



THE UNITED REPUBLIC OF TANZANIA
TANZANIA INSURANCE REGULATORY AUTHORITY

NATIONAL INCLUSIVE INSURANCE STRATEGY



JANUARY 2026



NIIS

FOREWORD

The Government of the United Republic of Tanzania reaffirms its unwavering commitment to promoting sustainable development, reducing vulnerability, and enhancing the financial resilience of its citizens. In line with Dira ya Taifa 2050 and the Third Five-Year Development Plan (FYDP III), inclusive financial systems—particularly insurance—are recognized as critical instruments for protecting lives, livelihoods, and assets from economic, social, and environmental shocks.

The National Inclusive Insurance Strategy (NIIS) 2024–2030, developed jointly by the industry key stakeholders, represents a significant milestone in advancing access to risk protection. This Strategy builds on earlier regulatory and policy reforms, including the Microinsurance Regulations, 2013 and aligns with the Financial Sector Development Master Plan (FSDMP 2020/21–2029/30), the National Financial Inclusion Framework III (NFIF III), and regional and global commitments to inclusive and sustainable economic growth.

Formulated through extensive stakeholder engagement and informed by national assessments and international best practices, the NIIS provides a coordinated and multi-sectoral roadmap for expanding inclusive insurance coverage. It seeks to deepen public awareness, improve access to appropriate products, strengthen consumer protection, and enhance service delivery mechanisms. The successful implementation of this Strategy will require sustained collaboration among government institutions, regulators, insurance registrants, development partners, civil society, and the private sector to build a resilient financial ecosystem in which inclusive insurance is accessible, affordable, and beneficial to all Tanzanians.



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EXECUTIVE SUMMARY

The National Inclusive Insurance Strategy (NIIS) 2024–2030 provides a targeted roadmap for expanding access to affordable and appropriate insurance services among underserved and low-income populations in Tanzania. Despite increasing financial inclusion, insurance penetration remains low at 2.01% of GDP ¹limiting the capacity of citizens to manage risks related to health, agriculture, disasters, and livelihoods.

The strategy addresses the persistent underdevelopment of inclusive insurance caused by limited product innovation, low consumer awareness, weak distribution channels, regulatory gaps, and constrained institutional capacity. It draws from global best practices and domestic consultations to identify barriers such as poor coordination across stakeholders, inadequate financing, skill shortages among providers, and low public trust in insurance systems.

To overcome these challenges, the NIIS outlines an integrated response that embeds customer-centric product development, digital delivery platforms, and regulatory strengthening. It proposes targeted tax incentives to encourage innovation, investments in mobile and digital systems to reach informal and rural populations, and improved compliance through integration with Tanzania Insurance Regulatory Authority's Management Information System (TIRA-MIS). Special emphasis is placed on consumer education, capacity building, and inclusive outreach to women, youth, and persons with disabilities.

Implementation will leverage public-private partnerships, Insurtech solutions, and alignment with national frameworks such as the National Financial Sector Development Master Plan and the Third Financial Inclusion Framework (2023–2028). If implemented effectively, the NIIS will foster a resilient, inclusive, and sustainable insurance ecosystem that strengthens the country's capacity to protect its most vulnerable populations, promote financial resilience, and contribute to Tanzania's socio-economic developments.

¹ Tira, Annual Insurance Market performance report 2024

ACKNOWLEDGEMENT

The development of the National Inclusive Insurance Strategy (NIIS 2024–2030) has been a collaborative effort that brought together diverse expertise, experiences, and perspectives. The Tanzania Insurance Regulatory Authority (TIRA) extends its deepest appreciation to all stakeholders who contributed their time, valuable insights, and commitment to shaping this important framework.

We gratefully acknowledge the valuable guidance and strategic direction provided by the President’s Office – Finance and Planning (Zanzibar) and the Ministry of Finance, whose leadership ensured alignment with national development priorities, including Dira ya Taifa 2050, Zanzibar Development Vision 2025, the Third Five- Year Development Plan (FYDP III), Financial Sector Development Plan (FSDMP 2021/22 – 2029/30), and the National Financial Inclusion Framework (2023 – 2028). Special thanks are extended to the NIIS Technical Committee, Technical Working Group, insurance industry players, development partners, consumer associations, and representatives of vulnerable and underserved groups for their constructive input during consultations, workshops, and validation meetings.

We also recognize the financial and technical support received from the United Nations Development Program (UNDP) Tanzania Country office, whose resources and expertise were instrumental in facilitating research, stakeholder engagement, and drafting of this strategy. Finally, heartfelt appreciation goes to all individuals and institutions whose contributions, both direct and indirect, have made the formulation of this National Inclusive Insurance Strategy, 2024–2030 a success.

GLOSSARY OF TERMS

“Inclusive insurance” means insurance solutions designed for the sector of the population that is uninsured or underserved, typically upper middle, middle, lower middle, and low-income earners, because of inadequate relevant and appropriate solutions to suit their needs, preferences and constraints.

“Premium” means the amount paid (regularly or lump sum) by the insured to the insurer for coverage.

“Claim” A formal request made to an insurer for compensation under a policy.

“Underwriting” means the process by which an insurer evaluates risk and sets policy terms and premiums.

“reinsurance” means the insurance is purchased by an insurer from another insurer to manage risk.

“Index-Based Insurance” means insurance where payouts are triggered by an index (e.g., rainfall) rather than actual loss assessments.

“Bundled Insurance” means insurance solutions are combined with other services such as credit or health care.

“Mobile Insurance” means insurance accessed or managed via mobile devices

“Financial Inclusion” means the process of ensuring that individuals and businesses, particularly low-income, vulnerable, and underserved segments, have access to and can effectively use a range of appropriate, affordable, and quality financial services.

“Financial literacy” means the ability to understand and make informed financial decisions, including use of insurance products

“Financial resilience” means Refers to the capacity of individuals, households, and businesses to withstand, adapt to, and recover from financial shocks without lasting detriment to their well-being or economic stability.

“Consumer protection” means measures that ensure fairness, transparency, and redress in the provision of financial services

“Regulatory sandbox” means a controlled environment where a participant can test innovative products, platforms, services, or business model under regulatory supervision

“Informal sector” means workers or businesses not regulated by the government, typically without formal contracts or protections.

“Insurtech” means innovative use of technology in insurance

“Vulnerable groups” means populations at risk of exclusion or disadvantage, including women, youth, people with disabilities, and rural dwellers.

“Strategy pillars” means thematic focus areas that structure the NIIS’s vision, objectives, and interventions.

“Implementation plan” means a structured framework/roadmap detailing how the NIIS will be rolled out, including timelines, roles, and responsibilities.

“Monitoring & Evaluation” means A system to track progress, measure outcomes, and ensure accountability in the execution of the strategy.

ACRONYMS AND ABBREVIATIONS

A2ii	Access to Insurance Initiative
AEISA	African Inclusive Insurance and Savings Association
AfDB	Africa Development Bank
AI	Artificial Intelligence
ASSA	Africa Social Security Association
BoT	Bank of Tanzania
CBOs	Community-Based Organizations
CISNA	Committee of Insurance, Securities and Non-Banking Financial Authorities
DSE	Dar es Salaam Stock Exchange
FDI	Foreign Direct Investment
FGD	Focused Group Discussion
FIU	Financial Intelligence Unit
FSDMP	Financial Sector Development Master Plan
FYDP	Five-Year Development Plan
GDP	Gross Domestic Product
GWP	Gross Written Premium
HCD	Human-Centred Design
IAIS	International Association of Insurance Supervisors
ICP	Insurance Core Principles
IFC	International Finance Corporation
ILO	International Labour Organization
IRFF	Insurance and Risk Financing Facility
KII	Key Informant Interviews
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MFIs	Microfinance Institutions
MNO	Mobile Network Operators
MSMEs	Micro, Small, and Medium Enterprises
NFIF	National Financial Inclusion Framework
NIES	National Insurance Education Strategy
NIIS	National Inclusive Insurance Strategy

NGOs	Non-Governmental Organisations
PPP	Public-Private Partnership
PSI	Principles for Sustainable Insurance
R&D	Research and Development
SDGs	Sustainable Development Goals
TIO	Tanzania Insurance Ombudsman
TIRA	Tanzania Insurance Regulatory Authority
TIRA-MIS	TIRA Management Information System
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Tanzania has made notable progress in advancing financial inclusion, with inclusive insurance increasingly recognized as a key pillar. Despite this progress, insurance penetration remains low, leaving large segments of the population—especially low-income households, informal sector workers, women, youth, and persons with disabilities—vulnerable to shocks without adequate protection.

Since the enactment of the Microinsurance Regulations in 2013, Tanzania has pioneered inclusive insurance regulation in Africa, laying the groundwork for product innovation and market growth. National frameworks such as the National Financial Inclusion Frameworks (NFIF I–III), the National Insurance Education Strategy (2019–2023), and the recently launched National Insurance Education Strategy (2024/25–2028/29) reinforce insurance as a tool for resilience and poverty reduction. Broader policies including the Third Five-Year Development Plan (FYDP III), the Financial Sector Development Master Plan (FSDMP 2020/21–2029/30), and the Universal Health Insurance (UHI) Act of 2023 further recognize insurance as essential for managing economic and climate-related risks.

Investments in digital infrastructure such as mobile money interoperability, national identification systems, and digital payments, create a strong foundation for scaling inclusive insurance solutions. However, challenges persist, including low consumer awareness, limited trust, a shortage of tailored products, and weak distribution channels. The National Inclusive Insurance Strategy (NIIS) 2024–2030 responds to these gaps by consolidating past efforts into a coordinated roadmap for expanding affordable and accessible insurance to all Tanzanians.

1.2 RATIONALE OF THE STRATEGY

Despite regulatory and programmatic advances, inclusive insurance in Tanzania remains fragmented and underdeveloped. Insurance penetration remains around 2% of GDP, and underserved groups continue to face limited access to affordable products. While initiatives such as the Microinsurance Regulations (2013), the

National Insurance Education Strategy, and the FSDMP have laid important groundwork, the absence of a unified national framework has resulted in duplication of efforts, weak monitoring, and limited private-sector investment.

The NIIS addresses these structural gaps by establishing a coordinated, multi-stakeholder approach that aligns regulatory, market, and technological interventions with national development objectives. It provides a coherent platform to scale innovative, client-centric insurance solutions and enhance financial resilience across all population groups.

