



# STRATEGIC PLAN

*Popular Version*

**2023 – 2028**

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## Message from the Board Chairperson

Over the years, our organization has contributed to addressing issues obstructing individuals and households in Songwe and Mbeya regions from accessing quality healthcare services. HIMSO has been helping communities in these regions to seek early medical care without being concerned with financial issues. Our organization has pulled together resources at community level to support communities towards access to quality healthcare services.

We have facilitated the establishment of Community Health-users Association (CHuA) as community-based organizations that sensitize communities, enroll community members in health insurance schemes and promote accountability at health facility level.

During the period of 10 years, we have learned abundantly through many achievements, challenges we faced and recommendations we received from numerous partners. Our goal is to

complement to the efforts of the government of the United Republic of Tanzania. By considering the objectives of the Health Sector Strategic Plan 2021 – 2026 (HSSP V), this 5 Year Strategic Plan focuses on improving access to quality healthcare services; influencing social and behaviour change communication; improving community health management systems; scaling up our CHuA model to other regions; and strengthening our institutional capacity. We have prepared ourselves to work with individuals, communities, other partners and systems (including legal and institutional frameworks) to contribute the attainment of HSSP V.

We are therefore looking forward to achieving this 5 Year Strategic Plan together and continue to support communities in Tanzania access quality healthcare services.

Dr. Charles Hosea Mbwangi  
**Board Chairperson.**





## HIMSO's Story

The story of Health & Insurance Management Services Organization (HIMSO) dates 10 years back when HIMSO was established and registered in 2012. In 2002, a French organization, the Centre for International Development and Research (CIDR) started conducting research on Self-Managed Health Insurance Schemes (SMHIS) in Tanzania. SMHIS was established in Kyela and Mbozi district councils in Mbeya region, this was before Mbeya region divided into two regions i.e. Mbeya and Songwe regions.

When CIDR was winding up the SMHIS intervention, various options for sustainability were considered and the preferred option was to hand over to an indigenous institution to carry on the work and sustain the benefits. In response, HIMSO's establishment was proposed to carry on the mission of complimenting the Tanzanian government's efforts in providing comprehensive quality healthcare coverage as well as developing and implementing innovative insurance schemes that addresses persistent risk management needs of low-income households.

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HIMSO has a long history of promoting Community Health Fund (CHF), from the time when CIDR was promoting SMHIS between 2002 and 2008 in Mbozi and Kyela district councils and later on CHF in Rungwe, Busokelo and Kyela district councils in Mbeya region; and Mbozi district council in Songwe region. The



implementation was conducted through the establishment of Community Health-users Associations (CHuAs). CHuAs as community-based organizations (CBOs) are established by HIMSO and registered by district councils to manage all community health interventions at the council level including HIMSO's interventions.

In 2016, HIMSO created and started piloting a micro-health insurance scheme that offers transport assistance (benefits) to members when faced by obstetric and medical emergencies. This emergency transport system (ETS), famously known as Dharura Fasta in Mbeya and Songwe regions, is a micro-health insurance product that offers access to transport services to community members from home to healthcare facility or when referred to higher facility level at the district council when the public ambulances are not available. If a member dies in the hospital, the scheme supports families to transport back the body for burial at home.

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To date, HIMSO has scaled up Dharura Fasta in 10 councils in Mbeya and Songwe region. HIMSO is currently operating in Mbeya, Chunya, Mbarali, Rungwe and Busokelo district councils in Mbeya region; and in Mbozi, Ileje, Momba and Songwe district councils and Tunduma Town Council in Songwe region. Besides, HIMSO co-manages Dharura Fasta and iCHF with government in two regions and all 10 interventions districts.





## STRATEGIC DIRECTION AND APPROACH



### Vision

Healthy communities with universal access to comprehensive high-quality healthcare without financial difficulties in Tanzania and beyond.



### Mission

To promote, support and facilitate provision of health services and community enrolment into the health insurance schemes to increase access to affordable quality health services for the household improvements that will contribute to sustainable development in Tanzania.





## Our Core Values

**Solidarity** – HIMSO believes in binding individuals into a cohesive collectivity based on normative obligations. Bring together efforts to articulate and solve specific problems and needs of the communities we serve for betterment of health and prosperity.

**Social Justice** – HIMSO believes that all individuals, groups, households and communities need and deserve equal rights, and equal opportunity for equal treatment in order to build an inclusive society.

**Commitment** - HIMSO is committed to serve the community with professionalism and put those in need first. Motivated and positive about change and focused on the big picture.

