



# CCBRT ANNUAL REPORT 2020



96,359  
PATIENTS SEEN



137,020  
SERVICES PROVIDED



7,139  
TOTAL SURGERIES



377  
DEDICATED  
STAFF



679  
PEOPLE  
TRAINED





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



2020 was the year that CCBRT carried through unprecedented times ensuring that vulnerable Tanzanians continue to access rehabilitative healthcare. This would not have been possible without our partners.

## MESSAGE FROM THE CEO



The year 2020 marked the midpoint of CCBRT's five-year (2018-2022) strategy and a peculiar year across the globe due to COVID-19 pandemic. CCBRT's commitment to continue providing quality care to vulnerable people in ophthalmology, orthopaedics, physical rehabilitation, plastic and reconstructive surgery, maternal and new-born health services remained unwavering amidst this unprecedented year.

Against all odds, CCBRT prevented 26,875 Disability Life Adjusted Years, conducted 115,107 consultations and 7,139 surgeries. New and alternative ways of working were adapted to reduce exposure to front line health workers as well as patients in need of specialized services. Some of the key supporting activities to CCBRT's holistic fistula work such as outreaches, ambassador training and awareness-raising for patient mobilization had to be stopped to curb the risk of spread in light of national restrictions around COVID-19.

CCBRT development programs did not halt their activities in the face of COVID-19 and sort alternative ways to reach communities and stakeholders in Tanzania's rehabilitation space. Together with a development partner, the Advocacy, Disability and Inclusion program launched the Scale Up Family Planning project through which trainings to community health workers in two zones were conducted. The Mabinti Centre relocated to CCBRT Hospital and thrived in their new location while adapting new products and exploring new markets following the global disruption. The House of Hope, Moshi, reached 2,714 clients through parent carer trainings, outreach services and centre based rehabilitation provision. Out of total clients seen in 2020, House of Hope managed to provide 800 new wheelchairs and other devices.

A major achievement in 2020 and of high significance was the completion of construction and significant equipping of the maternal and new-born wing at the end of the year - subsequently handed over to CCBRT in January 2021. This is an integral piece to the efforts by CCBRT to reduce maternal mortality & morbidity-building on its work with the Regional Health Medical Team (RHMT) in 23 sites around Dar es Salaam.

We survived through 2020 and continue to adapt to the disruptive changes that come with the pandemic.

**Brenda Msangi**  
CEO, CCBRT

# 2020 AT A GLANCE

## SERVICES ACCESSED BY PATIENTS

ORTHOPAEDICS  
AND PHYSICAL  
REHABILITATION  
CONSULTATIONS:  
37,892

IMAGING  
CONSULTATIONS:  
9,930

FISTULA SURGERIES:  
493

EYE CONSULTATIONS:  
64,707

## PATIENT DATA

96,359 total patients served

18,334 patients treated for free

39,665 deliveries supported by MHCB

## EYE DATA

64,704 eye consultations

5,379 eye surgeries

7,434 spectacles distributed

## MOSHI REHABILITATION CENTRE

2,794 patients seen

2,242 wheelchairs & assistive devices

273 healthcare workers trained

Partnerships with public health facilities  
under the Maternal & Newborn Healthcare  
Capacity Building Programme: 23

Deliveries supported by MHCB  
Programme: 39,665 deliveries

## MHCB SUPPORTED BIRTHS

CAESAREAN  
DELIVERY:  
7,689

VACUUM  
DELIVERY:  
917

# DEVELOPMENT AND GROWTH

## THE ACADEMY

2020 saw the CCBRT Academy actualize in-house training courses aimed at continuous professional development for staff. In response to the COVID-19 pandemic and to protect its frontline workers, training on COVID-19 was conducted for both internal CCBRT staff and external participants. The CCBRT Academy developed strategic partnerships that enabled conducting refresher training on Basic Life Support in November 2020 aimed at sharpening skills of the theatre team. It was in 2020, that the CCBRT Academy went on to advertise its own short courses to the general public that will continue to pick up in the coming years.

The event facilities continue to generate income for the organization through offering affordable conference services for external trainings. A total of 30 trainings were conducted at the CCBRT Academy with a total of 684 participants receiving training in 2020. There is a strategy in place to broadly brand the CCBRT Academy and position it in Tanzania for different training as per the CCBRT Academy catalogue.



## PRIVATE CLINIC

Amidst the many challenges brought by COVID-19, the Private Clinic managed to continue delivering services to private patients. Additionally, there were new services introduced during the year such as pediatric dental services on Saturdays. Evening clinics took to a halt temporarily when COVID-19 was at its peak but later resumed progressively. The Private Clinic continues to be managed by the Private Clinic manager under the Chief Medical Officer with a dedicated Financial Controller to support the unit to ensure break even and remains sustainable.

