



Prime Health Initiative Tanzania (PHIT)

STRATEGIC PLAN 2026 – 2030

"Towards Resilient, Equitable, and People-Centered Health Systems"

June 2026

PHIT Strategic Plan 2026-2030

“From Evidence to Impact”

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*Together, we are building a healthier Tanzania—
today and for generations to come.*

What we stand for

“Every Child deserves a healthy start”

“Every Mother deserves quality care”

“Every community deserves a health system that works”

Message from the Board Chairman



“Our Strategy 2026–2030 reflects PHIT’s ambition to move beyond implementing programmes towards becoming a nationally recognized leader in health systems

PHIT was established with a clear vision—to contribute to a healthier Tanzania by strengthening systems and empowering communities. Over the past few years, we have grown into trusted technical partners alongside government and academic institutions.

The strategy is built on a simple but powerful philosophy: **From Evidence to Impact**. Evidence alone does not improve lives. Real impact is achieved when knowledge is translated into action, innovations are integrated into routine systems, and communities are empowered.

On behalf of the Board, I extend my appreciation to our government and development partners whose collaboration continues to shape our growth.

Prof Willy Urassa

Board Chairman, PHIT

Message from the Chief Executive Officer



“Health systems are strongest when they are built on evidence, driven by local leadership, and designed around the needs of people.”

Since its establishment in 2021, PHIT has pursued this vision. Working in partnership with government and development actors, we have implemented innovative programmes that improve health outcomes and generate practical evidence for policy.

Tanzania is accelerating progress toward Universal Health Coverage and embracing digital transformation. PHIT is well positioned to contribute to these priorities by combining technical excellence with practical implementation experience.

Together, we will continue transforming evidence into stronger systems and healthier communities.

Dr. Hamid Mohamed Mandali

Chief Executive Officer, PHIT

Chapter 1: Our Strategic Direction

Our Purpose

PHIT exists to transform evidence into action by strengthening health systems, empowering communities, and advancing locally led innovations that improve health outcomes across Tanzania.

Our Vision

Our vision is to have a self-reliant community in which access to appropriate, high quality health care services is equally guaranteed to everyone.

Our Mission

Our mission is to advocate and facilitate access to appropriate, high quality health care services for everyone especially vulnerable groups. Working in partnership with community-based organizations, PHIT will implement evidence -based, client - centered approaches to remove barriers to equitable health care services.

Core Values & Meaning

Value	Our Commitment
Integrity	We act with honesty, professionalism, and accountability.
Dignity	We treat every person with respect, compassion, and fairness.
Inclusiveness	We work to ensure that no community is left behind.
Innovation	We embrace new ideas that improve health outcomes.
Collaboration	We believe sustainable change is achieved through partnership.

Chapter 2: The Health Landscape

Tanzania has made remarkable progress in improving population health outcomes over recent decades. However, persistent infectious diseases and a growing burden of non-communicable diseases (NCDs) place new pressures on the system.

Systemic Challenges vs. Strategic Response

Challenge	PHIT's Strategic Response
Persistent infectious diseases	Integrated prevention and community health programmes
Growing NCD Burden	Early detection, screening, and integrated service delivery
Health workforce shortages	Capacity building, mentoring, and professional development
Variable quality of care	Quality improvement and client-centered care models
Weak data utilization	Digital health, implementation science, and data-driven decisions



Chapter 3: Turning Vision into Action

PHIT's pathway from "Evidence to Impact" is organized around four mutually reinforcing strategic pillars:

Pillar 1: Healthy Communities

Focus: Promotion, Prevention, and CHW Strengthening.

Healthy communities are the foundation of resilient health systems. PHIT will work alongside communities to promote prevention, improve health literacy, and increase demand for quality services.

Pillar 2: Quality Health Services

Focus: PHC Support, IPC, and Client-Centered Care.

Expanding access is not enough if quality is inconsistent. PHIT will partner with facilities to enhance clinical quality, patient safety, and respectful care.

