiatives, BHASO aims to create resilient, equitable communities while combating stigma, discrimination, and the impacts of climate change.

XXX

<p>a) Skilled and motivated human resource</p> <p>b) DSD models- Has piloted models that have been adopted in the OSDM (Operational Service Delivery Manual) by the Ministry of Health and Child Welfare(Zimbabwe)</p> <p>c) Good reputation in the HIV and Health space</p> <p>d) Well-established support groups. They offer community strength through shared experiences. They offer emotional support helping individuals cope with the psychological impact of their diagnosis and navigate the complexities of living with HIV</p> <p>e) Ownership of a physical office. Offers advantages such as operational stability, enhanced organisational identity, long-term cost management and opportunities for community engagement and collaboration</p>	<p>a) Limited financial resources /funding</p> <p>b) Transitional history has not been smooth</p> <p>c) The coverage scope is viewed as Masvingo Province organisation only rather than national coverage.</p> <p>d) Documentation of good work has been very weak</p>	<p>a) potential partnership with other organisations</p> <p>b) Engagement in consortium networks</p> <p>c) Access to new funding</p> <p>d) Engagement with community groups: The groups are recognised as critical enablers of the HIV response. They present an opportunity for BHASO to work closely with the support groups to drive community-level interventions and support.</p> <p>e) Well network at all levels from community level to International level.</p>	<p>a) competition from localizing NGOs. BASO might face some competition from other local NGOs.to get funding for service delivery</p> <p>b) shrinking of donor funds</p> <p>c) economic instability</p> <p>d) new registration requirement (PVO bill)</p> <p>e) operating environment (uncertainty)</p> <p>h) drought</p> <p>i) inflation</p> <p>j) policies of exchange rates</p> <p>k) statutory instrument</p> <p>l) development policies</p> <p>Volatile local currency: The exchange rate may keep on changing and it will be difficult to manage</p> <p>Financial stability: local currency depreciation and increased risk premiums due to volatility can impact the financial stability of BHASO potentially affecting its ability to carry out programs effectively.</p> <p>Funding impact Volatile local currency can make BHASO funding less predictable and more challenging to manage as these currencies are often less liquid and more volatile</p> <p>Operational challenges: Affects the ability of BHASO to make local currency payments and manage financial resources effectively</p> <p>Political instability Security concerns: volatile political situations make it difficult for BHASO to operate safely in affected areas</p> <p>Disruption of programs it disrupts the implementation of programs hindering the ability to deliver and support communities in need</p> <p>Funding and resource allocation: political instability may lead to shifts in funding priorities and resource allocation, impact the ability of BHASO to sustain its operations and respond effectively to emerging needs</p> <p>Regulatory challenges: Political instability can result in regulatory challenges for BHASO including changes in government policies and restrictions on its activities, affecting its ability to carry</p>
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SWOT ANALYSIS

STRENGTHS

STRENGTH

- a) Skilled and motivated human resource
- b) DSD models
- c) good reputation in the HIV space
- d) Well-established support groups. They offer community strength through shared experiences. They offer emotional support helping individuals cope with the psychological impact of their diagnosis and navigate the complexities of living with HIV
- e) Ownership of a physical office. Offers advantages such as operational stability, enhanced organisational identity, long-term cost management and opportunities for community engagement and collaboration

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WEAKNESS

WEAKNESS

- a) limited financial resources/funding
- b) transitional history has not been smooth
- c) policies
- d) board
- e) scope of coverage

SWOT ANALYSIS CONT..

OPPORTUNITIES

OPPORTUNITIES

- a) potential partnership with other organisations
- b) engagement in consortium networks
- c) access to new funding
- d) Engagement with community groups: The groups are recognised as critical enablers of the HIV response. They present an opportunity for BHASO to work closely with the support groups to drive community-level interventions and support.
- e) Well network at all levels from community level to International level

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WEAKNESS

THREATS

- a) competition from localizing NGOs. BHASO might face some competition from other local NGOs to get funding for service delivery
- b) shrinking of donor funds
- c) economic instability
- d) new registration requirement(PVO bill)
- e) operating environment (uncertainty)
- h) drought
- i) inflation
- j) policies of exchange rates
- k) statutory instrument
- l) development policies

Volatile local currency: The exchange rate may keep on changing and it will be difficult to manage

Financial stability: local currency depreciation and increased risk premiums due to volatility can impact the financial stability of BHASO potentially affecting its ability to carry out programs effectively.

