



ZAMBIA PAEDIATRIC ASSOCIATION



Strategic Plan
2024-2028

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Acknowledgements

This strategic plan has been informed by the membership of the Zambia Paediatric Association (ZPA). The process involved ascertaining what paediatricians identified as priority focus areas for the next five years (2024–2028). Additionally, the plan is in alignment with health priorities from the 8th National Development Plan and the Zambia National Strategic Plan and articulates the main focus advocacy areas for the Zambian child.

An attempt to list specific individuals will be a major disservice, as the entire executive committee, wider membership, and external collaborators were heavily invested in collating input that positions the ZPA to advance advocacy efforts for the overall wellbeing of child health in Zambia. The executive will continue to be responsive to the voice of the membership as the paediatric fraternity continues to work together for overall child health.

Thank you all for your continued tireless commitment to ensure that the ZPA continues to provide leadership on the health and wellbeing of children within and beyond the borders of Zambia.



Chalilwe chungu

President - Zambia Paediatric Association



Executive Summary

The primary objective of the Zambia Paediatric Association's five-year strategic plan (2024-2028) is to attain a high standard of child healthcare delivery for the whole population of children inside the nation. The realisation of this vision will be accomplished through the promotion of high-quality medical education and research, therefore aiding the national goal of ensuring optimal healthcare for every child. The association employs a comprehensive strategy to maintain professional standards and prioritise the welfare of children nationwide. This strategy involves three main components: advancing the field of paediatrics and child health, advocating for child health concerns, and assuming a leadership role in community paediatrics.

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis undertaken by the association in October 2023 identified its strengths as the presence of association members occupying influential positions in many organisations, therefore serving as catalysts for promoting advancements in the field of paediatrics and child care. The mobilisation of this multi-disciplinary membership has the potential to effect substantial transformation in the delivery of healthcare within the nation. In contrast, the association has certain limitations, such as the lack of well-established administrative infrastructure, limited engagement in crucial national initiatives, and inefficiencies in networking efforts.

Zambia has substantial prospects for the growth and influence of the ZPA in enhancing the well-being of children at large, given the prevailing limited access to high-quality paediatric healthcare services. Furthermore, it is worth noting that the Zambian government, particularly the Ministry of Health, exhibits a strong commitment to achieving the Sustainable Development Goals, especially goal three pertaining to maternal, newborn, and child health. In addition, it is imperative to address substantial research gaps within the realm of paediatrics and child health. One significant obstacle to the achievement of the organisation's objective is constrained financial resources. The ZPA Five-Year Strategic Plan (2024-2028) aims to achieve excellence in the provision of child health services to all children in the country. This vision will be achieved by fostering quality medical education and research, thereby facilitating the national aspiration of providing quality health for every child.

The primary goal of the organisation in the short term is to establish a fully operational secretariat and functional sub-committees. In the medium and long term, the objectives include expanding the funding sources, enhancing professional development and practices, and making substantial contributions to the provision of high-quality paediatric care and the overall well-being of children. This will subsequently contribute towards the achievement of Sustainable Development Goals relating to children.

Abbreviations/Acronyms

AGM	Annual General Meeting
CME	Continuing Medical Education
LMIC	Low- and Medium-Income Country
SDGs	Sustainable Development Goals
MOH	Ministry of Health
MOU	Memorandum of Understanding
MWAZ	Medical Women Association of Zambia
NGO	Non-Governmental Organisation
SWOT	Strengths, Weaknesses, Opportunities and Threats
ZMA	Zambia Medical Association
ZMJ	Zambia Medical Journal
ZPA	Zambia Paediatric Association
ZDP	National Development Plan
STP	Specialty Training Programme
UN	United Nation
ZNPHI	Zambia National Public Health Institute
CSO	Central Statistical Office