Pillar 3: Health Systems Transformation

Focus: Digital Health, Governance, and Workforce.

Transforming the underlying systems is essential for UHC. PHIT will strengthen governance, AI-driven health data, and workforce performance.

Pillar 4: Resilient and Sustainable Health Systems

Focus: Governance, Leadership, and Human Resource Development.

Strengthening internal systems, institutional capacity and diversified funding to ensure essential continued quality, accountability, and sustainability



PHIT
Prime Health
Initiative
Tanzania

PROGRAMMATIC PILLARS (2026–2030)

*Building **Stronger Systems.** **Healthier Communities.** **Better Lives.***



PILLAR 1
Healthy
Communities



PILLAR 2
Quality
Health Services



PILLAR 3
Health Systems
Strengthening



PILLAR 4
Resilient &
Sustainable Health

Pillar 1: Healthy Communities



PILLAR 1 Healthy Communities

Empowered communities
are the foundation of
resilient and equitable
health systems.



STRATEGIC PURPOSE

We work alongside communities to strengthen prevention, improve health literacy, promote healthy behaviors, and increase equitable access to essential health services.



WHY THIS MATTERS

Communities are the first line of defense in disease prevention, yet they face substantial structural and social obstacles. Addressing these barriers is essential for continuity of care and better health outcomes.



STRATEGIC PRIORITIES

- ✓ Community engagement and social accountability
- ✓ Health promotion and behavior change communication
- ✓ Strengthening Community Health Worker (CHW) systems
- ✓ Maternal, newborn, child, and adolescent health
- ✓ Sexual and reproductive health
- ✓ Prevention and early detection of infectious diseases
- ✓ Prevention and early detection of non-communicable diseases
- ✓ Nutrition and healthy lifestyles
- ✓ Community-based surveillance and referral systems

PILLAR 1: PERFORMANCE FRAMEWORK

EXPECTED OUTCOMES → 2030 SUCCESS INDICATORS

- ✓ Improved community health literacy and health-seeking behavior.
- ✓ Communities reached through health promotion programmes.
- ✓ Increased uptake of preventive and promotive health services.
- ✓ Community Health Workers trained and supported.
- ✓ Stronger community participation in health planning and accountability.
- ✓ Improved maternal, newborn, child, and adolescent health outcomes.
- ✓ Screening coverage for priority health conditions.
- ✓ Earlier detection and referral of infectious and non-communicable diseases.
- ✓ Referral completion rates.
- ✓ Stronger and more effective community health systems.
- ✓ Improvements in selected community health indicators.



PROGRAMMATIC PILLARS (2026–2030)

Pillar 2: Quality Healthy Services



PILLAR 2 Quality Health Services

High-quality, people-centered care for better health outcomes.



STRATEGIC PURPOSE

We partner with government and health facilities to improve service quality, strengthen clinical systems, enhance patient safety, and promote respectful, people-centered care across the continuum of care.



WHY THIS MATTERS

Access is not enough without quality. Disparities in clinical practice, patient safety, and infection prevention undermine outcomes. Quality care builds trust and increases service utilization.



STRATEGIC PRIORITIES

- ✓ Primary Health Care (PHC) strengthening
- ✓ Quality Improvement (QI) collaboratives
- ✓ Maternal, newborn, child, and adolescent health services
- ✓ Sexual and reproductive health services
- ✓ Integrated management of communicable and non-communicable diseases
- ✓ Client-centered and respectful care
- ✓ Patient safety
- ✓ Infection Prevention and Control (IPC)
- ✓ Water, Sanitation, and Hygiene (WASH) standards
- ✓ Referral systems and continuity of care

PILLAR 2: PERFORMANCE FRAMEWORK EXPECTED OUTCOMES → 2030 SUCCESS INDICATORS

- 📷 Improved quality of essential health services.
- 🏥 Health facilities supported.
- 👤 Increased access to equitable and people-centered care.
- 👥 Quality Improvement teams strengthened.
- 📄 Improved patient safety and client satisfaction.
- 👩 Health workers trained in quality improvement.
- 🏠 Stronger primary health care services.
- 👤 Patient satisfaction scores.
- 🏥 Facilities implementing IPC and WASH standards.
- 👩 Improved maternal and child health outcomes.
- 📷 Improvements in selected quality-of-care indicators.



