



# CCBRT ANNUAL REPORT 2019



65,397

PATIENTS SEEN



8,132

TOTAL SURGERIES



414

DEDICATED  
TEAM MEMBERS





CCBRT's mission is to become a healthcare social enterprise serving the community and the most vulnerable with accessible, specialised services and development programmes.



2019 marked CCBRT's 25th year of providing quality, specialised health services to Tanzanians. Asante sana to the partners who have made this milestone possible.

## MESSAGE FROM THE CEO



2019 has been a year of milestones. CCBRT marked its 25th year of providing specialised healthcare services in Tanzania, and the new Private Clinic was officially inaugurated by the Minister of Health, Community Development, Gender, Elderly and Children in line with CCBRT's strategic objective of becoming a social enterprise. While celebrating these milestones the organisation not only reflected on its successes and accomplishments to date, but also looked forward at the years to come.

Over 65,000 patients received high quality healthcare at CCBRT this year, with more than 46,000 of those patients receiving free or subsidised care. The Private Clinic saw a record 18,000 patients. CCBRT's rehabilitation centre in Moshi, Kilimanjaro provided 860 consultations for rural patients, representing a 14% increase on the previous year, enabling children living with disabilities and their parents to seek life-changing rehabilitation.

Construction of the Maternal and Newborn wing of CCBRT hospital resumed and it is expected to be completed towards the end of year 2020. CCBRT continued to invest in skill developments by sending staff for super-specialisation training, and continued to strengthen its systems and infrastructure including the continuation of rolling out of electronic medical records (EMR) across the clinical disciplines.

The CCBRT Academy offered trainings, with both internal and external facilitators, for a total number of 888 participants. This included general trainings compulsory for all staff such as fire training, and training on disability inclusion, as well as technical trainings for specific cadres of staff, such as Infection Prevention and Clubfoot. Beyond the numbers, 2019 had innumerable and intangible impacts on the families and communities of its patients. CCBRT facilitated the physical and economic empowerment of women who received obstetric fistula surgeries and holistic treatment at its hospital and the Mabinti Training Centre. Through its advocacy and disability inclusion work, CCBRT has continued to pursue equality for people with disabilities in employment opportunities and healthcare access.

As it reflects on 2019's milestones and service provision, CCBRT continues its commitment to providing quality, dignified care to its patients.

With regards,

**Brenda Msangi**  
CEO, CCBRT

# 2019 AT A GLANCE

## SERVICES ACCESSED BY PATIENTS

ORTHOPAEDICS  
AND PHYSICAL  
REHABILITATION  
CONSULTATIONS:  
26,855

IMAGING  
CONSULTATIONS:  
9,930

FISTULA SURGERIES:  
478

EYE CONSULTATIONS:  
77,444

## PATIENT DATA

**65,397** total patients served

**10,899** patients treated for free

**81,078** deliveries supported by MHCB

## EYE DATA

**77,444** eye consultations

**6,101** eye surgeries

**15,000** optical prescriptions

**9,600** spectacles distributed

**10%** increase in Ophthalmology patients

## MOSHI REHABILITATION CENTRE

**4,022** patients seen

**580** wheelchairs & assistive devices

**383** healthcare workers trained

Partnerships with public health facilities  
under the Maternal & Newborn Healthcare  
Capacity Building Programme: **24**

Deliveries supported by MHCB  
Programme: **81,078 deliveries**

## MHCB SUPPORTED BIRTHS

CAESAREAN  
DELIVERY:  
14,284

VACUUM  
DELIVERY:  
2,515

# DEVELOPMENT AND GROWTH

## THE ACADEMY

2019 was a crucial turning point for the CCBRT Academy on its way to become a sustainable enterprise and business unit within CCBRT. Major achievements were the development and sharpening of the brand “CCBRT Academy”, the development of a detailed Business Plan 2020 – 2025 and the drafting of the very first CCBRT Academy Training Catalogue. CCBRT also signed a tripartite MoU with University of Dodoma (UDOM) and Glasgow Caledonian University (GCU) for delivery of nursing education.

After its 9th September official inauguration, the Academy offered 43 different trainings covering a wide range of topics and specialisations. A total of 1,044 trainees participated in different training sessions. To the 20 existing trainers and clinical instructors within CCBRT, the Academy was able to add two new trainers from the Anaesthesia Team to teach Basic Life Support (BLS).

The Event Facilities business is generating income by renting out CCBRT Academy facilities to third parties. In 2019, the Academy lent its facilities to various partners in development, generating a revenue of USD 15,350. With suitable marketing and advertisement in place, the Academy team is expecting a significant growth of the rental business in 2020.