1.0 Introduction

This strategic plan (2024–2028) is a follow-up to the last five-year strategy, which went up to 2016. It was developed through multi-stakeholder consultations involving ZPA members, civil society organisations, multilateral organisations, and the Ministry of Health (MOH). We gathered feedback on our successes, areas where we could improve, and potential new activities. We discussed the scope of our work and our priorities for the coming five years. We are making steady progress towards achieving our vision of "a thriving community of health practitioners providing optimal health and wellbeing for all children in Zambia". We have improved our accessibility through holding more events and networking with partners both in Zambia and beyond. This has increased our profile and visibility. The association has continued to mobilise resources while strengthening policies and procedures for operational excellence. We will continue to foster learning and development while seeking opportunities to improve the skills, experience, and networks of our members and convert more of what we learn into actions to achieve our goals.

The aforementioned will be anchored in six goal areas:



The world is an ever-changing macro environment that continues to pose threats to child health. Pandemics, wars, and climate shocks continue to threaten progress towards milestones achieved in line with child survival, such as childhood vaccinations. For context, this strategic plan continues as a living document that allows reiteration according to the working context.

2.0 Vision

A thriving community of health practitioners providing optimal health and wellbeing for all children in Zambia.

3.0 Mission

To advocate and foster health promotion, disease prevention, evidence-based care through research, quality medical education and continuous professional development for the ultimate wellbeing of the child.

4.0 Values

The Zambia Paediatric Association have the following values:

1. Excellence
- Inclusiveness 2.
3. Integrity
- Innovation 4.
5. Professionalism

5.0 Guiding Principles

The association has a dual mandate to ensure and maintain professional standards among its members, and functions as a torchbearer for all issues relating to the wellbeing of all children in Zambia. To this effect, ZPA's guiding principles are as follows:

1. Advancement of the field of paediatrics and child health.
2. Providing advocacy for child health issues.
3. Provision of leadership to decision makers in all spheres of society regarding paediatrics and child health.
4. Responding to emerging threats and health issues guided by contemporary evidence.
5. Strategic Partnerships.

5.1 Advancement of the field of paediatrics and child health

ZPA notes that the field of paediatrics is dynamic, with an ever-increasing need to acquire new and updated information on issues relating to children. Its scope is wide and varied, dealing with children from newborn to adolescence and spilling over to the care of young people as old as 24 years. This presents a challenge in adequately addressing the unique needs of this diverse group. This is the basis for the ever-increasing need to promote new innovations in the field of paediatrics and child health in Zambia. ZPA is thus committed to the advancement and enhancement of issues relating to all children. In advancing paediatrics and child health, ZPA will ensure quality undergraduate and postgraduate medical education by doing the following:

1. Continuing medical education (CME) of its members.
2. Continuing medical education for allied medical personnel with regards paediatrics and child health.
3. Providing mentorship to all health workers caring for children.
4. Promoting adherence to good clinical practice.
5. Promoting and spearheading research in paediatrics and child health.
6. Involvement in the training of health professionals who provide care to children.

5.2 Providing advocacy for child health issues

ZPA has members with many years of experience and vast expertise in paediatrics and child health. It is therefore well poised for child health advocacy. Paediatricians are highly respected within communities as child health experts, and they understand their responsibility to speak and advocate with authority for policies that promote the health and welfare of every child. ZPA will continue to advocate for the welfare of children in the following ways:

1. Newborn Health
2. Immunisation
3. Nutrition
4. Early Childhood Development
5. Child Rights
6. Child Protection
7. Children with Disability
8. Migrant and Refugee Children
9. Adolescent Health
10. Emerging infections
11. Education
12. Gender
13. Mental Health and wellbeing
14. Water, Sanitation and Hygiene
15. Social and Behaviour Change
16. Climate change and the environment
17. Natural Disasters

5.3 Provision of leadership to all spheres of society in the field of paediatrics and child health

ZPA realises its inherent responsibility to promote paediatrics and child health in both governmental and nongovernmental institutions. The association, thus, values its role in providing leadership in this aspect, especially as regards

1. Providing professional guidance to government and non-governmental organisations in policy-making decisions.
2. Providing leadership to institutions that deal with the dissemination of information to the public with regards to child health issues.
3. Providing leadership on health issues in communities where children live.
4. Working with communities and children, adolescents, and young people as partners for health.