PROGRAMMATIC PILLARS (2026–2030)

Pillar 3: Health Systems Strengthening



PILLAR 3 Health Systems Strengthening

Strong systems. Better
data. Smarter decisions.
Lasting impact.



STRATEGIC PURPOSE

We support the transformation of the national health system by strengthening governance, workforce capacity, and digital health to improve institutional performance, accountability, and resilience.



WHY THIS MATTERS

Sustainable UHC depends on strong institutions. Limitations in governance, digital transformation, and data use hinder progress. Evidence-informed systems are key to lasting impact.



STRATEGIC PRIORITIES

- ✓ Health systems governance and leadership
- ✓ Health workforce development
- ✓ Digital health and artificial intelligence
- ✓ Health information systems strengthening
- ✓ Implementation science and operational research
- ✓ Monitoring, evaluation, learning, and knowledge management
- ✓ Evidence-informed policy and decision-making
- ✓ Quality improvement systems
- ✓ Climate-resilient and emergency-ready health systems

PILLAR 3: PERFORMANCE FRAMEWORK

EXPECTED OUTCOMES → 2030 SUCCESS INDICATORS

- ✓ Stronger health system governance and leadership.
- ✓ Health workers trained and mentored.
- ✓ Improved health workforce capacity and performance.
- ✓ Digital health solutions implemented.
- ✓ Increased adoption of digital health innovations.
- ✓ Operational research studies completed.
- ✓ Better use of routine health data for planning and decision-making.
- ✓ Policy briefs and technical guidance produced.
- ✓ Greater integration of evidence into policy and practice.
- ✓ Government systems strengthened.



PROGRAMMATIC PILLARS (2026–2030)

Pillar 4: Resilient and Sustainable Health



PILLAR 4 Resilient & Sustainable Health

Building climate-resilient, sustainable, and inclusive health systems for the future.



STRATEGIC PURPOSE

PHIT promotes environmental sustainability, financial protection, and inclusive health systems to ensure long-term resilience, equity, and sustainability for current and future generations.



WHY THIS MATTERS

Climate change, financial barriers, and inequities threaten health gains. Building resilient and sustainable systems protects communities and secures the future.



STRATEGIC PRIORITIES

- ✓ Climate and health adaptation
- ✓ Environmentally sustainable health facilities
- ✓ Health financing and financial risk protection
- ✓ Inclusive health and equity
- ✓ Gender equality and social inclusion
- ✓ Health emergency preparedness and response
- ✓ Sustainable partnerships and resource mobilization
- ✓ Advocacy for sustainable health investments

PILLAR 4: PERFORMANCE FRAMEWORK

EXPECTED OUTCOMES → 2030 SUCCESS INDICATORS

- 📍 Health facilities adopting green and climate-resilient practices.
- 🏠 Households with reduced financial barriers to care.
- 👤 Increased equitable access to health services for all.
- 👥 Communities better prepared for emergencies and climate shocks.
- 👤 Resources mobilized for sustainable health programmes.
- 👤 Gender and social inclusion systems strengthened.
- 📢 Policy and advocacy actions influencing sustainable health investments.

Chapter 4: The PHIT Impact Framework

Our Theory of Change reflects the belief that lasting improvements are achieved when evidence informs action and innovations are integrated into routine systems.

Five Pathways of Change

- 1. Understand:** Identifying challenges through science and engagement.
- 2. Design:** Co-designing practical, locally appropriate solutions.
- 3. Implement:** Integrating innovations into government systems.
- 4. Measure:** Continuous monitoring and documentation of learning.
- 5. Scale:** Translating success into policy and national institutionalization.

