



# **Mozambican Association of Obstetricians and Gynaecologists (AMOG)**

## **Strategic Plan 2011 – 2016**

## Content

Opening words by the President .....	3
Executive Summary .....	4
History and Organizational Profile .....	5
Strategic Plan Methodology .....	7
SWOC Analysis – Strengths, Weaknesses, Opportunities and Challenges .....	8
Mission Statement .....	9
Vision Statement .....	9
Values / Beliefs .....	10
Goals and Core Strategies .....	10

### Appendices:

- Operational plan (available upon request)
- Budget (available upon request)

## Opening words by the President

As President of the Mozambican Association of Obstetricians and Gynaecologists (AMOG), it is with pride and satisfaction that I present our Association's first 5-year strategic plan.

The plan is the result of 2 days of reflection where AMOG members had an opportunity to analyze the Association's activities over the last few years and look forward to those that could be carried out in the future in order to contribute to the excellence of our practice and to the improvement of sexual and reproductive health and rights in the country.

I appreciate and recognize the support of the International Federation of Gynecology and Obstetrics (FIGO) who, through their initiative called LOGIC (Leadership in Obstetrics and Gynecology for Impact and Change), permitted us to complete this strategic planning process. I also would like to thank all of my colleagues who participated in its development.

Finally, I would like to invite all members of the Association to commit to the implementation of this Strategic Plan that supports the Ministry of Health's priorities related to the Millennium Development Goals 4 and 5 and thus, contributes to the reduction of maternal mortality and morbidity in Mozambique.

Nafissa Bique Osman, MD, ObGyn specialist, PhD  
President, AMOG

AMMCJ – Mozambican Association of Women in Legal Careers
AMODEFA – Mozambican Association of Family Planning
AMOG – Mozambican Association of Obstetricians and Gynecologists
AMOP – Mozambican Association of Paediatricians
APARMO – Association of Mozambican Midwives
ECSAOGS - East, Central and South African Association of Obstetrical and Gynaecological Societies
FIGO – International Federation of Gynecology and Obstetrics
MDGs – Millennium Development Goals
MOH – Ministry of Health
OMM – Organization of Mozambican Women
VSI – Venture Strategies Innovation
WLSA - Women's Law in Southern Africa
WHO – World Health Organization

## Executive Summary

The Mozambican Association of Obstetricians and Gynaecologists (AMOG) is a private, scientific, non profit organization with social interest established for the purpose of bringing together and representing medical professionals with specialization in obstetrics and gynaecology in Mozambique. It was created in July 2006 and currently has a membership of 50 members. Its national secretariat is established in Maputo.

Since its establishment, AMOG has been involved in a number of initiatives seeking to improve the sexual and reproductive health and rights of Mozambican women and adolescents. These have included: collaborations with the Ministry of Health (MOH) for the development of reference / clinical manuals related to sexual and reproductive health; a partnership with Venture Strategies Innovation (VSI) related to the use of misoprostol for the prevention and treatment of post partum haemorrhage and the management of spontaneous abortions; and more recently, collaborations with the International Federation of Gynecology and Obstetrics (FIGO) addressing the issue of unsafe abortion and seeking to strengthen the organizational capacity of the Association to assume greater leadership in the field of maternal and newborn health. The Association is also involved in Continuing Medical Education through its annual scientific meeting.

AMOG's first strategic plan was supported by the FIGO LOGIC Initiative and evolved from a commitment of the Executive Board to strengthen the organizational capacity of the Association by defining its mission, vision and values and further, establishing its strategic priorities for the next 5 years. AMOG's strategic planning process was further guided by the Association's strong commitment to contribute to the Government of Mozambique's national efforts to progress toward reaching the Millennium Development Goals (MDGs) 4 and 5 related to child and maternal health.

AMOG's mission is to promote excellence in the practice of ob/gyn through actions related to education, advocacy and research. The Association envisions a country where all women and adolescents achieve the highest possible standard of sexual and reproductive health and rights through best practices of ob/gyn providers. Its core values are those of highest ethical standard, professionalism, transparency, integrity and leadership. Finally, the Association's core strategic goals are to: (1) contribute to the implementation of the MOH's plan for improving maternal and newborn health in the country; (2) assume leadership in upgrading the practice of ob/gyn through education and training; (3) continue to strengthen the organizational capacity of the Association as to ensure its long term sustainability.