5.4 Responding to emerging threats and health issues guided by contemporary evidence.

The Zambian health sector has experienced unprecedented shocks in the last few years, from the ongoing cholera outbreaks to the COVID-19 pandemic, which resulted in the resurgence of measles and polio outbreaks. The ZPA will continue to work with the Zambia National Public Health Institute (ZNPPI), supporting disease intelligence, surveillance, and response efforts. Global health priorities emerging post-pandemic include preparedness planning, evidence-based practice through research, and harnessing emerging digital technologies.

5.5 Strategic Partnerships

ZPA recognises that the greatest success is achieved by groups of people working with unity of purpose and vision. The association will harness the push for local leadership by collaborating with other partners for a compounded effect on the health of children. This will include:

1. Joining consortia as resources or sub-partners with the aim of strengthening ZPA systems, policies, and procedures as a pathway to prime readiness.
2. Providing expertise through mentorship, technical support, and supervision services.
3. Being in conformity with local registration policies for non-governmental organisation status.

6.0 SWOT Analysis Results

The 2024 - 2028 ZPA Strategic Plan has been developed from a SWOT Analysis and the review of the 2012 - 2016 strategic plan that led to the identification of priority areas. The other critical document that forms the bulk of the plan is the Association's constitution. The results of this analysis are in Table 1 below.

Table 1: SWOT Analysis Results

STRENGTHS	WEAKNESSES
Strong, consistent and established ZPA executive committee leadership.	Inadequate visibility of ZPA achievements to the public.
Available experts to provide consistent monthly webinars/CMEs on various child health related issues.	Inadequate research and publications to influence policy change.
Available secretariat office.	Lack of mentorship and passing on of skills and knowledge.
Consistently held annual general meeting for the association.	Sub-optimal financial stability with no clear strategic plan.
Effective communication with the members.	Inadequate involvement of the membership in ZPA activities.
Wide local, regional and international network base of exposed and experienced paediatricians.	Inactive sub-committees.

Diverse membership register.	Inadequate community and key stakeholders' engagement.

OPPORTUNITIES	THREATS
<p>1. Wide reach and leverage</p> <p>a. Geographic reach – paediatrician in every province of Zambia and globally.</p> <p>b. Presence of membership in influential organisations.</p> <p>c. Presence of membership in private sector.</p>	<p>1. Emerging threats</p> <p>a. New diseases/pandemics.</p> <p>b. Herbal medicine use.</p> <p>c. Mass exodus of paediatricians from public sector (low number of mentors and teachers in teaching hospitals).</p>
<p>2. Training opportunities beyond borders for postgraduate trainees</p>	<p>2. Financial limitations</p> <p>a. Low funding sources.</p> <p>b. Accountability.</p>
<p>3. Webinars & CME's for capacity building</p>	
<p>4. Grants and grant writers availability</p>	

5. International affiliations	<ul style="list-style-type: none"> 3. Declining member participation <ul style="list-style-type: none"> a. Losing membership. b. Lack of interest in the ZPA. c. Generational gap. d. Member apathy.
6. Social media	
7. Big pool of mentors for capacity building	
	<ul style="list-style-type: none"> e. Discouraged membership. f. Lack of ownership.

7.0 STAKEHOLDER MAPPING

ZPA acknowledges that in order to achieve success, strategic partnerships are key. To this effect, ZPA will leverage existing networks and relationships while pursuing new frontiers for synergy for optimal child health outcomes. The following is an illustration of ZPA's partnerships.



