



**Society of Obstetricians
and
Gynecologists of Ghana
(SOGOG)**

STRATEGIC PLAN

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Acronyms

AFOG	African Federation of Obstetricians and Gynaecologists
AGSC	Annual General and Scientific Conference
CPD	Continuing Professional Development
EmONC	Emergency obstetric and newborn care
FIGO	International Federation of Obstetricians and Gynaecologists
GHS/FHD	Ghana Health Services/Family Health Division
GMA	Ghana Medical Association
GRNMA	Ghana Registered Nurses and Midwives Association
MOH	Ministry of Health
MPDSR	Maternal and Perinatal Death Surveillance Response
PSG	Paediatric Society of Ghana
SRH	Sexual and Reproductive Health
SDG	Sustainable Development Goals
SOGC	Society of Obstetricians and Gynaecologists of Canada
SOGOG	Society of Obstetricians and Gynaecologists of Ghana

Message from the President of SOGOG

Dear Members,

I am pleased to share with you the maiden five-year strategic plan document for the Society of Obstetricians and Gynaecologists of Ghana (SOGOG). This comprehensive plan outlines our vision, mission, values and key priorities we aim to achieve over the coming years.

As we strive to promote equitable Sexual and Reproductive Health (SRH) of women and girls and raise the standards of the practice of Obstetrics and Gynaecology in Ghana, this strategic plan document serves as a roadmap guiding our initiatives and ensuring that our efforts align with best practices and the needs of our communities.

Our priorities include advocating for improved SRH among women and girls, promoting the welfare of members, enhancing education and professional development, advocating for policy improvements, and fostering partnerships with local and international collaborators.

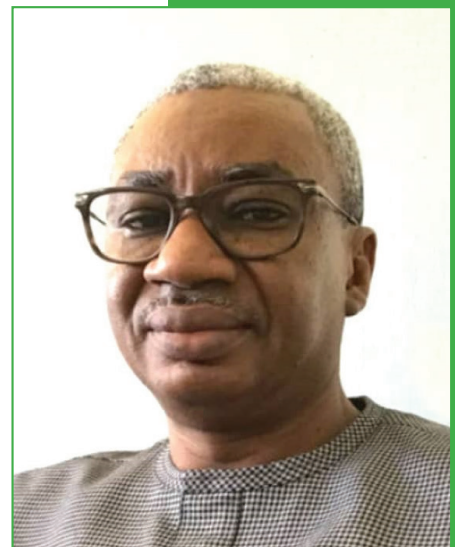
I encourage each of you to engage with this plan actively and contribute your insights, skills and effort as we collectively work towards elevating the standards of obstetric and gynecological care in our country.

Together, we can make a significant impact in the lives of women and families across Ghana.

Thank you for your commitment and dedication to our field.

Dr Ali Samba, OV

President, Society of Obstetricians and Gynaecologists of Ghana.



Executive Summary

The Society of Obstetricians and Gynaecologists of Ghana developed its first 5-year strategic plan over a period of 7-weeks, from 20th May to 10th July, 2024. A participative and consensus driven approach was adopted by the Society's National Executive Committee for the development of its strategic plan. An Ad Hoc Committee was established to guide and support the strategic planning process. An external Consultant was also retained to facilitate the exercise.

The strategic plan process included a brief organisational capacity assessment with members of the National Executive Committee. A survey was conducted among the SOGOG membership group, creating the grounds for the preparatory phase of the strategic plan. A 3-day workshop was organised for selected internal and external members which focused on crafting the core elements of the plan following which, a validation meeting was held for SOGOG members.

This SOGOG strategic plan is officially declared launched at the Annual General and Scientific Conference of SOGOG on 1st November 2024 at the Eastern Premier Hotel, Koforidua- Eastern Region.

The strategic plan process was supported by the "Power to Choose" project; an initiative implemented in Ghana by Oxfam Quebec and its counterpart Oxfam in Ghana, the Society of Obstetricians and Gynaecologists of Canada (SOGC) and SOGOG.

The following is a summary of SOGOG's 5-year Strategic Plan (2024-2029).

Table 1 – Summary of SOGOG’s 5-year Strategic Plan

Vision	Quality sexual and reproductive health (SRH) for women and girls in Ghana				
Mission	To promote equitable SRH for women and girls and to raise the standards of the practice of obstetrics and gynaecology in Ghana.				
Core values	<p>PRI²CE: Professionalism; Respect; Integrity; Innovation; Collaboration; Excellence</p> <p>(applicable in our internal and external relationships)</p>				
Strategic Priorities	1	2	3	4	5
	Strengthen the organisational and administrative capacity of the Society	Enhance the quality of SRH services	Promote the welfare of members (“Nkabom”)	Advocate for improved SRH services for women and girls	Forge and strengthen strategic partnerships and collaborations

Background and Organisational Profile

The Society of Obstetricians and Gynaecologists of Ghana (SOGOG) is a medical professional non-governmental association first established under the name of the Association of Obstetricians and Gynaecologists of Ghana, in the early 1970's. During its earlier years, the association's activities mainly centered around the visits to Ghana of external examiners from the Royal College of Obstetricians and Gynaecologists (RCOG) from the United Kingdom and Nigeria and occasional other activities, such as laparoscopy training. The leaders of the association then included Prof. K.K. O Bentsi-Enchill, Dr J. O. Armah and Prof.D. A. Ampofo.

The association was revived and took on its current structure in 1993/1994 with the arrival in leadership positions of a younger group of members led by Dr. J.B. Wilson, Prof. S. W. K. Adadevoh and Dr. K. Apea-Kubi. The association took on its new name, that is of the Society of Obstetricians and Gynaecologists of Ghana (SOGOG), as to align its aim and activities to those of the International Federation of Gynaecology and Obstetrics (FIGO). During the next decade, annual general meetings were organized and several of the association's activities were supported by the then First Lady of Ghana, Nana Konadu Agyemang-Rawlings.

SOGOG underwent a new birth in 2009 under the leadership of a new group of officers, namely Prof. E.Y. Kwawukume, Prof. A.T. Lassey, Dr R. Acquaaah-Arhin and Dr. R. Anipa. Since then, the Society has organized, when possible, annual general and scientific meetings and progressively expanded its activities to include continuous professional development, advocacy and outreach activities.

