



CCBRT Annual Report 2024



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“2024 a
year of
resilience,
rebirth,
redirection.”



All photographs © CCBRT

Anyone who wishes to obtain copies of this report should contact CCBRT's partnership@ccbrt.org.

Our sincere thanks to the CCBRT Resource Mobilization Unit for the production and design this report.

Patron

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CCBRT Executive Committee

Ms. Brenda Msangi – Chief Executive Officer
Dr Cyprian Ntomoka – Chief of Medical Services
Mr. Elly Festo, CPA – Chief Finance Officer
Ms. Rehema Ngamilo – Chief Operating Officer
Ms. Anastasia Melis – Chief Human Development Officer



Dear Esteemed Readers

Greetings from CCBRT! 2024 was a special year that marked 30 years since the first 15 volunteers started identifying people needlessly suffering from cataracts and referring them to public health facilities in Dar es Salaam, with the humble aim of preventing unnecessary and avoidable blindness. This laid the foundation for identifying other disabling conditions, referring, treating, and providing rehabilitation. Continuing this journey 3 decades later amidst many challenges, changes, and shifts in the operating environment is a testament to resilience and commitment.

Globally, the development sector has continuously been asked to do much more with fewer resources. The Health sector is one of the top five recipients of development aid, accounting for approximately 10-13% ODA. As a sector that is heavily reliant on foreign resources, it is vulnerable to even the slightest change or shift. The system is not the only one affected; millions of dollars would be spent on lost productivity, life, and greater demand on the health system. With millions of people still experiencing poverty, access to quality healthcare continues to be far out of reach.

In its continued efforts to navigate the sharp twists and turns, CCBRT positively took the challenge, including through strengthening its governance and structure at the board and hospital, all while managing costs and aiming for the sustainability of access to all. Operationally, CCBRT adopted 2024 as a year of standards. These efforts were rewarded with CCBRT achieving Safecare Level 4.

The Maternal & Newborn Wing remained a beacon of hope for pregnant women with disabilities, former fistula women, and adolescent mothers, offering inclusive and respectful maternal health care, with mothers' and newborns' lives saved and morbidity averted for all, including these vulnerable groups.

We are continuously cognizant that singular inputs and efforts will not be sufficient to withstand heavy shocks to the system. Not in the time available, and not across the wide spectrum of needs that the vulnerable people with a risk of or living with a disability require. CCBRT has been able to impact the lives it did because of the strong partnerships, collaboration with varied stakeholders, and tireless efforts of its front-line staff. On behalf of the Board and Management of CCBRT, I sincerely thank all who have made this journey of hope, restoration, and transformation appear effortlessly simple.

We are confident that we will keep coming up with answers and working toward our goal of offering accessible, specialized health care and development programs across Africa in 2025 and beyond.

Best Regards,
Ms. Brenda Msangi
CEO – CCBRT

Overview of Hospital-Based Services

01: Ophthalmology Department

As a zonal super-specialist hospital, CCBRT remained a regional leader in eye health services throughout 2024. The Ophthalmology team delivered 66,757 consultations, leading to 8,102 eye surgeries, addressing various visual impairments and conditions. Additionally, the department provided 14,023 optical devices and fitted 60 prosthetic eyes, significantly improving patients' visual health and quality of life.

66,757
consultations



8,102 Eye
Surgeries



Optical
Devices **14,023**



02: Rehabilitation Department

In 2024, the Rehabilitation Department operating in Dar es Salaam and the House of Hope in Moshi delivered interdisciplinary rehabilitation services for individuals with physical disabilities. The team conducted 349 new clubfoot consultations and performed 190 corrective surgeries for children with congenital malformation, ensuring timely and effective early intervention.

A total of 1,882 prosthetic and orthotic (P&O) devices were provided, along with 695 wheelchairs, fostering greater independence and mobility. The Physiotherapy unit conducted 14,161 sessions, supporting clients through tailor-made rehabilitation plans that promote functional recovery and long-term well-being.

14,161
consultations



1,882
P&O devices



695
wheelchairs



Nillan's Journey

At just four years old, Nillan Issa from Morogoro has already faced challenges beyond his years. Once a lively and curious toddler, his life changed drastically in early 2024 after a fall severely injured one of his eyes. What began as a simple accident quickly developed into a serious condition, threatening his vision, independence, and ability to start school.

