

# Business Insider

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President Samia  
Suhlu Hassan



The Executive Director  
of JKCI, Dr Peter Kisenge

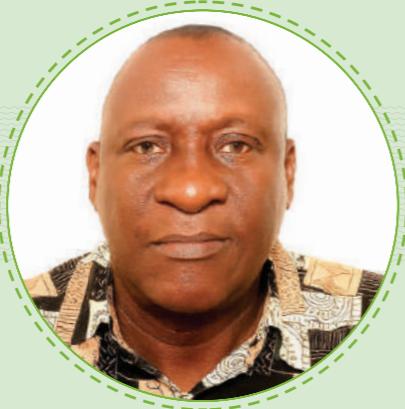
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## BEATING STRONG: JKCI'S FOUR YEARS OF VISIONARY LEADERSHIP

# Editor's Note

By Theophil Makunga, Editor in Cheif



## JKCI's four-year leap sets the stage for next health breakthrough

Over the past four years, the Jakaya Kikwete Cardiac Institute (JKCI) has demonstrated what strategic investment, professional excellence and strong leadership can deliver in specialised healthcare. The institute has grown into one of the most important centres for advanced cardiac treatment, not only in Tanzania, but across the continent, reducing the need for costly referrals abroad and strengthening the country's standing as a regional leader in medical innovation.

In this period, JKCI has significantly expanded its treatment capacity. The number of complex cardiac procedures performed locally has risen sharply, giving Tanzanians access to life-saving interventions that were once only available overseas.

We congratulate JKCI for investing heavily in training cardiologists, nurses and technicians, a move which has helped to build a robust national workforce capable of meeting rising demand for specialised care. These achievements reflect a disciplined and visionary approach that continues to put JKCI at the forefront of regional cardiac care.

The institute's partnerships have also flourished. Collaborations with global health organisations and universities have enhanced knowledge exchange, improved clinical standards and opened new pathways for innovation.

Today, JKCI stands as a model of what well-managed public health institutions can achieve when backed by clear policy direction and sustained funding.

As we congratulate JKCI for this feat, it is worth to note that, the next phase of JKCI's journey requires renewed focus on emerging challenges. One of the most urgent priorities is preventive cardiology.

Tanzania, like many developing nations, is witnessing a rise in lifestyle-related diseases such as hypertension, diabetes and obesity - all major contributors to cardiovascular complications. These conditions are largely preventable through healthier diets, regular exercise and routine

health checks.

Given what JKCI has achieved so far, we firmly believe that the Institute is well positioned to lead a national preventive health campaign.

By partnering with schools, workplaces and community groups, the institute can help promote healthier lifestyles and encourage early screening. Such efforts would significantly reduce the long-term burden on the healthcare system and improve national wellbeing.

Another area which JKCI has excelled is the decentralisation of specialised cardiac services. JKCI has made progress, opening more centres across the country, partnering with other organisations and established many outreach programmes, which have enabled many to access advanced care.

Establishing satellite cardiac units in regional hospitals, deploying mobile diagnostic teams and strengthening telemedicine services would be a better way of ensuring more equitable access nationwide. JKCI should be emulated for this as it aligns with Tanzania's broader goals of universal health coverage and improved rural healthcare. JKCI has also done a lot on the area of research and innovation. This areas plays a central role in JKCI's future and it should be improved. Local research is essential to understanding Tanzania's specific cardiac health challenges and designing appropriate interventions.

Finally, JKCI should continue its zeal on investment in human capital. The institute's success is anchored in the expertise of its staff, and maintaining high professional standards requires ongoing training, mentorship programmes and international exchange opportunities.

JKCI's four-year journey is a remarkable success story that deserves national recognition. As it looks to the future, the priorities are clear: strengthen preventive cardiology, deepen decentralisation, invest in research and innovation, and continue building human capacity. With focused effort and measurable targets, JKCI can build on its strong foundations and further elevate Tanzania's leadership in specialised healthcare.

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## LEADERSHIP

# JKCI: Guided by vision, driven by impact

By Business Insider Reporter

Just a few years ago, complex heart surgeries were a rare occurrence in Tanzania. Families faced painful choices - either raising millions of shillings to send loved ones abroad or resigning themselves to the risk of losing them.

But today, in the gleaming corridors of the Jakaya Kikwete Cardiac Institute (JKCI), every heartbeat carries a story: of fear turned into faith, of second chances, and of a nation rewriting its healthcare narrative.

At the centre of this transformation is the steadfast support of the Government under H.E. President Samia Suluhu Hassan, who early in her tenure, in 2021, inaugurated JKCI's second cathlab machine equipped with 3-D electrophysiology mapping system, setting the tone of her determination to ensure no cardiac condition remains untreatable within the country.

In 2022, entrusted to Dr Peter Kisenge, an interventional Cardiologist and the institute's Executive Director, JKCI evolved from just a cardiac hospital into one of Africa's most trusted cardiac care institutions.

Under his stewardship, the institute has not only expanded its capacity but also built a culture of innovation and accountability that continues to define its success.

"Our story is not just about machines and surgeries - it's about the people behind them," says Dr. Kisenge. "We inherited challenges, but we also had a vision: to make world-class cardiac care accessible to every Tanzanian."

#### From scarcity to self-sufficiency

When JKCI began operations in 2015, the challenges were immense - limited specialists, minimal facilities, and high

dependency on foreign support.

Yet through Dr. Kisenge's strategic partnerships and training initiatives, the institute built a local workforce capable of performing procedures once deemed impossible in Tanzania.

In 2019, JKCI could only perform about 400 adult heart surgeries per year. Four years later, that number increased to over 800 annually, marking a new benchmark for the region.

Behind these numbers lies years of quiet reform - investment in infrastructure and equipment, recruitment of new specialists, and hands-on mentorship that has turned young Tanzanian doctors into regional leaders.

#### Expanding the frontiers of cardiac medicine

Within JKCI's state-of-the-art theatres, Tanzanian surgeons now conduct coronary artery bypass grafting (CABG), thoracic aortic aneurysm repairs, and heart valve surgeries, with mortality being under just 3% breaking barriers, standing shoulder to shoulder with global leaders like Apollo in India.

Under Dr. Kisenge's leadership, the Catheterisation Laboratory (Cathlab) has emerged as the beating heart of JKCI's innovation.

Over the last four years, the Cath Lab has made groundbreaking records, increasing its procedure volumes from just 3000 to near 10000 procedures annually. In 2024 the Cath Labs performed 9,381 interventional procedures, including more than 1,100 percutaneous coronary interventions (PCIs) and 543 pacemaker implantations.

It has also pioneered Tanzania's first balloon mitral valvuloplasty (BMV), transcatheter aortic valve implantation (TAVI), and endovascular aneurysm repairs (TEVAR/EVAR), the first to be done in East and Sub-Saharan African.



## LEADERSHIP



These innovations have reduced outbound referrals, cut treatment costs, saved the country millions in foreign exchange, attracted foreigners, but also most importantly, given a chance of a new life to Tanzanians with heart diseases. "Through excellence and consistency, we have gained the confidence of our neighbours: our Cath Labs now stand as a regional hub, offering life-saving cardiac care to both Tanzanians and patients from surrounding countries," says Dr Tatizo Waane, Director of Cardiology.

#### Investing in people and purpose

One of Dr Kisenge's most enduring legacies has been the emphasis on training and mentorship. Through partnerships with the University of Dar es Salaam and the establishment of the UDSM-JKCI Sub-College, JKCI is nurturing the next generation of African cardiologists.

In 2024 alone, 184 students were trained at JKCI through internships, fellowships, and short courses. The institute has also mentored specialists from Rwanda, Zambia, Malawi, and Cameroon, reinforcing its role as a regional hub for knowledge and practice.

"Training is our heartbeat," Dr. Kisenge often says. "We are building an institution that will outlive us - a centre of excellence powered by Tanzanian expertise."

#### A legacy of transformation

Under President Samia Suluhu Hassan's administration, JKCI's growth has mirrored Tanzania's broader healthcare renaissance.

Government investment in infrastructure, technology, and universal access has aligned seamlessly with Dr. Kisenge's vision for a self-sustaining, patient-centred institute.

The results speak for themselves: over 12 regions and 21,000 Tanzanians reached through outreach programs like Tiba Mkoba, hundreds of regional patients treated annually, and an ever-expanding list of complex procedures successfully performed on home soil.

JKCI has become more than a hospital - it is now a symbol of national pride and continental leadership. By saving lives locally, it restores faith in Tanzania's medical system and positions the country as a growing medical tourism destination.

#### Looking forward

Dr. Kisenge's next chapter for JKCI is anchored in innovation. Plans are underway to establish a Centre for Cardiac Research and Innovation, expand intensive care units, and introduce artificial intelligence, robotic-assisted surgeries and even heart transplants. These ambitions reflect his commitment to keep JKCI ahead of the curve, both scientifically and technologically.

As Tanzania celebrates ten years of JKCI, Dr. Kisenge's name stands synonymous with perseverance, professionalism, and purpose.

What began as a modest vision has matured into a national treasure - one where every heartbeat indeed tells a story.

"Our greatest achievement is not just in the numbers," Dr. Kisenge says quietly. "It's in the trust of every patient who walks in with fear and walks out with hope."



## Leadership Excellence



Dr. Samia Suluhu Hassan presents an award to Ms. Asha Azina, former Vice Chair of the JKCI Board, in recognition of the institution's service delivery during the CEO Forum 2024."

# Dr. Kisenge steers JKCI into an award winning institution

By Business Insider Reporter

**B**etween 2021 and 2025, the Jakaya Kikwete Cardiac Institute (JKCI) has emerged as one of Africa's most decorated centres of medical excellence - winning both national and international awards for innovation, research, and outstanding healthcare delivery.

At the heart of these achievements stands the Institute's Executive Director, Dr. Peter Kisenge, whose visionary leadership has transformed JKCI into a model of specialised cardiac care and institutional excellence.

In the span of these four years, JKCI has not only expanded access to advanced cardiac services but also positioned Tanzania as a regional hub for cardiovascular innovation, medical diplomacy, and digital health transformation.

### A trail of excellence

In 2023, JKCI received the Best Institutional ICT Transformation Award in Health Service Delivery, recognizing the institute's pioneering use of technology to improve patient care.

That same year, it secured first position at the 45th Dar es Salaam International Trade Fair (DITF) for excellence in healthcare technology and service delivery - cementing its reputation as a leader in health innovation.

The momentum continued through 2023, with the institute earning multiple awards for public education on non-communicable diseases (NCDs) and groundbreaking research on cardiovascular health,

particularly among women. JKCI's outreach campaigns—aligned with the government's vision of bringing healthcare closer to the people—garnered widespread recognition for their impact in preventive health and early diagnosis.

### Scientific leadership and international recognition

During the sixth government, JKCI's research output and scientific visibility expanded dramatically.

In 2024, one of its cardiologists, Dr. Khuzeima Khanbhai, received recognition from the American College of Cardiology (ACC) for outstanding research on peripartum cardiomyopathy, a condition affecting women after childbirth.

This recognition elevated JKCI's status within global medical circles and reflected Dr. Kisenge's commitment to fostering a research-driven culture within the institution.

The same year, JKCI also received the Best Public Education Campaign Award from the Public Relations Society of Tanzania (PRST) for its cardiovascular awareness initiatives, alongside a Corporate Social Responsibility Award for its free community screening programs. The institute's success in public engagement was further amplified by its role as main sponsor of the 2025 e-Government Authority Conference, underscoring its leadership in digital health transformation.

### Global partnerships, local impact

Guided by President Samia Suluhu Hassan's 4 Rs of Reconciliation, Resilience, Reforms and Rebuild, Dr. Kisenge's has steered JKCI

With strong leadership from President Samia Suluhu Hassan and continued investment in technology, training, and research, we are setting new standards for health delivery in Africa.



towards a new era of collaboration focused on building partnerships that bridge local expertise with international standards.

Collaborations with organizations such as Save a Child's Heart (Israel), Open Heart International (Australia), and Mending Kids (US), New York University (US), Muntada Aid (UK), Chain of Hope (US), King Salman Humanitarian and Relief Aid Centre (Kingdom of Saudi Arabia), Cardiostart International (US) and Madaktari Africa (US) have enabled JKCI to perform complex procedures locally - reducing medical referrals abroad and strengthening Tanzania's self-reliance in specialized healthcare.

JKCI's organization of the CardioTan International Conferences,

hosted annually since 2023, has further enhanced its global footprint.

The conferences attract hundreds of experts from over 30 countries globally, serving as a platform for knowledge exchange, scientific collaboration, and regional integration in cardiovascular care.

### National recognition for excellence and impact

In 2025, JKCI was named Winner of the Excellence in Health Service Delivery Award in the category of specialised and national hospitals - an accolade that affirmed the institute's commitment to high-quality, patient-centered healthcare.

The recognition followed earlier awards for excellence in human resource management and economic and social contribution, reflecting Dr. Kisenge's holistic approach to institutional development.

Speaking after the announcement of the 2025 awards, Dr. Kisenge emphasised that the institute's success was the result of teamwork, innovation, and unwavering government support:

"These awards belong to every member of the JKCI family. They reflect our shared vision - to make Tanzania a beacon of excellence in cardiac healthcare."

With strong leadership from President Samia Suluhu Hassan and continued investment in technology, training, and research, we are setting new standards for health delivery in Africa."

### A model of African medical excellence

Today, JKCI stands as a flagship of Tanzania's health transformation - combining clinical excellence, research leadership, and digital innovation.

Through Dr. Kisenge's strategic direction, the institute has gained both local and global acclaim, demonstrating that world-class healthcare can be achieved within Africa through vision, leadership, and collaboration.

With its growing network of partnerships, advanced infrastructure, and commitment to community health, JKCI's journey in the last four years continues to inspire confidence that Tanzania's future in specialised medicine is both promising and sustainable.



# JKCI: Where leadership turned vision into healing

The Jakaya Kikwete Cardiac Institute (JKCI) stands as a testament to Tanzania's commitment to advancing healthcare, particularly in the field of cardiovascular diseases.

Established in 2015, the institute was named in honor of former President Jakaya Kikwete, who played a pivotal role in its inception.

Within four years of the leadership of President Samia Suluhu Hassan, JKCI has undergone significant transformations, expanding its services and infrastructure to meet the growing demand for specialized heart care under the directorship of Dr. Peter Kisenge.

## Foundation and vision

Guided by H.E. President Dr Samia Suluhu Hassan's vision to position Tanzania as a hub for high-quality and affordable healthcare that attracts patients from across Africa and beyond, JKCI has set a blueprint to offer high-quality cardiac services in the region, marking a significant milestone in Tanzania's healthcare sector, aiming to reduce the need for patients to seek treatment abroad.

## Expansion and modernisation blueprints of progress

Infrastructure has expanded dramatically. From a small number of wards and theatres, JKCI has grown into a chain of hospital and one of the largest cardiac facilities in sub-Saharan Africa.



Dr Samia Suluhu Hassan at the launching of JKCI's second Cath Lab with 3D electrophysiology mapping system

In 2024, it inaugurated a modern five-floor diagnostic and administration block, equipped with state-of-the-art laboratories accredited under ISO 15189:2012.

The institute has also extended its reach beyond its Upanga base.

In November 2022, it was granted a mandate to manage and transform the Occupational Hospital into JKCI Dar Group Hospital, focusing on cardiac services for southern Dar es Salaam.