## PRIVATE CLINIC

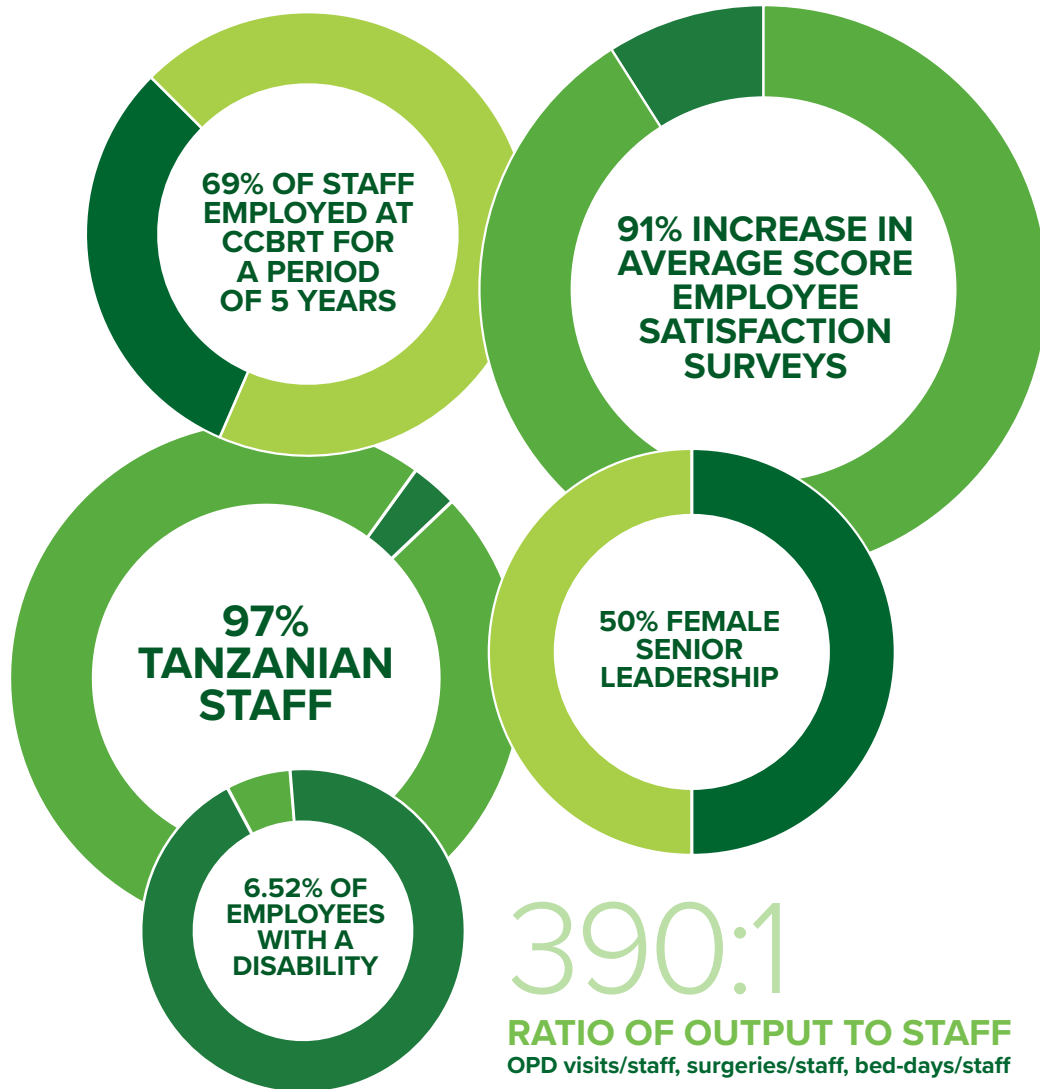
The new Private Clinic building was officially opened by the Minister of Health, Community Development, Gender, Elderly and Children in end-March 2019. By end of 2019, the Private Clinic was attending to an average of 4,500 patients monthly, and a total of 46,390 annually. Private Clinic has shown a positive growth in revenue and has met initial projections and is making progress towards the breakeven target of 7,000 patients monthly.

## CCBRT MATERNAL AND NEWBORN WING CONSTRUCTION

The construction of CCBRT’s Maternal and Newborn Wing (MH) progressed well and reached expected milestones by the end of 2019, and 42% of the main build program was complete. Medical items and equipment were tendered and delivered as the MH took shape.