"After the accident, Nillan could no longer play like other children," his father recalls. "He stayed indoors because he couldn't see well enough to move around safely. It broke my heart to see him lose his joy and confidence."

Living more than five hours from Dar es Salaam, the family faced significant barriers in accessing specialized care. After visiting their local clinic and regional hospital, they were eventually referred to CCBRT, where they were also introduced to Light for the World (LFTW), a key partner supporting paediatric eye health services.

At CCBRT, Nillan was diagnosed with a **Traumatic cataract** and underwent cataract surgery, which successfully restored his vision.



We didn't even know that this kind of treatment was possible. Light for the World (LFTW) covered our transport and ensured we reached CCBRT safely. At CCBRT, the staff helped my child receive cataract surgery. We are deeply grateful to both LFTW and CCBRT; without their support, this journey would not have been possible.

says Nillan's father.



Nillan is one of many children benefiting from the Inclusive Vision Project, a five-year initiative (2022–2026). In 2024 alone, the project conducted six outreach screening campaigns, reaching 1,816 children. Of these, 826 were diagnosed with eye conditions and referred to CCBRT for further examination. Among them, 135 children, including Nillan, underwent cataract and glaucoma surgery and received spectacles and low vision devices.

Nillan is full of smiles again and preparing to start school. A future that once felt uncertain is now within reach.



03: Obstetrics and Gynecology (OBGYN) Department

Since its official opening in 2022, the Maternal and Newborn Wing has grown into a center of excellence in inclusive and respectful maternal care. In 2024, the department successfully conducted 1,224 safe deliveries, including 100 free deliveries for underserved and vulnerable core patients, such as adolescent mothers, former fistula patients, and pregnant women with disabilities (PWWD).

Remarkably, the unit reported **zero maternal deaths** for the second consecutive year, underscoring the effectiveness of its skilled staff, clinical protocols, and commitment to inclusive, respectful maternity care. The unit also performed 410 obstetric fistula repair surgeries, restoring health, dignity, and hope for women affected by this preventable condition.

1,224
Safe deliveries

100
Free deliveries

410
Fistula repair surgeries

04: General Surgery Department

In 2024, the General Surgery Department, through its Plastic and Reconstructive Surgery Unit, successfully performed 257 cleft lip and palate surgeries, restoring function and appearance for children and adults affected by these congenital conditions.

Each cleft lip and/ or palate surgery is equivalent to 2.83 Disability Adjusted Life Years (DALYs) averted. Therefore, the 257 performed cleft lip and palate surgeries correspond to the 573.17 DALYs.

Meaning through the Cleft Lip and Palate surgeries, CCBRT transformed the lives of individual patients through restorative surgery and significantly reduced the national disease burden, contributing to improved population health and long-term social and economic benefits for families and communities affected by cleft conditions.

1	Cleft lip and palate surgery	2.83	DALYs averted
257	2024 cleft lip and palate surgery	573.17	DALYs averted

Kigwa's Story

15 Years of Struggle with Fistula

Kigwa, a 60-year-old mother of eleven children from Ifunda village in Iringa, developed an obstetric fistula in 2010 during the birth of her last child. Her husband trusted traditional birth attendants to guide her through the process at home. However, after two exhausting days of labor pains, it became clear that something was wrong.

With her strength fading and no signs of progress, she was taken to a health centre, which urgently referred her to a regional hospital. There she had an emergency Caesarean section, saving her life & her baby's life. But two days after returning home with her healthy baby boy, she was devastated to find herself leaking urine uncontrollably. Despite seeking medical help, she couldn't afford the recommended treatment in another region and turned to traditional healers with no success.

“Fistula took everything from me. I was always wet, always ashamed. People avoided me. I stopped going to church, to the market, anywhere. As a mother and farmer, I couldn't work or care for my children. My husband left. I was alone, living in silence, sadness, and deep poverty,” said Kigwa

”

Her life changed when CCBRT visited her village for a fistula awareness campaign. Her sister attended the session, recognized Kigwa's condition, and connected her to the team. CCBRT covered her transport and treatment costs after 15 years of suffering and pain. Today, Kigwa is healed, hopeful, and deeply grateful, calling her recovery a miracle.