Additional satellite clinics have been established in Kawe and Oysterbay, reducing congestion and broadening access. Regionally, JKCI mentors cardiac services at Chato and Benjamin Mkapa hospitals, supporting decentralisation across the country.

## Technological advancements

Under President Samia Suluhu Hassan's leadership, the JKCI has embraced technological advancements to enhance its services. The institute has incorporated telehealth services, allowing patients from remote areas to consult with specialists without the need to travel long distances. Catching up with the pace of technological advancement, JKCI has also integrated the use of Artificial Intelligence to provide services. In early 2024, the Executive Director, Dr Peter Kisenge launched an Artificial Intelligence-powered monitoring system known as Dozee designed to facilitate early patient discharge and enable continuous monitoring from home. "Technology is the present



and future of excellence with Dozee technology, we have reduced patients hospital stays allowing us to treat more people and optimize our resources" said Dr Kisenge during our interview.

## Innovation and Sustainability: Heart Team Africa Foundation

At the heart of JKCI's humanitarian vision lies the Heart Team Africa Foundation (HTAF), an NGO established in 2024 with a singular mission: to save children born with congenital heart defects.

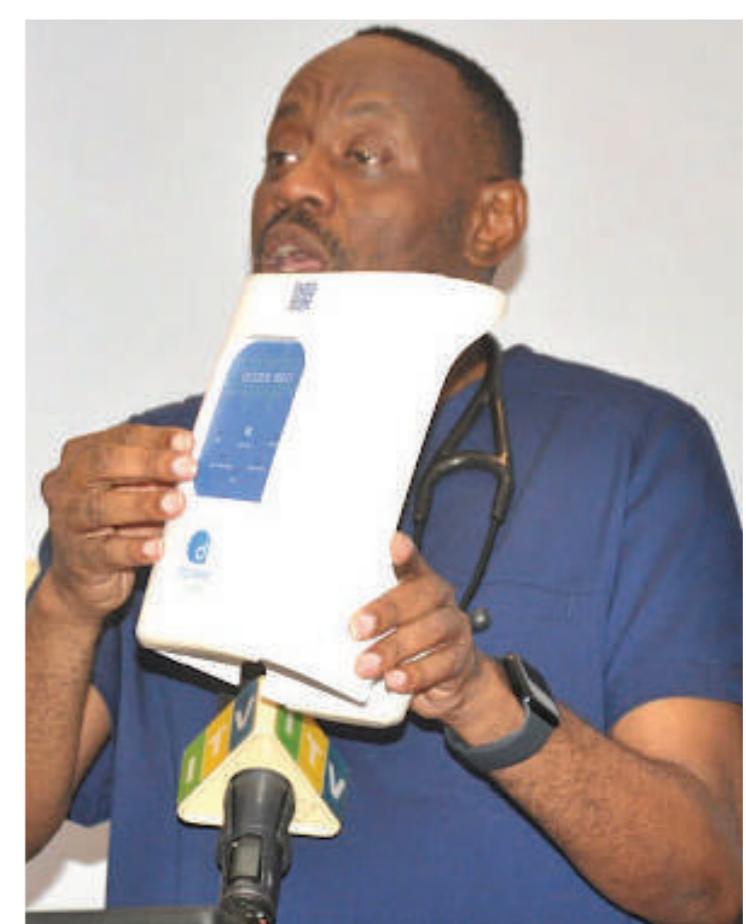
Since its inception, HTAF has raised over TSh 3 billion, funding surgeries for children from poor and vulnerable families across Tanzania and beyond. By channelling these resources directly into JKCI, the foundation ensures that no child is denied care simply because of financial barriers.

Yet its ambitions go further. HTAF's goal is continental: to help children across Africa gain access to life-saving interventions. It reflects JKCI's broader vision - transforming healthcare systems not just for one nation but for an entire region.

## Looking ahead

The transformation of the Jakaya Kikwete Cardiac Institute reflects Tanzania's dedication to improving healthcare infrastructure and services.

With continued support from the government, international partners and a focus on innovation and collaboration, the JKCI is poised to become a leading center for cardiovascular care in East and Central Africa, ensuring that more patients have access to life-saving treatments within their own country.



Dr. Peter Kisenge launches an Artificial Intelligence-powered monitoring system known as Dozee designed to facilitate early patient discharge.

# Numbers that speak: JKCI's cardiac treatment transformation in figures

By Business Insider Reporter

Jakaya Kikwete Cardiac Institute (JKCI) clocked ten years this year. It's now reputed as a regional centre of excellence when it comes to dealing with cardiovascular problems.

But it is transformative journey of the last four years, which were built on the firm foundation of the preceding six years, has turned JKCI into a leading cardiac centre in East and Sub-Saharan Africa. In just four years of exemplary commitment by Executive Director, Dr. Peter Kisenge, JKCI has transformed from a national referral centre into a continental leader in cardiovascular care. Behind this transformation are the numbers - hard evidence of growth, innovation, and lives saved - that illustrate the scale of change under the leadership of President Samia Suluhu Hassan.

## Staggering 9,381 procedures, low mortality

Between March 2021 and March 2025, JKCI's catheterisation laboratory conducted 9,381 procedures, including coronary angiograms, pacemaker implantations, ablations and life-saving interventions.

Out of these, only 20 deaths were recorded - translating into a mortality rate of 0.21 percent, a figure that matches global benchmarks and highlights the institute's precision and safety.

Under the same period other procedures were also successful performed including:

- Coronary Angiograms (CAG): 4,254 cases
- Percutaneous Coronary Interventions (PCI): 1,134 cases
- Pacemaker Implantations: 543 cases

- Electrophysiology Studies: 135 cases
- Cardiac Ablation: 60 cases

These numbers do not just reflect procedures; they reflect lives saved and families preserved.

## Expanding the frontiers of surgery

The surgical units have recorded unprecedented growth: Paediatric Surgeries: Up by 50 percent, from 200 cases in 2020 to 400 annually in 2025.

JKCI is now the only centre in East and Central Africa to independently perform advanced procedures like the Arterial Switch Operation.

Adult Surgeries: Nearly doubled, with annual cases rising to 400+, including high-complexity procedures such as Coronary Artery Bypass Grafting (CABG) and thoracic aortic aneurysm repairs.

Despite the rise in complexity, both units maintain survival rates that rival leading international hospitals.

## Innovation in practice

JKCI has introduced advanced procedures previously unavailable in Tanzania, including:

- TAVI (Transcatheter Aortic Valve Implantation): 4 cases
- TEVAR/EVAR (Endovascular Aneurysm Repair): 4 cases
- Peripheral Angioplasty: 79 cases
- Balloon Mitral Valvuloplasty: 32 cases

These innovations have reduced outbound referrals, keeping precious healthcare resources within the country and positioning Tanzania as a pioneer in the region.



JKCI's Dr. Samia Suluhu Hassan Outreach Programme.



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VISUALISATION

## Making Tanzania a regional hub

From Zambia and Malawi to Germany and the UAE, JKCI treated over 1000 international patients in just four years.

This underlines Tanzania's growing stature as a medical tourism destination.

The institute has also mentored specialists from Rwanda, Malawi, Zambia, Cameroon, and Burkina Faso, exporting knowledge and expertise across Africa.

## 21,466 citizens reached through outreach

President Samia's "Tiba Mkoba" Health Outreach Program has extended JKCI's reach to 19 regions, offering screenings and consultations to 21,466 citizens.

Out of these, 3,262 patients were

referred to JKCI for advanced treatment. This decentralization of healthcare access demonstrates how numbers translate into equity.

## Training the next generation

In 2024 alone, JKCI trained 184 students across internships, fellowships, and short courses. In early 2025, another 37 students were trained.

With the establishment of the UDSM-JKCI Sub-College, the institute is cementing its role as a knowledge hub for Africa.

## Global recognition

The institute's achievements have not gone unnoticed. From ICT transformation

awards to recognition from the American College of Cardiology, JKCI has collected dozens of accolades between 2021 and 2025, reinforcing its place on the global map of excellence.

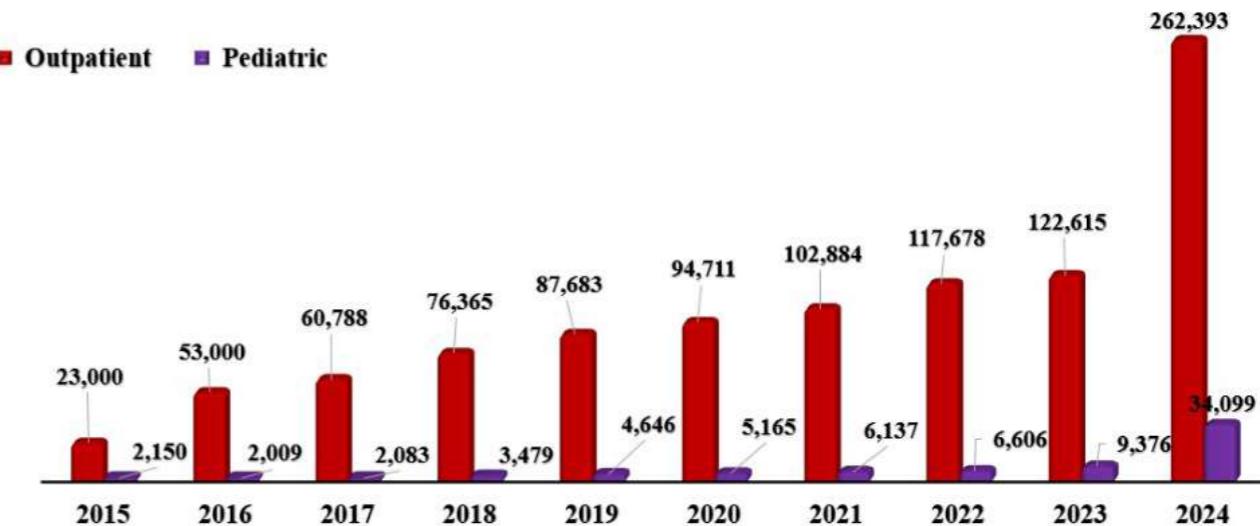
## The bigger picture

At JKCI, every statistic is more than a number - it is a reflection of policy, leadership, and commitment. 9,381 procedures. 721 international patients. 21,466 citizens reached.

These numbers tell a story of resilience and ambition. Under President Samia Suluhu Hassan, JKCI is not just counting procedures; it is counting lives saved and futures secured.

## TREND - OUTPATIENTS

■ Outpatient ■ Pediatric





## HEALING BEYOND BORDERS:

# JKCI becomes the heartbeat of Africa's cardiac care

By Business Insider Reporter

In the quiet hum of the Jakaya Kikwete Cardiac Institute (JKCI) in Dar es Salaam, a quiet revolution is unfolding - one that transcends Tanzania's borders and resonates across the African continent.

From the surgical theatres of Dar es Salaam to children's wards in the Zambia and outreach programmes in Comoros, JKCI has become more than a hospital. It is a regional heartbeat, fuelling a new era of health diplomacy, innovation and continental solidarity.

Under the visionary leadership of President Dr. Samia Suluhu Hassan, JKCI has evolved into a centre of excellence in cardiovascular care and a regional referral hub, driving a new era where Tanzania's medical expertise is saving lives far beyond its borders.



Tanzania's Medical Tourism Team and the High Commission of the United Republic of Tanzania celebrate their second-place victory at the 97th Agricultural and Commercial Show Expo in Zambia.

This is the story of how surgical missions, cross-border collaborations, and global partnerships are rewriting Africa's healthcare narrative, one heartbeat at a time.

### A new era of health diplomacy

True to President Samia Suluhu Hassan's vision of using healthcare as a bridge for regional unity and development, JKCI has emerged as a champion of health diplomacy and medical tourism. Under the guidance of Dr. Peter Kisenge, its Executive Director, who is also the Chairman of the National Medical Tourism Committee, the Institute has built trusted partnerships with Rwanda, Malawi, Comoros, Burkina Faso, Congo, and Zambia. Through these alliances, Tanzania is redefining regional collaboration, turning its medical excellence into a tool of diplomacy, compassion, and shared growth.

"The vision is to build trust and confidence across the region. We want to bridge the gap. A patient in Lilongwe or Kigali, diagnosed with a condition beyond local capacity, is formally referred to JKCI" Dr Kisenge adds "The strategy is to link Tanzanian embassies and ministries to work in tandem, facilitating medical visas and smooth cross-border travel, ensuring other Africans receive life-saving care without the prohibitive cost and logistics of travelling to another continent. For Tanzania, it establishes a reputation as a centre of excellence and a reliable regional partner".

### Vision to Strategy

July 2024 marked a turning point in Tanzania's role in regional healthcare leadership. In a historic moment, Tanzania and the Union of Comoros signed a Memorandum of Understanding (MoU), paving the way for one of the largest multidisciplinary medical missions ever deployed in East and Central Africa.

Led by JKCI, in collaboration with the Ministry of Health and the Tanzanian High Commission in Comoros, the mission provided life-saving cardiac interventions, screenings, and surgeries to over 2,700 patients.

It also facilitated 250 specialised referrals for treatment back in Tanzania.

This effort was not merely about medical procedures; it embodied President Samia's vision for health diplomacy, positioning Tanzania as a regional hub for complex medical care.

The mission inspired hope, restored dignity, and deepened continental partnerships anchored in compassion and innovation.

### Global partnerships driving local excellence

JKCI's rise as a cardiac care powerhouse has been propelled by strategic collaborations with



JKCI and King Faisal Hospital Rwanda officials formalize their partnership with the signing of a Memorandum of Understanding.

interventional cardiology services to over 1000 international patients from more than 20 countries, including Mozambique, Comoros, Burundi, Rwanda, Zambia, Malawi, India, the UAE, France, Germany, Nigeria, Zimbabwe, Morocco, and Turkey.

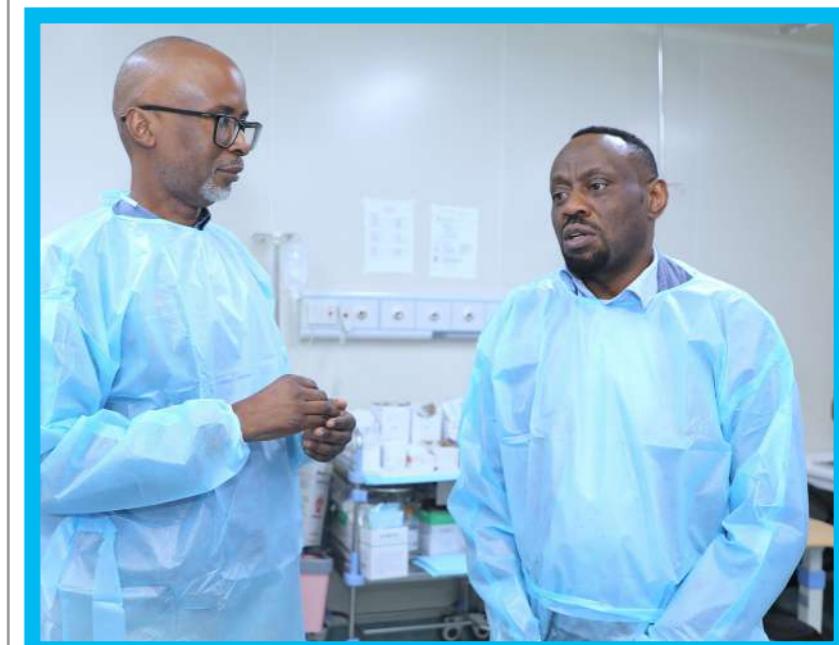
This growing influx of international patients positions Tanzania as a regional hub for advanced cardiac care - a vision aligned with President Samia's broader health diplomacy and medical tourism strategy.