The Society is currently recognized as the lead professional society in obstetrics and gynaecology in Ghana. Its aim is to promote the well-being of Ghanaian women and to raise the standard of practice of Obstetrics and Gynaecology in Ghana to the highest level attainable. Its National Secretariat Office is established in Accra, Ghana.

It is currently a member of the Ghana Medical Association (GMA), the African Federation of Obstetricians and Gynaecologists (AFOG) and FIGO. It works in close collaboration with other national professional health associations, namely the Ghana Registered Nurses and Midwives Association (GRMA) and the Paediatric Society of Ghana (PSG). It abides by and promotes the codes of ethics of the Medical and Dental Council of Ghana and the Ministry of Health.

At this time of development of its first Five Year Strategic Plan, the association boasts of membership of approximately 400 Obstetricians and Gynaecologists. The Society is seen as a major contributor to the development and revision of national policies, protocols and standards of care in the field of maternal, child and adolescent health. It is active in the provision of continuous professional development activities to its members and other allied health professionals in the field. It provides outreach medical services in obstetrical and gynaecological surgery for needy and vulnerable women living in deprived parts of the country. These outreaches have been organized with logistics support from the Ministry of Health, Ghana Health Service and some industry sponsorship. More recently, the Society developed Guidelines for Covid-19 in Pregnancy (2020) and National Caesarean Section Guidelines (2022).

SOGOG is currently implementing a multi-year project which aims at strengthening the sexual and reproductive health of young women and adolescent girls in Ghana. The project is financed by Oxfam-Québec with the support of Global Affairs Canada and being implemented in partnership with the Society of Obstetricians and Gynecologists of Canada (SOGC).

Context of SOGOG's Work

Ghana has made important strides in ensuring access to Sexual and Reproductive Health (SRH) services to women and girls in the country. In the last decades, it has committed to improving maternal, child and adolescent health and has adopted and implemented a number of different policies in support of this commitment. These include:

- The 2030 Agenda for Sustainable Development Goals
- The Health Sector Medium Term Development Plan 2022-2025
- The Universal Health Coverage Road Map 2020-2030
- The National Health Insurance Scheme, which ensure access to free maternal health care and more recently, family planning services and commodities.
- The Reproductive, Maternal, Newborn and Child and Adolescent Health and Nutrition Strategic Plan 2020-2025.

Despite this strong commitment, the most recent Sustainable Development Report indicates that Ghana faces major or significant challenges in meeting its targets related to maternal mortality, neonatal mortality, adolescent fertility and births attended by skilled health personnel.



Figure 1 – Ghana SDG Index Dashboard, SDG 3: Good health and well-being indicators and progress made¹

SDG 3: Good health and well-being

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> ● → Maternal mortality ratio ● ↗ Neonatal mortality rate ● ↗ Mortality rate, under-5 ● → Incidence of tuberculosis ● ↗ New HIV infections | <ul style="list-style-type: none"> ● ↗ Age-standardized death rate due to cardiovascular disease, cancer, diabetes, or chronic respiratory disease in adults aged 30 to 70 years ● ** Age-standardized death rate attributable to household air pollution and ambient air pollution ● ↓ Traffic deaths ● → Life expectancy at birth | <ul style="list-style-type: none"> ● ↗ Adolescent fertility rate ● ↗ Births attended by skilled health personnel ● ↗ Surviving infants who received 2 WHO-recommended vaccines ● → Universal health coverage (UHC) index of service coverage ● → Subjective well-being |
|---|---|---|

1 Ghana SDG Index Dashboard. Accessed on July 7, 2024. <https://dashboards.sdgin-dex.org/profiles/ghana>

Furthermore, a review of the 2021-2022 SDG data, revealed that:

- Almost a third (30%) of all audited maternal deaths were caused by obstetric haemorrhage.
- Hypertensive disorders of pregnancy feature as one of the major causes of maternal deaths (23%).
- Non-obstetric causes contributed to 21% of maternal deaths.
- Four percent of all maternal deaths are caused by complications that arise from management of care.
- Health providers were unable to determine the cause of death in about 6% of audited deaths.²

Ghana, like most other Sub-Saharan African countries, has a young population. According to population projections for 2020, nearly half of the population (49%) was below the age of 20 and 22% of these were adolescents, aged 10 to 19 years.

A brief overview of the sexual and reproductive health challenges of adolescent girls in the country show that

- The unmet need for contraception for married girls aged 15-19 years stands at 36%, while it stands at 61% for unmarried girls of the same age group.

Strategic Planning Process

A participatory and consensus-driven approach was adopted by SOGOG's National Executive Council for the development of its first 5-year strategic plan. The Society established an Ad Hoc Committee of 6 members to guide and support the strategic plan development process. An external Consultant from Canada was also engaged to facilitate the exercise.

The strategic plan development process was spread over a 7-week period (20th May to 10th July 2024) and followed the typical steps usually completed in most strategic plan processes (see figure below). It included a brief organisational capacity assessment with members of the National Executive Council and a survey to members in the preparatory phase, a 3-day intensive in-person workshop with selected internal and external members and following the workshop, a validation meeting with general membership of the society.

² C. Fofie. Sexual and Reproductive Health in Ghana. PPT Presentation, SOGOG's Strategic Planning Workshop. June 23, 2024.

Figure 2 – Implemented Strategic Planning Process



The outcome of the exercise included the development of a Strategic Plan, including a Monitoring and Evaluation Framework, an Operational Plan for Year 1, and a Communication plan to facilitate the dissemination of the strategic plan to members, partners, stakeholders and the public.

The strategic plan process was supported by the “Power to Choose” project, an initiative implemented in Ghana by Oxfam Quebec and its counterpart Oxfam in Ghana, the Society of Obstetricians and Gynaecologists of Canada (SOGC) and SOGOG.

SOGOG’s strategic plan was officially launched by the Society’s Patron and Second Lady of the Republic of Ghana (Mrs. Samira Bawumia), supported by the Health Minister Dr Bernard Oko Boye and the SOGOG President Dr Ali Samba at its 2 024 Annual General and Scientific Conference held from 31st October - 2nd November 2024.

Vision / Mission / Values

SOGOG’s Vision Statement

Quality Sexual and Reproductive Health (SRH) for women and girls in Ghana.

SOGOG’s Mission Statement

To promote equitable SRH for women and girls and to raise the standards of the practice of obstetrics and gynecology.