1.3 ROLE AND SIGNIFICANCE OF THE NIIS

As the first dedicated inclusive insurance strategy in Africa, the NIIS represents a milestone in strengthening financial protection for vulnerable populations. It consolidates past initiatives, provides clear policy direction, and promotes alignment across public and private stakeholders. The strategy complements national priorities set out in FYDP III, NFIF III, the FSDMP, and the UHI Act, positioning insurance as a driver of social protection, poverty reduction, and economic resilience. The NIIS introduces a results-oriented framework for regulatory enhancement, capacity development, market innovation, and consumer awareness, supported by strong institutional coordination and monitoring mechanisms to ensure effective implementation and accountability.

1.4 METHODOLOGY

The NIIS was developed through a structured, consultative, and evidence-based process. A diagnostic review of the inclusive insurance landscape (2020–2023) drew on key regulatory documents, market performance reports, and comparative international practices. Extensive stakeholder engagement—including TIRA, insurers, intermediaries, Insurtech, consumer groups, and development partners—was conducted through interviews, focus group discussions, and validation workshops to ensure the strategy reflects market realities and global best practices.

1.5 SCOPE OF THE STRATEGY

The NIIS focuses on creating a robust, inclusive insurance ecosystem that promotes

innovation, enhances market capacity, and drives sustainable growth. It targets key stakeholders, including regulatory bodies, insurers, intermediaries, and development partners. The strategy aligns with Tanzania's Vision 2050, Zanzibar Development Vision 2050, FYDP III, the Financial Sector Development Master Plan, the National Financial Inclusion Framework III, and relevant data protection and cybersecurity instruments. It also supports the achievement of global commitments such as the Sustainable Development Goals (SDGs), particularly those on poverty reduction, health, economic growth, climate action, and reducing inequalities.

1.6 ORGANIZATION OF THE STRATEGY

This strategy is organized into six chapters. **Chapter One** introduces the strategy, presenting its rationale, role, methodology, and scope. **Chapter Two** provides a Situational Analysis covering policy, legal, and regulatory developments, the financial sector, insurance market performance, the inclusive insurance landscape, and a SWOC analysis. **Chapter Three** outlines the strategy framework, including the Vision and Mission, guiding principles, overall goals, and thematic areas. **Chapter Four** details implementation arrangements, institutional roles, and a matrix linking objectives to thematic areas and performance indicators. **Chapter Five** presents the Monitoring, Evaluation, and Learning (MEL) framework to ensure effective implementation and continuous improvement, while **Chapter Six** sets out the NIIS risk management structure to safeguard successful execution.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 POLICY, LEGAL AND REGULATORY DEVELOPMENT

Tanzania has progressively strengthened the policy and regulatory framework to promote inclusive insurance as a key driver of financial protection and national development. Inclusive insurance seeks to make insurance products affordable and accessible to all, particularly low-income individuals, informal workers, and other underserved groups. The government and regulatory bodies have introduced several initiatives to advance this agenda, summarized below.

Policy/Regulation	Year	Issuing Body	Relevance to Inclusive Insurance
National Financial Inclusion Framework (NFIF I)	2014–2016	Bank of Tanzania (BoT)	Introduced financial inclusion as a national priority, with insurance recognized as part of formal financial services.
National Financial Inclusion Framework II (NFIF II)	2018–2022	BoT & National Council for Financial Inclusion	Strengthened insurance uptake targets, focusing on women, youth, and rural populations and promoting digital financial services.
National Financial Inclusion Framework III (NFIF III)	2023–2028	BoT & National Council for Financial Inclusion	Emphasizes insurance as a household-resilience tool and promotes bundled products, digital channels, and inclusive regulation.
Financial Sector Development Master Plan (FSDMP)	2020–2030	Ministry of Finance	Provides a long-term strategy to build a competitive, inclusive financial sector and expand access to insurance.
National Insurance Education Strategy (NIES)	2022–2029	TIRA	Raises public awareness of insurance benefits, targeting low-income groups, women, and youth.
Universal Health Insurance Act (UHI Act)	2023	Ministry of Health	Requires all citizens to have health insurance and facilitates inclusion of informal and low-income groups through subsidized schemes.
Microinsurance Regulations	2013	TIRA	Defines microinsurance and sets operational rules for simplified, low-premium products.
Adult Development Plan II (ADP II)	2021–2026	Ministry of Community Development	Supports adult empowerment and access to financial services, including insurance.

2.2 OVERVIEW OF THE FINANCIAL SECTOR

The Tanzanian financial sector—comprising banking, insurance, microfinance, capital markets, and social security—plays a pivotal role in mobilizing savings, facilitating payments, and expanding access to financial services. Oversight is provided through a multi-regulatory framework: the Bank of Tanzania supervises banking, microfinance, and payment systems; the Tanzania Insurance Regulatory Authority (TIRA) oversees insurance; the Capital Markets and Securities Authority (CMSA) regulate capital markets; and social security falls under the Prime Minister’s Office on the mainland and the Zanzibar Social Security Fund in Zanzibar.

As of 2023/24 the landscape included: **44 licensed banks, 37 licensed non-banks, 40 insurance companies**, over **1,500 intermediaries**, and a broad network of microfinance institutions and social security schemes. Formal financial access rose to **89% in 2023**, up from **86% in 2017**, while usage increased from **65% to 76%**, according to FinScope 2023. However, insurance coverage declined from **15% in 2017 to about 10% in 2023**, leaving roughly **90% of adults without formal insurance**. Rural populations, smallholder farmers, youth, and women remain the most excluded groups.

2.2.1 INSURANCE MARKET STRUCTURE

The Tanzanian insurance market is evolving into a more inclusive and competitive environment. It comprises a diverse range of key players, including insurance and reinsurance companies, insurance intermediaries, and digital platforms, and other service providers. These actors collectively support the development and distribution of insurance products and services across the country.

The market features a mix of state-owned, privately-owned local entities, and foreign participants, with at least one-third of ownership held by local stakeholders—highlighting a strong emphasis on domestic participation. Oversight and regulation are provided by TIRA, which plays a critical role in maintaining industry stability, enforcing compliance, and protecting consumer interests.

Key Market players:

- i. **Insurance companies:** These are the primary underwriters of risk, offering life and non-life insurance products to individuals, businesses, and institutions. They provide protection against various risks in consideration of premium.
- ii. **Reinsurance Companies:** Both domestic and international reinsurers operate in Tanzania, offering risk-sharing and underwriting capacity to primary insurers. Their role is vital in helping insurers manage large, specialized, or catastrophic risks, thereby strengthening market resilience.
- iii. **Insurance Intermediaries:** Intermediaries play a central role in distributing and servicing of insurance products. As of 2024, Tanzania had over 1,500 registered intermediaries, including:
 - **Insurance brokers**, who typically manage complex or high-value commercial accounts and act in the best interest of their clients.
 - **Insurance agents**, often affiliated with specific insurers and focused on retail clients and small enterprises.
 - **Bancassurance agents**, facilitate the distribution of insurance products through banking channels, enhancing accessibility and customer convenience.
 - **Reinsurance brokers**, who facilitate the insurance business between reinsurance companies and insurance companies or with other reinsurance companies.
- iv. **Digital and InsurTech Platforms:** these are digital platforms or networks that provide information or complete insurance solutions between insurance registrants and customers by enabling access of information, advertisement, purchasing and/or comparison of prices and benefits of insurance products from different insurance companies.
- v. **Insurance Service Providers:** This category of registrants includes Actuarial Firms, Loss Assessors or Surveyors, Private Investigators, Health Service Providers, Automobile Repairers and Motor Vehicle Maintainers. They support the operational, technical, and service delivery functions of the insurance industry, ensuring quality and timely service to policyholder

To sharpen market understanding, the Strategy will publish, in the annual MEL report, summary concentration indicators (e.g., share of GPW by top five insurers, reinsurance retention ratios) and channel breakdowns. Where available, indicators will be disaggregated by line of business.

2.2.2 INSURANCE MARKET PERFORMANCE

Overall, the insurance industry exhibited sustained growth and resilience, reflecting its rising significance within the national economy. Performance indicators across various metrics show a steady upward trajectory.

- i. **Market Expansion:** The number of registered market players increased significantly from 920 in 2020 to 2,208 in 2024, reflecting an average annual growth rate of 23 percent.
- ii. **Employment:** Employment within the industry grew steadily, from 3,397 individuals in 2020 to 6,437 in 2024, underscoring its expanding role in job creation and national development.
- iii. **Usage of insurance service:** The uptake of insurance services increased markedly as well, with the number of individuals covered—both policyholders and beneficiaries—rising from 5.6 million in 2020 to 27.7 million in 2024. This translates to 43.1 percent of the total population being insured in 2024, demonstrating substantial progress in insurance penetration and access to risk protection.
- iv. **Gross Premiums Written:** Total Gross Premiums Written (GPW) rose from TZS 824.3 billion in 2020 to TZS 1.42 trillion in 2024, an average annual increase of 12.0 percent. General insurance premiums grew at an average rate of 10.4 percent, while life insurance premiums expanded by 10.6 percent annually over the same period.
 - **Health Insurance:** Out of the forty (40) licensed insurance companies, six (6) offer health insurance products and services. Gross health insurance premiums rose from TZS 136.2 billion in 2020 to TZS 187.5 billion in 2024, representing an average annual growth rate of 8.0%.
 - **Life Insurance:** Life insurance premiums increased from TZS 135.7 billion in 2020 to TZS 309.0 billion in 2024, reflecting an average annual growth rate of 12.4%. Of the 2024 total, group life insurance accounted for TZS 263.9 billion (85.4%), while individual life insurance contributed TZS 45.1 billion (14.6%).

- v. **Claims payments:** Total claims paid by insurers increased from TZS 336.1 billion in 2020 to TZS 560.5 billion in 2024, reflecting an annual average growth of 12.4 percent. This growth in claims payments signals enhanced financial capacity to meet policyholder obligations and strengthens consumer confidence in the industry.
- vi. **Insurance Products:** Product and market development have been a key focus area. In 2024, nine new demand-driven insurance products were introduced, bringing the cumulative number of launched products to 64. This trend reflects the subsector's commitment to developing solutions that align with evolving market needs.
- vii. **Agriculture Insurance:** Agriculture insurance, though still a small segment, has shown significant growth—contributing 0.7 percent to general insurance premiums in 2024 compared to just 0.02 percent in 2020. This growth reflects increasing awareness and adoption of insurance solutions within sector.
- viii. **Insurance Distribution channels:** The number of insurance distribution channels increased from four (4) in 2020 to six (6) in 2024. This expansion has enhanced public access to insurance services, making it easier for individuals and businesses to obtain coverage through more diverse and accessible channels
- ix. **Contribution to GDP:** The sector's contribution to Tanzania's Gross Domestic Product (GDP) increased slightly to 2.08 percent in 2024, from 1.55 percent in 2020, underscoring its growing economic importance. Regional and global comparisons for 2024 show that this ratio remains below that of South Africa (11.5%), United States (11.4%), United Kingdom (8.0%), Morocco (3.9%), India (3.7%), Kenya (2.3%), and Rwanda (2.1%). However, it is higher than Uganda (0.89%), Ethiopia (0.6%), and Zimbabwe (0.43%). The increase in Tanzania's insurance contribution to GDP in 2024 was driven by the growing uptake of insurance products and services nationwide
- x. **Insurance Density (Per Capita Premiums):** The average insurance premium per person, which measures the level of insurance consumption relative to the population, rose from TZS 14,747 in 2020 to TZS 22,878 in 2024—equivalent to an average annual growth rate of approximately 9.2%.