### Way forward

As JKCI celebrates its achievements, the journey is far from over. With state-of-the-art facilities, global partnerships, and a proven track record, the institute is poised to deepen collaborations, expand outreach, and strengthen its leadership in regional cardiac care.

More than a hospital, JKCI has become a symbol of hope - a place where a child from rural Malawi, a patient from Comoros, and a trainee from Zambia can find the same thing: a second chance at life.

President Samia Suluhu Hassan's bold vision, combined with Executive Director, Dr Peter Kisenge's relentless innovation, is reshaping Africa's healthcare landscape - one heartbeat at a time.



Dr. Peter Kisenge (right), Executive Director of JKCI, with Dr. Chabwela Shumba, CEO of NHHZ, in Zambia.

# Beating Strong: A decade of transformation at the Jakaya Kikwete Cardiac Institute

JKCI Executive Director Dr. Peter Kisenge



By Business Insider Reporter

The Jakaya Kikwete Cardiac Institute (JKCI) clocks ten years this year. Business Insider editors sat with the JKCI Executive Director, Dr. Peter Kisenge, so that he can, briefly, tell the decade long story to our readers. Read on...

**QUESTION:** Let's start with the history. How did JKCI come into being?

**ANSWER:** The story of JKCI is one of vision meeting commitment. Soon after independence in 1961, Mwalimu Julius K. Nyerere declared war on the three enemies of poverty, ignorance, and disease.

Specialised healthcare, particularly cardiac care, was practically nonexistent. Patients with heart disease had to be flown abroad - an option available only to the wealthy few.

Early efforts in the 1970s saw doctors sent to the UK and the US for cardiovascular training.

Progress was slow until collaborative missions in the 2000s - with partners from Saudi Arabia, Australia, India, and the US - helped build local capacity.

The turning point came on 5th September 2015, when the Jakaya Kikwete Cardiac Institute was officially launched as a fully independent

institute, named after former President Jakaya Mrisho Kikwete for his leadership in making the vision a reality.

**Q: What have been JKCI's major achievements over the past decade?**

**A:** The achievements are both clinical and institutional. To date, JKCI has attended to more than 700,000 patients across Tanzania and sub-Saharan Africa.

Annual surgeries have risen from 246 in 2015 to over 700 in 2024, with 86 percent of procedures now performed by local experts.

JKCI has drastically reduced government spending on overseas cardiac treatment - from TSh 175 billion to TSh 17 billion annually. Its laboratory gained international ISO 15189 accreditation, and it has published more than 300 peer-reviewed research papers.

On outreach, the institute has run heart camps in Arusha, Mbeya, Dodoma and Zanzibar, screening over 21,000 people under the "Samia Suluhu Hassan Outreach Service". Internationally, JKCI has signed MoUs with hospitals in Zambia and Rwanda and hosted delegations from the DRC. These milestones have positioned JKCI as a regional hub for cardiac care.

**Q: What about expansion? How has JKCI grown beyond its Dar es Salaam headquarters?**

**A:** Expansion has been central to JKCI's strategy.



“

**JKCI has drastically reduced government spending on overseas cardiac treatment - from TSh 175 billion to TSh 17 billion annually. Its laboratory gained international ISO 15189 accreditation, and it has published more than 300 peer-reviewed research papers.**

It has established satellite clinics at Kawe and Oysterbay, as well as taken over and upgraded the Dar Group Hospital in southern Dar es Salaam.

Regionally, JKCI has mentored cardiac units at Chato Zonal Hospital and Benjamin Mkapa Hospital. The institute has also signed an MoU with China to build a state-of-the-art Pediatric Cardiac Center at Mloganzila, complementing MUHAS's East African Center of Excellence for Cardiovascular Diseases.

This expansion aims to bring life-saving services closer to underserved communities while relieving pressure on the Dar es Salaam base.

**Q: Every institution faces hurdles. What challenges has JKCI encountered in its 10 years of existence?**

**A:** The challenges have been significant. In its early days, JKCI struggled with shortages of staff, essential medicines, and advanced equipment.

Many cardiac drugs were not on the national essential medicines list, forcing staff to personally import supplies from abroad.

Staff retention was also a problem, with early employees moving to other hospitals or even abroad.

The COVID-19 pandemic posed another major challenge. Travel restrictions cut off overseas treatment options, placing immense pressure on JKCI to deliver services locally. Patient referrals were disrupted, and fear of infection kept many away from hospitals.

Yet, paradoxically, this crisis highlighted JKCI's importance, cementing its role as Tanzania's only hope for advanced cardiac care.

Another ongoing challenge is affordability. While JKCI has reduced costs compared to overseas care, many Tanzanians still struggle to access advanced cardiac services without insurance or government support. We are optimistic that the Universal Health Coverage will largely mitigate this challenge.

**Q: Looking ahead, what does the future hold for JKCI?**

**A:** The future is ambitious. JKCI expansion strategy is on the roll, we aim to set up a cardiac hospital outside Tanzania's border, but also extend the cardiology centres in various regions in Tanzania starting with Arusha and Chato, fulfilling President Samia's call for nationwide access.

Strategically, JKCI is building capacity through training partnerships with the University of Dar es Salaam, creating a sub-college for cardiology programs.

Technologically, it is rolling out Tanzania's first Total Laboratory Automation (TLA) system, integrating AI and digital workflows to boost diagnostic speed and accuracy.

On the clinical front, the most transformative ambition is to establish Tanzania's first heart transplant center.

A dedicated team, led by Dr. Nyawawa, is drawing lessons from countries with transplant programs. The goal: to conduct the first heart transplant within five years.

Globally, JKCI plans to strengthen regional ties, helping other African nations establish cardiac units while positioning itself as a research hub through initiatives like the annual CardioTan scientific conference.

**Q: Beyond the data and milestones, what does JKCI mean for Tanzanians?**

**A:** JKCI represents more than medical statistics. It has given Tanzanians dignity - the chance to be treated at home rather than traveling abroad at crippling expense. Patient testimonies highlight lives saved and second chances earned.

For children with congenital heart disease, JKCI means survival and a future once thought impossible.

As one official put it: "Ukiona vyaelea, vimeundwa - if you see something afloat, know it was deliberately built." JKCI is a product of deliberate vision, strong leadership, and the relentless commitment of medical professionals.

**Q: In summary, how should business readers view JKCI's story?**

**A:** JKCI is a case study in health sector investment. In ten years, it has reduced national healthcare costs, built a skilled workforce, created international partnerships, and unlocked new research opportunities.

For business readers, it demonstrates how strategic investment in specialised healthcare can yield both economic and social dividends. As Tanzania aspires to become a regional medical hub, JKCI is the beating heart of that ambition.

# From bricks to heartbeats: NHC's life-saving partnership with JKCI

By Business Insider Reporter

For decades, the National Housing Corporation (NHC) has been synonymous with reshaping Tanzania's skylines, erecting modern apartments, commercial buildings, and dignified homes for families across the country.

But behind this familiar image of bricks and mortar lies a bigger, more human story: one of saving lives, restoring dreams, and investing in the health of Tanzanians.

To NHC, a house means little if its occupants are not in good health.

#### The Shift Beyond Cement

In recent years, NHC has redefined its mission. Recognizing that homes alone cannot sustain dignity without health, the Corporation has extended its vision to embrace corporate social responsibility (CSR) initiatives in healthcare, specifically through a close partnership with the Jakaya Kikwete Cardiac Institute (JKCI).

“

**A house means little if its occupants are not in good health.**

often stress that patients do not die for lack of treatment, but because their conditions are detected too late.

Here, NHC has stepped in. By supporting early diagnostic services in regions across the country, the Corporation has made a life-saving difference. These efforts have already saved hundreds of Tanzanians who had no idea they were living with hidden heart conditions.

#### Investing in Knowledge

NHC's commitment goes beyond funding diagnostics. The Corporation has also invested in knowledge—the foundation of sustainable healthcare.

Through sponsorship of key medical conferences such as Heart Team Africa and CardioTAN, Tanzanian specialists have been able to exchange ideas and expertise with global peers.

The results?

A stronger generation of heart experts equipped with advanced skills and insights that are improving local treatment standards.

“The value of knowledge is greater than money; it is an investment in the future of healthcare.”

#### A Lifeline for Children

Perhaps the most powerful chapter of NHC's CSR story lies in its support for children.

Heart disease in children is a devastating diagnosis, particularly for families without the means to afford treatment or surgery. NHC has stepped in to bridge this gap, funding surgeries that give children a new chance at life.

Every child saved is not just a victory for one family, but



a triumph for the nation itself, because children are tomorrow's leaders, professionals, and innovators.

#### Walking with the Community

NHC has also walked hand-in-hand with communities through initiatives such as fundraising dinner galas to support children with heart problems. These events send a strong message: solutions to social challenges can be found when institutions and citizens work together.

While society often measures generosity in shillings, the true value of NHC's support lies in the smiles of recovered patients, the relief of families, and the promise of healthier futures.

#### A New Chapter in NHC's Story

Through these initiatives, NHC has rewritten its history. No longer seen only as a builder of homes and offices, it is now recognized as a builder of health, hope, and national resilience.

This is a corporation with a human heart, one that believes good homes lose their meaning unless their occupants are in good health.

“We build homes, we build health, we build a nation.” – NHC

#### Gratitude to JKCI

NHC also takes pride in its role in strengthening healthcare infrastructure directly. The Corporation recently completed the construction of the JKCI Extension Block at Muhimbili, a TSh 3.1 billion project now finalized with excellence.

The successful delivery of this facility stands as proof of NHC's ability to merge its core expertise—construction—with its commitment to social good.

#### Ahead

As NHC continues to deliver safe, modern, and world-class buildings, it remains equally committed to uplifting Tanzanians' health and well-being.

In doing so, the Corporation is reminding the nation that development is not only about concrete structures—but about building lives, protecting dreams, and nurturing futures.



# How Kitengule Hospital is transforming healthcare and touching lives

From its beginnings as a modest dispensary to becoming one of Tanzania's fastest-growing referral hospitals, Kitengule Hospital is steadily redefining healthcare in Dar es Salaam. With world-class specialists, advanced technology and strategic international partnerships, the hospital is bringing hope, healing, and excellence closer to home.

When it comes to hospitals shaping lives daily in Dar es Salaam, Kitengule Hospital is taking centre stage. Located in the heart of Kinondoni District, along Bagamoyo Road in Tegeta Kibaoni suburb in Dar es Salaam, the hospital is fast becoming a pillar of modern healthcare. It now serves over 800 patients each day with precision, compassion and innovation.

Founded in 2008 as a small dispensary, Kitengule expanded rapidly and become a District Hospital in 2019, before gaining the status of a Referral Regional Hospital by 2020.

Today, it ranks among Tanzania's fastest-growing medical institutions, blend with specialist expertise, modern technology and a patient-first philosophy.

## A one-stop centre for specialist care

Stepping into Kitengule, patients encounter a world-class

team of medical staff including specialists and non-medical staff committed to comprehensive, high-quality medical care.

The hospital offers a wide spectrum of services, including paediatrics, obstetrics and gynaecology, orthopaedics, ophthalmology, dentistry, interventional radiology, dialysis and advanced surgery.

What sets Kitengule apart is its commitment to accessibility. Patients from Dar es Salaam, Bagamoyo, Pwani and even other regions Tanzania no longer need to travel long distances for quality treatment.

"We envision Kitengule as a one-stop centre where patients receive everything under one roof," explains Boni Mabusi, the hospital's Chief Operating Officer. "From diagnostics to surgery, from dialysis to rehabilitation, we are making world-class healthcare both available and affordable."

## Innovation with compassion

Kitengule is pioneering minimally invasive laparoscopic surgeries, performed by skilled surgeons achieving faster recovery and better outcomes.

Its orthopaedic department is setting new standards by successfully carrying out procedures such as hip replacements.

For those with chronic kidney conditions, the hospital's dialysis centre offers some of the most affordable services in Tanzania.

Beyond treatment, Kitengule provides financial support, transport assistance for insured patients and complimentary breakfasts for all insured and self-paid patients.

"Healthcare is not just about treating illnesses," Mabusi says. "It is about restoring dignity, creating comfort and giving hope. That is why we introduced VIP suites designed to provide hotel-style comfort, private consultations and personalised care, ensuring patients feel at home while receiving world-class treatment."

## Global bridges, local impact

Recognising that many Tanzanians still travel abroad, particularly to India, for specialised treatments, Kitengule has forged strategic partnerships with Apollo Hospitals and Yashoda Hospitals. Through these collaborations, top specialists from these entities visit Kitengule regularly, bringing global expertise directly to Tanzanian patients and reducing the need for costly international travel.

"Our mission is simple. We are bringing the best medical solutions home so that no patient is forced to travel thousands of kilometres for treatment readily available here" Mabusi says.

Kitengule also invests in cutting-edge technology, with



CEO Dr. Sebastian Ganyaka



CT - Scan



MRI



philosophy. Under the leadership of founder and CEO Dr. Sebastian Ganyaka and Medical Director Dr. Ngailo, patient feedback drives service improvements.

"We take every suggestion seriously," Dr. Editruda Ngailo says noting that every week they review patient feedback and adjust where necessary. "True healthcare is about listening to those we serve," she insists.

The hospital has also raised hygiene and hospitality standards, ensuring patients enter a clean, warm, and reassuring environment - one that inspires hope rather than smelling of antiseptics.

**CONTINUES PAGE 20>>**

MRI, CT scans, advanced laboratories and modern imaging tools like 4d ultrasounds that give doctors the ability to deliver precise, life-saving results. Alongside, it strengthens human capital through continuous training. Each Friday, doctors and healthcare workers gather for knowledge-sharing sessions, revisiting WHO guidelines, Ministry of Health protocols and the latest medical innovations.

"By constantly upgrading our skills and technology. We ensure patients receive not just treatment, but the very best treatment possible," explains the COO.

## A culture of listening and caring

At the heart of Kitengule's success is its patient-first



## HEALTH SERVICES



## &lt;&lt;FROM PAGE 19

**Building a healthier future**

Dr. Sebastian Ganyaka, Director General of Kitengule Hospital, reveals that, Kitengule's mission extends beyond treatment.

He said the hospital organises free screening camps to tackle non-communicable diseases such as diabetes, hypertension, prostate cancer and cervical cancer.

Further more September 2025, Kitengule Hospital host a special surgical camp in collaboration with Indian specialists, providing hundreds of patients with access to advanced procedures without leaving the country - another step in redefining accessible healthcare for all.

**Looking ahead**

Guided by its founder's vision who always said; "You may not be the first, but you will be among the successful", Kitengule vision is to improve infrastructure, upgrading medical technology to a modern one and looking to partner with different entities local and international.

"In the partnership area, also we have doctors approaches Kitengule to work with us from USA, South Africa, India, Turkey and Cuba, who soon will start working with us," said Dr. Sebastian.

According to Dr. Sebastian, Kitengule Hospital continues to grow, innovate and inspire.

With cutting-edge infrastructure, globally trained doctors, and strategic partnerships, it is positioning itself as Tanzania's leading hub for specialised medical care.