SWOT ANALYSIS CONT..

THREATS

THREATS

Funding impact Volatile local currency can make BHASO funding less predictable and more challenging to manage as these currencies are often less liquid and more volatile

Operational challenges: Affects the ability of BHASO to make local currency payments and manage financial resources effectively

Political instability

Security concerns: volatile political situations make it difficult for BHASO to operate safely in affected areas

Disruption of programs it disrupts the implementation of programs hindering the ability to deliver and support communities in need

Funding and resource allocation: political instability may lead to shifts in funding priorities and resource allocation, impacting the ability of BHASO to sustain its operations and respond effectively to emerging needs.

Regulatory challenges: Political instability can result in regulatory challenges for BHASO including changes in government policies and restrictions on its activities, affecting its ability to carry

PESTEL ANALYSIS

POLITICAL	ENVIRONMENT	SOCIAL	TECHNOLOGY	ECONOMIC	LEGAL
<p>Government Policies: The political climate in Zimbabwe is influenced by the government's stance on NGOs and civil society activities. Government support or resistance can significantly impact the NGO's operations.</p> <p>Regulations: Stringent regulations and bureaucracy can affect NGO registration, funding, and program implementation. Compliance with local laws and regulations is essential.</p> <p>Political Stability: The country's political stability can affect the effectiveness of advocacy and program</p>	<p>Climate Vulnerability: Zimbabwe is highly vulnerable to climate change impacts such as droughts, floods, and changing weather patterns, making climate justice programs critical.</p> <p>Natural Resources: Dependence on agriculture and natural resources necessitates sustainable practices and environmental protection initiatives.</p> <p>Disaster Preparedness: Increasing frequency of natural disasters requires robust disaster preparedness</p>	<p>Health and Wellness: High prevalence of diseases like HIV/AIDS, TB, malaria, and non-communicable diseases (NCDs) necessitates comprehensive health and wellness programs.</p> <p>Education and Awareness: Varying levels of education and awareness about climate justice and gender rights require tailored educational campaigns and interventions.</p> <p>Cultural Norms: Traditional cultural norms and gender roles may pose challenges to gender equality and human rights initiatives.</p>	<p>Access to Technology: Limited access to modern technology and internet connectivity can affect communication, data collection, and program delivery, especially in rural areas.</p> <p>Digital Literacy: Variations in digital literacy levels among communities necessitate tailored digital education programs and the use of accessible technologies.</p>	<p>Funding: Economic conditions affect the availability of local and international funding.</p> <p>Economic instability and high inflation rates can reduce donor contributions and increase operational costs.</p>	<p>Regulatory Framework: Understanding and complying with local laws related to NGOs, health, environment, and human rights is essential to operate legally and effectively.</p> <p>Human Rights Protections: Legal protections for human rights, including gender rights and environmental rights, influence program design and advocacy efforts.</p> <p>Intellectual Property</p>

PESTEL ANALYSIS CONT..

<p>implementation. Periods of political unrest may disrupt operations.</p> <p>Corruption: High levels of corruption can hinder project execution and resource allocation, necessitating transparent practices and strong anti-corruption measures.</p>	<p>response programs to support affected communities</p>	<p>Community engagement and culturally sensitive approaches are crucial.</p> <p>Population Demographics: A young population with high unemployment rates requires targeted programs for youth engagement and empowerment.</p>	<p>Innovation: Leveraging technological innovations for health (telemedicine), education (e-learning platforms), and climate monitoring can enhance program effectiveness.</p>	<p>economic challenges can influence the focus and urgency of wellness and livelihood programs.</p> <p>Infrastructure: Economic constraints often result in inadequate infrastructure, impacting the delivery of health services, educational programs, and community engagement activities.</p>	<p>Intellectual Property: Protection of intellectual property rights related to educational materials and innovative solutions ensures the NGO's work is respected and replicated appropriately.</p>
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STAKEHOLDER MAPPING..