2.3 INCLUSIVE INSURANCE LANDSCAPE

Inclusive insurance encompasses a broad range of products and delivery mechanisms designed to meet the needs of underserved populations. Unlike microinsurance, which targets only low-income groups, inclusive insurance seeks universal access by adapting products, pricing, and distribution to different client segments. This approach is recognized by global standard-setting bodies and supports systemic change to increase availability, suitability, and uptake across the entire population.



Figure 1: Representation of the inclusive insurance market

2.3.1 GLOBAL CONTEXT OF INCLUSIVE INSURANCE

Inclusive insurance is increasingly recognized as a key pillar of global development, financial resilience, and social protection. It entails providing affordable and accessible insurance products to underserved and low-income populations, including those in rural and informal sectors. Its role in reducing poverty, mitigating risk, and supporting recovery from health shocks, climate change, and disasters has positioned it prominently in international development agendas.

Global institutions such as the International Association of Insurance Supervisors (IAIS), Access to Insurance Initiative (A2ii), United Nations Development Programme (UNDP), the International Labour Organization (ILO) and the Microinsurance Network (MiN) advance this agenda through regulatory guidance, research, capacity building, and multi-stakeholder collaboration. Their work aligns with the Sustainable Development Goals (SDGs), which identify insurance as a key instrument for *poverty eradication, health access, gender equality, and climate resilience*.

2.3.2 Inclusive Insurance In Africa

Across Africa, inclusive insurance is gaining momentum as governments, regulators, and partners seek to provide financial protection for populations vulnerable to climate risks, agricultural failure, health shocks, and economic volatility. Historically, the formal insurance sector served only a small fraction of the population, leaving millions without coverage.

Countries such as Rwanda, Ghana, Kenya, Nigeria, and Ethiopia have introduced national strategies, agricultural risk programs, and mobile-based distribution models, supported by partners such as the IFC, ILO, UNDP, the African Union, and the African Development Bank (AfDB). Examples include *Rwanda's satellite-based agricultural index insurance*, *Kenya's mobile-enabled microinsurance via M-Pesa*, and *Nigeria's bundled products for informal workers*. Other countries are refining regulatory frameworks to recognize inclusive insurance as a distinct category.

Regional platforms such as the Committee of Insurance, Securities and Non-Banking Financial Authorities (CISNA), of which Tanzania is a member, foster supervisory coordination in the SADC region. Other continental associations are promoting regulatory coherence, technical capacity, and innovation, providing opportunities for Tanzania to align with emerging standards.

Despite these advances, challenges remain, including low insurance literacy, limited actuarial capacity, affordability constraints, and distribution bottlenecks. Nonetheless, the region demonstrates positive trends in public–private partnerships, digital innovation, and cross-country collaboration.

2.3.3 inclusive insurance in the context of Tanzania

Tanzania has taken deliberate steps to expand inclusive insurance. Low penetration has historically been linked to limited income, weak savings culture, and negative perceptions of insurance. In 2013, the Authority introduced dedicated inclusive insurance regulations, laying the foundation for innovation and accessibility. A Technical Working Group (TWG) was subsequently formed to coordinate efforts, contributing to increased insurance uptake from 7% in 2019 to 15% in 2020—about 4.3 million adults.

Inclusive insurance agenda is embedded in the Financial Sector Development Master Plan (2020/21–2029/30), which targets 50% adult coverage by 2030.

2.3.4 Market Size and Product Landscape

Inclusive insurance represents about 2% of national insurance Gross Written Premiums (GWP), or roughly TZS 20 billion. At least six insurers actively provide such products. Offerings *include life, health, accident, property, and goods-in-transit coverage*. Agricultural insurance remains underdeveloped, positioned at less than 1% of GDP—due to high costs, limited awareness, and restrictive reinsurer conditions. Context-specific, affordable inclusive insurance solutions are needed to support rural livelihoods.

2.3.5 RISK PROFILES OF THE POPULATION

Stakeholder consultations reveal widespread vulnerability to health shocks, fire, floods, theft, business disruption, and road accidents. Informal workers such as market vendors and small traders are especially exposed to income loss, while women entrepreneurs face additional barriers due to limited asset ownership and access to credit. Losses range from modest medical expenses to major asset destruction, reinforcing reliance on inadequate informal coping mechanisms.

2.3.6 PRODUCT RELEVANCE AND CONSUMER PROTECTION

Stakeholders emphasize that inclusive insurance solutions must be *affordable, accessible, transparent, and responsive to actual needs*. Current products remain largely supply-driven and standardized, with limited client involvement in design. While digital innovations (e.g., USSD enrolment, mobile claims) have improved outreach, usability and relevance remain limited. Women, informal workers, and rural households remain particularly underserved. Customer-centric product development, informed by behavioural insights and user feedback, is essential.

2.3.7 DISTRIBUTION CHANNELS

Distribution is a critical constraint. Digital platforms extend reach but are limited by connectivity gaps and low digital literacy in rural areas. In-person networks—including agents, SACCOs, MFIs, and community-based organizations—remain vital. Aggregators such as cooperatives and NGOs can enhance outreach but often

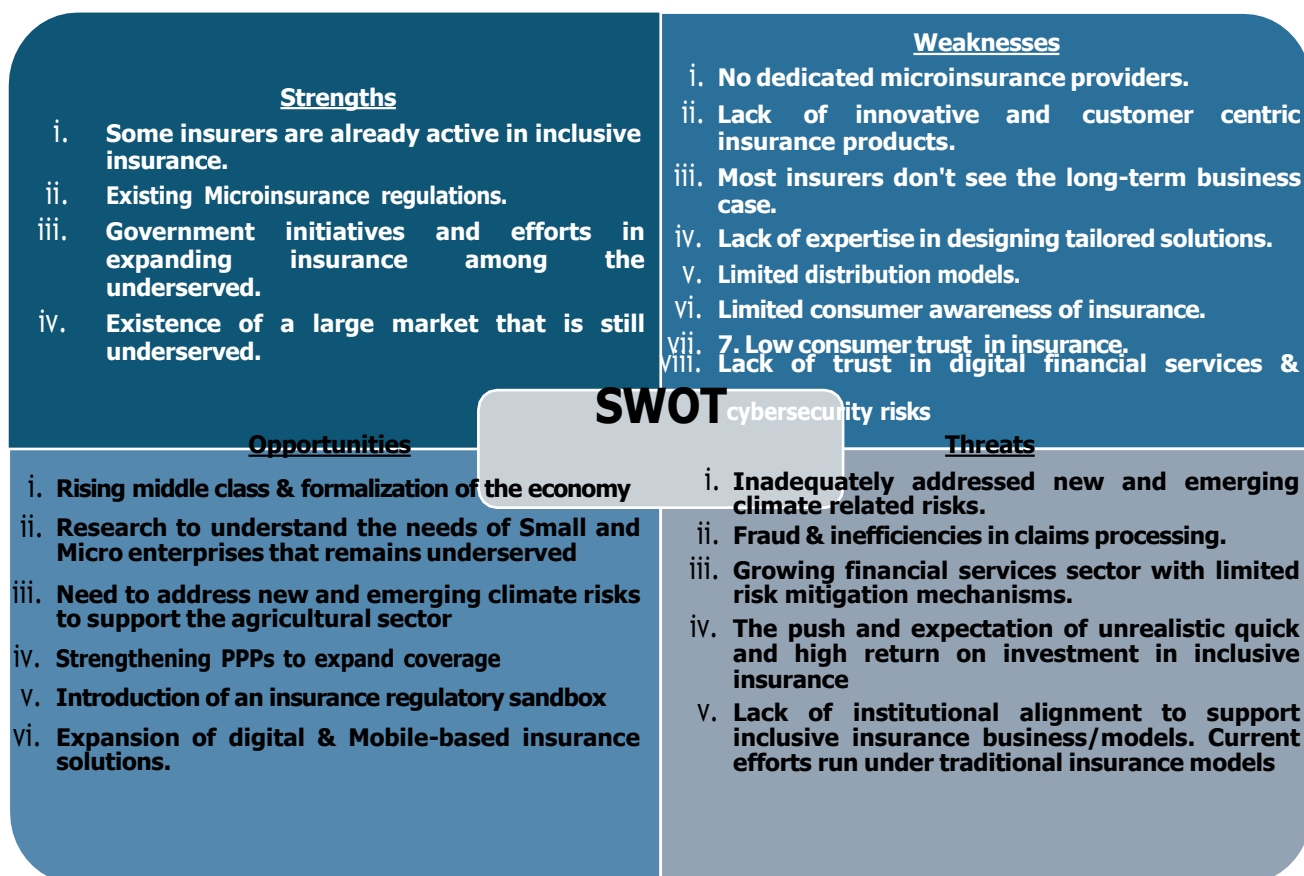
lack capacity or incentives. Strengthening their role requires structured training, appropriate licensing, and clear accountability.

2.3.8 Barriers to Insurance Uptake and Enabling Conditions

Barriers to adoption include low consumer trust, opaque claims processes, rigid premium payment terms, and inadequate insurance awareness. On the supply side, weak client databases, limited actuarial capacity, and underdeveloped data systems constrain product design and scaling. Gaps in identity verification and weak integration with social protection and health systems further limit progress. Addressing these demand- and supply-side barriers is essential for scaling inclusive insurance in Tanzania.

2.4 SWOT ANALYSIS OF INCLUSIVE INSURANCE

The inclusive insurance sector in Tanzania has the potential to provide financial security to underserved populations, particularly low-income earners, small-scale businesses, and rural communities. While there are notable strengths and opportunities driving the sector’s growth, challenges remain in the form of weaknesses and external threats.



