

## JICA - THE PROJECT FOR STRENGTHENING MANAGEMENT CAPACITY OF GENERAL HOSPITALS IN LUSAKA DISTRICT



Medical Superintendents from Lusaka District first level hospitals, University Teaching Hospitals, Military and Private Hospitals together with Lusaka Provincial Health Office, Provincial Health Director, MOH Permanent Secretary for Technical Services and Ms. Tomoko Ono, Chief Representative for JICA Zambia posing for a group photo during the launch of the Hospital Management Handbook on 3rd March, 2026

**LUSAKA PROVINCIAL HEALTH OFFICE LAUNCHES AND DISSEMINATES HOSPITAL MANAGEMENT HANDBOOK FOR USE IN FIRST- AND SECOND-LEVEL HOSPITALS IN THE PROVINCE**



**LDHO HOLD MEETING ON STRENGTHENING MEDICAL EQUIPMENT TECHNOLOGY ACTIVITIES IN LUSAKA'S FIVE FIRST LEVEL HOSPITALS**



## LUSAKA PROVINCIAL HEALTH OFFICE LAUNCHES AND DISSEMINATES HOSPITAL MANAGEMENT HANDBOOK FOR USE IN FIRST- AND SECOND-LEVEL HOSPITALS IN THE PROVINCE



*Left to right: Ms. Tomoko Ono, CR for JICA Zambia; Dr. Kennedy Lishimpi, MOH Permanent Secretary for Technical Services; Dr. Simulyamana Choonga, PHD at Lusaka Provincial Health Office and Dr. Abel Kapembwa, HCC at Chilenje FLH giving an overview of the handbook*

**O**n 3rd March 2026, facilities from across Lusaka province gathered for the launch of the Hospital Management Handbook for first- and second- level hospitals in Lusaka province. The launch was graced by the Permanent Secretary for Technical Services in the Ministry of Health, Dr. Kennedy Lishimpi. In attendance also, was a representative from the Embassy of Japan, JICA Chief Representative, Ms. Tomoko Ono, Provincial Health Director (PHD) at Lusaka Provincial Health Office (LPHO), Dr. Simulyamana Choonga, and other invited guests from both private and government health facilities in the province.

Chief Advisor for the JICA Cassiopeia Project, Dr. Shinsuke Murai, in welcoming the guests to the launch, noted that the handbook was ground

ed in the practices of the five first level hospitals (Chawama, Chilenje, Chipata, Kanyama and Matero) and was a result of more than one year of drafting and editing led by LPHO.

Dr. Murai, stated that the policy recommendation of the handbook was built on the leadership of the LPHO and the support of the Lusaka District Health Office (LDHO), the assistance of JICA, and the hospitals' own efforts and practices, was a concrete example of the participatory development that JICA and Japan's international cooperation value. He further stated that through the handbook, LDHO and the FLHs could serve as models for hospital management, with staff who have firsthand experience and can mentor others on the ground.

The Provincial Health Director remarked that hospital governance structures at the FLHs have been established to

facilitate the visualization of existing challenges, implementation of goal-oriented management such as management by objectives (MBO) as well as systematic problem-solving. These have been achieved through the adoption of the Balanced Score Card which has assisted the FLHs to analyse their service delivery areas and find practical solutions to achieve more impact with minimal resources. He also called on the province to be leaders and examples for the rest of the country not only in hospital management but in service delivery as well.

Ms. Tokomo Ono, Chief Representative of JICA Zambia Office, noted that through the Cassiopeia Project, the five FLHs had introduced various strategic management practices such as the objective-based decision making and its supporting governance structures.

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These practices had improved communication across departments and management levels, therefore contributing to more effective and feasible decisions based on evidence. She also lauded the dedication and leadership of all stakeholders that were involved in developing the handbook.

On the other hand, Dr. Lishimpi noted that the launch of the handbook underscored the many achievements of the JICA Cassiopeia Project in Lusaka province. He stated that leadership and governance in health systems were an important aspect that anchors the strategic direction and development of appropriate policies and plans.