Cross Cutting Enablers

- Digital and AI Transformation
- Research and Implementation Science
- Equity Gender and Social Inclusion
- Climate Sensitive Health Planning
 - Strategic Partnerships
 - Knowledge Management

Assumptions

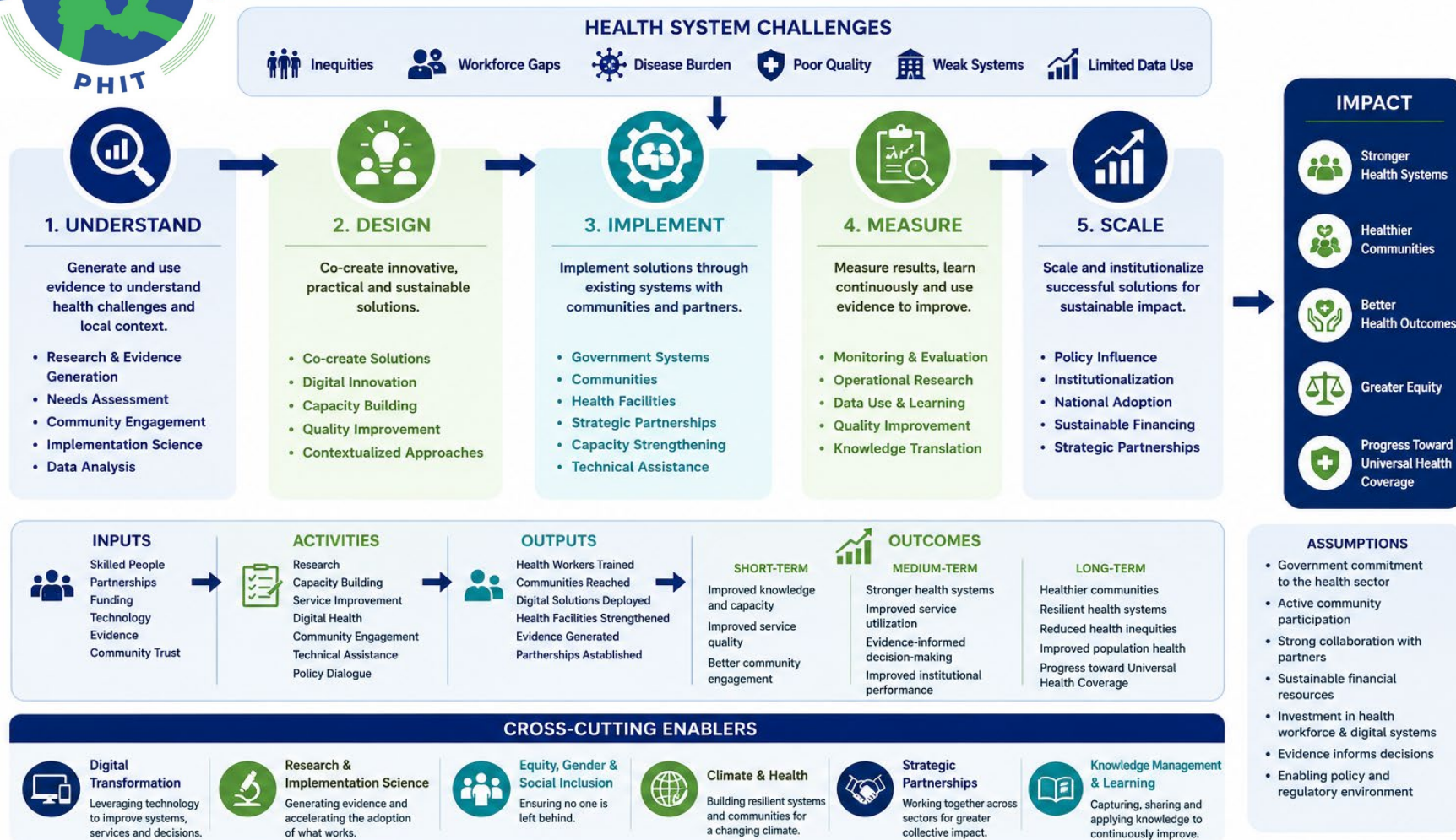
The successful implementation of this strategy is based on several key assumptions:

- Continued government commitment to strengthening the health sector.
- Active participation of communities and local institutions.
- Strong collaboration with development partners and stakeholders.
- Availability of sustainable financial resources.
- Continued investment in health workforce development and digital transformation.
- Effective use of evidence to inform policy and program decisions.
- An enabling policy and regulatory environment that supports innovation and locally led development.