CHAPTER THREE: NATIONAL INCLUSIVE INSURANCE STRATEGY (2025 - 2030) FRAMEWORK

3.1 NIIS CONCEPTUAL FRAMEWORK

The NIIS 2025/26–2029/30 builds on Tanzania’s evolving financial inclusion landscape to advance insurance access, affordability, and usage among underserved populations. Inclusive insurance in this context seeks to protect low-income individuals, informal workers, rural communities, women, and youth from financial shocks, while contributing to national economic resilience. The strategy responds to persistent coverage gaps by aligning with national priorities such as poverty reduction, universal health coverage, and sustainable development. It recognizes that insurance is not only a risk-transfer tool but also a driver of social protection and economic growth.

Anchored in existing policies and regulations, the NIIS draws direction from key frameworks including the National Financial Inclusion Framework III (2023–2028), the Financial Sector Development Master Plan (2020–2030), the Universal Health Insurance Act (2023), and the National Insurance Education Strategy (2025–2030). These instruments collectively promote innovation, consumer protection, and targeted outreach to marginalized groups. By leveraging these foundations, the NIIS aims to harmonize regulatory measures, accelerate digital solutions, and enable partnerships that expand access to appropriate and affordable insurance products across sectors.

The strategy is structured around three strategic pillars: *i) policy and regulatory strengthening to create an enabling environment for inclusive insurance, ii) market development and innovation to diversify products and delivery channels, and iii) financial literacy and consumer empowerment to build trust and informed participation.* Cross-cutting priorities include gender equality, rural inclusion, and climate risk management. Implementation will involve coordinated action among government agencies, the insurance industry, development partners, and community-based organizations, ensuring that interventions are evidence-based and responsive to local needs.

Monitoring, evaluation, and learning mechanisms will underpin the NIIS to track progress, capture emerging risks, and enable adaptive management. By fostering collaboration, mobilizing resources, and integrating insurance within broader social and economic programs, the NIIS 2025/26–2029/30 seeks to transform Tanzania’s insurance landscape from a niche market into a universally accessible safety net. This framework positions inclusive insurance as a catalyst for financial stability, poverty reduction, and sustainable national development.

3.2 VISION AND MISSION

The National Inclusive Insurance Strategy (NIIS) 2025 -2030 is guided by a clear vision and mission that articulate its long-term aspirations and core purpose:

3.2.1 Vision

A trusted, inclusive, and dynamic insurance market in East Africa that safeguards livelihoods and supports sustainable economic growth through responsive and innovative products and services.

3.2.2 Mission

To enhance access to and utilization of quality insurance products and services that strengthen the resilience and well-being of individuals and businesses, through innovation, effective regulation, and a motivated insurance industry.

These statements serve as guiding beacons for the National Inclusive Insurance Strategy, ensuring that the development of the inclusive insurance sector remains consumer-centric, innovative, and aligned with broader national development goals.

3.3 GUIDING PRINCIPLES

The implementation of the National Inclusive Insurance Strategy (NIIS) 2024–2030 is anchored in a set of guiding principles that ensure the strategy remains focused, equitable, and effective. These principles reflect both global best practices and the unique socioeconomic realities of Tanzania, serving as the foundational tenets for all interventions under the strategy.

- a. **Customer-centricity and inclusion:** Inclusive insurance must be designed and delivered in a manner that responds to the actual needs, preferences, contexts,

and constraints of unserved and underserved populations. The unserved and underserved sit between the upper middle- and low-income earning brackets of the economy, including but not limited to women, youth, persons with disabilities, and rural communities. Solutions should be simple, and easy to understand, with a focus on eliminating barriers related to literacy levels, gender, and income. The solutions should additionally create value for the customer from the customers' perspective of value. Every intervention will be screened through an equity lens to ensure alignment with the human development agenda of FYDP III and the financial inclusion priorities of the NFIF.

- b. **Consumer awareness and education:** Consumer awareness and financial literacy initiatives must be carefully tailored to address the unique socioeconomic conditions, cultural contexts, and information gaps within the target population. Ongoing investment in outreach programs and consumer education will build the skills and infrastructure required for understanding of inclusive insurance.
- c. **Innovation:** The strategy promotes innovation through adoption of digital systems for onboarding and claims administration as key enablers of scale and last-mile reach. Digital systems will further support low-cost distribution and enhance accessibility for the customer. Innovation goes beyond technology to include human-centered design methodologies which should be embedded throughout product design and service delivery. Emphasis will be put on iterative learning and agile development tailored to the needs of unserved and underserved consumer segments.
- d. **Enabling policy, regulatory, and institutional environment:** A facilitative and responsive regulatory framework is vital for inclusive insurance market growth. The strategy supports policies that encourage product innovation, protection of consumers, and incentivization of responsible private-sector participation. Ongoing investment in institutional strengthening, consumer protection, and regulatory capacity will ensure a stable and adaptive ecosystem for inclusive insurance development.
- e. **Strategic partnerships and capacity development:** Strong public–private partnerships, multi-stakeholder collaboration, and alignment with development partners are foundational to delivering inclusive insurance at scale. This will be

supported by continuous capacity building for market actors, robust monitoring and evaluation systems, and evidence-based planning. Strategic decisions will be guided by reliable data, user feedback, and learning loops to enable adaptive management and drive impact.

3.4 OVERALL GOALS AND THEMATIC AREAS

The overall goals of the National Inclusive Insurance Strategy (NIIS 2024-2030) are structured around four interconnected thematic areas, each comprising distinct strategic objectives and actionable key activities. This hierarchy provides a clear roadmap for implementation, ensuring that broad strategic priorities are translated into concrete, measurable interventions.

Thematic areas represent the overarching pillars of the strategy, strategic objectives, define specific targets within each pillar, and key activities outlining the practical steps required to achieve these objectives.

The following highlights a comprehensive, at-a-glance view of the strategy's operational components.

3.4.1 Enhancing Consumer Awareness In Inclusive Insurance

This thematic area focuses on empowering consumers with the knowledge and confidence to engage with inclusive insurance, addressing key barriers to uptake and fostering a strong insurance culture.

Thematic area	Strategic objective	Description of key activities
Enhancing consumer awareness in inclusive insurance	Promoting Understanding of Insurance Benefits and Policyholder Rights	<ul style="list-style-type: none"> i. Developing clear, simple and appropriate educational materials on the value of insurance and the risks it mitigates. ii. Adopt innovative strategies that would facilitate awareness and understanding iii. Communicating policyholder rights and effectively across various channels.
	Addressing Misinformation and Building Consumer Trust	<ul style="list-style-type: none"> i. Implementing targeted consumer education efforts to address any misconceptions and increase transparency. ii. Demonstrating the reliability and benefits of

Thematic area	Strategic objective	Description of key activities
		inclusive insurance products through consistent service delivery and prompt claims settlement.
	Developing Tailored and Inclusive Consumer Awareness Programs	<ul style="list-style-type: none"> i. Tailoring consumer awareness initiatives to local contexts, leveraging culturally appropriate messaging and local languages. ii. Utilizing accessible communication channels such as radio shows, posters, social media, and SMS. iii. Use of gamification to educate on inclusive insurance. The materials will be tailored to the different market segments.

3.4.2 STRENGTHENING INDUSTRY CAPACITY

This thematic area focuses on enhancing the internal capabilities of the insurance sector to design, and deliver inclusive insurance solutions, fostering an environment of continuous improvement and adaptation. This theme is further divided into 3 key objectives or sub themes which will guide the activities needed for the implementation of the thematic area. A strong and capable industry will ultimately result in enhanced risk assessment techniques for stronger solvency margins as well as diversification of products and increased revenues.

Thematic Area	Strategic Objective	Description & Key Activities
Strengthening Industry Capacity	Empowering insurance practitioners and enhancing human capital	<ul style="list-style-type: none"> i. Developing specialized training programs for actuaries, data analysts, product designers, and inclusive insurance specialists. ii. Establishing partnerships with academic institutions and professional bodies for curriculum development and certifications. iii. Implementing continuous professional development programs and knowledge-sharing platforms to respond effectively to evolving market demands and emerging risks.
	Strengthening institutional governance	<ul style="list-style-type: none"> i. Promoting transparency in decision-making processes within insurance companies. ii. Developing and enforcing a comprehensive corporate governance code for inclusive insurance providers. iii. Establishing effective feedback mechanisms to

Thematic Area	Strategic Objective	Description & Key Activities
		Drive continuous improvement and high Performance.
	Digitalization of Systems and processes to improve efficiency	<ul style="list-style-type: none"> i. Implementing user-friendly digital platforms for policy and premium administration, claims processing, and customer interaction. ii. Streamlining insurance operations by automating processes and reducing bureaucratic processes. This will improve efficiency and reduce costs. iii. Improving communication channels to enhance service delivery.

3.4.3 BUILDING STRATEGIC PARTNERSHIPS

This thematic area focuses on leveraging collaborations and innovative distribution models to extend the reach of inclusive insurance to underserved markets and populations.

Thematic area	Strategic objectives	Description of key activities
Building Strategic Partnerships	Expanding Inclusive Distribution Channels	<ul style="list-style-type: none"> i. Promoting alternative insurance distribution and delivery channels, such as mobile networks, and fintech solutions. ii. Deepening partnerships with community-based agents, NGOs, microfinance institutions (MFIs), and agricultural cooperatives among others to reach remote areas. iii. Leveraging existing digital payment ecosystems (e.g., mobile money platforms like Mixx by Yas, M-Pesa) for seamless premium payments and claims payouts
	Strengthening multi-Stakeholder engagement and collaboration	<ul style="list-style-type: none"> i. Actively engaging with private sector players, government agencies, CBOs, and development partners for joint initiatives, knowledge exchange, and co-investment. ii. Establishing formal platforms for dialogue and coordination among key stakeholders (e.g., Steering and Implementation Committee, working groups. iii. Formalize partnerships through agreements that define roles, responsibilities and common goals of each party for ease of implementation and monitoring.

Thematic area	Strategic objectives	Description of key activities
	Broadening market access and Financial Inclusion for Underserved Segments	<ul style="list-style-type: none"> i. Expanding market access through tailored products and strategic outreach for individuals, businesses, and vulnerable communities. ii. Simplifying policy acquisition processes and enhancing affordability through flexible premium structures (e.g., pay-as-you-go, on-demand). iii. Raising awareness and building trust to bridge the insurance gap, particularly for those with low financial literacy.
	Driving Innovation through Insurtech Partnerships and Digital Solutions	<ul style="list-style-type: none"> i. Partnering with insurtech companies to develop digital insurance solutions for faster, more efficient service delivery. ii. Promoting the use of mobile apps, AI-driven underwriting, and blockchain-enabled claims processing to improve accessibility, affordability, and transparency.