## MATERNITY HOSPITAL CONSTRUCTION

One of the greatest achievements in 2020 was the completion of the construction of the Maternal Wing. Although yet to be officially opened, a soft transition/dry run into the building began to support highlighting any issues with the construction. A major bulk of the building has been fully furnished ready to serve alleviate maternal deaths especially for expectant vulnerable women in Tanzania. Gynecology and obstetrics consultations were moved from the Private Clinic to the Maternal Wing as part of the smooth transition. In 2020, 2 doctors specializing in Obstetrics and gynecology, 1 anaesthetologist and 3 nurses returned to CCBRT after successfully completing their specialized training. They are part of the team prepared to support the operationalization of the Maternal Wing. The team consists of two doctors and six nurses, a team that will specifically support operationalization of the Maternal Wing.

## MABINTI CENTRE

In a move towards financial sustainability, the Mabinti Centre workshop was relocated to the CCBRT compound. All merchandise is prepared on campus with a shop on site as well for walk in clients. The Mabinti shop at Slipway remains open to several potential clients visiting the area.



# VALUED AND ENGAGED STAFF

## SUPPORTING HIGHLY ENGAGED AND PERFORMING STAFF

CCBRTs eye department welcomed back 2 Ophthalmologists following completion of their Mmed studies. Their high performance was evident in their achievements; one being the Best Final Year Mmed Student in Ophthalmology and the other was recognized and awarded the final year student with the highest standard of clinical practice by the University. CCBRT strived to maintain 6% of the staff as persons with disability. Investment in training staff on Infection Prevention and Control (IPC) was done in line with the emerging risks and the global pandemic.



# EXCELLENT CLIENT OUTCOME

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

-8% increase in service delivery volume per year

**26,875** DALYs averted for clients treated at CCBRT

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



## OPHTHALMOLOGY

- **94% CATARACT CLIENTS** with post-operative visual acuity of 6/6-6/18 four to eleven weeks after surgery

## ORTHOPAEDICS & REHABILITATION

- **68% 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

## MATERNAL HEALTH CAPACITY BUILDING PROGRAMME

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

## VVF

- **93% FISTULA CLIENTS** are dry six months after surgery
- **94% PATIENTS** correctly referred by ambassadors
- **100% 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

CCBRT continued to be the leader in comprehensive fistula treatment in Tanzania throughout 2020. Despite the COVID-19 pandemic, CCBRTs contribution to Tanzanias bid to eradicate obstetric fistula continued. We treated 451 women with obstetric fistula in 2020. Although we did not complete as many surgeries as anticipated, nor ambassador trainings, our work continued.

In 2020, CCBRT submitted The National Guidelines for the prevention and treatment of fistula to the Ministry of Health Community Development, Gender, Elderly and Children, that was principally accepted and it became the Ministry's document. Plans are underway to make sure these guidelines are printed and distributed to majority health facilities in the country in 2021. This document will be useful in the treatment and prevention of fistula and is a notable tool and the fight against fistula in the country.

## OUTREACH

Outreach activities remain a key tool in recruitment of patients in need of rehabilitative healthcare especially in rural areas. In 2020 a total of only 35 patients were served through outreach activities, a significant drop from 2019 owing to a decrease in outreach activities due to the COVID-19 pandemic.



# LEARNING AND INNOVATION

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

### HMIS

CCBRT continues to digitize all data through the Hospital Management Information System. The goal is to ensure that all data is accurate, concise and can be accessed in real time.

### 3D PRINTING

2020 started off with a 3D PrintaAbility training conducted by Canadian 3D Company, Nia Technologies Limited. The training was key at the beginning of the year to boost technical capacity of Tanzania's P&O professionals.

Responding to the pandemic, CCBRT printing 3D face shields that were used at CCBRT and distributed to partner facilities.

**82%** users entering data into HMIS (user density)

**684** people trained through the CCBRT Academy and **30** trainings were carried out at the CCBRT Academy

**667** staff receiving training including Continuous Professional Development (CPD)





# FINANCIAL SUSTAINABILITY

## BECOMING A FINANCIALLY SUSTAINABLE SOCIAL ENTERPRISE

Financial sustainability remains a priority as a long term goal to ensure that quality rehabilitative services are offered to vulnerable persons living with disability majority of whom cannot afford the services. The Private Clinic continued to operate in 2020 despite the pandemic to ensure private patients access healthcare services. All services continued to be offered in the year in order to meet the demand from the market. To support growth and sustainability, the Private Clinic has a dedicated Financial Controller to support the Private Clinic Manager on financial sustainability advice.