# VALUED AND ENGAGED STAFF

## SUPPORTING HIGHLY ENGAGED AND PERFORMING STAFF



## STAFF TRAINING

In 2019 70% of staff attended at least one training. To inaugurate the Academy, a week of Taster Courses were offered to CCBRT staff including courses on Basic Life Support, Sign Language, Customer Care, Personal Protective Equipment, and Obstetric Emergencies. Departmental training plans and catalogues were established in 2019 for implementation in 2020.



# VALUED AND ENGAGED STAFF

## INCLUSION: CREATING MORE DIVERSE AND INCLUSIVE STAFF AT CCBRT AND BEYOND

Since 2009, CCBRT's Advocacy & Disability Inclusion (ADI) unit has promoted human rights and particularly the rights for People with Disabilities (PwD). The team provides training to all stakeholders and helps organizations, corporations and NGOs to adhere to the Disability Act 2010. At the end of 2019 the CCBRT Disability Employment Desk has 825 PwD registered as job seekers. CCBRT was the 2019 winner of the Association of Tanzania Employers' Employer of the Year Award in the Diversity & Inclusion category.

### 2019 ADI BY THE NUMBERS:

**204** new PwD registered to the Disability Employment Desk

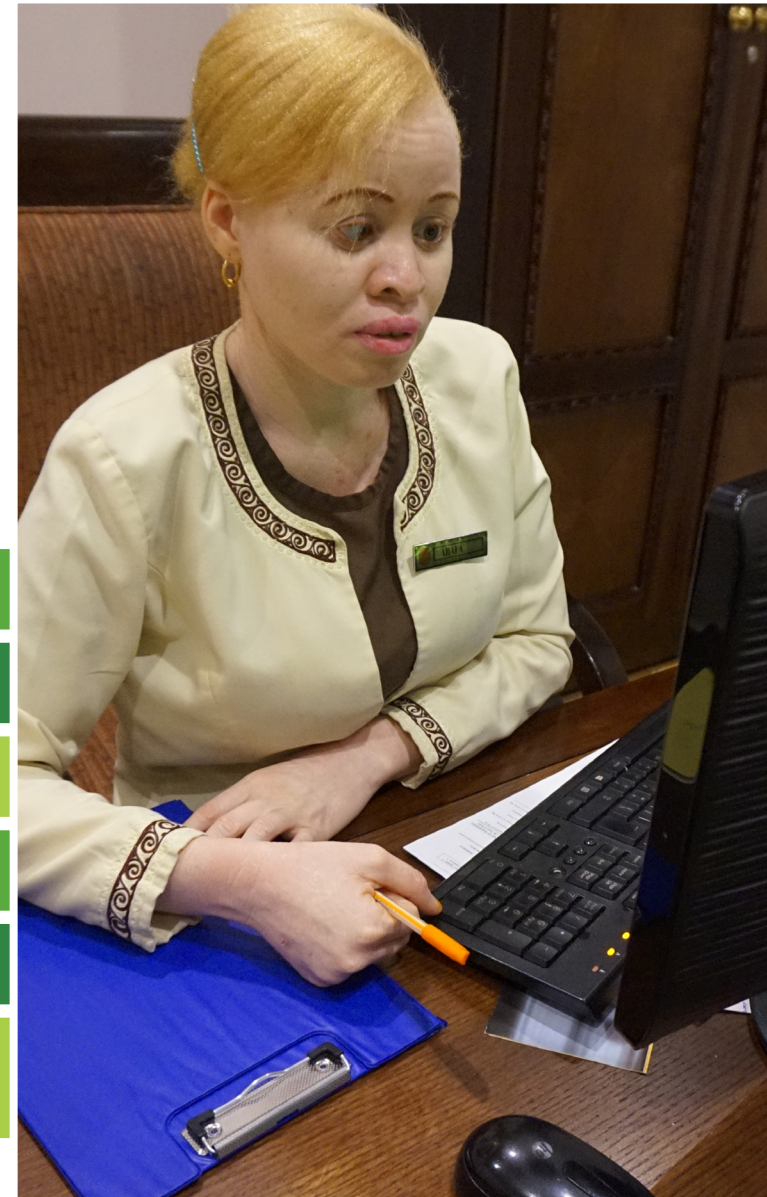
**67** employers trained on the importance of PwD employment and inclusivity