3.4.4 STRENGTHENING REGULATION, SUPERVISION, AND THE ENABLING ENVIRONMENT

This thematic area focuses on establishing a robust, proportionate, and dynamic regulatory framework that fosters market stability, consumer protection, and innovation in inclusive insurance.

Thematic area	Strategic objectives	Description of key activities
Strengthening Regulation, Supervision, and the Enabling Environment	Establishing an Enabling Regulatory and Supervisory Framework	<ul style="list-style-type: none"> i. Reviewing and updating existing regulations (e.g., Microinsurance Regulations, 2013)² for alignment with changing market trends, consumer preferences and emerging technologies. ii. Developing specific guidelines for new product innovations, digital delivery channels, and alternative distribution models iii. Ensuring that pricing regulations promote affordability without undermining financial viability.
	Enhancing performance Tracking and Reporting	<ul style="list-style-type: none"> i. Classifying inclusive insurance as a distinct line of business with mandatory reporting requirements. ii. Enhancing TIRA's Management Information System (MIS) to include comprehensive inclusive insurance

² Microinsurance Regulations, 2013

Thematic area	Strategic objectives	Description of key activities
		metrics and real-time data collection
	Fostering innovation and industry engagement	<ul style="list-style-type: none"> i. Conducting regular stakeholder forums for open dialogue on regulatory adjustments and market needs. ii. Developing formal feedback mechanisms for regulatory adjustments, including anonymous feedback channels and regular surveys. iii. Supporting regulatory sandboxes to test innovative products and business models in a controlled environment.
	Enhancing Consumer Protection	<ul style="list-style-type: none"> i. Reinforcing regulatory and supervisory mechanisms to encourage responsible market conduct. ii. Implementing measures to safeguard insurance consumer data against fraud and threats. iii. Enforcing consumer complaints and grievance reporting and redress mechanisms.

CHAPTER FOUR: STRATEGY IMPLEMENTATION

4.1 STRATEGY IMPLEMENTATION PLAN

The implementation plan below outlines the activities that will be undertaken by each TWG in the execution of the NIIS. The plan builds on the thematic areas and will be undertaken concurrently by the four Technical Working Groups (TWG). The first activity of each TWG will be to review the activities in their respective plans and develop the budget needed to effectively implement them.

Enhancing consumer awareness in inclusive insurance -TWG 1

Thematic area	Strategic objective	Description of key activities	Responsibility	Timelines
Enhancing consumer awareness in inclusive insurance	Promoting Understanding of Insurance Benefits and Policyholder Rights	<ul style="list-style-type: none"> i. Developing clear, simple and appropriate educational materials on the value of insurance and the risks it mitigates. ii. Adopt innovative strategies that would facilitate awareness and understanding iii. Communicating policyholder rights and effectively across various channels. 	ATI, TIRA & Insurance providers	2026-2027
	Addressing Misinformation and Building Consumer Trust	<ul style="list-style-type: none"> i. Implementing targeted consumer education efforts to address any misconceptions and increase transparency. ii. Demonstrating the reliability and benefits of inclusive insurance products through consistent 	TIRA, TIO Insurance providers	2026-2030 (This should be a continuous activity)

Thematic area	Strategic objective	Description of key activities	Responsibility	Timelines
		service delivery and prompt claims settlement.		
	Developing Tailored and Inclusive Consumer Awareness Programs	<p>i. Tailoring consumer awareness initiatives to local contexts, leveraging culturally appropriate messaging and local languages.</p> <p>ii. Utilizing accessible communication channels such as radio shows, posters, social media, and SMS.</p> <p>iii. Use of gamification to educate on inclusive insurance. The materials will be tailored to the different market segments.</p>	TIRA, Insurance providers	2026-2030 (This should be a continuous activity)

Strengthening Industry Capacity- TWG 2

Thematic Area	Strategic Objective	Description & Key Activities	Responsibility	Timelines
Strengthening Industry Capacity	Empowering insurance practitioners and enhancing human capital	<p>i. Developing specialized training programs for actuaries, data analysts, product designers, and inclusive insurance specialists.</p> <p>ii. Establishing partnerships with academic institutions and professional bodies for curriculum development and certifications.</p>	TWG, TIRA, ATI, TIBA, Insurance providers	2025-2030 (Annually)

Thematic Area	Strategic Objective	Description & Key Activities	Responsibility	Timelines
		iii. Implementing continuous professional development programs and knowledge-sharing platforms to respond effectively to evolving market demands and emerging risks.		
	Strengthening institutional governance	<ul style="list-style-type: none"> i. Promoting transparency in decision-making processes within insurance companies. ii. Developing and enforcing a comprehensive corporate governance code for inclusive insurance providers. iii. Establishing effective feedback mechanisms to drive continuous improvement and high performance. 	TWG, TIRA	2025-2026
	Digitalisation of systems and processes to improve efficiency	<ul style="list-style-type: none"> i. Implementing user-friendly digital platforms for policy and premium administration, claims processing, and customer interaction. ii. Streamlining insurance operations by automating processes and reducing bureaucratic processes. This will improve efficiency and reduce costs. 	TWG, Insurance companies	2025-2027

Thematic Area	Strategic Objective	Description & Key Activities	Responsibility	Timelines
		iii. Improving communication channels to enhance service delivery.		

Building Strategic Partnerships- TWG 3

Thematic area	Strategic objectives	Description of key activities	Responsibility	Timelines
Building Strategic Partnerships	Expanding Inclusive Distribution Channels	<ul style="list-style-type: none"> i. Promoting alternative insurance distribution and delivery channels, such as mobile networks, and fintech solutions. ii. Deepening partnerships with community-based agents, NGOs, microfinance institutions (MFIs), and agricultural cooperatives among others to reach remote areas. iii. Leveraging existing digital payment ecosystems (e.g., mobile money platforms like Mixx by Yas, M-Pesa) for seamless premium payments and claims payouts 	Insurance companies, TIRA.	ATI, 2025 - 2026

Thematic area	Strategic objectives	Description of key activities	Responsibility	Timelines
	Strengthening multi-Stakeholder engagement and collaboration	<ul style="list-style-type: none"> i. Actively engaging with private sector players, government agencies, CBOs, and development partners for joint initiatives, knowledge exchange, and co-investment. ii. Establishing formal platforms for dialogue and coordination among key stakeholders (e.g., Steering and Implementation Committee, working groups. iii. Formalise partnerships through agreements that define roles, responsibilities and common goals of each party for ease of implementation and monitoring. 	TWG & TIRA	2025-2030 (Annually)
	Broadening market access and Financial Inclusion for Underserved Segments	<ul style="list-style-type: none"> i. Expanding market access through tailored products and strategic outreach for individuals, businesses, and vulnerable communities. ii. Simplifying policy acquisition processes and enhancing affordability through flexible premium structures (e.g., pay-as-you-go, on-demand). iii. Raising awareness and building trust to bridge the 	Insurance companies, TIRA, TIBA, IAAT, ATI	2025-2027

Thematic area	Strategic objectives	Description of key activities	Responsibility	Timelines
		insurance gap, particularly for those with low financial literacy.		
	Driving Innovation through Insurtech Partnerships and Digital Solutions	<ul style="list-style-type: none"> i. Partnering with insurtech companies to develop digital insurance solutions for faster, more efficient service delivery. ii. Promoting the use of mobile apps, AI-driven underwriting, and blockchain-enabled claims processing to improve accessibility, affordability, and transparency. 	TWG, TIRA, TCRA Insurance providers.	2026-2030

Strengthening Regulation, Supervision, and the Enabling Environments- TWG 4

Thematic area	Strategic objectives	Description of key activities	Responsibility	Timeline
Strengthening Regulation, Supervision, and the Enabling	Establishing an Enabling Regulatory and Supervisory Framework	i. Reviewing and updating existing regulations (e.g., Microinsurance Regulations, 2013) ³ for alignment with changing market trends, consumer preferences and emerging technologies.	TIRA, TWG, Industry stakeholders, Development Partners (UNDP)	2027-2028

³ Microinsurance Regulations, 2013

Thematic area	Strategic objectives	Description of key activities	Responsibility	Timeline
Environment		<ul style="list-style-type: none"> ii. Developing specific guidelines for new product innovations, digital delivery channels, and alternative distribution models iii. Ensuring that pricing regulations promote affordability without undermining financial viability. 		
	Enhancing performance Tracking and Reporting	<ul style="list-style-type: none"> i. Classifying inclusive insurance as a distinct line of business with mandatory reporting requirements. ii. Enhancing TIRA's Management Information System (MIS) to include comprehensive inclusive insurance metrics and real-time data collection 	TIRA	2025-2027
	Fostering innovation and industry engagement	<ul style="list-style-type: none"> i. Conducting regular stakeholder forums for open dialogue on regulatory adjustments and market needs. ii. Developing formal feedback mechanisms for regulatory adjustments, including anonymous feedback channels and regular surveys. iii. Supporting regulatory sandboxes to test innovative products and business models in a 	TIRA, TWG, ATI, Industry stakeholders, Development Partner (UNDP)	2027-2028 (Quarterly meetings)

Thematic area	Strategic objectives	Description of key activities	Responsibility	Timeline
		controlled environment.		
	Enhancing Consumer Protection	<ul style="list-style-type: none"> i. Reinforcing regulatory and supervisory mechanisms to encourage responsible market conduct. ii. Implementing measures to safeguard insurance consumer data against fraud and threats. iii. iii. Enforcing consumer complaints and grievance reporting and redress mechanisms. 	TIRA	2025-2030

4.2 INSTITUTIONAL ARRANGEMENT AND MULTI-SECTORAL COORDINATION

Effective implementation of the NIIS requires strong coordination across multiple sectors. A solid institutional arrangement is also essential because insurance development does not happen in isolation. It depends on collaboration across key ministries such as health, agriculture, social protection, and technology. This approach recognizes that the success of inclusive insurance is deeply intertwined with broader economic and social development objectives.

To operationalize this, a high-level Steering and Implementation Committee will be established. This committee will comprise representatives from key ministries, insurance companies, the private sector, and relevant organizations, tasked with overseeing the strategy's execution. Formal agreements will be developed to clearly define common goals and roles for each participating party, providing a structured framework for collaboration. Furthermore, the establishment of information-sharing platforms and Technical Working Groups (TWG) will facilitate efficient delivery and ensure a unified approach, aligning with the NFIF and FYDP III's emphasis on public-private collaboration and coordinated efforts for national development. This structured collaboration is crucial in ensuring that policy alignment with FYDP III, NFIF, and FSDMP is operationalized through concrete mechanisms.