As Dr. Sebastian puts it: "For us, every patient matters. At Kitengule, excellence is not optional - it is our promise."

From humble beginnings as a dispensary to a state-of-the-art referral hospital, Kitengule is rewriting Tanzania's healthcare story - one patient, one innovation, and one heartbeat at a time.

## THE LATE PAUL KITENGULE MSAKI: FROM FISH TRADE TO HEALING PEOPLE

### Untold story from Dr. Sebastian Ganyaka

The late Mr. Paul Kitengule Msaki hailed from a humble family on Ukerewe Island, nestled in the waters of Lake Victoria, Mwanza-Tanzania. Growing up in such a modest setting, he worked both as a fisherman and a businessman, driven by the need to support his family.

In 1964, he made the bold decision to leave his birthplace, migrating to Chato District in what is now the Geita Region of Tanzania. His journey, however, was not merely about survival—it was a quest to build a future, a life grounded in trade, travel, and a deep curiosity about the world beyond.

For many years, Mr. Kitengule navigated the vast expanse of Lake Victoria, fishing for his livelihood and then transporting his catch across borders to Uganda and Kenya, specifically Kisumu.

But his journey was not just about commerce. It was a voyage of discovery that expanded his worldview. Through his travels, he met people from different cultures, observed diverse ways of life, and, most significantly, came to understand the paramount importance of education.

"I have traded goods across borders, but knowledge travels further than fish and food crops," he once shared with me. This profound realization led him to make a pivotal decision he enrolled me in a Catholic seminary, hoping that I would follow in the footsteps of priests and dedicate my life to service. His dream for me to become a priest was both a testament to his values and a reflection of his deep belief in the power of education and service to others.

For years, I held onto this dream, but in 1993, during a school holiday when I was in Form Three, a pivotal moment arrived that would change the course of my life. We returned to Chato, and one quiet evening, under the shade of a mango tree, my father looked at me with intense purpose.

"My son," he said, "I have traveled far and seen much. Our people suffer from a lack of healthcare. I want you to become a doctor not for wealth, but to care for me when I grow old and to help others in the village."

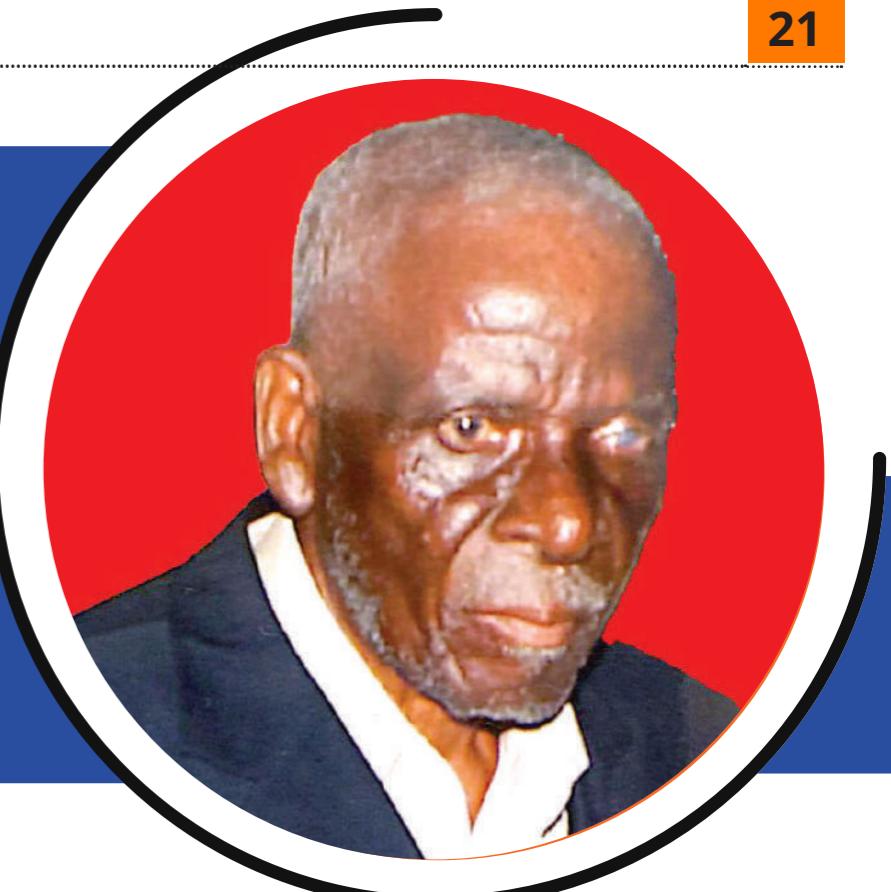
His words carried the weight of a life's experience, one grounded in the struggles and hopes of our community.

Still, I hesitated. "Father, I want to become a priest," I replied, staying true to the dream he had once ignited within me.

But my father, never one to give up on his vision, returned the following year with a new approach. He brought along a priest from the seminary to discuss my future, leading to an intense conversation.

My father's words that day were simple yet profound: "I am growing old. I want to live long enough to see my son become a priest, but I have also seen how badly our community needs doctors. He is our hope."

The priest, after deep reflection, gave me his blessing to pursue medicine.



The Late, Paul Kitengule

I was torn between two paths, both of which came with their own sense of purpose, but I knew I had to respect the wisdom of both men. With that, after completing my A-Levels, I set off to study medicine.

Throughout this time, my father never stopped working. He continued his trade in food crops and fish, always checking in, reminding me of the vision that still needed to be realized back home.

In my third year at Muhimbili University of Health and Allied Science (MUHAS), I visited my father once more, this time with a renewed sense of urgency. "Son," he said, "the people of Chato still walk miles to get treatment. You are more educated than those practicing in the village. It's time to open a hospital there."

I saw his vision clearly, yet I also saw the immense challenges poverty, poor infrastructure, and my own need to complete my education. But I didn't want his dream to fade into the distance. So, I proposed a compromise: "Father, let's start small. Let's open a dispensary in Dar es Salaam while I finish school." Without a moment's hesitation, he agreed. He sold some of his cows, raising TZS 3,000,000, which he handed over to me. From that, I spent TZS 1,000,000 to rent a modest building and the remainder to purchase basic medical equipment. And that is how Paul Kitengule (PK) Dispensary was born, named in honor of the man who had planted the seed of service and vision in my heart.

Running the dispensary while finishing medical school was no easy feat. There were sleepless nights, limited funds, and countless hurdles.

But I remembered my father's words: "You may not be the first, but you'll be among the successful." These words gave me the strength to persevere, to keep moving forward even when the path seemed uncertain.

After completing my degree at MUHAS, the dispensary slowly grew into a fully-fledged hospital. But this wasn't just about healthcare; it was about fulfilling a mission handed down from a father who saw the future with clarity and hope. Kitengule Hospital became not just a medical institution, but a symbol of legacy, sacrifice, and unwavering belief in the power of service.

Today, Kitengule Hospital continues to serve not only the people of Dar es Salaam but also conducts outreach work in remote villages, including Chato. Every time I visit, I see the pride in the eyes of those who remember the young boy from the seminary, the boy who almost became a priest but instead became their doctor.

My father passed away at the age of 93 in 2015, but his vision endures in every life we touch, in every patient we treat, and in every student we inspire to follow in his footsteps of service. Kitengule Hospital is not just mine; it is his legacy. We are the caretakers of his dream.



# A Decade of Care: Inside Sali International Hospital's Journey

For a decade, Sali International Hospital has partnered with the Government of Tanzania to ensure the healthcare needs of the locals are met with professionalism, integrity, and compassion.

Business Insider editors recently sat down with the hospital's executives to reflect on its achievements, community role, and future plans. Read on...

**Q : How does Sali International Hospital distinguish itself among many healthcare providers?**

**A :** Our strength lies in the team's commitment to continuous improvement, learning, and seeking synergies from our industry partners. Most importantly, we prioritize professionalism and ensuring quality care at a reasonable cost. Health is essential, and our focus is on delivering efficient and holistic services. We do this by ensuring a welcoming environment where patients feel comfortable, listened to, and guided. Many arrive with not only physical illness but also a need to just be listened to. We always try to go that extra mile to meet each person where they are physically and emotionally. We provide diagnosis, treatment, psychological support, and nutritional advice. Our services are 24 hours a day, and these cover laboratory, pharmacy, and inpatient services, among others. We also provide outpatient services like internal medicine, emergency care, and various specialist clinics.



**Q : How have you incorporated technology in your services?**

**A :** In our long-term practice that covers medical facilities in Africa, like Uganda, Zambia, we have come to understand that technology alone is not enough. We, however, recognize that it contributes to transforming patient care, improving outcomes, and increasing efficiency and ease of access to treatment. At Sali Hospital, we will not be left behind; we have incorporated technology in our services through investing in advanced imaging techniques, digital versions of patient medical records by investing in a hospital management system that allows instant access, improved coordination of our patients, and reduced errors. Patient

information is readily available and secure, but also the patients' experience at the hospital is better with quicker turnaround times. We are quick to respond to regulatory requirements that facilitate technological improvements like digitalization of insurance clients, data protection, among others. In the future, we are looking to consider telemedicine, especially for services that can accommodate this, like IVF consultations. Our journey in this area is still growing as our environment also starts to accept the global changes in revolutionizing healthcare, making it more accessible and more efficient.

**Q : Healthcare costs are often a concern in Tanzania. How do you address affordability?**

**A :** This issue has been addressed by the fact that medical health insurance now plays a critical role in accessing health services at the lowest



price possible. We are partnering with various local insurance companies, and overall, 90% of our clients are insurance clients, with NHIF clients currently making up 70% of our clients. When we moved into this market in 2015, our target niche market was high to middle-income

cash-based clients, and our decision to move into taking credit clients was to ensure access to everyone at affordable prices. On our part, we are also constantly reviewing what the market has to offer in terms of price and ensuring we adjust accordingly to remain competitive while still providing diligent care to whoever needs our services. We fully support governments' "Health for All" initiative, which promotes accessibility and affordability.

**Q : What role does the hospital play in community service?**

**A :** Our leaning in this area has mostly been in training other medical professionals and providing health talks. We do health camps and provide health education in schools and companies as may be possible. We are continually active in blood donation, partnering with the blood bank; we have done outreaches among the needy children and orphans. We are regularly active in social functions like sports events in companies and marathons, where we provide free health checkups. We offer subsidized prices every year for health checkups like breast and cervical cancer, and men's health issues.

**Q : What are your future plans?**

**A :** Growth is central to our vision to be the first-choice medical facility, meeting the healthcare needs of the community. Our primary plan is to expand our bed capacity and increase our specialist composition so we can ensure



clients who walk into our premises can access all medical services needed in one place. The promoter's driving force behind starting the hospital was to ensure access to good healthcare in an environment that is healing but can provide all the services needed to heal and remove the need to travel abroad to access the same. We will continue to work towards reducing the need for medical tourism, if possible, and eliminate the same. Perhaps also expand to other cities or locations; this is our mission.

**Q : As a health expert, what advice do you have for the public?**

**A :** Prevention is the foundation of public health. Awareness, healthy lifestyles, and regular check-ups can significantly reduce the disease burden. We often see patients with chronic conditions that could have been prevented or detected earlier through routine screenings. I encourage every Tanzanian to undergo at least one general check-up annually. Insurance schemes, including NHIF, should consider incorporating preventive check-ups for their members.

**Q : Do you partner with government institutions such as JKCI?**

**A :** Yes, primarily through referrals. When patients need services beyond our scope, we refer them to Muhimbili National Hospital, Jakaya Kikwete Cardiac Institute (JKCI), or Mloganzila. These partnerships ensure continuity of care for complex cases.

**Q : What does reaching 10 years mean to the hospital?**

**A :** It is a significant achievement. Personally, I was here from the first day we opened, so I've witnessed our growth first-hand. Ten years represents resilience and commitment. It shows that we are here to stay, and it gives us confidence as we plan for the next decade.

**Q : And what do you envision for the next ten years?**

**A :** Continued growth - expanding specialties, perhaps establishing new branches and building Sali International Hospital into an international brand. With stronger partnerships, more advanced technology, and expanded facilities, we aim to become bigger, better, and even more impactful. We also value the role of insurance

companies, which have enabled many Tanzanians to access healthcare that was previously unaffordable. Through collaborations with insurers, we also conduct awareness campaigns, especially on cancer, which is vital for prevention and early detection. Guided by the philosophy "your health is important to us" Sali aims to expand its international-standard services across Tanzania while nurturing community trust and improving local healthcare outcomes.

**Q : How was Sali International Hospital founded?**

**A :** The hospital was founded by Dr. Edward & Mrs. Kate Tamale Sali, a seasoned gynecologist and IVF specialist. They are also running facilities in Uganda and Zambia. They began with an IVF clinic in Tanzania, before seeing the need to establish a hospital to support the demand for the same at the time, especially after



experiencing the same need in the clinic practice, where patients needed to be moved further in the treatment process, and this was not very easy to find. The hospital is named after him, and together with his wife, they continue to serve as directors.

**Conclusion**

Ten years after opening its doors, Sali International Hospital stands as a symbol of commitment to quality, innovation, and community service. From pioneering IVF services and critical care units to championing preventive health and outreach programs, the hospital has positioned itself as a leader in Tanzania's private healthcare sector. Looking ahead, the vision is clear: expand capacity, broaden specialties, and continue to set the benchmark for modern healthcare in the region. For patients, partners, and the wider community, Sali International Hospital's journey is just beginning.

# High Quality Patient Focused Healthcare

## SALI INTERNATIONAL HOSPITAL MISSION STATEMENT

To be a provider of high quality patient-focused health care that is readily accessible, cost effective and meets the needs of the communities we serve.

To excel at providing for the healthcare needs of our region through quality, efficient and patient-centered care.

### VISION STATEMENT

To be a prominent community member known for meeting the healthcare needs of the entire community through incomparable patient care and wellness programs

To be the first choice in health care for our communities and be a leader in providing quality, compassionate patient-centered care that seeks physical cures and comforts as well as peace of mind and peace of heart. To improve health in partnership with the community

To provide a continuum of high-quality, cost-effective services in order to improve the health status of those we serve. In providing these services, we strive to operate at the highest level of personal and business integrity.

### We Accept



## OUR VALUES:

**Service** - We are committed to providing every patient and his or her loved ones with unparalleled service in an environment that is both responsive and healing. Multidisciplinary Team of the Hospital will directly meet each customer's needs or strive to find someone who can. We believe that the customers comes first.

**Enthusiasm** - We remember that the true meaning of this value is "to be inspired" and we do our jobs with the same spirit and commitment that first inspired us to work in health care.

**Respect** - We promise to honor the dignity, individuality and rights of everyone, and to pay particular attention to patients' rights to privacy, confidentiality and information. We will include concerned loved ones in our circle of care.

**Value** - We offer care, services and technology of the highest quality at the lowest possible cost. We are responsible to the community for the appropriate use of its gifts, resources and support.

**Excellence** - We want our customers' experience at SALI INTERNATIONAL HOSPITAL to be different because it is BEST. We ask for our patients' opinions and act on customers' suggestions, in order to exceed the client's expectations of excellence.