SOGOG’s Core Values

PRI²CE

- Professionalism
- Respect
- Integrity
- Innovation
- Collaboration
- Excellence

(applicable in all its internal and external relationships)

Strategic Priorities and Objectives

The following table provides a summary of SOGOG’s strategic priorities, and for each their key objectives.

	1	2	3	4	5
Strategic Priorities	Strengthen the Organisational and Administrative Capacity	Enhance the Quality of SRH Services	Promote the Welfare of Members (“Nkabom”)	Advocate for Improved SRH Services for Women and Girls	Forge and Strengthen Strategic Partnerships and Collaborations
Key Outcomes	<p>Functional national secretariat</p> <p>Functional membership directory</p> <p>Strengthened resource mobilization strategy</p> <p>Improved communications with members and stakeholders</p>	<p>Reviewed and newly developed new clinical guidelines/ protocols</p> <p>Enhanced CPD programmes</p> <p>Lead in the delivery of EmONC training and mentoring programmes</p> <p>Increased contribution to PDSR program</p> <p>Initiated discussion/work: Establishment of a SOGOG Journal</p>	<p>Established “Nkabom” Programme for members</p> <ul style="list-style-type: none"> <input type="checkbox"/> Welfare programme <input type="checkbox"/> Annual achievement awards <input type="checkbox"/> Mentoring support system 	<p>Implemented national advocacy campaigns</p> <p>Implemented advocacy initiatives in support of Client-centered / Respectful Maternity Care at facility level</p> <p>Public education programme by members</p> <p>Issued position statements on national issues related to SRH</p>	<p>Strengthened collaboration with FIGO</p> <p>Formalized partnerships with major national and local stakeholders (ex. MOH, GHS/ FDS and sister organisations)</p> <p>Increased international partnerships/ collaborations</p>

Table 2 – Summary of SOGOG’s Strategic Priorities and Key Outcomes

Acknowledgement

As mentioned previously, SOGOG's National Executive Council opted for a strategic planning approach which was participatory and consensus-driven to ensure the full participation of the main internal and external stakeholders throughout the exercise. Consequently, it extends its heart-felt gratitude to all who participated and contributed to the development of its first 5-year strategic plan. These included, but is not limited to:

The Strategic Planning Ad Hoc Committee who, from the very beginning, guided and supported the strategic planning process to its successful completion.

The members of the Society who enthusiastically responded to the pre-workshop survey.

The participants of the 3-day Strategic Plan Workshop who gave up their valuable time and who actively contributed to the development of the main components of the strategic plan.

Members who participated in the national validation engagement

Oxfam-Ghana for the technical, logistical and administrative support provided before and during the workshop.

Oxfam-Quebec and the Society of Obstetricians and Gynaecologists of Canada (SOGC) for their moral, technical and financial support throughout the strategic planning process.

Strategic Plan Development Ad Hoc Committee:

- Dr Thomas O. Konney, Vice President (School of Medical Sciences Kwame Nkrumah University of Science & Technology, Komfo Anokye Teaching Hospital, Kumasi)
- Dr Promise Sefogah, Secretary General (University of Ghana Medical School, Korle Bu Teaching Hospital, Ghana)
- Dr Charles Takyi, Member (Korle Bu Teaching Hospital, Ghana)
- Dr Ama Ghunney, Treasurer (University of Ghana Medical Center, Ghana)
- Dr Chris Fofie, Member & Deputy Director, Family Health Division, Ghana Health Service, Headquarters
- Dr Maxwell Antwi, Member (Country Director, Pharmaccess Ghana)

Strategic Plan Development Workshop Participants

- Dr Thomas O. Konney (Komfo Anokye Teaching Hospital)
- Dr Promise Sefogah (UGMS / Korle Bu Teaching Hospital)
- Dr Ama Ghunney (University of Ghana Medical Center)
- Dr Alex Yeboah (Medical Director, Volta River Authority)
- Dr Maxwel Antwi (Pharmaccess Ghana)
- Dr Sylvia Deganus (Retired Consultant OBGYN, Ghana Health Service)
- Dr Kojo Apea-Kubi (The Bank Hospital, Ghana)
- Dr Ellis Attah (Korle Bu Teaching Hospital, Ghana)

- Dr Helen Akaba (Research Division, Ghana Health Service)
- Dr Emmanuel Srofenyo (Greater Accra Regional Hospital, Ghana Health Service)
- Dr Katherine Attah (Tema General Hospital, Ghana Health Service)
- Dr Grace Newman (Korle Bu Teaching Hospital)
- Dr Akwasi Baafour Opoku (Komfo Anokye Teaching Hospital)
- Dr Charles Takyi (Korle Bu Teaching Hospital)
- Lt. Col. (Dr.) Richard Kwarteng Owusu
- Dr Chris Fofie (Family Health Division, Ghana Health Service, HQ)

External Consultant: Liette Perron, Canada

- Oxfam - Ghana:**
 - Mr. Mohammed Mahamud, Accountable Governance Program Manager
 - Mr. Omotayo Adebajji, Sexual and Reproductive Health System Advisor
- Oxfam - Québec**
 - Heidi Monk, Senior Program Officer, Canada
- SOGC:**
 - Laura Bourjolly, Global Health Project Manager, Canada