4.3 ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

The successful implementation of the National Inclusive Insurance Strategy (NIIS 2024-2030) will require the active involvement of various stakeholders. These include:

- **Government ministries, departments, and agencies**, who will help create a supportive environment by developing the right policies, laws, and regulations;
- **Regulators, associations, and umbrella bodies** such as the Association of Tanzania Insurers (ATI), Tanzania Insurance Brokers Association (TIBA), Insurance Institute of Tanzania (IIT), Tanzania Bancassurance Agents Association (TBAA), Mobile Network Operators, media, and others who will support the actual delivery and promotion of inclusive insurance.
- **Development partners and donor agencies**, who could offer technical and financial support throughout the implementation process.

The stakeholders will be divided into internal and external each with their own roles in the strategy execution.

4.4 INTERNAL STAKEHOLDERS

These represent domestic actors who are directly responsible for designing, executing, regulating, financing, or coordinating the strategy. They have a primary role in decision-making, implementation, and ownership of the strategy.

Stakeholder	Role
Ministry of Finance	<ul style="list-style-type: none"> i. Provide overall leadership in national financial sector development. ii. Mobilize and allocate budgetary resources to support NIS implementation. iii. Develop fiscal incentives (e.g., premium subsidies, tax relief) to promote uptake. iv. Coordinate development partner engagement and donor funding for inclusive insurance. v. Ensure alignment with national development frameworks (e.g., FYDP III, NFIF, FSDMP)
Tanzania Insurance Regulatory Authority	<ul style="list-style-type: none"> i. License and supervise all insurance providers and intermediaries as well as approval of new products. ii. Promote innovation through regulatory sandboxes. iii. Ensure consumer protection, transparency, and fair claims practices. iv. Champion industry-wide standards, data systems, and market development strategies. v. Facilitate integration of inclusive insurance into national financial inclusion policies.

Insurers	<ul style="list-style-type: none"> i. Design, underwrite, and deliver inclusive insurance products tailored to underserved populations. ii. Build strategic partnerships and distribution networks, including but not limited to agents, technology platforms, MNOs community channels among other aggregators.
Stakeholder	Role
	<ul style="list-style-type: none"> iii. Invest in client education, trust-building, and simplified claims processes.
Microfinance institutions and cooperatives	<ul style="list-style-type: none"> i. Act as intermediaries for microinsurance distribution and premium collection. ii. Bundle insurance with loan and savings products for low-income clients. iii. Provide insurance premium financing to enhance affordability. iv. Facilitate financial literacy and trust in insurance among their client base.
Sector aligned ministries	<ul style="list-style-type: none"> i. Integrate inclusive insurance into sector-specific policies (e.g., agriculture, health, social protection). ii. Support cross-sectoral coordination to incorporate risk management through insurance in national development plans.
Prime Minister's Office	<ul style="list-style-type: none"> i. Provide high-level coordination across government agencies and oversee implementation at regional and local levels. ii. Ensure inclusive insurance is integrated into national poverty reduction and resilience-building efforts, especially in the devolved administration offices.

Labour, Youth, Employment & Persons with Disability, Financial Institutions.	<ul style="list-style-type: none"> i. Promote insurance for youth, informal workers, and persons with disabilities. ii. Advance financial inclusion and social protection for vulnerable groups, aligned with NFIF and FYDP III.
Ministry of Agriculture	<ul style="list-style-type: none"> i. Support with promoting agricultural insurance for smallholder farmers and fishers. ii. Strengthen resilience against climate and market shocks through support with extension service.
Bank of Tanzania	<ul style="list-style-type: none"> i. Provide regulatory oversight for financial stability and
Stakeholder	Role
	<ul style="list-style-type: none"> innovation in inclusive insurance delivery. ii. Create an enabling environment through supportive policies, supervisory frameworks, and digital financial inclusion.
Tanzania Communications Regulatory Authority (TCRA)	<ul style="list-style-type: none"> i. Regulate digital channels used for insurance (e.g. USSD, SMS, mobile apps). ii. Facilitate safe, affordable, and accessible digital infrastructure for inclusive insurance.
Tanzania Social Action Fund (TASAF)	<ul style="list-style-type: none"> i. Link social protection beneficiaries to microinsurance and safety net mechanisms. ii. Pilot insurance for low-income households to build long-term resilience and reduce dependency.
Tanzania Meteorological Authority (TMA)	<ul style="list-style-type: none"> i. Provide weather and climate data to support index-based insurance products ii. Enable climate risk insurance and early warning services for farmers and informal workers.
National Bureau of Statistics (NBS)	<ul style="list-style-type: none"> i. Generate gender-disaggregated and socioeconomic data to inform insurance design and monitoring. ii. Strengthen evidence-based planning and impact tracking under the NIIS.

Industry Associations and Insurance Players	<ul style="list-style-type: none"> i. Design, deliver, and distribute inclusive insurance products through partnerships and innovation. ii. Promote client-centric, affordable, and commercially viable insurance solutions aligned to the NIIS.
Small and Medium Enterprises (SMEs)	<ul style="list-style-type: none"> i. Serve as distribution channels, end users, and innovators in microinsurance. ii. Expand access to enterprise and worker protection, enabling economic stability and growth.
Ministry of Industry and Trade	<ul style="list-style-type: none"> i. Integrate insurance into MSME development and value chain support programs. ii. Support risk protection and resilience for entrepreneurs and informal sector actors.
Stakeholder	Role
Tanzania Cooperative Federation (TFC)	<ul style="list-style-type: none"> i. Facilitate cooperative-based insurance distribution to farmers, traders, and rural groups. ii. Support scale and trust in inclusive insurance through member-based institutions.
Savings and Credit Cooperative Union League of Tanzania (SCULT)	<ul style="list-style-type: none"> i. Mobilize SACCOs and MFIs to offer insurance as part of financial services to members. ii. Enable last-mile delivery through trusted, community-based financial networks.
Regional Administration and Local Government (PMO-RALG)	<ul style="list-style-type: none"> i. Integrate inclusive insurance into local government planning and service delivery. ii. Support community-level awareness, enrolment, and feedback mechanisms.

4.5 INTERNAL STAKEHOLDERS

External stakeholders are international or non-domestic actors who provide technical support, funding, capacity building, and global expertise. They work in partnership with internal stakeholders, but do not lead the process.

Stakeholders	Role
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Insurance consumers	<ul style="list-style-type: none"> i. Actively participate in product testing, feedback, and grievance reporting. ii. Help shape client-centric design and inclusive value propositions iii. Demand accountability and transparency from insurers. iv. Drive uptake and trust in inclusive insurance markets.
NGOs and civil societies	<ul style="list-style-type: none"> i. Champion the needs of excluded and underserved groups (e.g., women, informal workers, smallholder farmers). ii. Deliver consumer education and rights-awareness campaigns. iii. Facilitate engagement between communities and insurers iv. Monitor inclusiveness, transparency, and social accountability.
Donors and Stakeholders	<ul style="list-style-type: none"> i. Provide catalytic funding for NIIS pilot projects and technical work.
development partners	<ul style="list-style-type: none"> ii. Support policy dialogue and regulatory reform. iii. Fund TWGs, capacity building, and market research. iv. Facilitate multi-stakeholder coordination. v. Support with convening quarterly TWG meetings to monitor the progress.
Multilateral financial institutions	<ul style="list-style-type: none"> i. Finance national-level infrastructure and digital ecosystems. ii. Support regulatory capacity building and financial sector reforms. iii. Promote risk financing, disaster insurance, and social protection. iv. Align insurance with macroeconomic development goals.
Technical assistance providers	<ul style="list-style-type: none"> i. Offer global knowledge on inclusive insurance design, supervision, and delivery models. ii. Support training for regulators, insurers, and distribution partners. iii. Promote cross-country learning, research, and innovation. iv. Build national actuarial and product development capacity.

4.6 COORDINATION AND MULTI-SECTOR UNITY

Insurance doesn't work in a vacuum. It needs support from many sectors, such as health, agriculture, social protection, and technology, to reach the people who need it most. The purpose of the multi-sectoral unity and synergy is to ensure policies and systems are put in place for the smooth implementation of the strategy across all the sectors, and they work in collaboration.

4.6.1 How will the coordination work?

- A steering and implementation committee with representatives from key ministries, insurance companies, the private sector and relevant organisations will be set up to ensure the activities within the strategy are implemented.
- Agreements such as partnership agreements will be developed and shared, highlighting the common goals and roles of each party. These will provide a

framework that will guide the parties towards actualising the objectives of the strategy.

- Build information-sharing platforms and working groups on the thematic areas set within the strategy to ensure effective and efficient delivery. These working groups will additionally have a MEL framework which will ensure that the outcomes and impact are measured throughout the implementation.

4.6.2 Reporting hierarchy

The implementation of the National Inclusive Insurance Strategy (NIIS 2024-2030) will be driven by a committee organised in three levels each with their roles and responsibility.

1. The Convener who will be an external stakeholder and will provide high level coordination. This could be a development partner or consultant for an objective and unbiased focus in the delivery of the strategy. The roles of the convener will include:
 - a. Provide leadership in convening and guiding the NIIS implementation process.
 - b. Organise and convene quarterly meetings with the Technical Working Groups (TWGs) and NTC to review the progress of the implementation.
 - c. Support with mobilization of technical and financial resources where needed.
 - d. Facilitate stakeholder engagement and knowledge exchange.
2. The National Technical Committee who will provide oversight in the implementation of the strategy
 - a. Provide strategic oversight and coordination of NIIS implementation.
 - b. Develop the Memoranda of Understanding that will outline the goals and roles of each party in the implementation hierarchy
 - c. Guide and validate the work of the Technical Working Groups.
 - d. Ensure harmonization across thematic areas and institutions.
 - e. Monitor progress and support policy alignment with national frameworks (FYDP III, NFIF, FSDMP).
3. The Technical Working Groups who will be divided into four groups each to drive one key thematic area. Each TWG will have representatives from

ministries relevant to their thematic area, insurance industry, and other stakeholders.

- a. Conduct in-depth analysis and provide technical recommendations on their thematic area.
- b. Develop action plans, tools, budgets and frameworks to support the implementation of the strategy per thematic area.
- c. Identify gaps and propose solutions to strengthen systems within each thematic area.
- d. Coordinate with stakeholders across government, private sector, and civil society to ensure alignment and collaboration.
- e. Regular report of progress based on the activities undertaken for the thematic areas. The frequency of the reporting will be agreed upon
- f. Make recommendations to the National Technical Committee for validation and adoption.