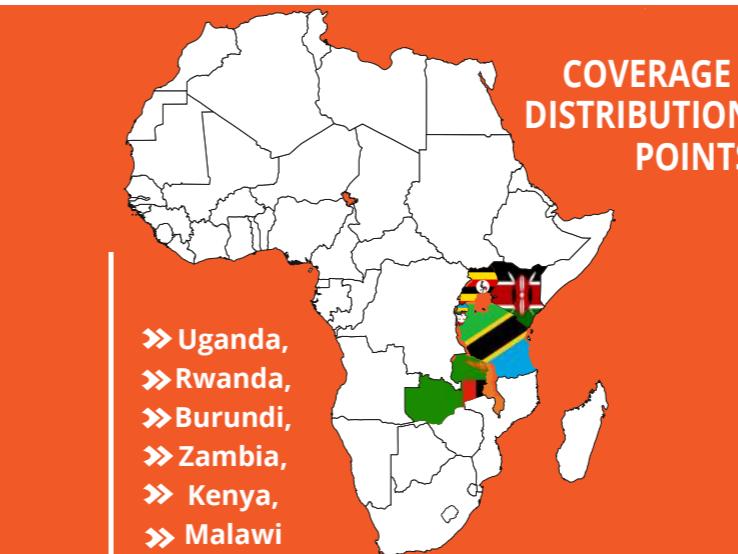
**Professionalism and Integrity** - We will always seek to do what is best for our clients and we will demonstrate, build and maintain an ethical culture and workplace throughout the organization and in our business conduct. Safety, integrity and dignity of each individual is valued.



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# BRIEFS

## Regional disparities in investment despite surge

While the nation saw record levels of investment in 2024 (901 projects worth US\$ 9.3 billion) and strong early performance in 2025, much of that capital is concentrated in Dar es Salaam and Pwani regions.

Other regions such as Rukwa, Tabora, Songwe, Singida continue to lag behind, recording fewer projects and creating far fewer jobs.

## Startup ecosystem rapid growth

The number of active ventures in Tanzania grew by about 24 percent to exceed 1,000. More than 95 local organisations now offer structured support - training, mentorship, networking - for early-stage businesses. Key sectors include fintech, agriculture, healthcare and e-commerce.

## Call to US investors in strategic growth sectors

The government is inviting US investment into key sectors: critical minerals (graphite, nickel, lithium), agriculture (especially high-tech/precision agriculture), digital economy, healthcare manufacturing, tourism, and infrastructure.

Policies are being pitched to attract value addition rather than raw exportation.



## Singapore increases investment interest

Tanzanian sectors such as energy, agro-processing, fisheries, and the digital economy are drawing strong interest from Singaporean investors.

This was voiced at the 8th Africa Singapore Business Forum in late August 2025, highlighting potential for bilateral commercial cooperation and investment flows.



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# Transforming Medical Supplies Management in Zanzibar:

## The Role of the Central Medical Stores Agency (CMSA)

By Business Insider Reporter

In the global pursuit for universal health coverage (UHC), frontline health workers receive deserved attention. Yet, behind Zanzibar's public health success story is a lesser-appreciated organisation whose operations quietly ensure that every clinic is stocked, every doctor is equipped and every patient across the Spice Islands receives the care they deserve.

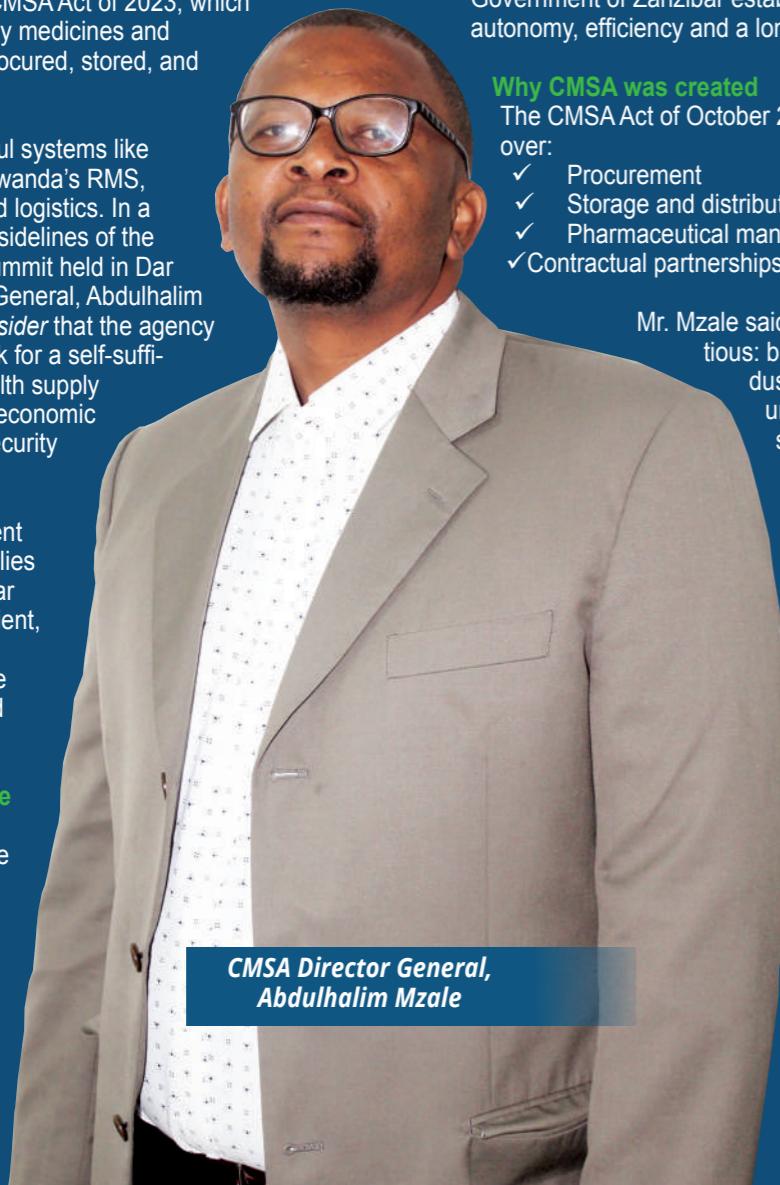
This is the Central Medical Stores Agency (CMSA), established under the CMSA Act of 2023, which has transformed the way medicines and medical supplies are procured, stored, and distributed in the isles.

Modeled after successful systems like Kenya's KEMSA and Rwanda's RMS, CMSA has gone beyond logistics. In a recent interview on the sidelines of the 12<sup>th</sup> Tanzania Health Summit held in Dar es Salaam its Director General, Abdulhalim Mzale, told *Business Insider* that the agency is laying the groundwork for a self-sufficient, industrialised health supply chain that is bolstering economic resilience and health security alike.

"Before the establishment of CMSA, medical supplies management in Zanzibar was fragmented, inefficient, and reactive," Mr Mzale pointed out. "Now, we're proactive, strategic, and business-oriented."

### Before CMSA: A fragile supply chain

According to him, before the agency's inception, Zanzibar's medical supply system was managed directly by the Ministry of Health - focused more on storage than strategy. With procurement handled by a general procurement unit and no mandate for



CMSA Director General,  
Abdulhalim Mzale

trade or manufacturing, the system was not only reactive, and under-resourced but also often sidelined by competing priorities.

### This led to:

- Frequent stock outs across public health facilities
- Low availability of essential medicines (as low as 50 percent)
- Over-reliance on importations
- Limited capacity to respond to emergencies like COVID-19

Recognising the urgent need for reform, the Revolutionary Government of Zanzibar established CMSA to operate with full autonomy, efficiency and a long-term vision.

### Why CMSA was created

The CMSA Act of October 2023 gave the agency full authority over:

- ✓ Procurement
- ✓ Storage and distribution
- ✓ Pharmaceutical manufacturing and trade
- ✓ Contractual partnerships with private sector actors

Mr. Mzale said the goal was simple but ambitious: build a resilient, accountable, and industrialised supply chain that supports universal access to essential health services.

### CMSA major achievements

Medical supplies availability have jumped from 50 percent to Over 90 percent

Since CMSA took over, the availability of medical supplies - including medicines, lab reagents, and critical consumables - has surged above 90 percent. Patients visiting clinics across Unguja and Pemba are more confident than ever that the treatment they need will be available.

### Strategic Procurement Models

CMSA employs a mix of procurement strategies to ensure value for money and continuity:

1. Direct sourcing from vetted local and international manufacturers
2. Competitive tenders to drive down costs



3. Long-term contract agreements for uninterrupted supply

Public-Private Partnerships (PPP) fueling manufacturing Zanzibar is no longer content with import dependence. Mr. Mzale said CMSA has begun to support the revival of the local pharmaceutical industry through public-private partnerships.

Three manufacturing projects are already underway. The goal is reduce import reliance, enhance health security and create jobs.

### Digitisation and Data-Driven Operations

CMSA has digitised key logistics and procurement processes to ensure transparency, accountability, and performance tracking. This enables real-time inventory monitoring and smarter decision-making.

### Infrastructure: From warehousing to health security

A robust health supply system needs physical muscle. CMSA has responded with serious investment:

- Two regional warehouses: Maruhubi (Unguja) and Kitongoji (Pemba) that cost about TSh 4 billion and TSh 3.5 billion to put up respectively. The two facilities offer a combined capacity of 1,100 pallets.
- A flagship central warehouse at Dunga Zuze in Unguja: The TSh 27.6 billion investment under construction will have a capacity of 12,000 pallets and house CMSA headquarters.

"This new facility will be the national hub for medical logistics and a cornerstone of our national health resilience," Mr. Mzale explained.

### Beyond Health: National development and economic impact

While CMSA is fundamentally a health institution, its contributions extend deep into Zanzibar's economic and social fabric.

### Economic impact

- ❖ Reduced waste and procurement inefficiencies
- ❖ More efficient use of public funds
- ❖ Increased productivity through timely care and reduced sick days

### Job creation and skills development

- Hundreds of skilled jobs in procurement, quality assurance, logistics, and IT
- A growing knowledge base in supply chain and pharmaceutical manufacturing

### Resilience in a changing world

COVID-19 exposed the risks of over-reliance on imports. With climate and health emergencies on the rise, CMSA's investment in local manufacturing and responsive distribution gives Zanzibar a critical edge in future preparedness.

### Strategic Vision: A self-sufficient health system

Mr Mzale said CMSA's future goals are both practical and transformative. Its targets are to:

- 1) Achieve 95 percent availability of essential medical supplies across all public health facilities
- 2) Support universal health coverage with reliable supply chains

- 3) Drive pharmaceutical industrialization to:
- ✓ Boost the national economy
- ✓ Strengthen the Tanzanian shilling
- ✓ Create a sustainable, local source of essential health products



"Just like the US, UK, and China industrialized their way to stronger health systems and economies," says Mr. Mzale, "Zanzibar is doing the same - with CMSA at the helm."

### A future-ready health system

He told *Business Insider* that the Central Medical Stores Agency is no longer just a logistics body - it is the strategic heart of Zanzibar's health transformation.

According to him, CMSA ensures that doctors and nurses can treat, that patients can trust, and that the health system delivers - consistently, equitably, and sustainably.

As nations across the world look to strengthen their supply chains and local production capacities, Zanzibar offers a powerful model: Start with systems. Build for resilience. Invest in smart logistics. And never forget that behind every successful health system is a backbone of supply that must never break.

## Strengthening Zanzibar's Health System: Strategic Infrastructure Investments and the Role of CMSA

2012

The Zanzibar Government built a new warehouse in Maruhubi (Unguja) with capacity of 835.2 cubic metres.

2020

Another storage facility was put up at Vitongoji in Pemba with capacity of 741.6 cubic metres, supported in part by Global Fund.

2023

The year the Central Medical Stores Agency (CMSA) was formally established under the CMSA Act No. 12 of 2023, as an autonomous agency. This development marked a significant milestone in the reform of the health supply chain system in Zanzibar, granting CMSA comprehensive authority and responsibility over the management of medicines and medical supplies across the isles.



2025

It inked the contract for constructing the ultra-modern warehouse in Dunga Zuze, Unguja, to address storage constraints and improve logistics. The project is expected to take nearly two years to undertake.

### CMSA ROLES:

Plays a central role in ensuring that over 200 health facilities (hospitals, health centres, diagnostic labs etc.) in both Unguja and Pemba have access to essential medicines, medical supplies, reagents, diagnostics, and radiology equipment.

The agency plays a crucial role in:

Maintaining equitable access to health services, especially for remote, rural, and underserved areas.

Supporting disease control programmes (e.g. malaria, HIV/AIDS, malaria commodities, diagnostic tools) by making sure stockouts are minimized and response is timely.

Helping the government fulfill its health policy goals including universal access, free healthcare, and improving health outcomes.



**Jakaya Kikwete  
Cardiac Institute (JKCI)**

# WARMEST CONGRATULATIONS



**Dr. Samia Suluhu Hassan**

The Management and Staff of the Jakaya Kikwete Cardiac Institute (JKCI) extend their heartfelt congratulations to Her Excellency Dr. Samia Suluhu Hassan on her victory in the Presidential Election of the United Republic of Tanzania, held on October 29, 2025, and on her swearing-in as President on November 3, 2025, in Dodoma. We pledge our full cooperation and support throughout her tenure.

We pray that the Almighty God grants Her Excellency good health, wisdom, and continued success as she fulfills the noble responsibilities of leading our nation.

The Management and Staff of JKCI reaffirm our commitment to strengthen cardiac services under Her Excellency's leadership, so that together we may advance progress, prosperity, and improved well-being for the people of Tanzania and our nation as a whole.



Taasisi ya Moyo Jakaya Kikwete

Taasisi ya Moyo TV

[www.jkci.or.tz](http://www.jkci.or.tz)

# Ampola Regency Hospital: A legacy reborn, a future redefined

By Business Insider Reporter

**F**ew institutions in Tanzania's healthcare sector carry the weight of both history and ambition quite like Ampola Regency Hospital.

For decades, it has stood as a trusted name in medicine, a place where generations of families have sought care in times of need.

Now, following its rebirth in May 2025, the hospital is charting a bold new course - blending tradition with innovation to redefine what world-class care means in East Africa.

In this exclusive conversation with Mr Luca Calzavara, Chief Executive Officer of Ampola Regency Hospital, reflects on the hospital's journey, its cutting-edge medical offerings, and the ambitious future that lies ahead.



Mr Luca Calzavara,  
Chief Executive Officer  
of Ampola Regency  
Hospital.

## Excerpts...

### From vision to excellence

**QUESTION:** Ampola Regency Hospital has earned a reputation as one of Tanzania's leading medical institutions. Can you take us through its journey from its founding vision to its current status as a centre of excellence?

**ANSWER:** Regency Hospital began decades ago as a pioneering idea to deliver dependable medical care at a time when access was scarce. It quickly became a place families trusted.

In May 2025, a new chapter opened when we took that strong foundation and reimagined what a modern hospital should be.

It is not just about walls, beds and machines, but about creating a living system of care where every patient's journey is unique.



Our vision, "Care at your doorstep and grow in every step", means smarter technology, specialised services and, most importantly, a culture where every individual feels respected, heard, and cared for.

Today, Ampola Regency is not just a hospital, but a community hub of excellence - where tradition meets innovation.

### Leading with innovation

**Q:** Modern medicine is evolving rapidly. What cutting-edge technologies or specialised treatments set you apart from other hospitals in Tanzania and the wider region?