**80** daladala (public bus) drivers trained

**30** journalists trained on disability rights and inclusion

**60** primary school teachers trained on disability and inclusive education

**20** local government officials trained on disability and disability inclusion in development processes



# EXCELLENT CLIENT OUTCOME

## OPERATING A SAFE HOSPITAL PROVIDING APPROPRIATE AND SUCCESSFUL TREATMENT ALIGNED WITH INTERNATIONAL STANDARDS

6% increase in service delivery volume per year

30,624 DALYs averted for clients treated at CCBRT

**SafeCare Level 4** aLevel 4 and benchmark with international hospital



## OPHTHALMOLOGY

- **92% CATARACT CLIENTS** with post-operative visual acuity of 6/6-6/18 four to eleven weeks after surgery

## MATERNAL HEALTH CAPACITY BUILDING PROGRAMME

- **13.5% DECREASE** in maternal deaths from 2018
- **14.8% DECREASE** in neonatal deaths from 2018

## ORTHOPAEDICS & REHABILITATION

- **86% CLUBFOOT CLIENTS** who maintain zero Pirani score after one year of using a foot abduction brace
- **100% CLIENTS** using lower limb prosthetic device a year after fitting

## VVF

- **90% FISTULA CLIENTS** are dry six months after surgery
- **94% OF PATIENTS** correctly referred by ambassadors
- **100% OF FISTULA PATIENTS** remember two discharge instructions after 6 months



# EXCELLENT CLIENT EXPERIENCE

## ENSURING ALL PATIENTS ARE TREATED WITH PRIVACY, DIGNITY AND RESPECT, AND RECEIVE THE RIGHT SERVICES AT THE RIGHT PLACE

### FISTULA

In 2019 the Obstetric Fistula programme partnered with a data analytics team to conduct audio mobile phone surveys with its network of fistula ambassadors working to refer women with obstetric fistula to CCBRT for holistic treatment and rehabilitation. To promote mutual learning and to cooperate with other providers to ensure excellent client experience for all fistula patients, CCBRT's fistula programme manager participated in the Grand Challenges Canada annual summit in Addis Ababa to showcase CCBRT's comprehensive fistula programme.

### OUTREACH

Outreach visits continue to be critical to patient recruitment and promoting health not only in Dar es Salaam, but in Tanzania more broadly. Eleven outreaches were conducted for the Ortho and Eye departments, serving 2,599 clients through outreach activities. Other outreaches, such as those to mobilise patients living with obstetric fistula, result in referrals to CCBRT's Dar es Salaam hospital when treatment at the outreach site is not possible.



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**38%** OR 2.5 HOUR REDUCTION  
IN OPD TURN-AROUND  
TIME FROM 2018

**73%** GROWTH IN THE NUMBER  
OF SERVICES ACCESSIBLE  
AT THE PRIVATE CLINIC



# LEARNING AND INNOVATION

## PROMOTING A CULTURE OF CONTINUOUS IMPROVEMENT WITH A FOCUS ON LEARNING AND INNOVATION

### HMIS

With a data-driven approach to learning and innovation, CCBRT continues to input clinical data into its Hospital Management Information System (HMIS). In 2019, all records were officially digitised and new modules were developed to capture robust, accurate data.

### 3D PRINTING

In 2019, CCBRT kick started the “Mobility for All” project funded by the Humanitarian Grand Challenges aimed at using 3D printing technology to develop prosthetics and orthotics (P&O) devices that would benefit refugees in the Kigoma refugee camps as well as host communities in Kigoma. The project has received matched funding from Hope and Healing towards purchase of equipment for the 3D printing. CCBRT will use 3D printing technology to make high-quality lower-body prostheses for people living with disability in the Kigoma refugee camps and host communities. This is a highly innovative process: globally, few projects make/provide 3D printed prosthetics in or out of refugee camps, and even fewer have begun exploring lower-body devices. CCBRT will also build the technical capacity of local P&O professionals with training on supporting the 3D printing process and developing their prosthesis-fitting and gait training skills. CCBRT participated in a week-long conference for all HGC-funded innovations to connect, providing a space for peer-to-peer learning with a focus on supporting the work of implementing partners including CCBRT.

### FIGO FELLOWS

CCBRT continues to act as a training hub for fistula providers from the International Federation of Obstetrics and Gynecology (FIGO) around the world and welcomed 6 surgical fellows in 2019 from Yemen, Nigeria, and Burundi.