**Accountability** - HIMSO is responsible for its words, actions, results, and resources from our partners. Answerable for accomplishing its goal. Use constructive approach to improve the performance, participation and involvement, competency, creativity and innovation, and morale to bring changes and achievements.



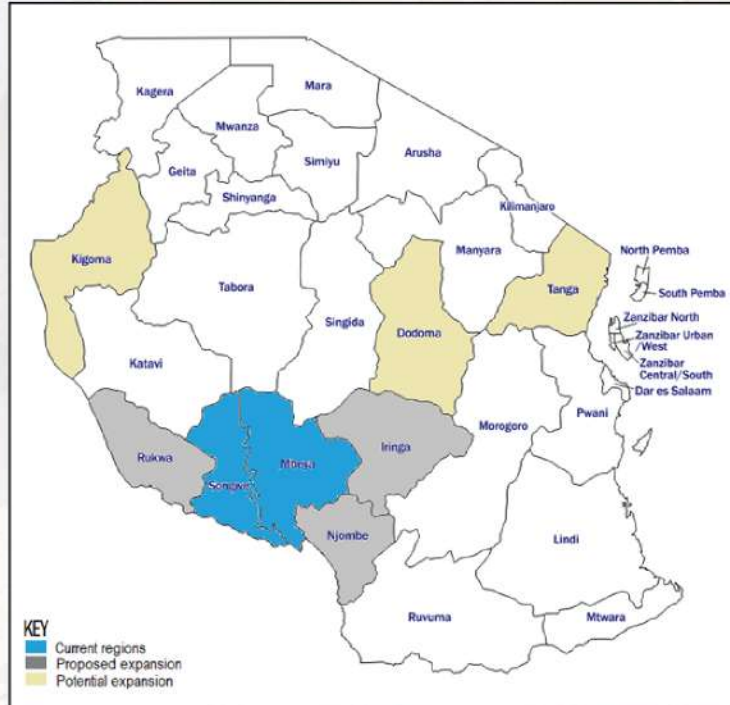


**Transparency** – HIMSO builds trust through responsible actions and honest relationships. Work in a way that creates openness. Share information and feedback freely and openly with each other. Combine transparency with agility, clarity, quality, brevity and flexibility.

**Partnership and collaboration** – HIMSO work, collaborates and cooperates with public and private stakeholders from within and outside Tanzania for betterment of health and prosperity for Tanzanians.



## Scope of HIMSO Programs



**HIMSO** will continue to sustain and expand its programs in Mbeya and Songwe Regions and has plans to expand to Iringa, Njombe and Rukwa. During the implementation of this Strategic Plan, HIMSO will also consider expanding beyond these regions to other zones of the country such as Tanga, Dodoma and Kigoma Regions. HIMSO will conduct stakeholder consultations in these regions before making firm proposals for expansion. This will ensure that HIMSO has a realistic and sustainable expansion plan.





## Theory of Change

After working with communities in *Mbeya and Songwe regions* for 10 years, HIMSO have learned community's needs in relation to access to quality healthcare services. The lessons learnt combined demographic, epidemiological transitions, global shifting paradigms and understanding of new technological opportunities to strategically think on what HIMSO need to focus on in the coming years. There are five objectives developed that the organization expect to achieve.

## HIMSO Objectives and Outcomes

### Strategic Objective 1:

To improve access to quality healthcare services.

**Strategic Approach:** To ensure both rural and urban community members from low- and middle-income households have access to quality health services. Despite the efforts that have been done by the government and other actors, individuals and households still communities face three major delays in accessing healthcare services.





These are:

- Decision to seek healthcare
- Timely transportation to the appropriate level of healthcare facility
- Receiving quality, effective, respectful and safe healthcare.

To accomplish **Strategic Objective 1:** HIMSO's Five Year Strategic Plan will work to achieve the following outcomes:

**Outcome 1.1** Both low- and middle-income communities are transported to healthcare facilities during medical emergencies.

**Outcome 1.2** Individuals from both low- and middle-income households' access medical services with low cost-effective means

**Outcome 1.3** Dharura Fasta and other health insurance schemes are co-managed

### **Strategic Objective 2:**

To influence social and behaviour change communication

**Strategic Approach:** To strategically target information, education and information (IEC) approaches and materials to reach individuals, households and communities to significantly improve behaviours. This will be used to overcome barriers to normative and social change. HIMSO will work to promote changes in knowledge, attitudes, beliefs and behaviours through coordination of various messages and activities. This will be done to ensure communities are equipped with relevant information, education and communication regarding maternal health, SRHR, GBV, VAC, nutrition and food security, HIV/AIDS prevention, immunization/vaccination, and emergency preparedness & response.