**A:** At Ampola Regency, we are bridging the gap between Tanzania and global standards. We provide high-resolution CT imaging, minimally invasive surgery, advanced dialysis with 360° renal care, and will soon launch oncology day-care services for chemotherapy.

Through digital health records and tele-clinics, patients enjoy faster access and continuity of care. What makes us unique is the way we integrate these innovations into patient-centred pathways that deliver world-class outcomes - without leaving Tanzania.

### Patient-centred excellence

**Q:** What unique strategies have you put in place to enhance the patient experience and build trust?

**A:** Our guiding philosophy - Care at your doorstep and grow in every step" - is brought to life daily. We offer a dedicated customer care unit, personalised treatment plans, and consistent follow-up support.

Beyond treatment, our community health programmes ensure we walk with our patients at every

stage, making Regency not just a hospital, but a lifelong partner in health.

### Stories of hope and recovery

**Q:** Can you share some success stories that reflect the hospital's capabilities?

**A:** One unforgettable case was a young mother who faced life-threatening complications during childbirth. Thanks to the seamless coordination of our obstetrics, surgical and ICU teams, both she and her baby survived and thrived.

Another case was an elderly man with advanced kidney failure who regained his quality of life through our dialysis and rehabilitation programme.

These stories remind us why we do what we do - deliver care that saves lives, restores hope, and strengthens trust.

### Building bridges through partnerships

**Q:** Healthcare transformation often relies on collaboration. How is Ampola Regency building partnerships?

**A:** Locally, we work closely with the Ministry of Health, NHIF and community programmes to expand access. Within our group, Ampola Tasakhtaa Hospital in Zanzibar and our network of clinics strengthen continuity of care.

Regionally, we are building ties with hospitals in the Comoros, while internationally we connect with labs and specialists who bring expertise and training to Tanzania. These collaborations allow us to deliver world-class care, closer to home.

## INTERVIEW



## Business Insider

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**Human capital: The heart of care**

**Q:** Behind every successful hospital is a strong team. How do you attract and retain top talent?

**A:** Our greatest strength lies in our people. At Regency, we seek professionals who share our vision of achieving the best outcomes. We foster a culture of continuous learning through mentorship, case reviews, and interdepartmental collaboration.

This spirit of teamwork ensures knowledge is always growing and that every professional is united by one purpose: raising the standards of care in Tanzania.

**A Legacy reborn**

**Q:** The hospital recently rebranded from Regency Hospital to Ampola Regency Hospital. Can you explain this transition?

**A:** Regency's story began with the late Dr. Kanabar, whose vision was to bring quality healthcare to Tanzania when it was most needed. His dream became a trusted institution for generations.

In May 2025, the Turky family, through Ampola Healthcare Alliance and Vigor Group, stepped in to carry the legacy forward. With renewed energy, the hospital was reimagined as Ampola Regency Hospital—a rebirth that bridges heritage with modernity, positioning us for future excellence.

It is more than a rebrand; it is a renaissance.

**The next five years**

**Q:** What does the future hold for Ampola Regency Hospital?

**A:** Our vision is to become Tanzania's premier referral hub for advanced care. We are building the most advanced Dialysis and Renal Care Centre, with 360° kidney disease management and plans to pioneer kidney transplants locally.

We are also developing an Advanced Cardiovascular Centre for complex heart conditions, and introducing the country's first PET-CT nuclear medicine unit for early cancer, cardiac, and neurological diagnosis.

At the same time, we are preparing to become the nation's leading private hospital for neonatal and paediatric care.

All of this is guided by one promise: ensuring innovation translates directly into healthier, longer lives for our community.



## Business Insider



## THE TANZANITE CEOS ROUNDTABLE AT ONE: The premier platform in Zanzibar

In just one year, the Tanzanite CEOs Roundtable Zanzibar (TCRZ) has emerged as one of the most dynamic voices in the Isle's business landscape. What began as a bold vision in August 2024 has quickly grown into a vibrant platform for CEOs to connect, exchange ideas, and drive meaningful investment across the islands.

The launch, graced by Honourable Mudrick Soraga, Minister of Tourism and Heritage, set the tone for an institution built on dialogue, innovation, and action. Under the leadership of Chairperson Dr. Josephine Rogate Kimaro and a diverse board, TCRZ has embraced its role as a bridge between the corporate world and policy circles.

Its signature television program, "*CEO's Insight*" on ZBC, has brought fresh perspectives to a wide audience, while the *CEOs Breakfast Meetings* have convened over 200 business leaders with policymakers and experts to spark conversations on financing, technology, stock markets, and human resources.

A defining strength of TCRZ has been its ability to forge partnerships that deliver impact. In collaboration with the Zanzibar Labour Commission, the Roundtable launched the *first Labor Law Conference in 2025*, bringing together CEOs, diplomats, UN agencies, and specialists from across Africa. To CEOs, Human Resources is a backbone of every enterprise.

Zanzibar's story is one of potential, and TCRZ has been intentional in telling it. Through its digital campaign, "*Did You Know?*", the Roundtable reached over 200,000 investors across Africa, spotlighting opportunities in tourism, trade, innovation, and infrastructure.

As TCRZ reflects on a successful first year, the message is clear: this is only the beginning of providing networking opportunities and becoming a trusted messenger of the islands' economic future, committed to championing business excellence in Zanzibar and beyond.

Join the premier networking and become a member of the Tanzanite CEOs Roundtable Zanzibar. Scan the QR code to register now.



**Yunus Mwarab,**  
Chief Executive Officer  
Tanzanite CEOs Roundtable Zanzibar



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## HEALTH REFORMS

# Shifaa Hospital: Building a new era of healthcare in Tanzania



## By Business Insider Reporter

With a US\$60 million investment, Shifaa Pan African Hospitals is redefining healthcare delivery in Tanzania. In this exclusive conversation with Business Insider, Managing Director Bashir Haroon, shares the vision, challenges and ambition behind one of the country's most modern medical institution.

When speaking about transforming healthcare in Tanzania, it is impossible to ignore Shifaa Pan African Hospitals.

Rising over nine floors, Shifaa Pan African Hospitals is located on Msese Road, Kinondoni Municipality, Dar es Salaam.

Shifaa Pan African Hospital, represents one of the most ambitious private hospital projects in Tanzania. Launched in April, 2024 with a US\$60 million (TSh 162 billion) investment by the OilCom Group, Shifaa Hospital is designed to complement the government's ongoing healthcare reforms spearheaded by our President Dr. Samia Suluhu Hassan.

At this point, it is fitting to acknowledge the visionary leadership of our President Dr. Samia Suluhu Hassan and her government in their commitment to expanding access, upgrading facilities, and amplifying investment in healthcare has laid the foundation upon which institutions like Shifaa Pan African Hospital can thrive.

By prioritising health reforms, the government has created an enabling environment where private and public sector players can jointly contribute to Tanzania's journey towards universal, high-quality healthcare.

"Our intention was to complement the government in its enormous efforts in healthcare Sector with our vision to Transform Healthcare in our Country," says Managing Director Bashir Haroon. "We felt there was a need for the private sector to also play its part in strengthening this critical sector. Shifaa was conceived as a project of change to deliver services that bring real transformation to Tanzania's health landscape."

The vision of Shifaa Pan African Hospitals to Transform Healthcare is based on three main beacons, namely Infrastructure, Medical Furnitures & Equipments and Manpower.



### Shifaa Hospital Managing Director Bashir Haroon

Explaining these beacons in details, Bashir added the following:

#### 1. Infrastructure

Proper Infrastructure of Healthcare Facility is the foundation of effective treatment," Bashir stresses. "It goes beyond aesthetics. It is about sterile and non-sterile areas, modular operating theatres, CSSD, intensive care units and laboratories being built to the highest standards. Without such structures, infection control is compromised, and hospitals risk becoming sources of illness rather than healing." Shifaa's facilities include carefully designed modular operating theatres, advanced ICUs, high class CSSD and laboratories, all aligned with international benchmarks. Even areas for cleaning and sterilising reusable instruments have been developed with rigorous safeguards.

#### 2. Medical furnitures & equipment

Medical Furnitures and Equipment plays a big role in the holistic results



in treatment. These includes Medical Beds, Air Mattresses, dialysis Chairs and Advanced Diagnostics Medical Equipments.

Shifaa Pan African Hospitals has invested in world-class Medical Furniture and Diagnostics Equipment to ensure highest standards of treatment. These includes Latest MRI and CT Scans Machine powered By AI (Artificial Intelligence) to ensure best medical Results.

"Take example of maternal care, We brought in the Resona i9 ultrasound machine. Which does not only monitor the foetal growth but it evaluates organ development of the foetal with precision.

These machines are expensive, but essential. Our philosophy is simple: we must workwith equipment that gives highest medical diagnostics that meets internationalstandards," he says.

#### 3. Human resources

Best infrastructure and Medical Equipment os of no benefit without highly trained Human resource in Healthcare Sector.

We believe that

"Talent is available in Tanzania," heaffirms. But, he adds that our Tanzanians Health Professionals are Missing Playing Field.

Shifaa Pan African Hospitals is here to provide Playing Field for Tanzanians by having best infrastructure and Medical Equipments of international standards.

"At Shifaa, we prioritise employing Tanzanians and equipping them with the right environment, technology and exposure to international practices," he points out.

We do capacity building of our Tanzanian Healthcare Professionals by collaborating with

foreign institutions of highest international standards like NM Medical in Diagnostics and MOC in Oncology.

NM Medical of India is one of the leading Diagnostics Centre with over 30 years of experience.

"Therefore, Our people are trained to meet international standards, while our partnerships allow capacity building for Tanzanians," Bashir notes.

Collaboration with MOC in oncology allows our Tanzanians oncologists access International Tumor Boards always.

"Cancer treatment is complex and constantly evolving,"Bashir explains. "By working with Indian oncologists and specialists, our Tanzanian oncologists can discuss our patients and resolve cases at a global level by accessing International Tumor Boards.

Shifaa Pan African Hospitals is here to serve Tanzanians and it will be operated by Tanzanians health professionals.

"These collaborations are meant to train Tanzanians health care professionals to deliver best SOP's, clinical pathways and practices to ensure best Treatment for Tanzanians" Bashir explained.

With these three beacons, Shifaa Pan African Hospitals is determined to deliver ordinary treatment in extraordinary manner and also deliver extraordinary services like organ transplants, high level complex interventional procedures etc without looking beyond borders of Tanzania.

"We have the will, We have the capacity and We have Vision, as once Mwalimu Nyerere said:

**CONTINUES PAGE 36>>**



## HEALTH REFORMS

### <<FROM PAGE 35

We have the ability. We are here to empower Tanzanian professionals to treat Tanzanians so they no longer need to travel abroad for care," says Bashir.

#### Beyond treatment

For Bashir, healthcare transformation goes beyond Treatment. At Shifaa Pan African Hospitals we believe in Preventive, Curative & Palliative Treatment. At Shifaa African Hospitals, We have state of the art Executive Health Check Up Department exclusively designed to deliver Comprehensive Health Check up for Tanzanians without mixing with patients and by using exclusive diagnostic equipments for all modalities for Health Check Up only. The department adheres to international standards guidelines for Health Check up.

Shifaa Pan African believes in Continuous Medical Education (CME) for both Healthcare Professionals and all Tanzanians citizens.

To cater for this belief, Shifaa Pan African Hospitals houses state of the art 200 seat Auditorium overlooking Beautiful Tanzanite Bridge.

"We run outreach programmes, using social media and partnerships with institutions to extend health education to communities," he says. "We even created a Nursing Education Service (NES) department to ensure that we upgrade the skills of nurses. Training and education are central to our mission"

#### Serving all Tanzanians

Despite its world-class infrastructure, Bashir is quick to dispel a common misconception - that Shifaa Pan African Hospitals only serves wealthy clients. "Shifaa provides services to all, without discrimination," he clarifies. "We accept patients covered by the National Health Insurance Fund (NHIF) as well as other private insurance schemes. There is a myth that we do not work with NHIF patients. That is not true. We treat everyone, whether insured or paying cash.

The government may set modest reimbursement rates, but our contribution is to serve all Tanzanians." The hospital even extends free services to elderly care centres. "We are committed to social welfare as well as medical care for all patients without discrimination" Bashir affirms.

#### Expansion and future plans

Looking ahead, Shifaa Pan African Hospitals as the name Hospitals suggests is to establish a hospital in every regional capital over the next decade. "This is our long-term vision. We want every Tanzanian, regardless of location, to access modern healthcare facility" Bashir shares.

He also highlights Shifaa's collaboration with the Jakaya Kikwete Cardiac Institute (JKCI), including a Memorandum of Understanding to treat patients. Shifaa Pan African Hospitals owns first of its kind Hybrid Cathlab to ensure that Cardiac patients get the best treatment whenever necessary.

"We share one vision and one goal - to strengthen cardiac care in Tanzania and support JKCI's pioneering role in Africa," he says.

The partnership with JKCI deserves special recognition. As Tanzania's premier cardiac institute, JKCI has consistently demonstrated its commitment to advancing heart health not just nationally but across Africa. Shifaa's cooperation with JKCI reflects a spirit of solidarity, resource sharing and professional excellence that ensures Tanzanians benefit from the very best in cardiac care.

#### A mission of service

For Bashir, healthcare is ultimately about service and humility. "We believe that ultimately the healing comes from our Almighty Allah and we are only here as servants of God and pray that God keeps us away from arrogance. For us, patient is always frustrated with pain and needs kindness, care with humility. Irrespective of their gender and position. We have seen many recover, and they are grateful.

At Shifaa Pan African Hospitals we believe that "Most Sincere Prayers are heard in the walls of Hospitals and not in the worshipping places"

Therefore our staff are here to serve the humanity with compassion and broader philosophy: to serve Tanzanians, empower local professionals and contribute to the government's mission of building a healthier nation.

"Shifaa Hospital is not just a building," Bashir concludes. "It is a statement of faith in Tanzania's potential, a commitment to excellence, and a promise that quality healthcare should be a right for all"



## 10 Business health tips

### Plan your time wisely

Use your calendar to schedule your time well so you can complete all tasks efficiently.

01

### Leverage technology

Use technology to make your work faster and easier.

03

### Reduce stress

Manage stress through exercise, walking, or doing things you enjoy.

05

### Keep improving

Continuously learn new skills and improve your services

07

### Prioritize your health

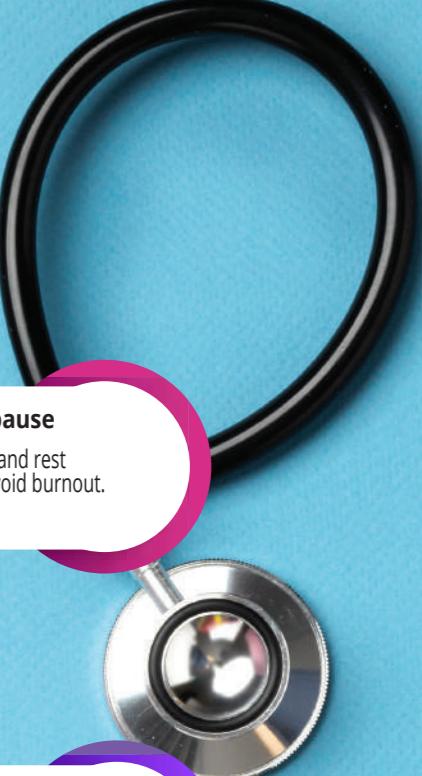
Exercise, eat well, and rest to stay healthy.