KEEP SATISFIED	ENGAGE AN CONSULT
<p>ROC Funder/donors Board</p> <p>Government</p> <p>NAC PWHIV COMPASS</p>	<p>MOHCC</p> <p>DSD Ministry of Labour Social Welfare</p> <p>Ministry of -women</p> <ul style="list-style-type: none"> • Youth • Agriculture • Environment <p>DAC</p>
MONITOR	KEEP INFORMED
<p>National AIDS Council (NAC) ZNNP+(Other NGOs (Local and international)</p>	<p>OPC -Office of the president and cabinet Traditional leaders</p> <p>ZAN-Zimbabwe Aids Network Local government</p>

Less

interest in
project

more



PROBLEM STATEMENT

HIV programming encompasses a variety of strategies and interventions aimed at tackling the HIV epidemic. Globally, HIV/AIDS remains a significant public health challenge, with approximately 38 million individuals living with the virus. Programs are continually adapted to local contexts, including the use of pre-exposure prophylaxis (PrEP) as a preventive measure. Notable advancements in HIV/AIDS treatment, such as long-acting injectable therapies, reflect a commitment to fostering a healthier future.

In Zimbabwe, HIV/AIDS poses a major public health issue. As of 2022, the prevalence of HIV among adults aged 15-49 was 11.58%, translating to around 1.3 million people living with HIV. The country recorded approximately 17,000 new HIV infections and around 20,000 AIDS-related deaths that year. Despite these challenges, 1.2 million individuals were receiving antiretroviral treatment, with 95% achieving viral suppression. Given that 54% of Zimbabwe's 15 million population is under 20, one-third of new infections occur among youth, perpetuating a cycle of transmission that jeopardizes long-term health and societal well-being. Efforts should concentrate on promoting safe sexual practices, enhancing access to testing and treatment, and addressing socio-economic factors that contribute to HIV transmission among young people. Targeted prevention and education programs are essential. The National HIV Survey (ZIMPHIA 2020) reports an annual new infection rate of 0.38% among adults, highlighting gender disparities linked to unequal access to education, economic opportunities, and healthcare. Programs like DREAMS aim to empower young women and reduce their vulnerability to HIV by providing essential employment skills.

Despite these challenges, Zimbabwe has made commendable progress in combating HIV/AIDS. Recent data indicate that the country has achieved the UNAIDS 95-95-95 targets three years ahead of schedule, with 95% of individuals living with HIV aware of their status, 95% of those diagnosed on antiretroviral treatment (ART), and 95% of those on ART achieving viral suppression. However, many people living with HIV face food insecurity, which can hinder their treatment adherence, as HIV medications often need to be taken with food.



PROBLEM STATEMENT

The COVID-19 pandemic has significantly disrupted HIV response efforts in Zimbabwe, affecting essential services such as testing and treatment. Programs have had to adapt to mitigate the short- and long-term impacts of the pandemic on HIV responses. Acknowledging these challenges, governments and organizations emphasize the necessity of sustaining HIV programming during the pandemic.

Zimbabwe is also enhancing its pandemic preparedness through a national One Health strategic plan that integrates human, animal, plant, and environmental health sectors to tackle complex health challenges. This holistic approach addresses zoonotic diseases, antimicrobial resistance (AMR), and other emerging health threats. Additionally, the country has updated its pandemic influenza preparedness plan and engaged in regional and global initiatives to combat AMR. The government has implemented a comprehensive national preparedness and response plan for COVID-19, focusing on prevention, containment, and mitigation strategies, including capacity building for health workers.

In conjunction with its HIV response, Zimbabwe faces additional health challenges, including approximately 21,000 new cases of tuberculosis (TB) annually and around 6,300 TB-related deaths, with 3.1% being drug-resistant and 16,000 co-infected with HIV. Non-communicable diseases (NCDs) account for 39% of deaths, with common types including cardiovascular diseases, chronic respiratory diseases, cancer, and diabetes. The age-standardized mortality rates for NCDs are 822 per 100,000 males and 701 per 100,000 females. Mental health issues are also of concern, with only seven mental health facilities and approximately 18 psychiatrists available for a population of 15 million. The rise in depression and suicide cases further emphasizes the need for improved mental health services. Moreover, drug abuse is becoming a growing concern, particularly among youth.

In light of these statistics, it is crucial for BHASO to focus on HIV treatment through continuous uptake of ARVs, TB detection and treatment coverage, combating NCDs through healthier lifestyle promotion, improving mental health services, and addressing drug abuse through targeted interventions. These efforts are vital for breaking the cycle of HIV transmission and building a healthier, safer future for Zimbabwe.