THE PHIT IMPACT FRAMEWORK™

Our Theory of Change: From Evidence to Impact



Chapter 5: Measuring What Matters

Achieving program success requires more than implementing activities—it requires a clear focus on results, accountability, continuous learning, and evidence-informed decision-making

Strategic Objective	Strategic Pillar	Expected Outcomes	Illustrative Indicators
1. Empower communities to improve health	Healthy Communities	Improved health literacy, increased uptake of preventive services, stronger community participation	Community health campaigns, CHWs supported, preventive service coverage
2. Improve access to quality health services	Quality Health Services	Improved quality of care, patient safety, and client satisfaction	Facilities supported, quality improvement initiatives, patient satisfaction
3. Strengthen health systems through innovation and evidence	Health Systems Transformation	Stronger governance, workforce capacity, digital transformation, evidence-informed decision-making	Health workers trained, digital systems implemented, research outputs
4. Influence policy and scale sustainable solutions	Organizational Excellence & Sustainability	Greater adoption of evidence-based approaches and strengthened partnerships	Policy briefs, technical guidelines, innovations scaled



PHIT 2030 SCORECARD

Transforming *Evidence* into *Impact*

STRATEGIC AREA	2030 ASPIRATION	OUR IMPACT
 01 Healthy Communities	Increased coverage of community-based health programmes and stronger community systems.	 Empowered communities leading healthier lives for all.
 02 Quality Health Services	Expanded support to health facilities delivering high-quality, people-centered care.	 Quality care, closer to people, every time.
 03 Health Systems Transformation	Nationally recognized technical leadership in digital health, implementation science, and health systems strengthening.	 Smarter systems. Better data. Stronger decisions.
 04 Research & Evidence	A strong portfolio of operational research, peer-reviewed publications, and policy products.	 Evidence that informs policy and improves lives.
 05 Partnerships	Deepened collaboration with government, academia, civil society, and development partners.	 Stronger partnerships. Greater collective impact.
 06 Organizational Excellence	A resilient institution with strong governance, sustainable financing, and high-performing teams.	 A strong, accountable organization built for sustainable impact.



Our Promise: By 2030, PHIT will be a trusted leader in strengthening health systems and improving health outcomes for all Tanzanians.

Chapter 6: Monitoring, Evaluation, Research and Learning

Monitoring Evaluation and Learning

PHIT views monitoring and evaluation not simply as a reporting requirement but as a strategic function that drives organizational learning, strengthens programme quality, and informs health policy and practice.

Strategic Objectives

Monitoring Performance

Track implementation progress against strategic objectives, annual work plans, and key performance indicators.

Evaluating Results

Assess programme effectiveness, efficiency, relevance, sustainability, and impact.

Generating Evidence

Conduct implementation research and operational research that informs policy and programme improvement.

Promoting Learning

Capture lessons learned and institutionalized knowledge sharing across programmes and partners.

Improving Decision-Making

Use data and evidence to strengthen planning, resource allocation, and adaptive management.



Key Components of MERL

Measuring. Learning. Improving. Transforming.





PERFORMANCE REVIEWS & INDICATORS



PERFORMANCE REVIEWS

LEVEL	FREQUENCY
01 Programme Monitoring	Monthly
02 Technical Review Meetings	Quarterly
03 Organizational Performance Review	Semi-annually
04 Annual Strategy Review	Annually
05 Mid-Term Strategy Review	2028
06 End-Term Evaluation	2030



MERL INDICATORS

- Annual performance reports produced.
- Programme evaluations completed.
- Operational research studies conducted.
- Peer-reviewed publications.
- Policy briefs disseminated.
- Learning events conducted.
- Programme improvements informed by evidence.
- Stakeholder satisfaction with knowledge products.