Annexes

Annex 1 – SWOT Analysis

SWOT Analysis – Results

<p>Strengths</p> <ul style="list-style-type: none"> <input type="checkbox"/> Technical knowledge and expertise of members <input type="checkbox"/> Area of focus (SRH, Women’s Health) <input type="checkbox"/> Relatively significant proportion of specialist members <input type="checkbox"/> Regional spread of members, which facilitates the dissemination of clinical guidelines/protocols, etc. <input type="checkbox"/> Affiliation with international organisations such as FIGO <input type="checkbox"/> Development of clinical guidelines and protocols <input type="checkbox"/> Existence of a dedicated channel of communication WhatsApp group <input type="checkbox"/> An identifiable body of professional <input type="checkbox"/> SOGOG is already recognized as a professional group. 	<p>Weaknesses</p> <ul style="list-style-type: none"> <input type="checkbox"/> Lack of interest of members <input type="checkbox"/> Inadequate communication <input type="checkbox"/> Inadequate administrative and financial skills at member level and at organisational level <input type="checkbox"/> Inability to mobilize funds <input type="checkbox"/> Poor /inadequate branding
<p>Opportunities</p> <ul style="list-style-type: none"> <input type="checkbox"/> Collaboration with sister organisations, within Ghana and in the sub-region <input type="checkbox"/> Collaboration research into priority areas ex. PPH, HDP <input type="checkbox"/> Technical leadership ex. GHS <input type="checkbox"/> Providing expertise ARH, FP, oncology, quality maternal care, CAC <input type="checkbox"/> Client education; mass media 	<p>Threats</p> <ul style="list-style-type: none"> <input type="checkbox"/> Financial – Funding for Programmes (external and internal) <input type="checkbox"/> Commitment and apathy of members <input type="checkbox"/> Communication <ul style="list-style-type: none"> <input type="checkbox"/> Cohesion (internal/external) <input type="checkbox"/> Visibility (internal/external) <input type="checkbox"/> Competition from other cadres/groups <input type="checkbox"/> Political interference (ex. appointments, policies)

Annex 2 – PESTLE Analysis

Pestle Analysis – Results

Political Trends	Environmental Trends	Societal Trends
<ul style="list-style-type: none"> □ Change in government/elections. □ Funding for residency: current policy allows residents to undergo training without paying fees. With a change there is uncertainty if this will also change. □ Free maternal healthcare and dialysis treatment: currently dialysis is supported by government till December 2024, there is uncertainty about if this will change with a change in government. □ The position of the patron of the Society may change with a change in government. □ Strategic political partnerships with people who have influence in society – with a change in government it may or may not work in our favor as we would need them to help with lobbying. □ The LGBTQ++ bill is currently before the president of Ghana for approval and a change in government may influence the direction of policy regarding the LGBTQ community. This will affect service provision from SOGOG members towards the community. □ Bureaucracy in government regarding importation of medicines and health products. □ Rural urban migration. □ Changes in government and health policies around the world would also have a ripple effect on us by way of policy. □ Corruption affects our society generally and affects practice of SOGOG members negatively. 	<ul style="list-style-type: none"> □ Poor and deteriorating Health infrastructure: <ul style="list-style-type: none"> ○ This leads to burnout and demotivation of members ○ Access to safe water affects patient care and affects members in provision of care. ○ Erratic power supply (dumsor) has an impact on service provision. ○ Illegal small-scale mining (galamsey) ○ This affects the community by way of mothers having babies with congenital anomalies. □ Climate change: <ul style="list-style-type: none"> ○ Flooding ○ Excessive heat. □ Pollution: <ul style="list-style-type: none"> ○ Pollution resulting in increased preeclampsia. 	<ul style="list-style-type: none"> □ The population of Ghana is now approx. 44% Gen Z and this has changed some cultural perceptions such as decreasing childhood marriages in general nationwide. Cultural and ethnic views are not as strict as they used to be. □ Community is no more aggressive towards their healthcare and will not hesitate to visit a healthcare facility. Despite this, there is still the trend that the first point of care for the average Ghanaian would be the herbal (alternative) health care center. □ There is much varied sexual health needs (LGGTQ+). □ Increasing number of older women getting pregnant. □ Workforce migration (brain drain) and concentration in cities, rapid rate of urbanization. □ High consumer expectation on quality of care also leading to higher incidence of malpractice suits.

Technological Trends	Legal Trends	Economic Trends
<ul style="list-style-type: none"> □ Increasing telemedicine use. □ Increasing use of electronic records. □ Increasing trend of data driven decision making. □ Patients or consumers now access search engines to self diagnose or have an idea what their problem is and come to the healthcare workers, armed with information. They also have access to personal healthcare apps and devices. This aids in monitoring systems at home by the clients themselves. □ Increasing trend of recording events that happen during their access of health care, breaching confidentiality. □ Increasing awareness of clients in MIS (minimal invasive surgery) and other newer methods of treatment. □ E dispensing (drones that deliver medications and blood, especially to some rural areas. 	<ul style="list-style-type: none"> □ New laws on NGO registration: New stringent requirements for registering new and maintaining professional organisational groups have been announced. This will require SOGOG to improve its administrative structure. □ Increasing incidence of malpractice suits. □ LGBTQ++ Bill: Will have implications for care of marginalized populations. □ Absence of regulations and laws on assisted reproduction technology (ART); means lack of needed guidance and protection for professionals and their clients. □ New data protection Act: Data protection has to be implemented. □ Shifts to electronic medical records without the needed equipment supports has implications for confidentiality, malpractice and safety. □ Legal frameworks to support MPDSR has both protective and risk implications for OBGYN as team leaders and teachers. 	<ul style="list-style-type: none"> □ Macro economic and Micro-economic instability: Poverty permeates the very fabric of the society. The ability of the government to provide adequate resources and the individuals ability to afford services that come at a cost are all dependent on the purchasing power. □ Low healthcare budget: The current government health expenditure falls short of the minimum requirement to sustain reliable delivery of health services. □ There is a lack of NHIS (health Insurance) coverage for Family planning commodities and services, Assisted reproductive technology, management of malignant and premalignant lesions of the reproductive tract all relevant to OB/GYN practice. □ Dwindling donor support globally: The current economic milieu impacts adversely on donor support. □ LGBTQ++ related donor funding issues: The general appreciation or lack of appreciation by the Ghanaian society that issues relating to LGBTQ++ impacts the funding that the country can attract especially by donor institutions that make it a conditionality. □ Economic environment's impact of distribution of OBGYNS in-country: Areas that lack favorable economic opportunities/ conditions (e.g. rural areas) generally have lower availability of specialists. □ Increased workload: Poor salaries lead to skilled professionals having to take up multiple jobs in order to meet their personal financial obligations leading to burn-out and poorer participation □ Abortion laws in the USA: Donor support is influenced by reproductive health policies in USA and may have implications for the provision of abortion care in Ghana. <ul style="list-style-type: none"> □ Unfavourable tax regimes; Lots of logistics and equipment used by OBGYNS and for women's healthcare remain imported and are affected by unfavourable tax policies and both global and national economics.