## **AMOG's History and Organizational Profile**

The Mozambican Association of Obstetricians and Gynaecologists (AMOG) was created in July 2006. The Association currently has a membership of 50 members, including associate and honorary members. Its national secretariat is established in Maputo and is staffed by 2.5 employees.<sup>1</sup>

AMOG is a private, scientific, non profit organization with social interest established for the purpose of bringing together and representing medical professionals with specialization in obstetrics and gynaecology in Mozambique. AMOG proposes to achieve this by : (a) promoting the study, research and discussion on topics related to obstetrics and gynaecology and other connected activities; (b) promoting meetings, symposiums, courses, congresses and other scientific activities on topics within the scope of the specialty; (c) establishing contests to stimulate AMOG members to update their technical professional knowledge; (d) overseeing the ethical aspects of the profession; (e) defending, within its capacity, the professional interests of its members, and promoting what they can do to perform their professional activities in adequate conditions; (f) exerting efforts in order to keep a healthy relationship, not only with the Mozambican Health Profession Council, but also with all national and international professional associations with similar interest; (g) stimulating and promoting research and teaching activities; and (h) supporting and disseminating technological knowledge and scientific publications.

Since its establishment, AMOG has been involved in a number of initiatives seeking to improve the sexual and reproductive health and rights of Mozambican women and adolescents. These have included:

- Collaborations with the Ministry of Health (MOH) for the development of reference / clinical manuals related to family planning, emergency obstetrical care, antenatal and post partum care, screening of cervical cancer and comprehensive abortion care;
- A partnership with Venture Strategies Innovation (VSI) related to the use of misoprostol for the prevention and treatment of post partum haemorrhage and the management of spontaneous abortions;

---

<sup>1</sup> AMOG's current employees are supported by the FIGO LOGIC (Leadership in Obstetrics and Gynecology for Impact and Change), a 5-year initiative which aims to support the organizational capacity building efforts of selected member associations from lower resource countries committed to assume greater leadership – at policy and practice level – in the field of MNH in their respective countries.

- Collaborations with the International Federation of Gynecology and Obstetrics (FIGO) addressing the issue of unsafe abortion in Mozambique and more recently, strengthening the organizational capacity of the Association to assume greater leadership in the field of maternal and newborn health;
- Collaboration with DKT International for in service training related to modern family planning methods (i.e. IUD and implants).

Through these initiatives, AMOG has led operational research in the prevention of post partum haemorrhage and the treatment of incomplete abortion with the use of misoprostol; conducted a situational analysis followed by the development and implementation of a plan of action related to the prevention of unsafe abortion; and conducted trainings related to post abortion care, prevention and treatment of post partum haemorrhage and family planning. The Association is also involved in Continuing Medical Education, through its annual scientific meeting which is also open to external stakeholders.

With the support of the FIGO LOGIC Initiative, AMOG is currently involved in piloting the development of tools related to maternal mortality audits in 3 main referral hospitals in Maputo City. It has also initiated advocacy work with parliamentarians and the media for the purpose of addressing the issue of unsafe abortion.

AMOG has recently finalized and signed the Memorandum of Understanding with the MOH which will strengthen relations with the Government by officially recognizing the Association as an important and valued partner in the national efforts to accelerate progress towards the Millennium Development Goals (MDGs) 4 and 5. The Memorandum of Understanding further identifies the following as areas where the Association's expertise could be directed: training, support supervision, the development of clinical guidelines and policies, the implementation of maternal mortality audits and research.

AMOG is an active member of the following national forums: the Reproductive Health Sector Wide Approach (SWAp) sub-committee, the National Maternal Death Review Committee and the National Partnership for Maternal, Newborn and Child Health, led by Mozambique's First Lady, Maria da Luz Guebuza.

AMOG's partners include the MOH, UNFPA, the World Health Organization (WHO), UNICEF, VSI, Pathfinder International, DKT Mozambique, JHPIEGO, the Mozambican Association of Family Planning (AMODEFA), the Association of Mozambican Midwives (APARMO) and the Mozambican Association of Paediatricians (AMOP). The Association has also been building partnership relationships with civil society organizations, namely the Mozambican Association of Women in Legal Careers (AMMCJ), the Organization of Mozambican Women (OMM), Fórum

Mulher and Women’s Law in Southern Africa (WLSA) to address the issue of abortion. AMOG is a member of the East, Central and South African Association of Obstetrical and Gynaecological Societies (ECSAOGS) and FIGO; it is also affiliated to the Mozambican Medical Health Council. It will host the regional meeting of ECSAOGS in October 2011.