STRATEGIC PILLARS

BHASO's strategic pillars provide a framework for achieving its mission of fostering resilient and healthy communities. These pillars focus on wellness, climate justice, gender and human rights, strategic information management, and resource mobilization, ensuring a holistic approach to addressing health, social, and environmental challenges.



Well being



Climate Justice



Gender and human rights



Resource Mobilisation



**Strategic information and
knowledge management**

1- WELLBEING

Well-being encompasses physical, mental, and social health, reflecting a holistic approach to human development. It's essential for sustainable development and quality of life. It is an integral component of the HIV response, encompassing global health security, individual health, prevention, treatment and mental wellbeing.

BHASO seeks to focus:

I

Individual health and Viral suppression : The focus on wellbeing aims to ensure the health and wellbeing of each person living with HIV, emphasising viral suppression and preventing onward transmission.

P

Prevention and treatment: preventing new HIV infections and improving access to testing and treatment are pillars of HIV response, directly impacting the health and wellbeing of individuals

S

Social connection and mental health: Social connection and mental wellbeing are critical pillars of wellbeing in the HIV response, as they influence stress responses and long term health outcomes.

Objectives

1. Enhance HIV prevention, testing, Care and treatment services to reduce new infections and AIDS-related deaths.
 2. Provide comprehensive health services addressing mental health, TB, malaria, and NCDs for people living and affected with HIV in the 4 provinces of Zimbabwe
 3. Integrate HIV services with sexual and reproductive health services to provide comprehensive care.
 4. Engage in advocacy efforts to influence public health policies and secure funding.
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3. **GENDER AND HUMAN RIGHTS:** Gender equality and human rights are integral to the HIV response, addressing barriers to health services, ending inequalities and discrimination, fostering transformative partnerships, and ensuring a rights-based approach to community engagement and global alliance

2- CLIMATE JUSTICE

Climate Justice

Climate justice addresses the disproportionate impact of climate change on marginalized and vulnerable communities, ensuring that the burdens and benefits of climate change and its solutions are shared equitably. According to Frontline AIDS, the climate crisis exacerbates HIV transmission rates and worsens health outcomes for those living with HIV. Factors such as increased migration, food insecurity, economic stress, conflict, and the erosion of health infrastructure can lead to higher HIV infection rates and poorer health outcomes. Women and girls face heightened risks of gender-based violence, including physical, psychological, and sexual violence. Extreme weather events disrupt healthcare delivery and access to essential resources, negatively affecting HIV prevention efforts. Research indicates that during droughts, extreme heat, and heavy rainfall, 23% of individuals miss doses of antiretroviral therapy (ART). For instance, following flooding in Namibia in 2009, 87% of people living with HIV reported significant disruptions to their care.

As climate change intensifies conflicts and disasters, women are increasingly responsible for securing household resources like water, food, and fuel. Disruptions to these essential activities can lead to economic instability. Additionally, the health impacts of climate change on women are significant; they may face pregnancy complications due to environmental stressors and are more susceptible to health issues related to prolonged exposure to pollution. Addressing these challenges is crucial for achieving gender equality and effective climate action.

BHASO and local communities recognize the intersection of climate change and health, including HIV. Extreme weather events, resource scarcity, and disrupted healthcare services can impact vulnerable populations. Climate change severely affects agriculture, a key sector in Zimbabwe's economy, impacting food security and livelihoods.



3-GENDER AND HUMAN RIGHTS

Objectives:

By December 2027, BHASO will reduce gender-based violence by 40% through targeted programs that provide education, support, and resources to at least 10,000 women and girls across Zimbabwe.



By December 2027, BHASO will enhance economic opportunities for women and marginalized communities by facilitating access to financial resources, land, and employment for 5,000 women, youth, people living with disabilities, and members of the LGBTQ+ community in Zimbabwe.



By December 2027, BHASO will increase community engagement and legal support for vulnerable populations, establishing 20 advocacy groups to address discrimination and legal challenges faced by sex workers, the LGBTQ+ community, and other marginalized groups, ultimately reducing incidents of rights violations by 50%.