Annex 3 - Monitoring and Evaluation Framework

Available upon request

SOGOG's Strategic Plan 2024-2029

1st November 2024 – 31st October 2029

Monitoring and Evaluation Framework

Note: The following M&E Framework proposes the preparation and presentation to the National Executive Council of an annual Strategic Plan Report which presents the progress made throughout the year. The results of this report should then be used to develop the next year's Operational Plan. To facilitate the preparation of the annual report, the Framework also foresees the development of a Strategic Plan Data Tracking Document (SPDTD).

Goal	Success Indicators	Definition (How is it calculated)	Baseline	Target	Data Source	Reporting Frequency	Lead (Who)	Reporting (Where will it be reported?)
Strategic Direction 1: STRENGTHEN THE ORGANISATIONAL AND ADMINISTRATIVE CAPACITY OF THE SOCIETY								
Functional National Secretariat	Permanent staff recruited, oriented, trained and supervised Establishment and maintenance of the following management system at the National Secretariat: *Documents (files and records; paper and electronic formats) *Accounting/book-keeping *Inventory of office equipment and furniture, training equipment, etc. Approved and implemented administrative and financial policies and procedures	Yearly FTE: (1) Total hrs worked/day x 5 days/week x 52 weeks; (2) total no of hrs worked/week x 52 weeks per year Existence and functionality of the following management systems: *Documents (files and records) *Accounting/book-keeping *Inventory of office equipment and furniture, training equipment, etc. Existence and use of a manual by staff and other members involved in managing SOGOG activities and projects	0 Management systems: *Documents: non existing *Financial: basic structure in place but needs to be improved *Inventory system: not in place None	1FTE/year All management systems in place, updated and used Manual approved, implemented and used	Employment record Verification process by external person Approved manual and verification process by external person	Semi annually Quarterly Quarterly	Treasurer Sec General General Secretary/ Treasurer	Annual Strategic Plan Report Annual Strategic Plan Report Annual Strategic Plan Rep
Functional membership directory (partially made available to members)	Number of members registered on the online directory Number of members accessing the Directory	Total number of members registered on the online directory/year Total number of members accessing the portion of the directory which is made available to them	TBC 0	100% TBC	Strategic Plan Data Tracking Document (SPDTD) Site stats	Annually Annually	EXCO Gen Secretary/ Admin Assistant	Annual Strategic Plan Report Annual Strategic Plan Report

Goal	Success Indicators	Definition (How is it calculated)	Baseline	Target	Data Source	Reporting Frequency	Lead (Who)	Reporting (Where will it be reported?)
Strengthened SOGOG's resource mobilization strategy	Generated funds opportunities implemented	Total number of revenue opportunities and implemented within the association ¹ /year	TBC	At least 4	Minutes of Financial Committee / Executive Committee Meetings	Semi annually	Treasurer	Annual Strategic Plan Report
	**Internally							
	**Externally	Total no of revenue opportunities identified externally/year ²	TBC	At least 4				
	Generated funds opportunities yielding funds	Total annual revenues received from members	TBC	Increase of % per year	Monthly financial report	Semi annually	Treasurer	Annual Strategic Plan Report
	**Internally	Total annual revenues received from external partners, others	TBC	Increase of % per year				
	**Externally							

1 Examples of internal revenue opportunities: annual membership renewal drives, sales of SOGOG promotional products sold, registration fees to CPD activities, etc.

2 Examples of external revenue opportunities: registration fees to CPD activities; financial support received by industry; financial support for activities received by external funders, etc.

Goal	Success Indicators	Definition (How is it calculated)	Baseline	Target	Data Source	Reporting Frequency	Lead (Who)	Reporting (Where will it be reported?)
Improved communications with members and stakeholders	<p>WhatsApp:</p> <p>**number of messages sent</p> <p>**number of messages opened</p> <p>Website:</p> <p>**number of updates</p> <p>**number of visits</p> <p>Other social media (Twitter)</p> <p>**Number of messages sent</p> <p>**Number of likes</p>	<p>Total number of message sent/ month</p> <p>Total number of messages opened by members / month</p> <p>Total number of updates/month</p> <p>Total number of visits on web site/ month</p> <p>Total number of message sent/ month</p> <p>Total number of likes received/ month</p>	TBC TBC TBC TBC TBC TBC	<p>At least x messages sent/month</p> <p>At least 50% of message opened</p> <p>TBC</p> <p>Increase of 10% yearly</p> <p>TBC</p> <p>Increase of 10% yearly</p>	<p>SPDTD</p> <p>WhatsApp Stats</p> <p>SPDTD</p> <p>Sites stats</p> <p>SPDTD</p> <p>Sites stats</p>	Monthly	General Secretary/ Amin Secretary	Annual Strategic Plan Report
Strategic Direction 2: ENHANCE THE QUALITY OF SRH SERVICES								
Revised and newly developed clinical guidelines and/or protocols	<p>Number of reviewed and/or developed guidelines and/or protocols/year</p> <p>Number of dissemination activities/ guideline and/or protocol/year</p> <p>Number of participants to dissemination activities/ guideline and/or protocols/year</p>	<p>Number of protocols and/or guidelines reviewed and/ or developed by SOGOG/year</p> <p>Number of in person or online dissemination activities conducted/ guideline and/or protocol/year</p> <p>Total number of members and non members who participated to the in person or online dissemination activities/guideline and/or protocol/ year</p>	TBC TBC TBC	<p>At least 3/ year</p> <p>TBC</p> <p>TBC</p>	<p>Approved protocol and/or guidelines</p> <p>Activity report</p> <p>Participation registration data</p>	Annually	EXCO	Annual Strategic Plan Report