8.0 GOAL AREAS

1. Financial stability for strategic and sustainable association growth

1. Innovate and implement resource mobilisation methods that will ensure that a surplus budget is delivered. This allows adequate coverage of continued operational costs as well as efficient delivery of our activities and goals. This will be achieved by widening our resource base through:
 - 1.1. Utilisation of modern innovative e-platforms for financial transactions with strong financial policies and procedures.
 - 1.2. Planning income-generating activities that will encourage partnerships with various cooperating partners that advocate for the child.

- 1.3. Focus on investment opportunities to internally generate funds and maintain financial stability.
2. Ensure that a finance gap analysis is done to estimate the need for additional budget funding and set short- and long-term financial goals that are included in the budget.
3. Quarterly budget reviews and audits will ensure that allocations are properly maintained, monitored, and managed for healthy financial management.
4. Optimise systems and processes to enhance our effectiveness and efficiency. Financial management systems will be put in place to guarantee transparency and accountability. These systems will be optimised by:
 - 4.1. Clearly outline all financial procedures.
 - 4.2. Training the executive on these processes.
 - 4.3. Engage staff that are qualified in finance and accounting.
 - 4.4. Multi-tiered checks of all financial processes.

2. Community engagement and Newborn, Child and Adolescent wellbeing advocacy

1. Advocate for programmes focusing on the mental wellbeing of children and adolescents, as well as their families.
2. Advocate for better nutrition and safer drug-free environments.
3. Promote newborn and maternal health survival.
4. Promote the engagement of different stakeholders working in the paediatric space and communities to promote better health and environments for children.
5. Promote evidence-based policy development and advocacy.

3. Professional wellbeing, training, and development

1. Advocate for a workplace environment that fosters the mental wellbeing of ZPA members by
 - 1.1. Ensuring that members have access to mental health support services.
 - 1.2. Holding mental wellness campaigns and webinars.
2. Adopt a proactive approach to cultivating improved relationships and dismantling obstacles to participation within the fraternity through the establishment of a non-toxic work environment.
3. Develop a mentorship programme to further support career building by enhancing skills, knowledge bases, and research.
4. Ensure that the trainees in the fraternity receive quality mentorship, thereby fostering better relationships and creating an environment that is enabling and supportive for all.
5. Continuously review the paediatric curricula and training methodology for undergraduate and postgraduate training.
6. Foster collaborations with other professional organisations and societies on a regional and international scale to create opportunities for our members.
7. Ensure the involvement of members and fellows in ZPA activities through the various subcommittees..

4. Research and Innovation for policy change

1. Facilitate member engagement in operational research implementation.
2. Translate child related research findings for policymakers to influence policy change.
3. Promote interdisciplinary collaboration.
4. Improve members' access to research resources.

5. Safety and standards of practice

1. Ensuring safe paediatric practice by formulation and dissemination of contemporary paediatric practice guidelines for common paediatric conditions.
2. Conduct webinars and clinical meetings on new and emerging medical evidence and trends.
3. Engage health institutions to ensure child friendly and safe clinical environments.
4. Ensure adherence to ethics in the practice and adopt a child's wellbeing first approach.

6. Foster environment of inclusivity, growth, engagement, and collaboration

1. Ensure inclusiveness in paediatric fraternity for all regardless of sex, gender, ethnicity, race or disability.
2. Engage and mentor medical students and junior doctors to grow the pool of paediatricians.
3. Engagement of paediatric trainees and paediatricians in activities around the country.
4. Create an enabling environment for collaboration for paediatricians in their various capacities and allied fields to expand networks and promote better health for children.

9.0 Strategic Plan (2024-2028)

The goal areas highlighted above, are further broken down into objectives and key results