Gender equality is a fundamental human right and essential for a peaceful, prosperous, and sustainable world. Despite progress, women and girls still face numerous challenges, including limited access to education, healthcare, economic opportunities, and political empowerment. Gender-based discrimination and violence are deeply rooted in societal norms, hindering the realization of human rights for women and girls. In Zimbabwe, the 2013 Constitution provides a robust framework for promoting gender equality. However, persistent disparities continue to threaten women's safety and productivity. Approximately 39.4% of women have experienced physical violence, and 11.6% have faced sexual violence. Economic challenges persist, with limited access to land, financial resources, and employment opportunities for women. Although initiatives like the Zimbabwe Women's Microfinance Bank aim to enhance gender equality, significant gaps remain.

3-GENDER AND HUMAN RIGHTS: Cont..

Key vulnerable populations in Zimbabwe include women, youth, people living with disabilities, the LGBTQ+ community, and sex workers, who experience heightened risks due to social, economic, and political marginalization. Women often endure gender-based violence and discrimination, which restricts their societal participation. Youth, making up a significant portion of the population, face high unemployment and limited opportunities, increasing their vulnerability to exploitation and abuse. People with disabilities often encounter social exclusion and barriers to education, healthcare, and employment. The LGBTQ+ community faces legal challenges and discrimination, while sex workers experience violence and high rates of HIV infection.

The challenges faced by women in Zimbabwe reflect broader global issues of gender inequality and human rights violations. Addressing these intertwined issues is crucial for advancing health outcomes and fostering a more equitable society.

BHASO believe that gender equality and human rights are integral to the HIV response, addressing barriers to health services, ending inequalities and discrimination, fostering transformative partnerships, and ensuring a rights-based approach to community engagement and global alliance. BHASO seeks to address human rights, gender, and equity - related barriers to health services that make people more vulnerable to infection and more likely to experience discrimination. Stigma, discrimination, human rights, and gender inequality are barriers that slow progress in the HIV response, emphasizing the need to address these issues as part of the response. Gender equality, LGBTQI+ rights, and human rights are identified as pillars, highlighting the importance of transformative partnerships and capacity development. Human rights, community engagement, and gender equality are highlighted as pillars in shaping a global alliance and ensuring a rights-based approach to the HIV response.

4-STRATEGIC INFORMATION AND KNOWLEDGE MANAGEMENT

BHASO is committed to strengthening its capacity for generating and utilizing data to drive impactful decision-making and program development. This includes conducting in-depth research and establishing a dedicated research center within the organization to foster innovation and evidence-based approaches. Through these efforts, BHASO aims to create a foundation of robust data and insights that will inform strategic programming and advocacy initiatives.

In addition to advancing research, BHASO is focused on enhancing the design and implementation of its programs by incorporating innovative methods and tools. This commitment ensures that its interventions remain relevant, efficient, and responsive to the evolving needs of the communities it serves. By leveraging data and innovation, BHASO seeks to maximize its impact and achieve measurable outcomes.

By December 2027, BHASO envisions a system where progress is continuously monitored, impacts are rigorously evaluated, and areas for improvement are promptly identified. This approach will promote accountability, facilitate learning, and enable the dissemination of knowledge both internally and externally. These efforts will position BHASO as a leader in evidence-based programming and community-driven development.



Objectives:

- Conduct research and establish a dedicated research center within BHASO.



- Enhance innovation in the design and implementation of BHASO's programs.



- Monitor progress, evaluate impact, and identify areas for improvement to ensure accountability, learning, and the effective dissemination of knowledge by December 2027.

RESOURCE MOBILISATION

Resource mobilization is a cornerstone of BHASO's strategic priorities, as it underpins the organization's capacity to deliver impactful programs and fulfill its mission to improve health outcomes and foster resilient communities. By ensuring a steady and sustainable flow of resources, BHASO can enhance its reach, scale its initiatives, and address the diverse needs of vulnerable populations across Zimbabwe.

A key focus of BHASO's resource mobilization strategy is diversifying its donor base. This includes engaging with both traditional and non-traditional funding sources to ensure financial stability and reduce dependency on any single revenue stream. Strengthening relationships with existing donors while exploring new opportunities will enable BHASO to sustain and expand its work effectively.