Goal	Success Indicators	Definition (How is it calculated)	Baseline	Target	Data Source	Reporting Frequency	Lead (Who)	Reporting (Where will it be reported?)
Enhanced CPD programs	<p>Number of CPD activities conducted/year</p> <p>Number of participants attending CPD activities (other than the scientific conferences)/year</p> <p>Number of participants attending scientific conferences/year</p>	<p>Total number of in person or online CPD activities conducted /year</p> <p>Total number of members and non-members attending in person or online CPD activities (other than the scientific conferences)/year</p> <p>Total number of members and non-members attending conferences/year</p>	TBC	At least 4 CPD activities and 2 Scientific Conferences/ year	<p>Activity report</p> <p>Participation registration data</p> <p>CPD activity report</p> <p>Participation registration data</p>	Annually	Organizing Secretary	Annual Strategic Plan Report
Lead in the delivery of EmOC training and mentoring programs	<p>Number of trainings conducted/year</p> <p>Number of participants/region/years</p> <p>Number of mentoring activities conducted/year</p>	<p>Total number of EmOC trainings with regional representation offered/ year</p> <p>Total number of participants/region/year</p> <p>Total number of mentoring activities conducted/ year</p>	TBC	TBC	<p>Training reports</p> <p>Training attendance sheets</p> <p>Mentoring activity report</p>	Semi annually	EXCO	Annual Strategic Plan Report
Increased contribution to MPDSR program	<p>Number of meetings attended</p> <p>Number of MPDSR related review findings shared with membership</p>	<p>Total number of meetings attended by SOGOG representatives/ year</p> <p>Total number of activities and/or other event held and/or communication sent to members for the purpose of sharing MPDSR findings</p>	0	TBC	<p>Meeting reports/ minutes</p> <p>Activity report</p>	Semi annually	EXCO	Annual Strategic Plan Report
Initiated discussion/work – Establishment of a SOGOG Journal	<p>Establishment of a working group</p> <p>Number of related meetings/activities held to discuss the issue.</p>	<p>Evidence of the establishment of the working group (ex. Terms of Reference, minutes of meetings, etc.)</p> <p>Number of meetings/activities held to discuss the possibility of establishing a SOGOG Journal</p>	Number of existing groups	Establishment of a functional working group	<p>TOR of Working Group/ Minutes of meetings</p> <p>Minutes of working group</p>	Semi annually	EXCO	Annual Strategic Plan Report

Strategic Direction 3: PROMOTE THE WELFARE OF MEMBERS (“NKABOM”)

Goal	Success Indicators	Definition (How is it calculated)	Baseline	Target	Data Source	Reporting Frequency	Lead (Who)	Reporting (Where will it be reported?)
Established an “Nkabom” Programme Note: See below the 3 components of the Program	Establishment of an “Nkabom” Programme Number of members who have benefited from the “Nkabom” Programme	Existence of policies and procedures document to guide the delivery of the “Nkabom” Programme Total number of members who have benefited from at least 1 component of the “Nkabom” Programme	None 0	Establishment of functional “Nkabom Programme” TBC	Approved policy document/ Minutes or reports of “Nkabom” Committee SPDTD	Semi annually	EXCO/ Treasurer	Annual Strategic Plan Report
Component 1 of “Nkabom” Programme: Welfare programme for members in time of bereavement, ill health or others.	Number of members and/or families provided with support in time of bereavement, ill health or others/year	Total number of members or their families who have received support from SOGOG in time of bereavement, ill health or others/year	TBC	TBC	SPDTD	Semi annually	EXCO/ Treasurer	Annual Strategic Plan Report
Component 2 of “Nkabom” Programme: Annual achievement awards	Number of nominations submitted by members or others Number of awards given to members/year	Total number of nominations submitted to SOGOG for annual achievement awards/year Total number of members who have received an achievement award/year	TBC TBC	TBC TBC	Annual Awards’ Committee Minutes/ Reports or SPDTD Annual Awards’ Committee Minutes/ Reports or SPDTD	Annually	EXCO/ Treasurer	Annual Strategic Plan Report
Component 3 of “Nkabom” Programme: Mentoring support system for colleagues working in challenged settings	Number of inquiries and/or requests for support received by members Number of mentor-mentee paired	Total number of inquiries about this component of the “Nkabom” Programme and/or requests for support received by members Total number of mentor-mentee paired/year	0 0	TBC TBC	Approved policy document SPDTD	Semi annually	EXCO/ Treasurer	Annual Strategic Plan Report
Strategic Direction 4: ADVOCATE FOR IMPROVED SRH SERVICES FOR WOMEN AND GIRLS								

Goal	Success Indicators	Definition (How is it calculated)	Baseline	Target	Data Source	Reporting Frequency	Lead (Who)	Reporting (Where will it be reported?)
Implemented national advocacy campaigns	Number of advocacy engagements with stakeholders held/year	Total number of engagement activities (ex. in person or online meetings, exchange of communications, etc.) held with stakeholders related to the launch or the continuation of national SRH advocacy intervention/intervention/year	0	2 national strategies in 5 years	SPDTD	Semi annually	EXCO	Annual Strategic Plan Report
	Number of stakeholders engaged/reached/year	Total number of stakeholders engaged/reached/intervention/year	0	TBC	SPDTD			
Implemented advocacy initiatives in support of Client centered/ Respectful Maternity Care at facility level	Number of tools adapted or developed/year	Total number of tools (ex. guidelines, pamphlet, posters, etc.) adapted or developed/year	0	TBC	Finalized tool(s)	Annually	EXCO	Annual Strategic Plan Report
	Number of health facilities reached by advocacy campaign	Total number of health facilities reached by advocacy campaign	0	TBC	SPDTD			
Public education programme by members	Number of public education activities led by members/year	Total number of public education activities led or conducted by members/year	0	TBC	Reports and pics submitted by members	Semi annually	EXCO	Annual Strategic Plan Report
	Number of persons reached by the public education activities of members/year	Total number of persons reached by the public education activities led or conducted by members/year	0	TBC	Reports submitted by members			
Strategic Direction 5: FORGE AND STRENGTHEN STRATEGIC PARTNERSHIPS AND COLLABORATIONS								
Strengthened collaboration with FIGO	Number of members participating to FIGO Committees or other FIGO-led activities	Total number of SOGOG members named to a FIGO Committee and/ who invited to participate to a FIGO-led activity	TBC	TBC	Letters confirming the participation of SOGOG member to committee or activity	Annually	EXCO	Annual Strategic Plan Report
	Number of FIGO supported activities implemented with the support of SOGOG	Total number of activities/projects financial or technically supported by FIGO and implemented with the support of SOGOG	TBC	TBC	MOU or other partnership document			
Formalized partnerships with major national and local stakeholders (ex. MOH, GSF/FHD and sister organisations)	Number of collaborations formalized	Total number of collaborations formalized by a signed document	TBC	Formalized partnership with MOH, GHS/FHD, GJA, GRMA and PSG	Signed MOU Documents	Annually	General Secretary	Annual Strategic Plan Report
	Number of activities conducted conjointly with partners	Total number of activities conducted conjointly/partnership/year	TBC	TBC	Activity report			