Table 2: Strategic Plan Focus Areas, Objectives and key results

Goal Area	Strategic objective	Objectives	Key results
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<p><i>Financial stability for strategic and sustainable association growth</i></p>	<p>1. Innovate and implement resource mobilisation methods that will ensure that a surplus budget is delivered. This budget will allow adequate coverage of continued operational costs as well as efficiently deliver on our activities and goals.</p>	<p>Utilisation of modern innovative ePlatforms for financial transactions with strong financial policies and procedures.</p> <p>Planning income generating activities that will encourage partnership with various cooperating partners that advocate for the child.</p> <p>Focus on investment opportunities to internally generate funds and maintain financial stability.</p>	<p>Increased revenue over the said period.</p> <p>New membership and cooperating partnerships established.</p> <p>Sustained financial stability and growth.</p>
	<p>2. Finance gap analysis.</p>	<p>Estimate the need for additional budget funding and set short term and long term financial goals that are included in the budget.</p>	<p>Strong systems and procedures.</p> <p>Realistic, prudent and cost reflective expenditure through audited reports.</p>

<p>3. Quarterly budget reviews and forecasting.</p>	<p>Ensure that allocations are properly made, monitored, and managed for healthy financial management.</p>	<p>Transparent financial management.</p>
<p>4. Optimise our systems and processes to enhance our effectiveness and efficiency.</p>	<p>To clearly outline all financial procedures.</p> <p>To training the executive on financial processes.</p> <p>To engage staff that are qualified in finance and accounting</p> <p>To establish Multi-tiered checks of all financial processes.</p>	<p>Transparent financial management.</p>

<i>Community engagement on newborn, Child & adolescent wellbeing advocacy</i>	1. Advocate for programs focusing on mental wellbeing of children and adolescents as well as the families they come from.	To keep abreast with current child health challenges and mental health needs.	Webinars and Conferences held in a year that are themed on children and adolescent mental health.
	2. Advocate for better nutrition and safer drug-free and sustainable environments.	To ensure that all children have access to good nutrition. To ensure that children and adolescents grow up in safe, drug free communities.	Number of advocacy platforms, meetings and documents contributing to nutrition and safer, drug-free environments.
	3. Promote newborn and maternal health and survival.	To support the development of documents that provide guidance on newborn training, management and policy.	Improved newborn and maternal health indicators. Improved number of health professionals skilled in the care of newborns.

		To advocate for policies supporting newborn and maternal survival.	Number of commemorations, technical meetings and trainings held.
	4. Promote engagement of different stakeholders working in the paediatric space and communities to promote better health and environments for children.	To contribute to ongoing planetary preservation efforts in the country and beyond	Number of meetings held and conferences attended.
	5. Promote evidence based policy development and advocacy	To review relevant research (local and regional) and develop policy briefs for policy change.	Number of policy briefs developed.
<i>Professional wellbeing, training, and development</i>	1. Advocate for a workplace environment that fosters mental wellbeing of ZPA members.	Ensuring that members have access to mental health support services. Hold mental wellness campaigns and webinars.	Webinars, trainings and wellness events held.

<p>2. Adopt a proactive approach in cultivating improved relationships and dismantling obstacles to participation within the fraternity through the establishment of a nontoxic work environment.</p>	<p>To host social & networking events that foster interactions.</p> <p>To host webinars related to improving work relationships.</p>	<p>Social events held.</p> <p>Webinars held.</p>
<p>3. Develop a mentorship programme to further support career building by enhancing skills, knowledge bases, and research.</p>	<p>To develop a mentor/mentee register.</p> <p>To develop mentors/mentees issues agreement form.</p>	<p>Documented mentor/mentee reports.</p>
<p>4. Ensure that the trainees in the fraternity receive quality mentorship, thereby fostering better relationships and creating an environment that is enabling and supportive for all.</p>	<p>To foster an environment where learning, collaboration and networking is enhanced.</p>	<p>Number of activities contributing to collegiality.</p>
<p>5. Continuously review the paediatric curricula and training methodology for undergraduate and postgraduate training.</p>	<p>To be involved in reviewing the training curricula for undergraduate and postgraduate students.</p>	<p>Updated curriculum.</p>

	6. Foster collaborations with other professional organisations and societies on a regional and international scale to create opportunities for our members.	To facilitate ZPA affiliation with relevant local and international organisations.	Local and International affiliations.
	7. Ensure the involvement of members and fellows in ZPA activities through the various subcommittees.	To activate all ZPA subcommittees. To engage members in acquisition of grants, presentations at scientific meetings and publication in journals.	Reports from subcommittees. Presentations made at scientific conferences. Number of grants received and journal publications made.
<i>Research and Innovation for policy change</i>	1. Facilitate member engagement in operational research implementation.	To capacitate, identify and connect association members to research opportunities.	Launch a mentorship program to connect experienced researchers with junior members. Host regular symposiums, webinars, or workshops to share research findings and insights.