The reporting structure is summarized in the diagram below.

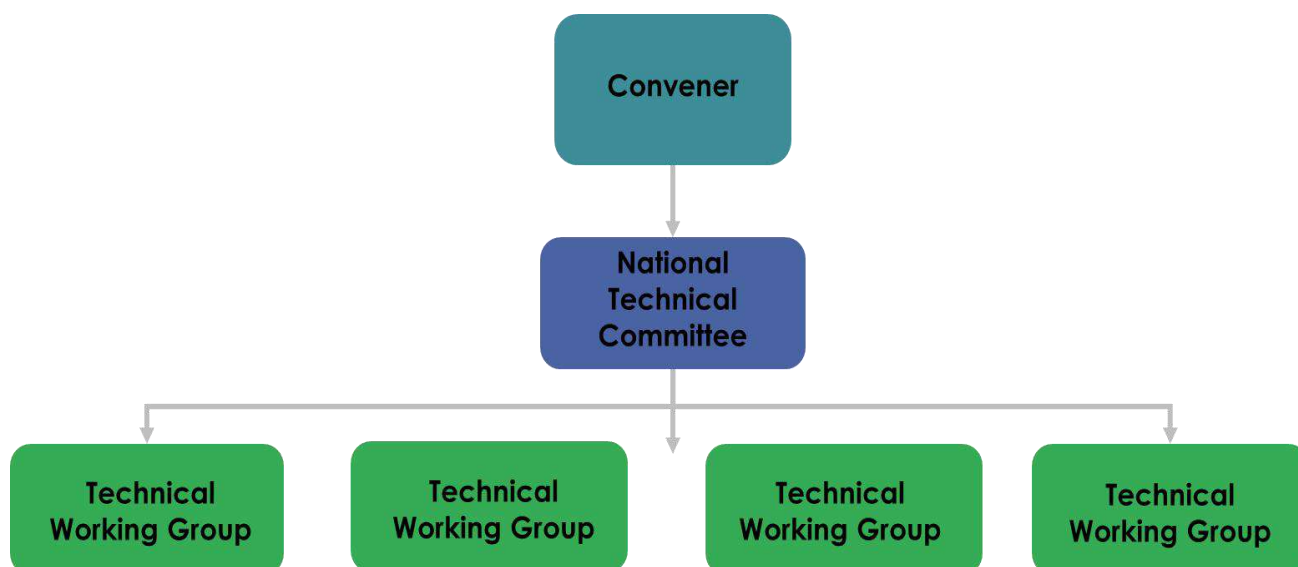


Figure 2 1NIIS coordination and reporting structure

4.7 NIIS IMPLEMENTATION REQUIREMENT

Sustainable financing is paramount for the optimal functioning and successful implementation of the NIIS 2024-2030. Comprehensive resource mobilization strategies will be explored and put in place to ensure the activities and initiatives outlined in the strategy function optimally. These strategies will be explored by each

TWG to identify the most optimal one to implement the activities outlined in each of their thematic areas.

Key strategies include:

- **Government Budgets:** The government, through the Ministry of Finance, could allocate dedicated funds from the annual budget to support the activities in the implementation. This could also include providing subsidies to cover or supplement premiums for the target market, thereby demonstrating strong national ownership and commitment to inclusive insurance.
- **Donor Funding:** Targeted fundraising efforts will be explored to fund activities, programs, and initiatives included in the strategy. Aid agencies and foundations that support financial inclusion will be mapped, and fundraising strategies outlined to ensure delivery of technical assistance and expertise instrumental to the strategy's success.
- **Private Sector Investment:** Private insurers and technology companies will be encouraged to spearhead activities involving them by allocating a portion of their organizational budgets towards supporting inclusive insurance development efforts, fostering a strong business case for their involvement.
- **Innovative Finance Models:** Innovative financing mechanisms will be explored to secure funding for implementation. These include disaster risk bonds and climate finance for climate resilience initiatives, as well as exploring the use of money from community savings groups through formalizing them. The inclusion of "Innovative finance models" such as "disaster risk bonds and climate finance" signifies a forward-looking approach that aligns the NIIS with global climate resilience agendas and Tanzania's vulnerability to climate shocks, as noted in the situational analysis regarding agricultural insurance. This demonstrates a strategic understanding that traditional funding sources may be insufficient for scalable interventions, particularly in emerging risk areas, and that leveraging global climate finance can provide significant, sustainable resources for inclusive insurance development.

4.8 **ADVOCACY, COMMUNICATION, AND CAPACITY BUILDING**

A multi-pronged approach of advocacy, communication, and capacity building is essential to strengthen the inclusive insurance market and build public trust.

- **Advocacy and Awareness:** Work with NGOs and civil society to raise awareness and advocate for inclusive insurance as a driver of economic development, while ensuring laws and policies cover vulnerable groups.
- **Communication:** Use diverse channels—public meetings (barazas), radio, posters, social media, SMS, and real-life success stories—to explain insurance in simple, relatable terms.
- **Capacity Building:** Provide regular training for government officials, cooperatives, insurers, agents, and other key partners to enable accurate information sharing and effective product delivery.

These three elements are interdependent: **advocacy** informs policy, **communication** promotes public understanding, and **capacity building** equips stakeholders to act—together fostering a lasting insurance culture and overcoming low awareness and trust.

4.9 INTEGRATING GENDER, DISABILITY, AND YOUTH ACROSS THE STRATEGY

This strategy aims to integrate gender, disability, and youth considerations as cross-cutting elements across all thematic areas and implementation actions. This reflects Tanzania's unwavering commitment to equitable development and the NFIF's focus on disproportionately excluded segments of the population. This intentional design ensures that the benefits of inclusive insurance are accessible and relevant to all.

- **Gender:** The strategy will ensure that inclusive insurance products are designed to meet the unique needs of women, including considerations for health, life, and agricultural insurance for female farmers. It will also promote the active participation of female agents and entrepreneurs in distribution networks and address gender-specific barriers to financial literacy and access.
- **Disability:** Interventions will focus on developing accessible product information, utilizing accessible distribution channels, ensuring grievance redress mechanisms are inclusive, and promoting employment opportunities for persons with disabilities within the insurance sector. This includes advocating for policies that support universal design principles in insurance services.

- **Youth:** Products will be designed to be relevant to young entrepreneurs and informal workers, leveraging digital platforms for youth engagement and incorporating financial literacy into youth development programs. This acknowledges the demographic dividend and the need to equip young people with risk management tools.

This integration will be achieved through:

- **Data Disaggregation:** Mandating data collection disaggregated by gender, age, and disability status to inform evidence-based planning and monitor impact, ensuring that interventions are precisely targeted and their effectiveness for specific groups can be measured.
- **Targeted Product Development:** Actively encouraging the creation of specific products that address the risks and needs unique to these groups, such as health microinsurance products tailored for women or agricultural insurance designed for young farmers.
- **Inclusive Distribution:** Prioritizing distribution channels and awareness campaigns that effectively reach and resonate with these segments, including mobile-based solutions and community outreach initiatives that are culturally and contextually appropriate.
- **Capacity Building:** Ensuring that training programs for insurance practitioners and stakeholders include comprehensive modules on gender, disability, and youth inclusion, equipping them with the knowledge and skills to serve these diverse populations effectively.

The explicit, dedicated focus on integrating gender, disability, and youth considerations reinforces the inclusion guiding principle. This approach is not merely a compliance measure; it is a strategic recognition that these groups represent significant untapped market potential and are disproportionately vulnerable to shocks. By intentionally designing for their needs, the NIIS simultaneously addresses social equity and expands the market, creating a mutually beneficial scenario for inclusive growth and financial resilience. It elevates inclusion from a general concept to a concrete, actionable framework for intervention across all strategic pillars.

CHAPTER FIVE: MONITORING, EVALUATION, LEARNING AND REPORTING FRAMEWORK

A robust Monitoring, Evaluation and Learning (MEL) framework is essential to measure performance, track progress, and facilitate adaptive management throughout the NIIS implementation period (2024-2030). This framework will define clear indicators, outputs, outcomes, and targets, ensuring accountability and continuous learning from implementation experiences.

The framework is based on the thematic areas and outlines the metrics that will be measured over the strategy period and the timelines within which they will be measured.

ANNEXTURE 1 provides a detailed analysis of the aforementioned thematic areas and their corresponding metrics.

5.1 OBJECTIVES OF MONITORING AND EVALUATION

The primary objectives of the MEL framework are to:

- i. **Assess Progress:** Monitor the implementation of the NIIS against set objectives, targets and timelines;
- ii. **Evaluate Impact:** Measure the effectiveness of the strategy in transforming the insurance market and improving consumer engagement; and
- iii. **Facilitate Learning:** Identify challenges, best practices, and lessons learned to inform future policy adjustments and strategic direction.

5.2 NATIONAL INCLUSIVE INSURANCE STRATEGY (NIIS) MONITORING AND EVALUATION FRAMEWORK

Enhancing consumer awareness in Inclusive Insurance

Outcome	Output	Indicators	Targets	Timelines	Responsible
Increased inclusive insurance consumer awareness	Comprehensive Consumer education materials	Number of informational materials produced	At least 20 materials developed	2025-2027	TIRA, ATI, Insurance companies, TWG
	Targeted community awareness programmes	Number of sessions conducted, Reach of campaigns (rural vs. urban)	At least 5 campaigns per year	2025-2027	TIRA, ATI, Insurance companies, TWG
		Number of Tanzania population reached	At least 50% of the population	2025-2030	TIRA, ATI, Insurance companies, TWG
	Comprehensive data inclusive insurance awareness programme	Availability of inclusive insurance database	Historical and updated database in place	2025-2030	TIRA, ATI, Insurance companies
Enhanced	TIO (Tanzania)	Updated TIO policy	Updated TIO	2025-2030	TIO, TIRA, ATI, TWG

Outcome	Output	Indicators	Targets	Timelines	Responsible
consumer trust, confidence, rights and transparency	insurance Ombudsman) policy aligned with inclusive insurance objective		Policy in mid strategy implementation		
	Innovative mechanisms and systems of handling inclusive insurance consumers complaints	Updated mechanisms and systems	Updated mechanisms and systems	2025-2030	TIRA, TWG
	Research recommendation for improving inclusive insurance in Tanzania	Number of research activities conducted	One research annually	2025-2030	TIRA, ATI, Insurance companies, TWG
	Updated code of conduct/ regulations to enhance insurance market practices with consumers	Updated code of conduct	One review after two years	2025-2030	TIRA