To accomplish Strategic Objective 2: HIMSO's Five Year Strategic Plan will work to achieve the following outcomes:

**Outcome 2.1:** Community members are equipped with appropriate health promotion and education package to enable them to overcome health malpractices.

**Outcome 2.2:** Communities are transformed to eliminate social norms and beliefs that trigger gender-based violence

**Outcome 2.3:** Communities are equipped with relevant knowledge on disaster preparedness and response.

### **Strategic Objective 3: To improve community health management systems**

**Strategic approach:** To empower communities to have stronger and better structures to manage community health. Engagement and empowerment through responsive community health systems is key towards improved community health. Community structures

become a cornerstone for improving quality of health services through a demand driven approach in collaboration with key health actors. They are to be acknowledged and utilized as first responders to community-based health interventions.

To accomplish Strategic Objective 3: HIMSO's Five Year Strategic Plan will work to achieve the following outcomes:

**Outcome 3.1:** Volunteer Community health workers are equipped with technical capacity to improve community health

**Outcome 3.2:** Community health structures are strengthened to sustain provision quality health services provision.

**Outcome 3.3:** Key health stakeholders are engaged to improve community health management systems



### **Strategic Objective 4:** To scale up CHuA model to other regions

**The strategic approach:** Scaling up the use of community health users' associations to other regions. CHuA has proved to be an efficient and reliable community structure model to strengthen community engagement in health interventions.

Through 10 years' experience of working with community, HIMSO have learned that when we engage, empower, partner and share with the community, we create the sense of ownership to them that make the interventions and results sustainable. CHuA as community-based organization empowers key communities' health players to manage their various community health interventions. They are operating as an independent entity. They play significant role in execution of the interventions developed. They collect and manage premiums from individuals and villages and become the link with other key players in their communities.

**To accomplish Strategic Objective 4:** HIMSO's Five Year Strategic Plan will work to achieve the following outcomes:

**Outcome 4.1:** CHuAs are established and capacitated to engage communities in health initiatives.

**Outcome 4.2:** CHuAs are involved and engaged in the management of the community health system.

**Outcome 4.3:** To sensitize district councils to enact by-laws for CHuA implementation.





## **Strategic Objective 5:** Strengthening institutional capacity

### **The strategic approach:**

Through 10 years of experience, HIMSO has learnt about the areas that require institutional strengthening to enable the organization to work towards these strategic objectives such that to attain the best of the intended results.

For HIMSO to deliver the intended results, it must improve its technical and resource capacity. To achieve that there should be deliberate actions to improve HIMSO's resources capacity.

**To accomplish Strategic Objective 5:**  
HIMSO's Five Year Strategic Plan will work to achieve the following outcomes:

### **Outcome 5.1:**

HIMSO's governance system is strengthened to deliver intended results

### **Outcome 5.2:**

organizational capacity on fundraising strategies, and financial management is strengthened

### **Outcome 5.3:**

organizational M&E systems, Research and Learning capacity is strengthened

### **Outcome 5.4:**

HIMSO's communication, visibility, collaboration and networking strategy is strengthened