Kigwa expressed deep gratitude to the doctors for their kindness, care, and for restoring her dignity, and to the donors whose generosity made her treatment possible. “You gave me back my life, may God bless you abundantly, and I will be forever grateful,” she said.

Now that Kigwa has recovered, her greatest hope is to live a peaceful life with dignity, to reconnect with her community and church without shame, and to raise awareness so that other women can find hope and support.



CCBRT

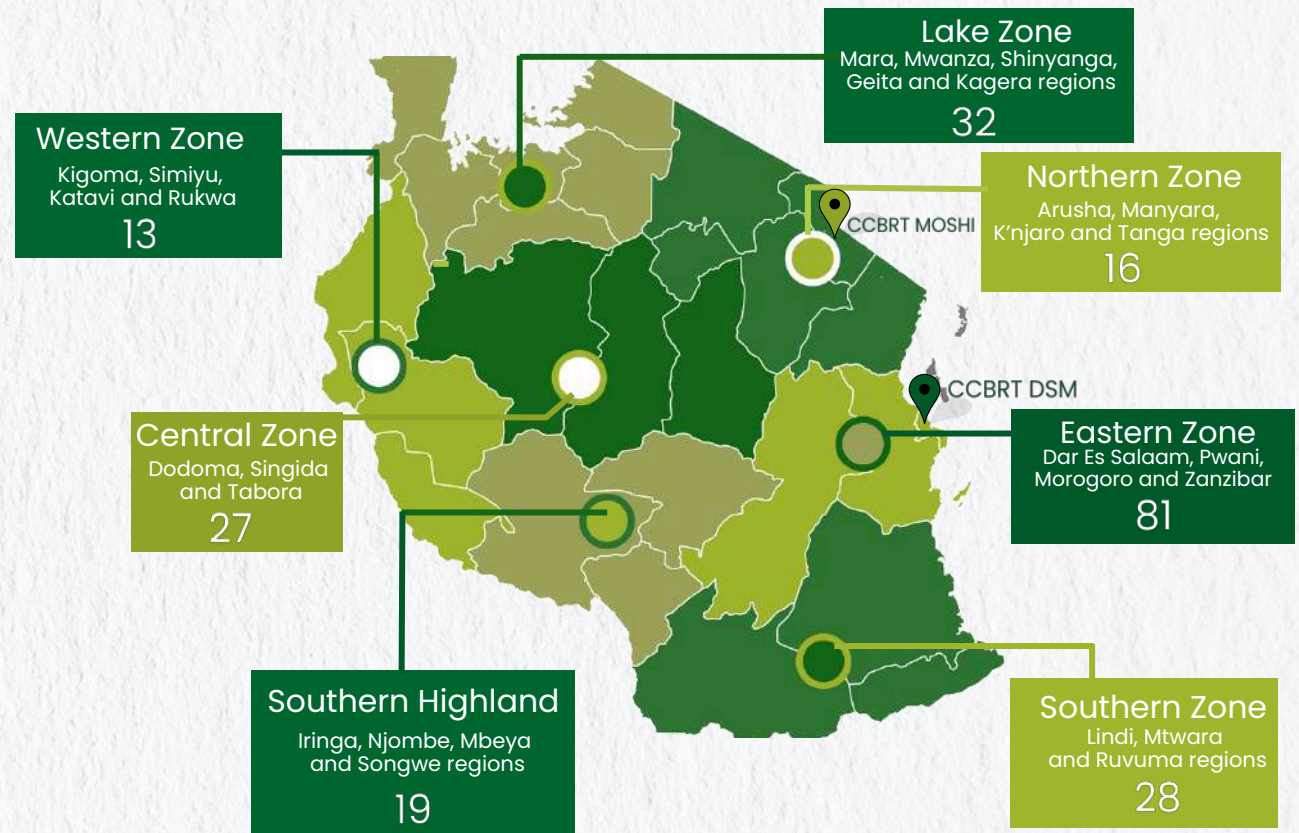
Development Programs

01: Mabinti Center

The Mabinti Centre, CCBRT's flagship women's economic empowerment programme, has been supporting women recovering from obstetric fistula since its establishment in 2009. In 2024, the Centre successfully trained 22 women in handicraft production and business skills through its intensive four-month program. Upon graduation, each participant received a comprehensive business starter kit, including a sewing machine, sewing kit, and start-up capital, equipping them to begin their income-generating activities.