The Mabinti Centre was moved into the CCBRT hospital compound from their previous office in Mikocheni, Dar es salaam. This was a move geared at utilizing the available resources to promote financial sustainability – both the workshop and the Mabinti Centre shop are situated on campus. The Shop at Slipway Shopping Centre remains open to serve walk in clients who may not make it to CCBRT hospital.



# AUDITED ACCOUNTS

## Statement of Profit and Loss and Other Comprehensive Income (for the year ended 31 Dec 2020)

Income	2020 TZS'000	Restated* 2019 TZS'000
Revenue from contract with customers	9,855,980	10,526,718
Grant income	13,345,587	15,322,507
Other income	2,070,833	2,109,464
Operating costs	(23,315,612)	(26,578,371)
<b>Net operating income</b>	<b>1,956,788</b>	<b>1,380,318</b>
Impairment on trade & other receivables	(263,406)	(685,366)
Finance income	389,202	1,029,549
Finance cost	(828,386)	(426,655)
<b>Profit before income tax</b>	<b>1,254,198</b>	<b>1,297,846</b>
Tax expense	-	-
<b>Profit for the year</b>	<b>1,254,198</b>	<b>1,297,846</b>
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Revaluation of property and equipment	-	2,703,413
<b>Other comprehensive income for the period, net of tax</b>	<b>-</b>	<b>2,703,413</b>
<b>Total comprehensive income for the year</b>	<b>1,254,198</b>	<b>4,001,259</b>

## Statement of Financial Position (as at 31 Dec 2020)

Assets	2020 TZS'000	Restated* 2019 TZS'000	Restated* 2018 TZS'000
<b>Non current assets</b>			
Property and equipment	81,570,634	63,996,775	46,114,180
Intangible assets	-	52,337	295,863
	<b>81,570,634</b>	<b>64,049,112</b>	<b>46,410,043</b>
<b>Current assets</b>			
Inventories	1,895,335	2,261,283	2,306,467
Trade and other receivables	2,725,911	3,680,223	1,975,854
Grant receivables	1,949,907	22,000	475,606
Cash and cash equivalents	15,909,146	12,558,835	7,839,403
	<b>22,480,299</b>	<b>18,522,341</b>	<b>12,597,330</b>
<b>Total Assets</b>	<b>104,050,933</b>	<b>82,571,453</b>	<b>59,007,373</b>
<b>Reserves &amp; Liabilities</b>	<b>2020 TZS'000</b>	<b>2019 TZS'000</b>	<b>2018 TZS'000</b>
<b>Reserves</b>			
(Accumulated loss) / retained earnings	824,866	(559,215)	(1,982,141)
Revaluation reserve	3,646,017	3,775,900	1,197,567
	<b>4,470,883</b>	<b>3,216,685</b>	<b>(784,574)</b>
<b>Non current liabilities</b>			
Capital grants	69,765,194	51,697,160	36,123,094
Deferred grant income	1,326,869	2,389,577	2,348,900
Borrowings	-	6,274,399	6,842,485
	<b>71,092,063</b>	<b>60,361,136</b>	<b>45,314,479</b>
<b>Current liabilities</b>			
Deferred income grants	16,500,931	12,359,570	10,252,096
Trade and other payable	5,683,178	5,288,325	4,225,372
Borrowings	6,303,878	1,345,737	-
	<b>28,487,987</b>	<b>18,993,632</b>	<b>14,477,468</b>
<b>Total Reserve &amp; Liabilities</b>	<b>104,050,933</b>	<b>82,571,453</b>	<b>59,007,373</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 2020:

AMREF Health Africa

Christian Blind Mission

Danish International  
Development Agency

Ein Herz für Kinder (BILD hilft e.V)

Federal Republic of Germany  
through KfW

Fistula Foundation

Global Affairs Canada

Hope and Healing Canada

Irish Aid

Johnson & Johnson

Light for the World

Porticus

Smile Train

TCF Foundation

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Vodafone Foundation in  
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PO Box 23310  
Dar es Salaam, Tanzania

+255 (0) 69999 0001  
communications@ccbrt.or.tz

**ccbrt.or.tz**

@CCBRTTanzania 

Ccbrttz 

@CCBRTofficial 





Registered in the US as a 501(c)(3)  
not-for-profit organisation

12 Bensonhurst Avenue  
Saratoga Springs, NY 12866

info@kuponafoundation.org

**kuponafoundation.org**

 @KuponaFdn

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