RESEARCH PRIORITIES

- Better use of routine health data for planning and decision-making.
- Implementation science
- Health systems strengthening
- Maternal, newborn, child and adolescent health
- Digital health and Artificial Intelligence
- Community health
- Quality improvement
- Primary health care
- Climate and health
- Health financing and governance



OUR COMMITMENT

Through strong monitoring, evaluation, learning and research, we continuously generate evidence, strengthen systems, and drive better health outcomes for all Tanzanians.

OUR MERL CYCLE: FROM EVIDENCE TO IMPACT



MEASURING WHAT **MATTERS**. LEARNING WHAT **WORKS**. IMPROVING WHAT **COUNTS**.

FROM EVIDENCE TO IMPACT.

Chapter 7: Partnerships Framework

Working Together for Greater Impact

PHIT recognizes that sustainable health improvements can only be achieved through strong partnerships. The organization will continue to work collaboratively with government, communities, academia, civil society, development partners, and the private sector to design, implement, evaluate, and scale evidence-based health solutions.

Strategic Partnership Priorities

- Strengthen collaboration with national and local government institutions.
- Expand partnerships with universities and research institutions.
- Engage communities as active partners in programme design and implementation.
- Foster strategic relationships with development partners and civil society organizations.
- Promote private sector engagement to support innovation and sustainability. and key performance indicators.

Expected Outcomes

- Strengthen collaboration with national and local government institutions.
- Expand partnerships with universities and research institutions.
- Engage communities as active partners in programme design and implementation.
- Foster strategic relationships with development partners and civil society organizations.
- Promote private sector engagement to support innovation and sustainability. and key performance indicators.

Chapter 8: Organizational Excellence

Building a High-Performing Institution

PHIT will continue strengthening its governance, leadership, workforce, systems, and organizational culture to ensure excellence, accountability, and long-term sustainability.

Strategic Priorities

- Strengthen governance and leadership.
 - Invest in staff development and wellbeing.
 - Enhance organizational systems, compliance, and safeguarding.
 - Foster innovation, learning, and knowledge management.
 - Strengthen institutional visibility and communications.
-

Expected Outcomes

- Strong organizational governance and accountability.
- Skilled and motivated workforce.
- Efficient systems supporting programme excellence.
- Increased institutional credibility and influence.

Chapter 9: Resource Mobilization

Financial Sustainability

PHIT will adopt a diversified and sustainable mobilization model to ensure long-term programmatic impact and organizational growth.

Strategic Priorities

- Diversify funding sources across bilateral, multilateral, philanthropic, and private sector partners.
 - Strengthen grant development and donor stewardship.
 - Expand consultancy and technical assistance services.
 - Build strategic partnerships that leverage financial and technical resources.
-

Expected Outcomes

- Diversified funding portfolio.
- Increased financial sustainability.
- Expanded investment in strategic programmes.
- Stronger long-term organizational resilience