With the 2024 cohort, the total number of women trained since the Centre's inception reached 219. Notably, the Centre continues to demonstrate its commitment to sustainable empowerment, with 13 out of 15 staff members being former Mabinti graduates and fistula survivors.

As we reflect on 2024, the impact of the Mabinti Centre extends beyond training numbers; it is a testament to the transformative power of opportunity, resilience, and community. By equipping women with practical skills and the tools to build independent livelihoods, the Centre continues to break cycles of marginalization and restore dignity. Looking ahead, CCBRT remains committed to expanding the reach and impact of the Mabinti model, ensuring more women recovering from obstetric fistula have access to a pathway of healing, confidence, and economic self-reliance.



02: Moshi House of Hope

In 2024, the Moshi House of Hope continued to serve as a vital hub for outreach, training, and rehabilitation, extending the reach of CCBRT's community-based rehabilitation efforts across the Kilimanjaro region. With a dedicated team of physiotherapy specialists, the center conducted 2,130 home visits and facilitated 5391 community-based rehabilitation sessions in the Kilimanjaro region.

The center delivered 39 weeks of intensive treatment for 877 children with cerebral palsy, and 90 children with hydrocephalus and Spinal Bifida during weeks of Clean Intermittent Catheterization (CIC) training.

Through its orthopedic program, the House of Hope supported 103 new children with life-changing treatment for clubfoot and congenital bone malformation.