The Permanent Secretary illustrated the need for good hospital governance in the way medical equipment is maintained and repaired in the hospitals, for example. Dr. Lishimpi told the launch participants that government had embarked on equipping the hospitals across the country with equipment such as CT scans and X-rays. He stated that with proper hospital management, the equipment should be utilised to bring accessible and equitable

service delivery to all Zambians. He also commended LPHO for continued leadership in ensuring the development and launch of the handbook for use in the province and stated that it was an invaluable document that the Ministry of Health would wish to roll out to other hospitals across the country in the near future.

Part of the launch also included the hospital management handbook overview by Dr. Abel Kapembwa who is a surgeon consultant and head of clinical care at Chilenje First Level Hospital which provided those gathered and unfamiliar with the handbook, a snapshot of its contents.

Following the launch of the handbook, LPHO held a 2-day dissemination workshop for all first- and second-level hospitals in Lusaka province. The aim of the dissemination was to share the contents of the hospital management handbook to all hospital managers and administrators in order to streamline and standardise the approach to hospital management in all hospitals and health facilities in Lusaka province. Planners and senior managers from LPHO, LDHO and the five FLHs took the participants through the

handbook. From discussions and group work on Balanced Score Card and quality improvement, participants got a firsthand view of what the FLHs in Lusaka district have adopted and been implementing during the duration of the Cassiopeia Project. Dissemination participants included those from mini, zonal and FLHs from across Lusaka province.

Dr. Simulyamana Choonga, Provincial Health Director at LPHO in his officiating remarks echoed sentiments expressed earlier at the handbook launch stating that management teams of the hospitals in Lusaka district should put into practice what has been documented in order to sustain the gains that have been made through the Cassiopeia Project. He also implored the teams from other districts to apply the knowledge and practices that would be shared in order to improve health service delivery in the province. He further underscored the importance of embracing management tools such as the Balanced Score Card as well as management by objectives that help in analysing service delivery.

*Hospital Administrators collecting copies of the Hospital Management Handbook after the dissemination at MIKA Convention*



## LDHO HOLD MEETING ON STRENGTHENING MEDICAL EQUIPMENT TECHNOLOGY ACTIVITIES IN LUSAKA'S FIVE FIRST LEVEL HOSPITALS

**M**edical equipment champions, biomedical engineers, medical equipment officers and technologists as well as environmental health technologists gathered at the Urban Hotel in Lusaka on March 17th, 2026 to plan and strategize on how to implement water quality monitoring using TDS-EC testers and water hardness chemical analysis; review and discuss management of water softeners connected to autoclave machines, and also how to standardize remote maintenance of equipment.

Officiating and speaking on behalf of the LDHO Director Health Services, Ms. Ruth Zulu the Senior Planner stated that the meetings aim of water monitoring and medical equipment management was a timely inter-

vention as medical equipment safety and operational status has a direct impact on health care. Ms. Zulu further stated that LDHO and the facilities should move away from reactive repairs to planned preventative maintenance that reduce equipment downtime and extends their lifespan. For this to happen, medical equipment committees and champions will play a cardinal role in equipment management.

Zulu also noted that water quality was the silent guardian of facility equipment and sensitive equipment could not survive poor quality water. Therefore, by strengthening water, sanitation and hygiene (WASH) monitoring, patients are protected from infection and equipment

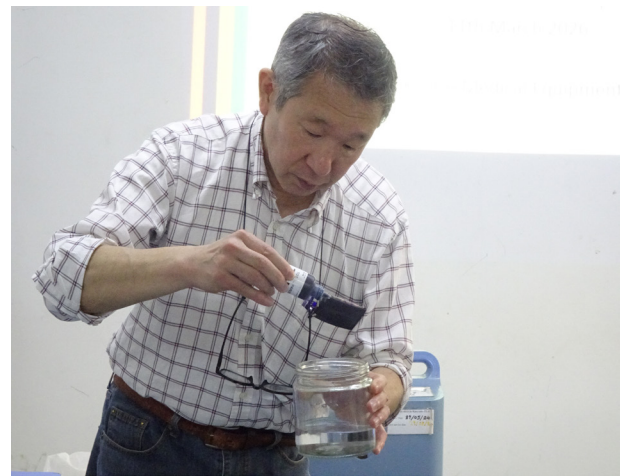
from frequent breakdowns.

She ended by thanking JICA through the Cassiopeia Project for its continued support, from elevating the 5 first level hospitals from health centres, to furnishing them with equipment, and adding on the technical support through the project.