Collaboration is central to this effort. BHASO actively seeks partnerships with government agencies, private sector entities, and community organizations. These partnerships not only provide financial support but also bring valuable expertise, networks, and resources that can amplify the impact of BHASO's programs. By aligning efforts with stakeholders, BHASO can leverage synergies that enhance its ability to meet strategic objectives.

In addition, BHASO emphasizes the importance of local resource mobilization. Engaging community members in its initiatives not only increases the availability of resources but also fosters a sense of ownership and accountability among beneficiaries. This participatory approach strengthens the commitment to achieving shared goals and ensures that programs are rooted in the needs and aspirations of the communities they serve.

Objectives:

- Secure diverse funding sources to ensure long-term financial viability, enabling BHASO to maintain and expand its operations effectively.
- Foster collaborations with stakeholders, including government agencies, private sector entities, and community organizations, to leverage additional resources and expertise.
- Mobilize local resources and actively involve community members in initiatives, reinforcing ownership, sustainability, and commitment to the organization's mission.

CHALLENGES AND OPPORTUNITIES

Challenges and Opportunities

Challenges:

Zimbabwe's HIV/AIDS context is shaped by deep-rooted socio-economic and structural factors. One of the major challenges is the long-standing migrant labor system, which disrupts family and community structures, contributing to higher rates of HIV transmission. Rapid urbanization, especially in informal settlements, exacerbates poverty and overburdens existing healthcare systems, making it difficult for communities to access consistent care. The political instability in Zimbabwe has further compounded the challenges, as governance issues and resource shortages limit the capacity to maintain robust healthcare services. Moreover, the COVID-19 pandemic has significantly disrupted HIV testing, treatment, and prevention programs, leading to service gaps and treatment interruptions. Additionally, climate change brings its own set of challenges, such as increasing food insecurity, which weakens the immune system and makes HIV-positive individuals more vulnerable. The deterioration of healthcare infrastructure due to floods, droughts, and other climate-related disasters also hampers the delivery of essential services.

Opportunities:

Despite these hurdles, Zimbabwe has achieved notable success in its fight against HIV/AIDS, most recently meeting the 2025 UNAIDS 95-95-95 targets. This milestone offers a strong foundation to build on, creating new opportunities to expand access to healthcare services and further reduce transmission rates. With the lessons learned from overcoming past obstacles, there is potential to enhance community resilience by focusing on grassroots-level interventions that address both healthcare and socio-economic disparities. Expanding mobile health services, community health worker programs, and telemedicine could mitigate the effects of urbanization and healthcare access gaps. The intersection of climate change and health also presents an opportunity for innovation—integrating climate resilience strategies into health programs can strengthen healthcare infrastructure and community support systems, making them more adaptable to both environmental and economic changes.

MONITORING AND EVALUATION

Monitoring and Evaluation Framework

BHASO is committed to the implementation of a comprehensive monitoring and evaluation (M&E) framework to ensure that its programs remain effective, efficient, and aligned with the needs of the communities it serves. This framework will consist of systematic data collection, analysis, and reporting processes, allowing BHASO to track progress in real-time and make informed adjustments to its strategies. By establishing key performance indicators (KPIs) for each program, BHASO will be able to measure both short- and long-term impacts, particularly in the areas of HIV prevention, treatment adherence, and climate resilience. Regular assessments will be conducted to ensure that HIV/AIDS interventions remain responsive to the ever-evolving socio-economic and health landscapes of Zimbabwe. Additionally, the framework will include feedback mechanisms from the communities and stakeholders, ensuring that the programs are culturally sensitive, participatory, and address the needs of vulnerable populations. This approach will not only foster transparency and accountability but will also enable continuous learning and improvement, making BHASO's interventions more adaptive and sustainable.



CONCLUSION

The BHASO Strategic Plan 2023-2027 provides a clear and actionable roadmap for addressing the intertwined challenges of HIV/AIDS, gender inequality, and climate change. Through its strategic pillars, BHASO will continue to empower communities, build resilience, and improve health outcomes for Zimbabweans, particularly those most vulnerable to HIV and its socio-economic impacts. By 2027, BHASO envisions a Zimbabwe where communities are not only healthier but also more resilient in the face of climate change and economic hardships.

This plan will guide the organization in achieving its long-term goal of fostering sustainable, inclusive development and ensuring that no one is left behind in the fight against HIV/AIDS and climate change.