Customer protection supervision is conducted	Number of reports on Customer protection focused supervision	At least one report annually	2025-2030	TIRA
Mechanisms for safeguarding insurance consumer's data against fraud, cyber threats and unauthorized access	Updated mechanisms for safeguarding insurance consumer's data against fraud, cyber threats and unauthorized access	Updated mechanisms after every three years	2025-2030	TIRA, Insurance providers

Building Strategic Partnerships

Outcome	Output	Indicators	Targets	Timelines	Responsible
Increased access of inclusive insurance products by customers	Expansion of distribution channels	Number of partnerships established	At least 3 new distribution partnerships	2025-2027	TWG, TIRA, NTC, ATI, IAAT, TIBA, TCRA
	Public-private partnerships (PPPs)	Number of PPPs established	At least 2 PPPs launched	2025-2028	TWG, Govt Agencies and Ministries
	Effective Reinsurance program for inclusive insurance	Reinsurance program developed and adopted	Full implementation	2025-2030	Insurance companies, Reinsurance companies
	Sales strategy for inclusive insurance	Sales strategies developed and adopted	Full implementation	2025-2030	Insurance companies

Outcome	Output	Indicators	Targets	Timelines	Responsible
Increased visibility of different partners by inclusive insurance partners	Joint marketing campaigns	Number of joint campaigns conducted	2 per year	2025-2027	TWG, Insurance companies
Strengthened and increased strategic partnerships	Stakeholder engagement workshops	Number of workshops conducted	Annual workshops	2025-2030	TWG, Insurance companies, MNOs, MFIs,

	Partnerships with global inclusive insurance bodies	Number of partnerships formed	2 partnerships	2025-2027	TWG, Insurance companies, MNOs, MFIs,
	Quarterly networking events with InsurTechs	Number of networking events held	Quarterly events	2025-2030	TWG, Insurance companies, MNOs, MFIs,
Increased uptake of insurance through launch of new products	Pilot projects with InsurTechs	Number of pilot projects launched, and products developed.	At least 3 pilot projects incorporating at least 3 products.	2025-2030	TWG, Insurance companies, TCRA, Insurtechs

Strengthening industry capacity

Outcome	Output	Indicators	Targets	Timelines	Responsible
Tailored consumer awareness programs	Localized research and customized awareness programs	Number of research studies; Number of localized programs	3 research studies	2026-2030	TIRA, ATI, TWG
	Integration of feedback into awareness strategies	Percentage of feedback integrated into programs	At least 70% of feedback integrated	2026-2030	TIRA, ATI, TWG
	Specialized Trainer	Number of TOT	At least 1 TOT	2025-2030	TWG, TIRA, ATI,

Outcome	Output	Indicators	Targets	Timelines	Responsible
	of Trainers (TOT) programs	programs conducted; Number of practitioners trained	program per year		Insurance companies
	Targeted peer-learning workshops	Number of peer-learning sessions held	Monthly virtual and in-person sessions	2025-2030	TWG, TIRA, ATI, Insurance companies
	Continuous Professional development (CPD) and certification program	Number of CPD and certification program conducted	At least four (4) programs annually.	2025-2030	TWG, TIRA, ATI, Insurance companies
	International Training attachment	Number of international training attachment conducted Number of practitioners trained	At least two (2) training attachment annually.	2025-2030	TWG, TIRA, ATI, Insurance companies

Outcome	Output	Indicators	Targets	Timelines	Responsible
Streamlined and strengthened governance structures	Governance policies and guidelines for inclusive insurance	Policies developed and adopted	Full adoption by insurers	2025-2026	TWG, TIRA
	Corporate governance training for senior management	Number of training sessions held	Bi-annual sessions	2025-2030	TWG
Efficient processes and customer feedback mechanisms	Upgraded systems infrastructure	Percentage of upgraded infrastructure	Full implementation	2025-2027	TWG, Insurance companies
	Digital onboarding and policy administration	Percentage of insurers using digital onboarding	Full adoption by insurers	2025-2026	Insurance companies
	Multi-channel communication and feedback mechanisms	Percentage of insurers using multi-channel platforms	Full implementation	2025-2027	Insurance companies, TWG
	Minimum business	Guideline developed	Full	2025-2030	TIRA, Insurance

Outcome	Output	Indicators	Targets	Timelines	Responsible
	process standard	and adopted	implementation		companies,
	Digital literacy program	Number of digital literacy program conducted	At least twice (2) annually	2025-2030	Insurance companies, TWG

Strengthening Regulation, Supervision, and the Enabling Environment

Outcome	Output	Indicators	Targets	Timelines	Responsible
An enabling regulatory and supervision environment	An inclusive insurance business guideline	Guidelines published and adopted by insurers	100% adoption by insurers	2025-2026	TIRA
	A trained industry on guidelines and reporting standards	Number of workshops conducted; Number of participants trained	At least 3 workshops conducted		TIRA
	Reporting templates developed and filing requirements established	Templates along with the guidelines developed and adopted	100% adoption by insurers		TIRA

Outcome	Output	Indicators	Targets	Timelines	Responsible
	Reporting requirements for sensitization and awareness programs on inclusive insurance established	Guidelines/circular developed for reporting sensitization and awareness programs; trainings to trusted individuals within communities	100% adoption by insurers		TIRA, insurers
	Regulatory sandbox established	Sandbox policy developed and approved	2 products developed and tested	Q3 2026	TIRA
Up-to-date inclusive insurance performance records	The existing digital dashboard for real-time data collection improved	Dashboard modified and functional	Fully functional dashboard by 2027	2025-2027	TIRA
	Standardized data collection processes and metrics (key performance indicators)	Standardized data collection framework and analysis adopted	All insurers using standard metrics	2025-2027	TIRA

Outcome	Output	Indicators	Targets	Timelines	Responsible
	Regular industry data reviews	Number of reviews conducted	At least 2 reviews per year	2025-2030	TIRA
	Training workshops on inclusive insurance performance records	Number of training sessions held	One technical training and one workshop per year	2025-2030	TIRA
A healthy Industry-Regulator engagement	Stakeholder forums for dialogue for regulatory adjustment conducted	Number of forums held; Percentage of stakeholder participation	At least 4 forums per year	2025-2030	TIRA, Industry Stakeholders
	A formal feedback mechanism for regulatory adjustments including anonymous feedback mechanism, system and regular surveys developed.	Mechanism established and utilized	Feedback mechanism operational by 2027	2025-2030	TIRA, Industry Stakeholders

CHAPTER SIX: NIIS RISK MANAGEMENT

6.1 NIIS Preliminary Risk Assessment

To ensure success operationalization of NIIS, a proactive risk assessment shall be conducted to identify potential barriers to NIIS implementation, some of focal risk areas including:

- **Regulatory gaps** (slow harmonization of insurance-related policies),
- **Market capacity constraints** (limited product innovation and distribution channels),
- **Low public awareness and trust, technological risks** (cybersecurity, data privacy breaches),
- **Financial risks** (*insufficient funding or investment*), and **external shocks** such as climate events or economic downturns.
- **Social factors**—such as gender disparities, rural exclusion, and cultural perceptions of insurance—also pose barriers to uptake.

6.2 RISK MITIGATION MEASURES

Table 1 details mitigation measures and risk owners.

6.3 MONITORING, REPORTING, AND ADAPTIVE PLANNING

A structured monitoring and reporting mechanism will ensure continuous oversight. **Key performance indicators (KPIs)** will track strategy implementation, market penetration, consumer satisfaction, and risk events. TIRA will lead coordination, supported by a **National NIIS Technical Committee** comprising representatives from the Ministry of Finance, Bank of Tanzania, insurance industry bodies, and civil society. Regular **quarterly reviews**, annual progress reports, and stakeholder forums will provide feedback loops to identify emerging risks and enable **adaptive planning**. Adjustments to regulatory approaches, product designs, or funding models will be made as evidence dictates.

6.4 LONG-TERM VISION AND SUSTAINABILITY STRATEGY

The NIIS embeds sustainability through a **whole-of-market approach** that fosters innovation, strengthens public-private partnerships, and integrates inclusive insurance into national development priorities such as the Financial Sector Development Master Plan and the Universal Health Insurance Act. Over the long

term, the strategy envisions a **resilient insurance ecosystem** characterized by diversified products, strong consumer protection, climate-risk integration, and self-sustaining funding mechanisms. By institutionalizing risk management and learning systems, the NIIS aims to ensure that inclusive insurance remains adaptable to changing socio-economic and environmental conditions, ultimately achieving universal financial protection for all Tanzanians

TABLE 1 NATIONAL INCLUSIVE INSURANCE STRATEGY RISK MATRIX

Key Success Factor	Risk Category	Risk description	Mitigation Measures	Risk Owner
Enabling regulatory environment	Regulatory Risk	Delays or gaps in regulatory adaptation may hinder inclusive insurance product approvals and digital innovations.	<ul style="list-style-type: none"> i. Establish a regulatory innovation sandbox and streamline product approval processes. ii. Engage TIRA early in strategic planning. 	TIRA, Steering Committee & TWG
Sustainable funding and resource mobilization	Financial Risk	Dependence on donors or short-term funding may disrupt continuity of NIIS activities.	i. Diversify funding sources through budget allocations, public-private partnerships, and alignment with broader national financial inclusion frameworks.	Government, TIRA, Insurance Industry
Inclusive, customer-centric product design	Market Risk	Products may not reflect the diverse needs of low-income, rural, and informal segments, leading to low uptake.	Adopt a human-centered design process, conduct participatory market research, and pilot innovations before scaling.	Insurance providers, TWG
Strengthened public trust and consumer	Reputation and Legal Risk	Low consumer confidence due to poor claims experience, mis-selling, or weak grievance redress	i. Strengthen consumer education, mandate transparent claims procedures.	TIRA, Insurance providers

Key Success Factor	Risk Category	Risk description	Mitigation Measures	Risk Owner
protection		mechanisms.	ii. Reinforce supervisory oversight on conduct of business.	
Efficient distribution channel	Operational and Infrastructure Risk	Limited mobile and internet coverage may hinder digital access, especially in rural areas.	i. Invest in last-mile distribution strategies and work with mobile operators to enhance reach.	Insurers, Aggregators, Mobile Operators
Robust monitoring, evaluation and learning (MEL)	Strategic and Implementation Risk	Weak MEL systems may limit tracking of progress, learning, and course correction.	Establish a clear results framework, invest in MEL capacity, and ensure regular reporting and learning loops.	Steering committee, TWG, TIRA, ATI, Insurance companies