Mr. Kazuhiro Ajiki, the short-term expert on medical equipment led discussions on remote maintenance and how medical equipment technologists and biomedical engineers could take advantage of manufacturers. Participants requested through the LDHO to include the remote services clause in contracts for all major equipment purchases in order to ease the time and resource constraints faced during repairs of the equipment.



*Ms. Ruth Zulu, Senior Planner at Lusaka District Health Office presenting chemical and mechanical devices for checking water hardness at the five FLHs and Chelstone Zonal Hospital*



*Mr. Kazuhiro Ajiki demonstrating hardness of water from various sources to medical equipment champions at Chawama First Level Hospital*



*Left to right: Mr. Aaron Kabwe - Medical Equipment Technician at Matero FLH with Mr. Friday Matafwali Medical Equipment Officer at Lusaka District Health Office demonstrating how to clean equipment to medical equipment champions during a reorientation meeting*

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The Medical Equipment Officer (MEO) from LDHO, Mr. Friday Matafwali also made presentations on water quality monitoring using electronic and chemical analysis. Comparing tap water, mineral water and drinking water, he was able to demonstrate how hard water forms a white solid called scale (when heated) that adhere to equipment and pipes, leading to failure and malfunction.

On the other hand, Mr. Richardson Mumba, biomedical engineer at Kanyama FLH spoke on the data collected and analysed the cause of equipment failure and how medical equipment champions can be on the forefront to educate and keep track of working equipment and those that have

problems or stopped working.

The participants agreed on the following action plans that would be following up. Some of the outstanding items were for LDHO to advocate for an increase in MET department budget allocation. This would enable the departments to plan for spare parts, and other maintenance activities.

MET was also tasked to present the analysis done on the causes of equipment failure in order to show the main causes and come up with solutions within the facility. Others were to have regular MET technical meetings as well as updating of inventory on a quarterly basis.

The meeting came on the heels of the medical equipment champions being

reoriented on use of repair maintenance log sheets, preventative maintenance of medical equipment, manual inventory list and many more issues.

Capping off the meeting, the project facilitated support by providing LDHO, the five first level hospitals and Chelstone Zonal Hospital with mechanical and chemical devices to test and monitor the hardness of water supply in the facilities. Environmental health technologists were also advised and encouraged to practice proper record keeping in order to have data that could be utilized to properly diagnose the factors leading to equipment failure.

## Photo Focus:



Ms. Tomoko Ono Chief Representative for JICA Zambia with Dr. Kennedy Lishimpi MOH Permanent Secretary for Technical Services during the handbook launch



Group photo of Medical Equipment Champions, MET and project short-term expert at Chipata FLH after a reorientation meeting



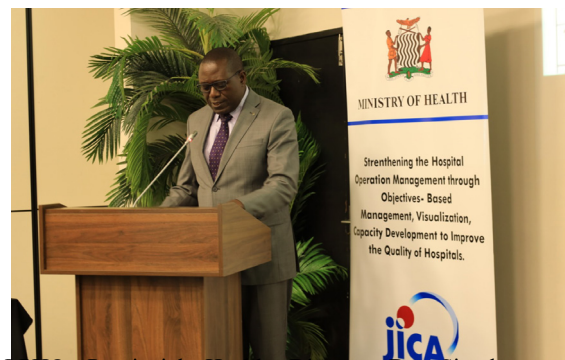
Dr. Abel Kapembwa, Head Clinical Care at Chipenje FLH presenting a gift to medical equipment champion Ms. Selina Banda, the In-Patient Department In-charge



Ms. Ruth Zulu, senior planner at LDHO walking participants through the roles of LDHO and LPHO towards 1st and 2nd level facilities as outlined in the handbook



Dr. Mataa Mataa, Medical Superintendent at Chipata FLH participating in the Hospital Management Handbook dissemination meeting



LPHO Provincial Health Director Dr. Simulyamana Choonga making remarks during the Hospital Management Handbook launch



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*<https://www.jica.go.jp/project/english/zambia/023/index.html>*

Dance troupe at the launch of the Hospital Management Handbook by LPHO at The Urban Hotel in Lusaka on March 3rd, 2026