7,521

Home visits and
Community-based rehab

874

Assistive devices
distributed

168

Community
health workers
trained

168

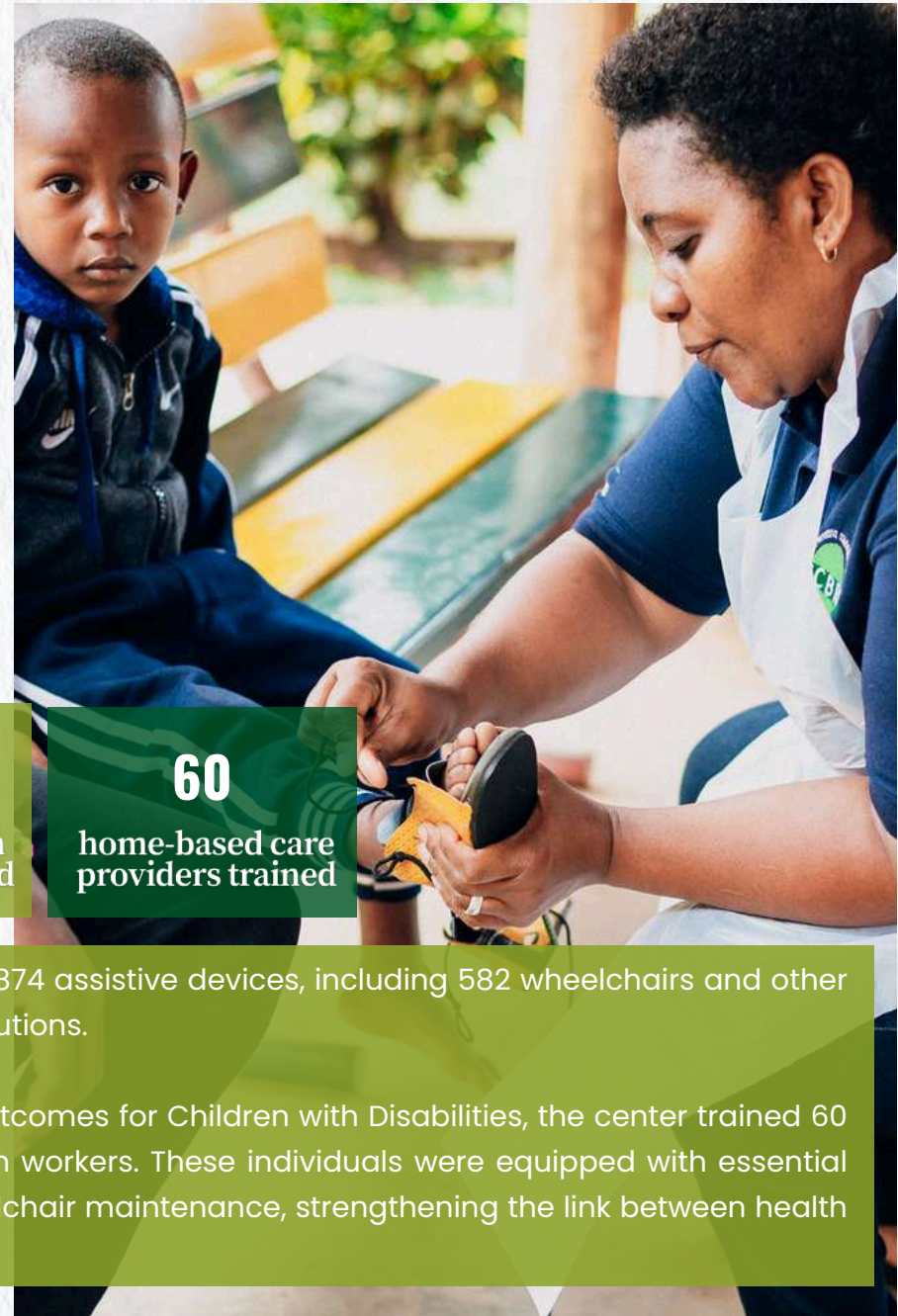
Children's with
Clubfoot treated

60

home-based care
providers trained

To increase access to assistive technology, the center produced and distributed 874 assistive devices, including 582 wheelchairs and other mobility aids such as walking frames, standing frames, and custom-fit seating solutions.

For sustainability, continuity of care at the community level leading to optimal outcomes for Children with Disabilities, the center trained 60 home-based care providers and medical attendants, and 168 community health workers. These individuals were equipped with essential skills in early identification of childhood disabilities, basic rehabilitation, and wheelchair maintenance, strengthening the link between health facilities and home-based care.



03:CCBRT Academy

The CCBRT Academy continues to play a pivotal role in strengthening human resources for health by advancing the skills and expertise of healthcare professionals. In 2024, a total of 2,386 participants engaged in the Academy's training programs, reflecting its broad reach and growing impact.

Over the years, the Academy conducted 80 training sessions across multiple disciplines, significantly enhancing the quality of care within CCBRT and partner institutions. It also contributed to capacity building in eight hospitals across Tanzania and beyond, including Benjamin Mkapa Hospital, Noor Optics, St. Francis Regional Referral Hospital, St. Joseph Hospital, Bugando Medical Centre, Nkinga Hospital, Peramiho Hospital, and Morogoro Regional Referral Hospital.

2,386

Training seats facilitated
by CCBRT Academy

01 + 04

Secured a mini-grant, submitted 4
research papers

08

Staff from Partner
hospitals trained

02

International
fellows were trained

Furthering its global engagement, the Academy hosted five international organizations supporting fellowships and training initiatives: FIGO Fellowship Program, B-Fist, Second Chance, HOLA Academy, and ReSurge International, positioning the Academy as a regional hub for specialist development and knowledge exchange.

In its pursuit of research excellence, the Academy launched its research agenda by securing a one-time mini-grant, submitting four papers for publication, and initiating five studies on key areas such as maternal health, eye care, and sexual and reproductive health, demonstrating a commitment to evidence-based practice and policy influence.

The Academy also supported 11 research students from MUHAS and KIUT, hosted 91 rotation students from MUHAS, Kairuki University, and KIUT, and offered field placement opportunities to 50 students, further contributing to health workforce development.



04 Advocacy and Disability Unit

In 2024, ADI continued to champion disability inclusion across organizational, partner, programmatic, and national levels. Through targeted capacity-building, technical support, and high-level advocacy, ADI strengthened inclusive practices in workplaces, health systems, and national policy platforms. Its efforts spanned staff orientation at CCBRT, partner trainings in multiple regions, impactful contributions under the Scaling Up Family Planning (SUFPP) programme, and active participation in shaping national disability strategies and frameworks.