<p>2. Translate child related research findings for policymakers to influence policy change.</p>	<p>Effectively communicate research findings to policymakers in a language and format that resonates with their needs.</p>	<p>Develop policy briefs summarising key research findings and recommendations.</p> <p>Organise briefings or workshops specifically for policymakers to discuss research implications and solutions.</p>
<p>3. Promote interdisciplinary collaboration.</p>	<p>Foster interdisciplinary collaboration in research endeavours.</p>	<p>Facilitate cross-functional research teams with members from various institutions.</p> <p>Establish partnerships with other associations or academic institutions to encourage interdisciplinary studies.</p>
<p>4. Improve members' access to research resources.</p>	<p>Enhance accessibility to research materials and resources.</p>	<p>Develop an online repository for research publications and relevant resources.</p> <p>Negotiate partnerships with libraries and databases to provide members with discounted or free access to research materials.</p>

<i>Safety and standards of practice</i>	1. Ensuring safe paediatric practice by formulation and dissemination of contemporary paediatric practice guidelines for common paediatric conditions.	To formulate and disseminate contemporary paediatric practice guidelines.	Number of facilities that have the paediatric practice guidelines in the country.
	2. Conduct webinars and clinical meetings on new and emerging medical evidence and trends.	To hold webinars on emerging medical evidence.	Number of the clinical webinars on emerging medical evidence held.
	3. Engage health institutions to ensure child friendly and safe clinical environments.	To hold quarterly meetings.	Number of health institutions engaged/engagement meetings held.
	4. Ensure adherence to ethics in practice and adopt a child's wellbeing first approach.	To hold meeting on adherence to ethics in paediatrics with institutions that care for children.	Meetings focused on ethics held.

<i>Foster environment of inclusivity, growth, engagement, and collaboration</i>	1. Ensure inclusiveness in paediatric fraternity for all regardless of sex, gender, ethnicity, race or disability.	To rotate the hosting of key ZPA annual activities like webinars and commemorations. To hold paediatric meetings that deliberately involve staff from outside lusaka.	Number of ZPA cctivities held or hosted outside Lusaka.
	2. Engage and mentor medical students and junior doctors to grow the pool of paediatricians.	To develop a paediatric workforce that offers knowledgeable, quality and respectful care.	Number of mentorship symposia held.
	3. Engagement of paediatric trainees and paediatricians in activities around the country.	To have a motivated paediatric fraternity throughout the country.	Webinars, meetings and scientific symposia held.
	4. Create an enabling environment for collaboration for paediatricians in their various capacities and allied fields to expand networks and promote better health for children.	To grow the paediatric fraternity base.	Cumulative number of paediatricians in the country and abroad.