FINANCIAL PROJECTIONS

Building a *Sustainable* Future for *Greater Impact*

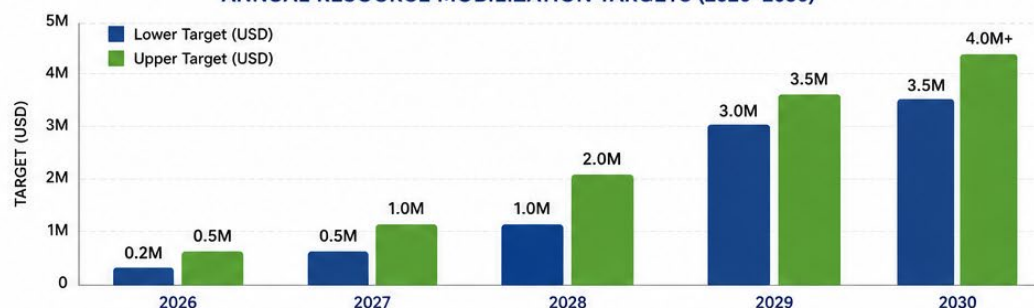
	YEAR	TARGET (USD)	KEY STRATEGIC FOCUS	WHAT THIS MEANS	GROWTH TRAJECTORY
	2026	\$200k – \$500k	System setup Establish core systems, processes and partnerships.	Laying a strong foundation for effective operations and future growth.	0.2M – 0.5M
	2027	\$500k – \$1M	Regional expansion Expand reach and deepen partnerships in priority regions.	More communities reached through strengthened program delivery.	0.5M – 1.0M
	2028	\$1M – \$2M	Large-scale implementation Scale high-impact programmes and strengthen systems.	Greater impact through scaled solutions and stronger systems.	1.0M – 2.0M
	2029	\$3M – \$3.5M	Policy integration Influence policy and integrate evidence into systems.	Sustainable policies that embed impact at national and regional levels.	3.0M – 3.5M
	2030	\$3.5M+	Institutionalization Institutionalize gains and ensure long-term sustainability.	A resilient, self-sustaining institution delivering lasting impact.	3.5M+



OUR AMBITION

To mobilize the resources needed to scale impact, strengthen systems, and transform the health of communities across Tanzania.

ANNUAL RESOURCE MOBILIZATION TARGETS (2026–2030)



OUR GROWTH JOURNEY

Strategic investments today for a healthier Tanzania tomorrow.



Sustainable Financing. Strong Partnerships. *Greater Impact.*

TOGETHER, WE CAN BUILD A *HEALTHIER TANZANIA.*

Chapter 10: Risk Management

Situational Awareness

PHIT will proactively identify, assess, and manage risks that could affect organizational performance and program delivery.

Priorities Risk Areas

- Strategic and governance risks.
 - Financial sustainability.
 - Human resource capacity.
 - Digital and cybersecurity risks.
 - Operational and compliance risks.
 - Climate-related and public health emergencies
-

Expected Outcomes

- Strengthened organizational resilience.
- Improved business continuity.
- Effective risk monitoring and mitigation.
- Enhanced accountability and stakeholder confidence.

Chapter 11: Implementation Roadmap

The implementation of the Strategy 2026–2030 will be phased to ensure sustainable growth and continuous learning.

Phase I (2026): Foundation

- Strengthen institutional systems and governance
- Establish key strategic partnerships
- Launch priority pilot programs

Phase II (2027–2028): Growth and Scale

- Expand geographical program implementation
- Scale successful health system innovations
- Implement large-scale awareness and engagement

Phase III (2029–2030): Sustainability and Impact

- Institutionalize models within government structures
- Strengthen policy influence and knowledge translation
- Finalize strategic impact evaluation

Chapter 12: Looking Ahead: Key Takeaways

What This Strategy Means

The PHIT Strategic Plan 2026–2030 is more than a roadmap—it is a commitment to transforming evidence into sustainable health impact. It defines who we are, where we are going, and how we will work with partners to strengthen health systems and improve the lives of Tanzanians.

Over the next 5 years, PHIT will focus on the following priorities:

1 	STRENGTHENING COMMUNITIES Empower communities through health promotion, prevention, and community-led approaches that improve health literacy and increase demand for quality health services.
2 	IMPROVING QUALITY OF CARE Support health facilities to deliver safe, equitable, people-centred, and high-quality health services across the continuum of care.
3 	TRANSFORMING HEALTH SYSTEMS Strengthen governance, workforce capacity, digital health, implementation science, and evidence-informed decision-making to build resilient health systems.
4 	BUILDING A STRONG INSTITUTION Invest in organizational excellence, strategic partnerships, financial sustainability, and institutional capacity to maximize long-term impact.



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