**95%** users entering data into HMIS (user density)

**1,044** people trained through the CCBRT Academy

**414** staff members engaged in a total of 883 Continuous Professional Development (CPD) sessions



# FINANCIAL SUSTAINABILITY

## BECOMING A FINANCIALLY SUSTAINABLE SOCIAL ENTERPRISE

Financial sustainability of the organisation is a leading priority to ensure that the work done over the last 25 years continues into the future. CCBRT has transitioned towards financial sustainability with its Private Clinic and Academy. The addition of new services including kidney dialysis, dental care, and dermatology expand the options available to patients, and also bring in increased revenues. At the Academy, an official business plan was implemented to commence trajectory to financial independence.

The Mabinti Centre, CCBRT's empowerment programme for women recovering from obstetric fistula, trained another cohort in 2019 in handcraft and entrepreneur skills, which helps the women to reintegrate into their communities and sustain their own livelihoods. With the opening of a sales outlet at the Slipway shopping complex, The Mabinti Centre aims to strengthen its sustainability and create awareness about CCBRT.

In 2019, further restructuring of the finance department took place to ensure the financial systems are built around the core services. This created more focus on improving billing processes and establishing business accounting in addition to donor accounting. The finance department was honored to receive the National Board of Accountants and Auditors' Best Presented Financial Statements Award. A new Business Planning & Analysis (BPA) department was created to facilitate the planning, business analysis and service costing for activities and projects.





# AUDITED ACCOUNTS

## Statement of Comprehensive Income

Income	2019 TZS'000	2018 TZS'000
Revenue	25,849,225	25,308,960
Other income	2,109,464	1,614,218
Operating costs	(27,263,737)	(28,252,136)
<b>Operating Income/(loss)</b>	<b>694,952</b>	<b>(1,328,958)</b>
Finance income	1,029,549	293,527
Finance costs	(426,655)	(255,973)
<b>Profit/(loss) before income tax</b>	<b>1,297,846</b>	<b>(1,291,404)</b>
Income tax expense	-	-
<b>Profit/(loss) for the year</b>	<b>1,297,846</b>	<b>(1,291,405)</b>

## Statement of Financial Position

Assets	2019 TZS'000	2018 TZS'000
<b>Non current assets</b>		
Property and equipment	63,996,775	46,114,180
Intangible assets	52,337	295,863
Grants receivable	6,443,817	19,558,272
	<b>70,492,929</b>	<b>65,968,315</b>

## (Statement of Financial Position Continued)

<b>Current assets</b>		
Inventories	2,261,283	2,306,467
Accounts receivable	3,680,223	1,975,854
Grant receivables	22,555,354	11,001,574
Cash and cash equivalents	12,558,835	7,839,403
	<b>41,055,695</b>	<b>23,123,298</b>
<b>Total Assets</b>	<b>111,548,624</b>	<b>89,091,613</b>
<b>Reserves &amp; Liabilities</b>	<b>2019 TZS'000</b>	<b>2018 TZS'000</b>
<b>Reserves</b>		
Accumulated losses	(559,215)	(1,982,141)
Revaluation reserve	3,775,900	1,197,567
	<b>3,216,685</b>	<b>(784,574)</b>
<b>Non current liabilities</b>		
Capital grants	51,697,160	36,123,094
Deferred income grants	6,443,817	23,554,335
Borrowings	6,274,399	6,842,485
	<b>64,415,376</b>	<b>66,519,914</b>
<b>Current liabilities</b>		
Deferred income grants	37,282,501	19,130,901
Accounts payable	5,288,325	4,225,372
Borrowings	1,345,737	-
	<b>43,916,563</b>	<b>23,356,273</b>
<b>Total Reserve &amp; Liabilities</b>	<b>111,548,624</b>	<b>89,091,613</b>

# PARTNERSHIPS

CCBRT is grateful to partners who support and elevate its efforts. The following supporters each contributed \$100,000 or more towards CCBRT's programming and mission in 2019:

Christian Blind Mission

Danish International Development Agency

Ein Herz für Kinder

Federal Republic of Germany through KfW

Fistula Foundation

Global Affairs Canada

Hope and Healing Canada

Humanitarian Grand Challenges

Irish Aid

Johnson & Johnson

Light for the World

Porticus

Rehab International

Smile Train

SPIDER

Swiss Philanthropy Foundation via WISE

The Charitable Foundation

Vodafone Foundation

Vodafone Foundation in partnership with USAID

CCBRT's US-based sister organisation, Kupona Foundation, raised over \$900,000\* in financial and in-kind support in 2019 to support our programmes. We are thankful for their support and congratulate Kupona on their 10th year of operations in 2019. \*unaudited figures





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