10.0 Conclusion

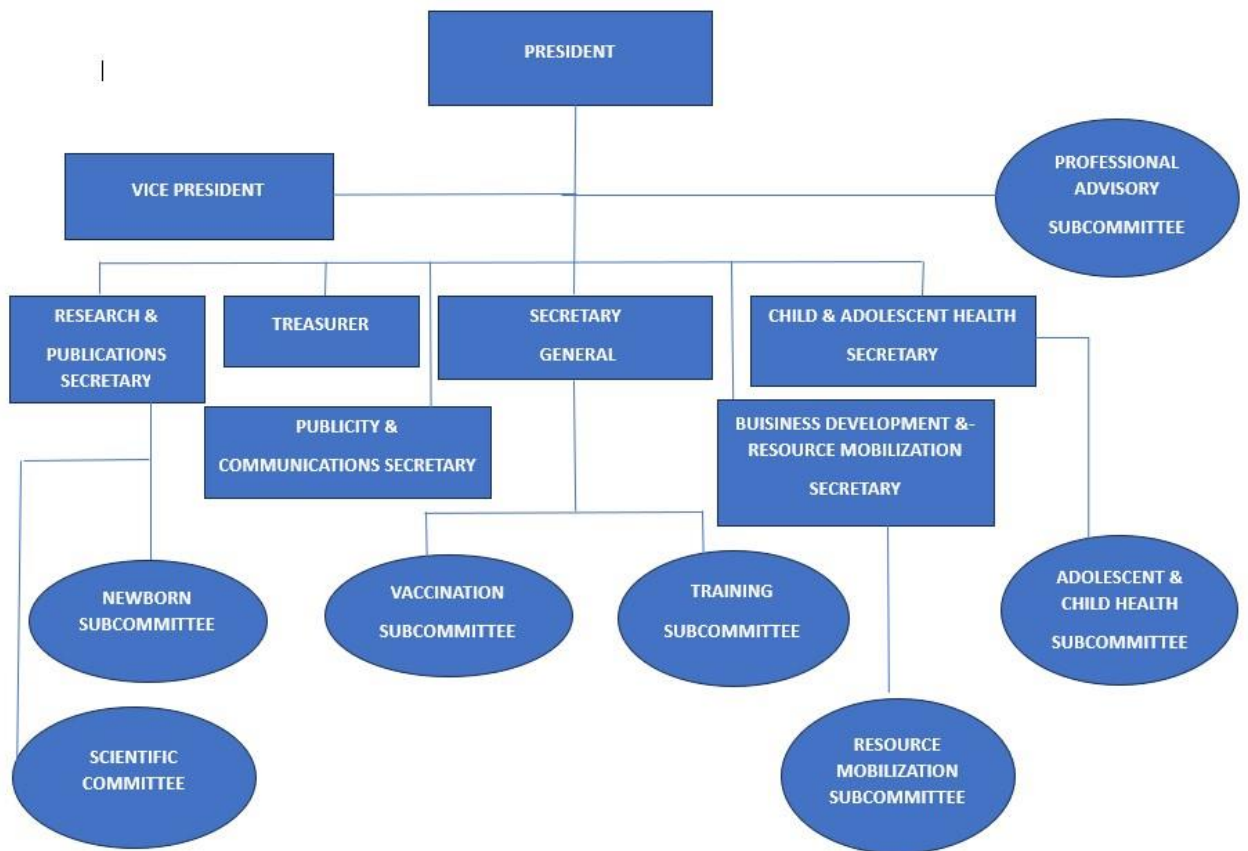
This strategic plan identifies six key areas of focus, reflecting the emerging needs of the paediatric fraternity as well as child health needs. The planned strategies aim to improve networks and relationships within the paediatric fraternity as well as with stakeholders to evolve into a motivated, dedicated, and efficient profession that is able to respond to current and future health challenges and improve the health and wellbeing of children in Zambia. The strategic areas not only cater to emerging health needs and threats but also position the association to tackle and implement programmes that will allow Zambia to attain the Sustainable Development Goals.

To achieve its strategic objectives, ZPA will require increased financial and nonfinancial resources, collaborative partnerships, continued commitment by the government, and the genuine participation of caregivers.

The strategic plan is an invitation to the government, development agencies, and concerned individuals to partner with us to achieve child well-being in Zambia.

Appendices

Appendix I: ZPA Organogram



6. Appendix II: ZPA Subcommittees

Subcommittees

1. Professional Advisory Subcommittee
2. Newborn subcommittee
3. Vaccination Subcommittee
4. Training Subcommittee
5. Adolescent and Child Health Subcommittee
6. Scientific Subcommittee
7. Resource Mobilization Subcommittee