09

Use your leave wisely

Take proper breaks so you can return to work refreshed and energized.

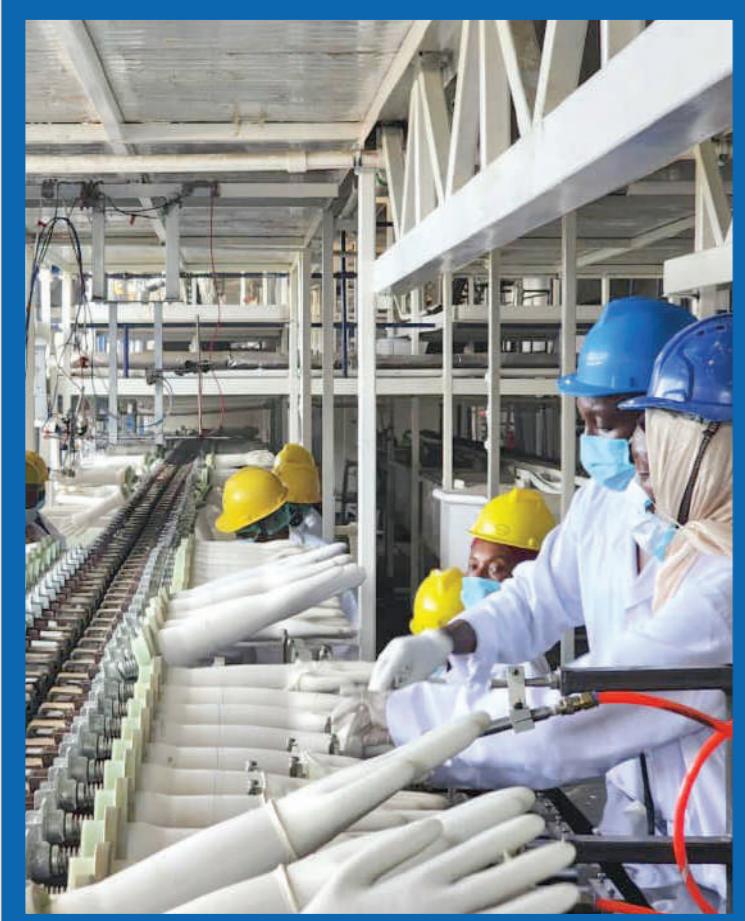
10



## NEW CHAPTER

## From supply gaps to self-sufficiency: Inside MSD's journey of renewal

• **Investments in infrastructure, digital systems and local manufacturing are redefining access to medicines nationwide.**



By Business Insider Reporter

For three decades, Tanzania's Medical Stores Department (MSD) has been the backbone of public healthcare delivery. Once criticised for delays and shortages, MSD is now emerging as a model of reform — scaling up services to nearly 9,000 health facilities, investing in digital systems, boosting local manufacturing, and ensuring life-saving medicines reach patients on time.

Established in 1993 under Act No. 13, MSD was tasked with producing, procuring, storing, and distributing health commodities to both public facilities and accredited private centres.

Yet the path from mandate to performance has not always been smooth. For many years, stakeholders raised concerns over stock-outs, delayed deliveries, and inefficiencies that undermined public confidence.

Today, under President Samia Suluhu Hassan's sixth-phase government, MSD is writing a new chapter. With sweeping reforms, record funding, and a bold move into local manufacturing, the agency is becoming one of Tanzania's most strategic institutions — ensuring reliable access to medicines, equipment and health products across the country.

### Expanding reach, strengthening presence

Between 2021 and 2025, the number of health facilities served by MSD increased from 7,095 to 8,776 — a 24 percent growth.

These facilities are supported through ten zonal branches in Dodoma, Dar es Salaam, Mtwara, Mwanza, Tabora, Kilimanjaro, Tanga, Kagera, Mbeya and Iringa.

This expansion brings essential medicines and supplies closer to Tanzanians, including those in remote regions.

### Record government investment

Government commitment has been central to MSD's revival. In the

## Business Insider

**msd**  
medical stores department



2024/25 financial year, TSh 196.3 billion was disbursed from the TSh 200 billion budgeted for health products — 98 percent of the allocation and the highest in MSD's history.

Over four years, the government set aside TSh 805 billion for procurement, with MSD receiving TSh 642.1 billion, equivalent to 80 per cent of planned funds.

This unprecedented financial support has stabilised MSD's supply chain and strengthened its credibility among health facilities nationwide.

### Revenue growth and self-reliance

Unlike many public agencies, MSD operates on a revolving fund model, covering operating costs through sales rather than government subsidies.

The results have been remarkable. Annual revenue rose from TSh 315.1 billion in 2021/22 to TSh 640 billion in 2024/25 — an increase of more than 100 per cent.

This growth has been fuelled by rising sales of ordinary health products, which grew by 35.8 per cent in just one year. As a result, MSD is now a more resilient institution, less dependent on donor projects, ensuring continuity of supply even when external funding fluctuates.

### From shortages to surpluses

One of the clearest indicators of progress has been MSD's fulfilment rate for health facility orders. In 2021/22, only 39 per cent of orders were met in full.

By June 2025, that figure had doubled to 79 per cent. This turnaround followed decisive interventions from President Samia, who in March 2022 directed a complete overhaul of MSD's systems and leadership.

Director General Mavere Tukai says the improvement reflects determination and teamwork:

"What we are seeing now is the result of reforms that put efficiency, accountability and customer service at the heart of everything we do. MSD is not just moving products — we are moving trust back into the health system."

New investments, improved cash flow, and closer engagement with health facilities have since dramatically improved supply consistency.

### Investing in local manufacturing

Perhaps the boldest shift has been MSD's entry into health product manufacturing. Following a 2021 amendment to its Act, MSD established Medipharm Manufacturing Company Limited in April 2023. The subsidiary manages all production ventures, including joint ventures with private investors.

Achievements are already evident. The Keko mask factory, upgraded with Japanese support, now produces over 10 million masks annually — making Tanzania self-sufficient and saving foreign exchange.

Meanwhile, a new glove factory, completed in 2024, has the capacity to produce nearly 49 million examination gloves per year, creating more than 100 jobs and reducing import reliance.

Joint ventures are also planned for injectable medicines, cotton products, condoms, and cancer drugs — laying the groundwork for a stronger domestic pharmaceutical industry.

CONTINUES PAGE 40>>

## MSD Transformation Journey

### 2021 – A Call for Reform

Government reviews MSD performance after years of shortages.

President Samia Suluhu Hassan directs a complete overhaul of systems and leadership.

Amendment of MSD Act allows entry into local manufacturing.

### 2022 – Stabilising Supply Chains

Health facility orders fulfilled rise from 39 percent to 57 percent.

Government allocates record TSh 200 billion for health commodities.

Planning begins for new warehouses in Dodoma & Mtwara.

### 2023 – Manufacturing Begins

Establishment of Medipharm Manufacturing Company Limited.

Keko mask factory upgraded: 10+ million masks annually, making Tanzania self-sufficient.

First batch of advanced medical equipment supplied, including CT scans and MRI machines.

### 2024 – Scaling Up Services

8,700+ health facilities now served nationwide. Dialysis machines rise from 60 (2021) to 137 (2024) across 15 hospitals.

Fulfilment rate of orders climbs to 72 percent. Digital roll-out accelerates: MSD Connect portal in use by nearly all facilities.

### 2025 – Consolidation & Growth

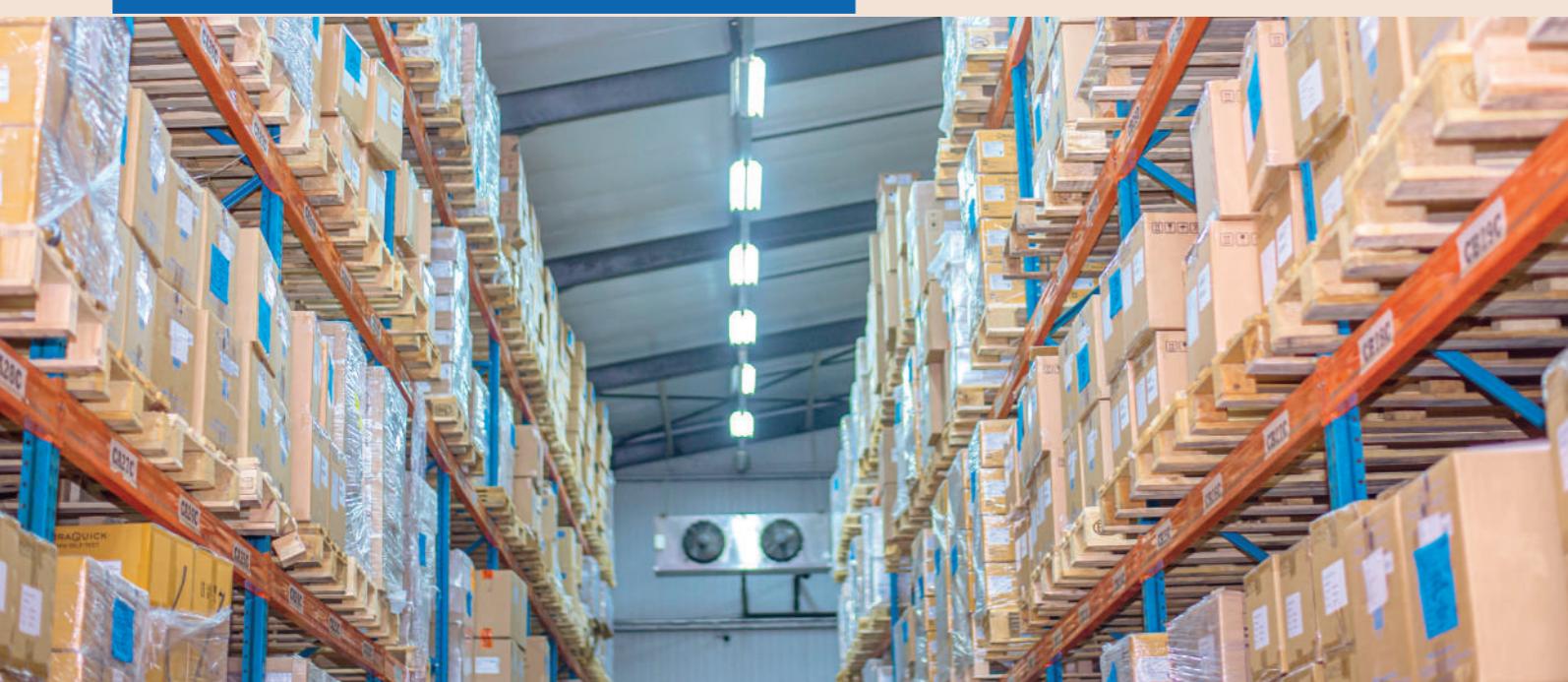
Revenue doubles to TSh 640 billion, demonstrating self-reliance.

### Fulfilment rate reaches 79 percent.

Glove factory completed: capacity of 49 million gloves annually.

Distribution of HIV, TB, and malaria commodities hits 97% coverage under Global Fund GC6.

Warehouses in Dodoma & Mtwara completed; expansion plans for Dar, Mwanza, and Geita.



## NEW CHAPTER

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### Equipment for a modern health system

Beyond medicines, MSD has become the government's trusted partner for procuring advanced medical equipment. In just four years, the value of equipment distributed has grown from TSh 18.1 billion to TSh 429.2 billion, including MRI scanners, CT scanners, digital X-rays, anaesthesia machines and dialysis units. Dialysis services exemplify this progress. Between 2021 and 2025, dialysis machines supplied increased from 60 to 137, while hospitals offering dialysis rose from six to 15. This expansion lowers costs for patients and enables more hospitals to provide life-saving kidney treatment.

### Special projects

MSD has also delivered on national priority projects. Under the Global Fund's GC6 cycle, distribution of HIV, malaria and TB commodities reached 97 per cent by the end of 2024 — up from 18 per cent in 2022.

Meanwhile, over TSh 100 billion worth of maternal and newborn care supplies were delivered to 316 facilities, enabling comprehensive emergency obstetric and newborn care (CEmONC).

Oral health has also improved, with MSD distributing TSh 21.5 billion worth of dental products, including 647 dental chairs and 331 digital X-ray machines, significantly expanding access to oral care services.

### Digital transformation

Behind these successes lies a quiet digital revolution. MSD has launched the MSD Connect portal, allowing health facilities to place orders, track deliveries in real time, and manage payments electronically.

Proof-of-delivery systems now cover more than 8,700 facilities, while integration with national procurement and finance systems has boosted transparency and reduced costs.

By June 2025, digital utilisation of core processes had reached 98.5 per cent, with MSD targeting a completely paperless office by 2026.

### Governance and structural reforms

Reforms have extended beyond technology. Following a Deloitte review, MSD's organisational structure was redesigned in 2025, creating new directorates for Customer Service, Supply Chain, and Investment.

Staffing has been modernised, adding biomedical



## Business Insider

engineers, laboratory scientists, and radiology experts to improve communication with health facilities. Audit queries have dropped sharply — from 130 in 2020/21 to just 44 in 2023/24 — reflecting stronger compliance with laws, policies and procedures.

### Warehouses for a growing population

With Tanzania's population nearing 60 million, MSD is investing heavily in storage infrastructure. By 2025, new warehouses in Dodoma and Mtwara were completed, as part of a multi-phase plan to expand capacity in Dar es Salaam, Mwanza, Geita, Ruvuma and Iringa.

These investments will increase storage space from 36,000 square metres to nearly 100,000 square metres — meeting national demand.

### A symbol of renewal

MSD's story is ultimately one of renewal. From an institution once plagued by shortages and inefficiencies, it is now a cornerstone of Tanzania's healthcare ambitions — backed by unprecedented government funding, guided by reform, and strengthened by a bold manufacturing agenda.

As it enters its fourth decade, MSD is no longer just a medical warehouse. It is an engine of industrialisation, a hub of digital transformation, and a partner in saving lives.

Director General Mavere Tukai concludes:

"MSD is no longer about managing shortages — it's about building self-sufficiency and ensuring every Tanzanian has access to the medicines and care they deserve."



## Jakaya Kikwete Cardiac Institute (JKCI)

# CONGRATULATIONS



**Dr. Emmanuel Nchimbi**

The Management and Staff of the Jakaya Kikwete Cardiac Institute (JKCI) extend their heartfelt congratulations to His Excellency Hon. Ambassador Dr. Emmanuel John Nchimbi on his election and swearing-in as the Vice President of the United Republic of Tanzania on November 3, 2025, in Dodoma.

We pledge our full cooperation and support throughout your tenure of leadership. We pray that the Almighty God grants His Excellency the Vice President good health, wisdom, and continued success as he fulfills his noble duties in leading our nation.

The Management and Staff of JKCI further reaffirm our commitment to strengthen cardiac services under his leadership, so that together we may advance progress and prosperity for the people of Tanzania and our nation as a whole.



Taasisi ya Moyo Jakaya Kikwete

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www.jkci.or.tz

# Hitech Sai Hospital: Proudly contributing to Tanzania's pioneering journey in modern and compassionate healthcare

From breaking myths around men's health to advancing world-class minimally invasive surgical care, Hitech Sai Hospital stands as a trusted partner in Tanzania's journey toward accessible, dignified, and high-quality healthcare for all.