Goal	Success Indicators	Definition (How is it calculated)	Baseline	Target	Data Source	Reporting Frequency	Lead (Who)	Reporting (Where will it be reported?)
Increased international partnerships/collaboration (preferably international/national organization, including (South-South))	Number of partnerships established	Total number of new partnerships established	0	At least 2 new strategic partnerships	Signed MOU or other document confirming partnership Activity report	Annually	EXCO	Annual Strategic Plan Report
	Number of partnership related activities conducted.	Total number of joint activities conducted/partner/year	0	TBC				

Annex 4 - Operational Plan – Year 1

Available upon request

SOGOG's Strategic Plan 2024-2029. Yearly Operational Plan – Year 1

1st September 2024- 31st August 2025

Goals	Success Indicator	Key Activities	Lead (Who)	Timelines/ Completion Date (When)	Resources required	Status	Comments
Strategic Direction 1: STRENGTHEN THE ORGANIZATIONAL AND ADMINISTRATIVE CAPACITY OF THE SOCIETY							
Establish functional national office	Permanent staff recruited, oriented, trained and supervised	Hire, orient, train and supervise hired staff	Sec Gen	1 st September 2024 to 31 st August 2025	Time and energy of the Lead	In progress	
	Existence of the following functional management systems at the National Office: -Documents (records) -Financial records -Membership data -Inventory of assets	Visit national office of functional sister associations to learn from their administrative set ups Complete a web search to identify tools which can assist with the establishment of the different management systems Establish, update and maintain following systems: Documents (records) Membership data Inventory and initiate collection and filing activities	EXCO/Admin Secretary	1 st Sept 2024 to 31 st August 2025	Funds to purchase certain management systems software (e.g. bookkeeping software) Technical skills to set up the systems (from Oxfam Ghana and Sister associations)	In progress	
	Approved and implemented administrative and financial policies and procedures	Set up Ad Hoc Committee (2 to 3 persons) to complete task Consult Oxfam Ghana – technical support which it can offer to develop manual Complete a web search to identify resources which can be of assistance Draft manual Present manual to the Executive Committee for approval	Gen Sec / Treasurer	1 st Sept 2024 to 31 st August 2025	Time and energy of Gen Secretary, Treasurer and Adhoc Committee Members Technical skills (from Oxfam Ghana, Sister associations)	In progress	

Goals	Success Indicator	Key Activities	Lead (Who)	Timelines/ Completion Date (When)	Resources required	Status	Comments
Establish, maintain and make available to members a Members' Directory	<p>Number of members registered on the online data platform/year</p> <p>Number of members accessing the Directory/year</p>	<p>Inform members of the up-and-coming Members' Directory and process by which they may be included in it</p> <p>When updating information on Membership data management system, ensure to set up a means by which to obtain from members their permission to have their name and main contact information appear in the Members' Directory.</p> <p>Establish Members' Directory system and make it available to members (ex. Excel Sheet)</p>	EXCO/Admin Secretary	1 st September 2024 to 31 st August 2025	Time and energy from Lead and hired staff	In progress	
Develop and implement a resource mobilization strategy through partnerships, collaborations and other innovations	<p>Generated funds opportunities identified</p> <p>Internally</p> <p>Externally</p> <p>Generated funds opportunities yielding funds</p> <p>Internally</p> <p>Externally</p>	<p>Set up Ad Hoc Committee</p> <p>Hold meeting to brainstorm and agree on different ways SOGOG can mobilize resources (ex. membership dues, sales of SOGOG products, registration fees for CPD and/or conferences, projects, etc.)</p> <p>Agree on strategy and develop plan to implement</p>	Treasurer	1 st September 2024 to 31 st August 2025	Time and energy of the Treasurer + Ad Hoc Committee Members	Not started	

Goals	Success Indicator	Key Activities	Lead (Who)	Timelines/ Completion Date (When)	Resources required	Status	Comments
Improve and expand the Society's current communication channels (e.g. email, social media, in person or online meetings, presentations, etc.)	WhatsApp: Number of messages sent/ month Number of messages opened by members/month Website: Number of updates of web site /year Number of visits to website/month Other social media Number of messages sent/ year Number of likes/ year	Revise and update SOGOG's web page to meet the needs of internal and external stakeholders Revise and update SOGOG's WhatsApp channel to better meet the needs of internal and external stakeholders Other social media: To take place in year 2.	EXCO/Admin Secretary	1 st September 2024 to 31 st August 2025	Time and energy of Lead and hired staff	In progress	
Conclude the revision of the Society's constitution	Constitution approved by the membership Constitution shared with members.	Support the work of the Committee reviewing the Constitution Ensure its presentation to the AGSC for approval	Gen Secretary	30 th October 2024		Complete	
Strategic Direction 2: ENHANCE THE QUALITY OF SRH SERVICES							
Review and/ or develop and disseminate new protocols/ guidelines	Number of re-viewed protocols/ guidelines/year Number of developed protocols/ guidelines/year Number of dissemination activities in person or on-line/year	Select 3 ob/gyn issues for guideline update or development Set up working committees (for each develop TOR) Support the work of the working committees	EXCO	1 st September 2024 to 31 st August 2025	Time and energy of working group members	Not started	
Conduct CPD activities and scientific conferences, including skills training activities	Number of CPD activities conducted annually Number of members and/ or non-members participating in CPD activities/ year Number of members and/ or non-members attending conferences/year	Continue to offer the webinar series at least 4 times/ year Plan and hold the 2025 AGSC and pre congress scientific sessions of the Ghana Post Graduate Medical College	Organizing/ Admin Secretary	1 st September 2024 to 31 st August 2025	Time and energy of Lead, hired staff and contributors to the CPD activities (ex. presenters, etc.) Funds will need to be secured for the AGSC and other scientific sessions	In progress	