► Organizational Engagement

At CCBRT, where 6% of staff are persons with disabilities, inclusive practices remain a strategic priority. ADI conducted two disability inclusion orientation sessions for 23 new CCBRT staff, emphasizing the creation of inclusive and accessible workplace environments.

► Partner Engagement

ADI provided expert training on disability inclusion for two development partner institutions on workplace disability inclusion in Dar es Salaam, Mbeya, and Kigoma, reaching a total of 50 staff members. ADI also facilitated a training session on fostering disability inclusive practices within organizational systems, with 17 staff members participating.

► National Engagement

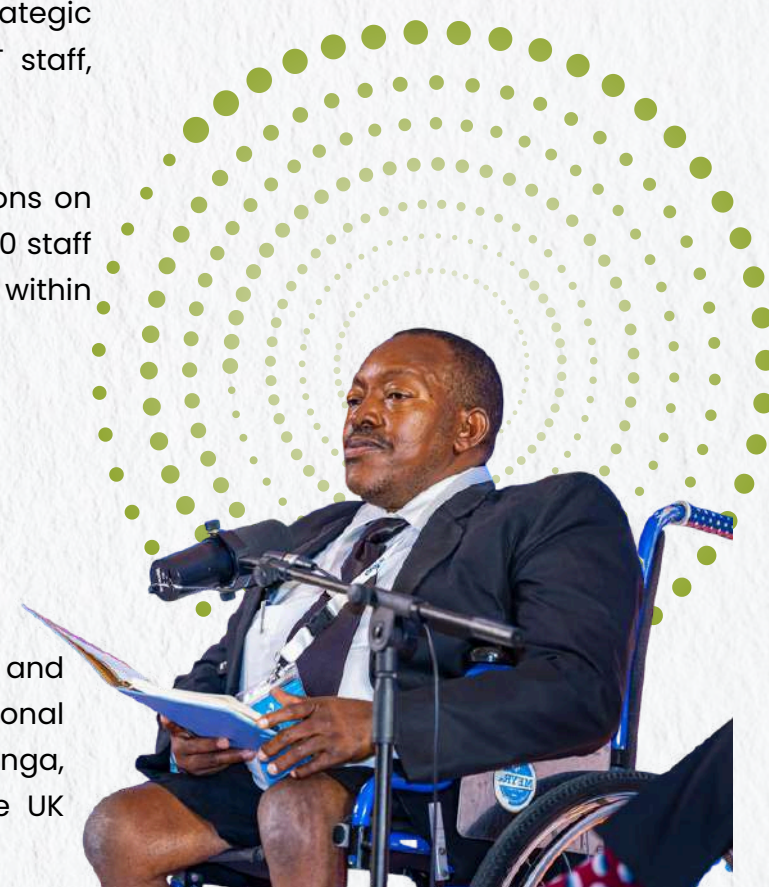
ADI participated in 13 high-level advocacy meetings and national dialogues, including

- Input into the review of the National Disability Policy
- Participation in shaping the National Development Vision 2050
- Engagement in the launch of the National Assistive Technology Strategy

► ADI's on Scaling Up Family Planning (SUFPP) Programme

ADI conducted data assessments in 15 councils, trained 130 CHMT and DPO stakeholders, and reached 259 clients, including 47 PWDs, during outreach events. It contributed to national forums, supported the development of the Afya SS Tool, led a Women's Day session in Tanga, and showcased inclusive programming during the SUFPP field visit with FCDO and the UK Ambassador.

Through these initiatives, ADI reached a total of 565 individuals with training and awareness on disability inclusion in health, development, and workplace sectors. These achievements were made possible through strong stakeholder collaboration, development partners and CCBRT Management



Naomi's Story

At just 15, Naomi was married off in a remote village in Liwale, Lindi. By 18, she was pregnant with her second child. Like many women in rural Tanzania, she gave birth at home, assisted only by her mother and a traditional midwife. The labour was long and difficult. With no access to trained healthcare providers, she had no way of knowing that the prolonged labour would damage her life.