In the bustling heart of Upanga, Dar es Salaam, nestled comfortably between Charambe and Mindu street, stands Hitech Sai Hospital, a beacon of innovation and compassionate care, that has steadily grown over the years from a modest diagnostic facility into a full-m multidisciplinary, 24-hour hospital.

Deriving its name from **'High Technology'**, Hitech Sai was among the first in the private sector to introduce advanced diagnostic and radiology equipment, including state-of-the-art multi-slice (128-slice) CT scanner.

**Hitech Sai Hospital** is home to a wide range of experienced specialists dedicated to delivering expert care across various fields of medicine, with services ranging from the regular OPD services to diagnostic services, including MRI, CT, advanced ultrasound, spirometry, stress ECG, to inpatient, deliveries, a variety of surgeries in two fully fledged theatres, laparoscopic surgeries, up to ICU services.

## In Partnering with Tanzania's Health Transformation and Advancement

The Hospital has taken pride in distinguishing itself by collaborating with overseas Super-Specialists, integrating their expertise with its



in-house medical teams, thus strengthening local capacity to deliver high-tech, minimally invasive surgical procedures.

For years, issues around prostate health have been hidden behind stigma, myths and silence, leaving many men to suffer quietly. Specialists at Hitech Sai hospital are helping change this narrative by emphasizing that these conditions are normal, treatable and not a curse or misfortune.

In breaking such silence on men's health, Hitech Sai hospital has welcomed the introduction of a new minimally invasive procedure called the Urolift System, for treating men suffering from an enlarged prostate. This technique lifts the enlarged prostate without cutting or removing it. The procedure effectively restores normal urine flow, allowing men to regain comfort and dignity, and the freedom to live fully again, without causing sexual dysfunction.

Another new minimally invasive procedure that the hospital has welcomed and performed for the first time this month of November 2025, is the Venaseal Closure System. This technique is a modern, advanced and effective treatment for Varicose Veins, suitable for both young and old patients.

Varicose veins occur when the vein valves stop working properly, causing blood to flow backward and pool in the vein. This increased pressure leads to swelling and visibly bulging veins.

Do you have visible blue or purple veins in your legs? Or swellings around your ankles or feet; or the feeling of heavy, tired legs; or burning, throbbing legs; muscle cramps or skin discoloration, or skin hardening, or non-healing venous ulcers? The VenaSeal System is your new solution.

The VenaSeal System improves blood flow by sealing or closing the diseased vein and reroutes blood through nearby healthy veins.

This treatment is also ideal for diabetic and elderly patients.

**A Concluding Note from the Director's Office:** "As the country continues to stride forward in medical advancement, HITECH SAI hospital stands in support, by incorporating new modern minimally invasive procedures into its portfolio of services, that not only reduces patient recovery times but also enables the patient to receive such kind of treatments locally without travelling abroad".

By Gean Cabral

# JKCI offers Young African players, fans free heart checkup

By Ibrahim Bakari

The Young Africans Sports Club players will be screened for free heart checkup at all Jakaya Kikwete Cardiac Institutes in Tanzania.

The club leaders and JKCI officials signed a contract for health services that will allow players and members to undergo free heart checkups in an organized manner.

As part of this arrangement, the existing program will facilitate public education aimed at expanding the service and reaching patients more easily.

In the agreement that took place at Muhimbili Hospital on October 29, 2024, the Young Africans Sports Club will benefit by being provided with a doctor from the institution every time their team goes to play for the screening of players.

Moreover, as part of the agreement, fan members will also benefit from this service by being screened for free.

Yanga's Chief Executive Officer, Andre Mtine, and the institution's Executive Director, Dr. Peter Kisenge, jointly signed the contract, each representing their

institution.

Speaking during the event, Dr. Kisenge said there will be many benefits for both parties from this agreement, as they want people from various parts of Africa to know about the institution.

"Joining Yanga will have many benefits; by using this club, many people in Africa will learn about our institution because whenever it goes to play in various international competitions, it will also be explaining our institution.

For us, we will provide our doctor who will be examining players for heart issues and other problems.

"We are ready to support you wherever you go, both in the country and abroad," Dr. Kisenge said.

He mentioned that members and fans of the club will also benefit from free screenings for the disease and receive advice on how to deal with it.

The JKCI serves not less than 900 patients a day. It started in 2015; we began here, but now we have another branch at Dar Group.

Members and fans of Yanga will also benefit, as it is entirely possible in events like the Day of Mwananchi," he said during the occasion.



JKCI and Young African Sports Club sign MoU to raise awareness of cardiovascular diseases in Tanzania.

For this reason, that cooperation will be beneficial for both parties, as aside from the players benefiting, the recognition of that institution in Africa where the team will be playing will also serve to reach various citizens across the continent who need testing and treatment for that disease.

For his part, Mtine thanked the JKCI for giving back to the community, saying that the sports family should always be happy.

He requested that if possible, the institution should travel with a team of doctors when going to play matches in the regions, where they will hold clinics to test people.

“

Joining Yanga will have many benefits; by using this club, many people in Africa will learn about our institution because whenever it goes to play in various international competitions, it will also be promoting our institution.

”

JKCI Executive Director Dr. Peter Kisenge



## PICTORIAL



Proudly part of the JKCI team at "Sabasaba", the 49th Dar es Salaam International Trade Fair



JKCI Marketing Officer Ms Agnes Mndasha meets revellers at the Mining Expo held in Geita.



JKCI Executive Director Dr. Peter Kisenge presents a gift to Dr. Chabwela Shumba, Director of NHH Zambia.

## PICTORIAL



President of Zambia, H.E. Hakainde Hichilema, with Tanzania's High Commissioner to Zambia, Gen. Mathew Mkingule, at JKCI's booth in Zambia.



JKCI Marketing Officer Agnes Mndasha with a visitor at the institute's stand during the recent Mining Expo in Geita.



Visit of the President of Somalia, H.E Hassan Sheikh Mohamud to JKCI.



JKCI team in Cameroon to support the country's cardiac programme and enhance healthcare delivery.



JKCI experts meet with institutional collaborators.

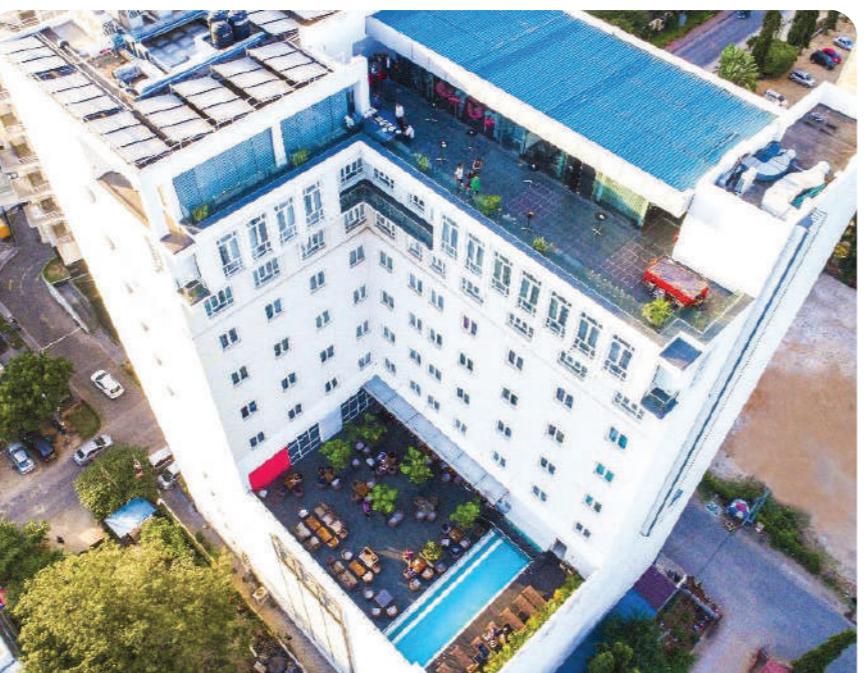


Dr. Saleh Mwinchete of JKCI receives the Main Sponsor Award at the eGA conference from former Vice President Dr. Philip Mpango.



ONOMO  
DAR ES SALAAM

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#### ONOMO Hotel Dar es Salaam: Where Culture Meets Comfort

Perfectly positioned in the heart of Dar es Salaam's business district, ONOMO Hotel blends modern African design with urban hospitality. Just minutes from the Zanzibar ferry, major banks, and city attractions, ONOMO is the ideal base for business and leisure travelers alike.

The hotel features 116 stylish rooms, a fully equipped gym, a lively restaurant offering Afro-fusion cuisine, and versatile meeting spaces tailored for professionals on the go. Whether you're staying the night or just stopping in, ONOMO delivers warm service and vibrant energy at every turn.

#### Introducing Eneyo - Dar's Hottest New Hangout

Welcome to **Eneyo**—a bold, new open-air space redefining Dar es Salaam's social scene. Lush, laid-back, and effortlessly cool, it's the perfect backdrop for sundown sessions, weekend vibes, private parties, or chill evenings with friends. Think great music, crafted cocktails, flavourful bites, and the city's energy all around you.

Whether you're unwinding after work or soaking up the weekend atmosphere, ONOMO invites you to experience Dar like never before.



Onomo Hotel Dar es Salaam

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Your home away from home.

## Enjoy a Luxury Experience



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Tabata: 0654619825  
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#### Extra Facilities

- ✓ Breakfast Facility
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- ✓ Vehicle Parking
- ✓ Laundry
- ✓ Conference Hall
- ✓ Rooftop Bar and Barbecue



Noble House Restaurant



Zafarani All Day Dining Restaurant



Kibo Lobby Lounge

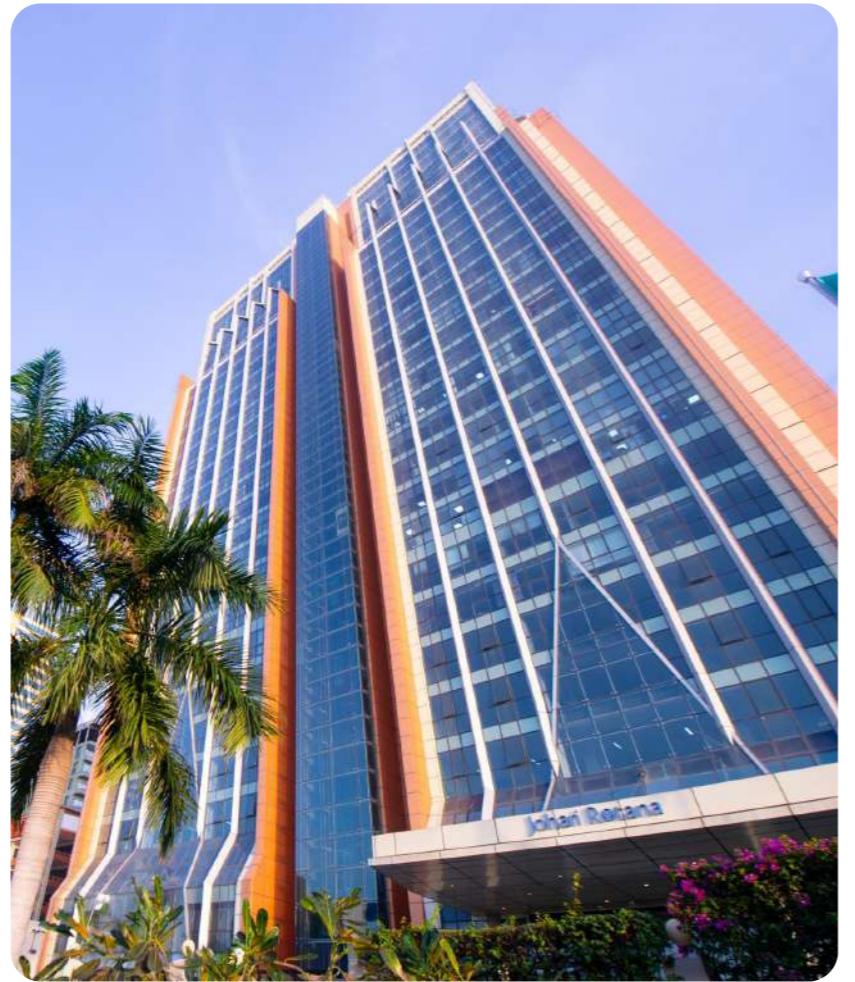


**Johari  
Rotana**

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## Experience Hospitality at Its Finest



Nestled in the heart of Dar es Salaam, Johari Rotana stands as a beacon of elegance and sophistication. As the first 5-star Rotana property in East Africa, it redefines luxury with 193 contemporary rooms and suites, alongside 60 fully furnished apartments designed for ultimate comfort.

Savor stunning city or ocean views and indulge in world-class amenities, including a Zen Spa, infinity pool, and Club Rotana Lounge for a personalized touch.

At Johari Rotana, every moment is extraordinary.



Johari Rotana Dar es Salaam

**Business Insider**

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# Business Insider

## ACKNOWLEDGEMENT

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Transforming Healthcare

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## SPECIAL RECOGNITION

**JAKAYA KIKWETE**



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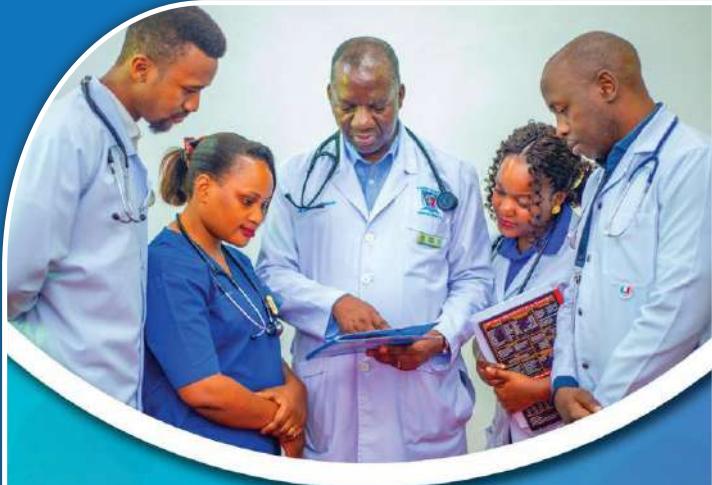
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# Jakaya Kikwete Cardiac Institute (JKCI)



  Jakaya Kikwete  
Cardiac Institute (JKCI)

"Your Heart's Health is Our Concern"

## 24 hours Kawe Clinic

at Mkapa Health Plaza  
Tuari Road, Mbezi Kawe

### OUR SERVICES

- Cardiology Clinic
- Cardiovascular clinic
- Paediatric services
- Cardiac investigations
- Laboratory services (ISO 15189:201)
- Physiotherapy services
- Home Based Care Services
- Lifestyle management including Nutrition services
- Internal medicine
- Pharmacy
- Telehealth
- Ambulance services
- Executive Health Checkup



  Jakaya Kikwete  
Cardiac Institute (JKCI)

"Your Heart's Health is Our Concern"

## 24 hours Oysterbay Clinic

### OUR SERVICES

- Cardiology Clinic
- Cardiovascular clinic
- Paediatric services
- Cardiac investigations
- Laboratory services (ISO 15189:201)
- Physiotherapy services
- Home Based Care Services
- Lifestyle management including Nutrition services
- Internal medicine
- Pharmacy
- Telehealth
- Ambulance services
- Executive Health Checkup

## JKCI KARIAKOO CLINIC

# OPENING

## IN DECEMBER