Goals	Success Indicator	Key Activities	Lead (Who)	Timelines/ Completion Date (When)	Resources required	Status	Comments
Lead in the delivery of EmOC capacity building activities in 4 regions annually.	Number of trainings conducted per regions/ year Number of participants/ regions/ year	Continue the delivery of EmOC capacity building activities as per partnership with SOGC/Oxfam and the project's workplan Explore possibility of expanding the EmOC capacity building activities in other regions with the support of other stakeholders	EXCO	1 st September 2024 to 31 st August 2025	Financial support from the SOGC/Oxfam Quebec project Funds will need to be secured to expand the initiative outside the SOGC/Oxfam Quebec project	In progress	
Participate actively in the national MPDSR Committee	Number of meetings attended Number of MPDSR related review findings shared with membership	Prepare TOR for SOGOG representation on national Committee Recruit SOGOG representative for the national Committee Inform and MOH and GHS of availability of SOGOG representative Support SOGOG representative in related Committee work activities	EXCO and Representative form FHD of GHS	1 st September 2024 to 31 st August 2025	Time and energy of the Lead and SOGOG representative	In progress	
Explore the possibility of establishing a SOGOG Journal	Establishment of a working group. Number of related meetings/ activities held to discuss the issue.	To take begin in year 2	EXCO	Year 2		Not started	
Strategic Direction 3: PROMOTE THE WELFARE OF MEMBERS (“NKABOM”)							
Establish and maintain a “Nkabom” Program for SOGOG’s members Note: See below the 3 components of the “Nkabom” Program	Existence of policies and procedures to guide delivery of the 3 components of “Nkabom” Program Number of members who have benefited from the “Nkabom” Program during the year	Develop TOR’s for the Ad Hoc Committee mandated to develop the Program’s policies and procedures Set up and support the work of the Ad Hoc Committee	EXCO and Strategic Plan Adhoc Committee members	1 st September 2024 to 31 st August 2025	Time and energy of the Lead and the Ad Hoc Committee members	Not started	

Goals	Success Indicator	Key Activities	Lead (Who)	Timelines/ Completion Date (When)	Resources required	Status	Comments
Component 1 of the “Nkabom” Program: Support to members in time of bereavement, illness, etc.	Number of members and/or families provided with support in time of bereavement, ill health, etc.	To begin in year 2	EXCO/ Welfare Committee			Not started	
Component 2 of the “Nkabom’ Program: Recognize and celebrate SOGOG membership achievements annually	Number of nominations submitted Number of awards given to members/year	To begin in year 2				Not started	
Component 3 of the “Nkabom’ Program: Establish a mentoring program to support colleagues working in challenged settings	Number inquiries and/or requests for support received by membership Number of mentor-mentees paired	To begin in year 2				Not started	
Strategic Direction 4: ADVOCATE FOR IMPROVED SRH SERVICES FOR WOMEN AND GIRLS							
Launch and pursue national SRH advocacy interventions	Number of advocacy engagements held with stakeholders per year Number of stakeholders engaged/reached per year	Develop TOR to set up of Communication Committee Recruit and start work on the advocacy plan Identify 2 national SRH challenges for advocacy	EXCO/Communication Committee	1 st September 2024 to 31 st August 2025	Time and energy of the Lead and Communication Committee members	In progress	
Advocate for client centered care, including Respectful Maternity Care at facility level.	Number of tools adapted/ developed Number of health facilities reached by advocacy campaign	To begin in year 2	EXCO	1 st September 2024 to 31 st August 2025	Time and energy of the Lead	In progress	
Coordinate and support member-led public education and media engagement activities at local, regional and national level	Number of media engagements activities reported by members per year Number of different media channels used per year	Develop TOR Make known to member the coordination and support role SOGOG hopes to play	Communication committee	1 st September 2024 to 31 st August 2025	Time and energy of the Lead and Communication Committee members	In progress	
Strategic Direction 5: FORGE AND STRENGTHEN STRATEGIC PARTNERSHIPS							

Goals	Success Indicator	Key Activities	Lead (Who)	Timelines/ Completion Date (When)	Resources required	Status	Comments
Strengthen collaboration with FIGO	Number of members participating to FIGO Committees or other FIGO- led activities Number of FIGO supported activities implemented with the support of SOGOG	Identify within Executive a person responsible to “scout” partnership opportunities with FIGO Continue to share with members on WhatsApp FIGO advertisement.	EXCO	1 st September 2024 to 31 st August 2025	Time and energy of Lead and person identified to “scout” partnership opportunities with FIGO	In progress	
Formalize collaboration with the following national/local organisations: MOH, GHS/FHD, GJA, GRMA and PSG.	Number of collaborations formalized Number of activities conducted conjointly with each	Initiate discussions to formalize partnerships with MOH, GHS/FHD, GRMA	EXCO	1 st September 2024 to 31 st August 2025	Time and energy of Lead	In progress	
Establish new strategic partnerships with organizations, preferably international/ national organization, including South-South)	Number of partnerships established Number of partnerships related activities conducted.	To begin in year 2	EXCO			Not started	

(1) Resources required: Financial? Human Resources? Technological? Time? Skills need?

(2) Status: Select one of the following

- Not started
- In progress
- Complete
- Overdue

Annex 5

Communication Plan

SOGOG’s Strategic Plan 2024-2029

Communication Plan

This plan is specifically designed for the purpose of facilitating the communication of the strategic plan and its content to different association stakeholders (i.e. members, key stakeholders, etc.)

Objective	Targeted Audience	Medium	Planned Activity	Lead (Who)	Timeframe (When)	Resources Required	
Share SOGOG’s Strategic Plan with members, other partners and stakeholders and the general public	Members of the Society	AGSM – Opening ceremony	Launch of the Strategic Plan at the 2024 AGSM	EXCO	From 1 st November 2024	AGSM sponsorship/Registration fees	
		SOGOG’s WhatsApp platform	General message to membership	EXCO/Admin Secretary	From 1 st November 2024	None	
		SOGOG’s Website	Making the summary of the plan available on Society’s website	General Secretary	From 1 st November 2024	None	
	Partners and other international and national stakeholders	In person event	Open House at National Office	EXCO/Admin Secretary	From 1 st November 2024	SOGOG	
		Group Email	Group email (sent or signed by the President) to partners and stakeholders	General Secretary	From 1 st November 2024	None	
		SOGOG’s Website	Making the summary of the plan available on Society’s website	EXCO	From 1 st November 2024	None	
	General public	Media event	Press release; article in main newspapers	General Secretary	From 1 st November 2024	None	
	Messages:	<input type="checkbox"/> Join us in improving women’s and girls SRH in Ghana <input type="checkbox"/> Join us in improving the quality of SRH for women and girls in Ghana <input type="checkbox"/> Make a difference – join us in improving the quality of SRH for women and girls in Ghana etc.					

SOGOG

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