After the delivery, Naomi noticed something was wrong; she could no longer control her bowels. Feces passed through her vagina uncontrollably. She had developed a Rectovaginal fistula



“

I never imagined I would get a second chance at life. I thank God and everyone at CCBRT who thought of us and gave us hope. Because of this opportunity, I can now stand on my own and dream of a better future.

”

For months, Naomi sought help from traditional healers, but nothing worked. The smell from her condition isolated her. Her husband became abusive and left. Friends abandoned her. She returned to her mother's home feeling ashamed, broken, and hopeless.

Just as she hit rock bottom, a CCBRT ambassador visited her village during a fistula awareness campaign, shared information about free treatment, and referred her to CCBRT. In 2023, she underwent life-changing, free reconstructive surgery and made a full recovery thanks to the support of CCBRT and the Fistula Foundation.

In early 2024, Naomi was contacted by CCBRT and invited to join the Mabinti Centre, a 16-week economic empowerment program for women recovering from obstetric fistula. In April, she joined the 16th cohort, supported by Equinor, alongside 10 other survivors. There, she learned tailoring and design. With every stitch, Naomi rebuilt her confidence, no longer a victim, but a mother, provider, and woman with dignity and hope for the future.

Naomi and Mabinti's reminder to us is that healing does not end at the operating table. True recovery is about reclaiming identity, purpose, and the power to thrive. Through its holistic model, CCBRT offers women like Naomi more than just surgery; it offers a second chance at life.

Valuing and Engaging Our Staff



01. Leadership Development;

To build a pipeline of capable and confident leaders, CCBRT delivered a comprehensive leadership training program to 30 participants across departments. The program focused on strategic thinking, team management, inclusive leadership, and communication, equipping emerging leaders to drive innovation and foster a culture of accountability and excellence.

02. Strengthening Systems and Standards

In pursuit of operational excellence, CCBRT generated and rolled out 29 new Standard Operating Procedures (SOPs) in 2024. These SOPs provide clearer guidelines, enhance service consistency, and promote a safer, more efficient working environment across all departments.



03. Increasing Staff Moral and engagement

CCBRT marked key moments that recognize and celebrate the diversity, resilience, and contributions of our staff:

- ▶ International Women's Day was commemorated with inspiring discussions and inclusive activities, drawing participation from over 200 (female and male allies) staff members, underscoring our commitment to gender equity and empowerment.
- ▶ The Annual Staff Party brought together 430 colleagues from across CCBRT for an evening of celebration, recognition, and community building, strengthening bonds and boosting morale.

CCBRT 2024 Financial Report

Statement of Financial Position For the year ended December 2024

Reserve & Liabilities	31-Dec-24 TZS'000	31-Dec-23 TZS'000
Reserves		
Accumulated Surplus	68,320,080	73,071,148
Revaluation Reserve	3,126,485	3,256,368
Total Reserve	71,446,565	76,327,516
Non-current liabilities		
Deferred income grants	-	-
Bank Loan	4,834,949	5,800,170
	4,834,949	5,800,170
Current liabilities		
Borrowing	748,749	734,920
Deferred income grants	1,767,623	3,422,207
Trade and Other payables	6,481,986	7,133,770
Bank Overdraft	-	-
Total current Liabilities	8,998,358	11,290,897
Total Liabilities	13,833,307	17,091,067
Total Reserve + Liabilities	85,279,872	93,418,583

Statement Of Financial Performance For the year ended December 2024

Revenue	31-Dec-24 TZS'000	31-Dec-23 TZS'000
Revenue from non exchange Transactions	7,824,731	11,227,514
Revenue from exchange Transactions	17,773,155	19,204,499
Other Revenue	-	130,653
Finance Revenue	1,469,545	1,452,558
Operating Costs	(30,265,262)	(35,122,932)
Finance Cost	(1,489,513)	(1,931,232)
Impairment on Trade and Other Receivables	(193,607)	(825,518)
Profit/Loss before income tax expense	(4,880,951)	(5,864,457)
Tax expense	-	-
Net Surplus/Deficit for the Year	(4,880,951)	(5,864,457)

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TOGETHER FOR A HEALTHIER TOMORROW



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