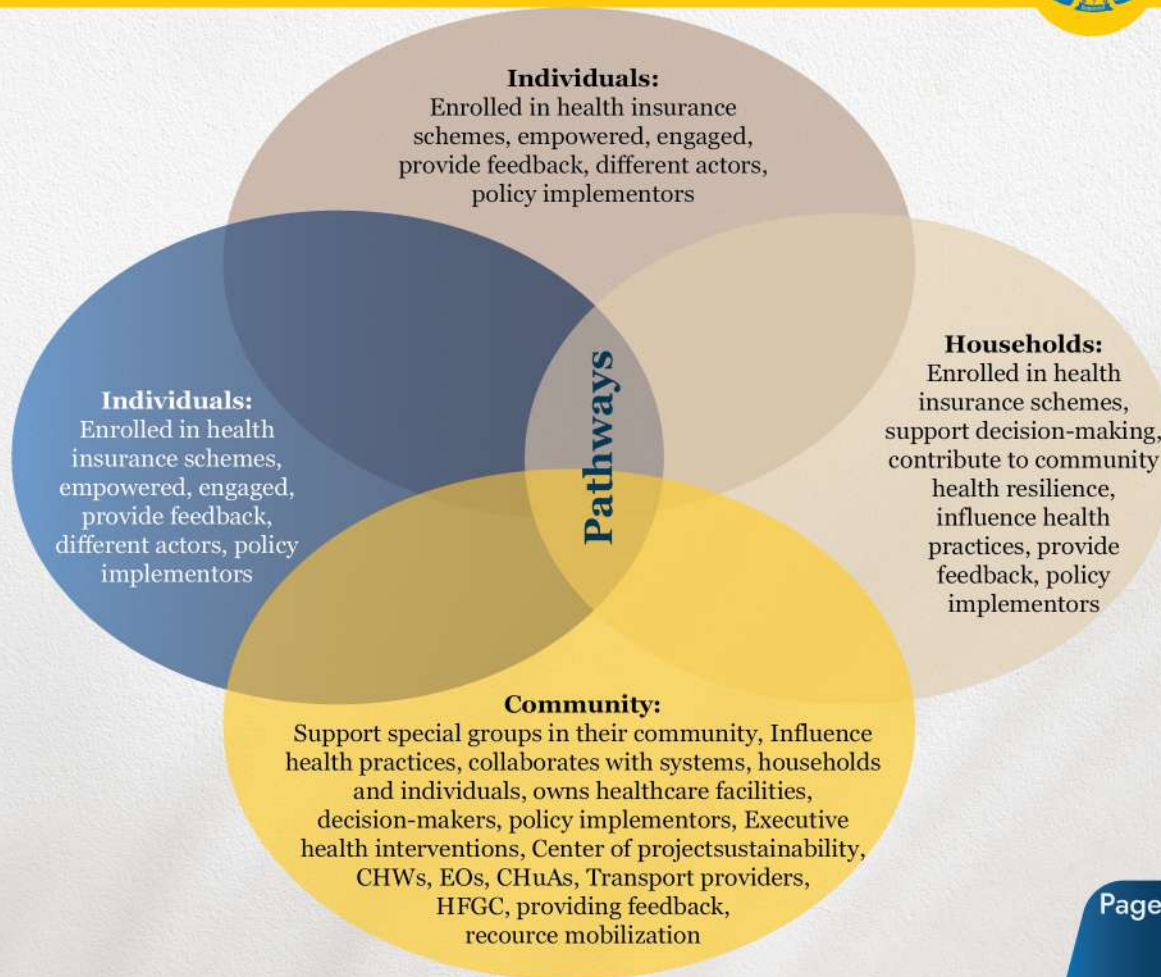


## Pathways



To achieve its expected results, HIMSO will work with individuals, households, communities and systems. In addition, is committed to work with collective efforts to bring changes on community health issues. These individuals, households, communities and systems are interconnected pathways through which HIMSO Model will be implemented and the pathways are interconnected, as each one contributes to one another.









## HIMSO Holistic Model

It is an approach that engages, empowers, partners with different players and share feedback with them. The integrated approach brings onboard individuals, households, communities and systems. HIMSO facilitates the establishment of CHuAs as community-based organizations in each intervention district. CHuA is the umbrella of all community health interventions with the aim of empowering the community health key players to manage their various community health interventions. They are operating as an independent entity while receiving technical and financial support from HIMSO. The model ensures the sustainability of community health interventions.







## The HIMSO Strategic Approach

The unique HIMSO Model, for the next five years will execute the planned activities as follows :

### Year 1

- Expand interventions and establish CHuA in Kyela District Council and Mbeya City Council and technically and financially support them to be functional.
- Continue to implement the project in other councils of Mbeya and Songwe regions.
- Continue to strengthen the existing CHuAs in Mbeya and Songwe for them to continue to co-manage insurance schemes

### Year 2

- Expand the intervention and establish CHuA in the councils of Njombe and Iringa regions and technically and financially support them to be functional.
- Continue to provide technical and financial support to the established CHuAs in previous regions
- Provide technical support to community health management structures to improve access to quality healthcare services in Mbeya, Songwe, Iringa and Njombe regions
- Sensitize and mobilize communities to enroll to health insurance schemes

### Year 3

- Expand intervention and establish CHuA all councils in Rukwa region
- Continue to implement the interventions in Mbeya, Songwe, Iringa and Njombe regions
- Continue to provide technical and financial support to co-management of Dharura Fasta and health insurance schemes
- Continue to sensitize and mobilize communities to enroll to health insurance schemes
- Conduct mid term Evaluation of the Strategic Plan.





### The HIMSO Strategic Approach

The unique HIMSO Model, for the next five years will execute the planned activities as follows :

#### Year 4

- Continue to support the interventions in all five (5) regions
- Continue to provide technical and financial support to co-management of
- Dharura Fasta and health insurance scheme

#### Year 5

- We will continue to support the interventions in all 5 regions
- We will continue to technically and financially support the co-management of Dharura Fasta and health insurance scheme
- Conduct end Evaluation of this strategic plan and prepare new for the other 5 years



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