### **AMOG’s Strategic Plan Methodology**

AMOG’s first strategic plan was supported – financially and technically - by the FIGO LOGIC Initiative and evolved from a commitment of the Executive Board to strengthen the organizational capacity of the Association by defining its mission, vision and values and further, establishing its strategic priorities for the next 5 years. The strategic plan process included: (1) a strategic plan planning workshop where the strategic planning process was articulated in terms of who would participate, when they would participate, the data and information which would inform the process and the critical issues to be addressed (May 2011); (2) a strategic planning workshop where the Association’s mission, vision, values and strategic goals and directions were defined (August 2011); (3) a meeting with internal and external stakeholders for the purpose of presenting the results of the strategic planning workshop and obtaining feedback on the work accomplished to date (August 2011); and (4) the circulation of the draft strategic plan to members before its ratification (October 2011). The plan was ratified at AMOG’s October 2011 annual business meeting held in Maputo.

AMOG’s strategic planning process was further guided by the Association’s strong commitment to contribute to the Government of Mozambique’s national efforts to progress toward reaching the Millennium Development Goals (MDGs) 4 and 5 related to child and maternal health. Consequently, the discussions and deliberation considered the following three critical issues:

1. At the programmatic level:
  - a. What can AMOG do to improve maternal and newborn health in the country?
  - b. What should be AMOG’s main role / contribution to the maternal and newborn health field (e.g. training, development of clinical guidelines, etc.)?
2. At the organizational level:
  - a. How is the Association going to ensure its long term sustainability? How will we maintain the gains made within the FIGO LOGIC Initiative?

## **SWOC Analysis – Strengths, Weaknesses, Opportunities and Challenges**

The following summarizes the results of a SWOC exercise conducted during the August 2011 strategic planning workshop.

### **STRENGTHS:**

- Good quality of members with technical expertise in the field of SRH;
- The Association is well recognized by MOH and other stakeholders (i.e. NGOs and civil society);
- The commitment of the Executive Board to promote the visibility of the Association;
- Commitment of the Association to strengthen its capacity – at organizational and technical level;
- Functional and well equipped national secretariat.

### **WEAKNESSES:**

- Lack of financial resources to operationalize all its activities;
- Low capacity to generate financial income;
- Lack of expertise re: fundraising / proposal development;
- Poor involvement and commitment of a high number of members in the activities of the Association;
- Lack of organizational skills and experience related to organizational management, including project management;
- Poor communication between AMOG members; including lack of functional web page.

### **OPPORTUNITIES:**

- Signed Memorandum of Understanding with the MOH which identifies areas where AMOG can contribute to the operationalization of the national MNH plan;



- Signed Memorandum of Understanding with MOH may potentially open doors with new partners and donors;
- Recent request by the MOH for AMOG’s technical expertise in the following: training in EOC, support supervision, scaling up PPH interventions;
- Current momentum of the Government and stakeholders to work toward accelerating progress toward the Millennium Development Goals 4 and 5;
- Support currently provided by FIGO LOGIC to improve the technical and organizational capacity of the Association and give it a greater visibility.

**CHALLENGES:**

- Recognition of AMOG by the MOH as an independent partner;
- Recognition of AMOG by other organizations as a valued technical partner/collaborator;
- AMOG’s inclusion on the list of partners contributing to the development of national sexual and reproductive health and rights related policies;
- Accessing funds in light of current funding practices followed by MOH and donors (i.e. SWAp);
- Raising funds directly from other sources;
- Implementing the Memorandum of Understanding regardless of the changes of leadership within the MOH.

**Mission Statement**

AMOG’s mission is to promote excellence in the practice of ob/gyn through actions related to education, advocacy and research.

**Vision Statement**

AMOG envisions a country where all women and adolescents achieve the highest possible standard of sexual and reproductive health and rights through best practices of ob/gyn providers.

## **Values / Beliefs**

AMOG's values are those of highest ethical standards, professionalism, transparency, integrity and leadership.

Furthermore, the Association believes in the following:

- The building of collaborations with the MOH and other national and international stakeholders involved in sexual and reproductive health and rights for the purpose of strengthening leadership, management, good practice and the promotion of policy dialogue;
- That AMOG members have the right to practice in a safe and supportive environment;
- That the practice of ob/gyn must be based on the best scientific evidence available;
- The importance of continually upgrading the practice of ob/gyn and maintaining the highest level of professionalism and ethical standards through education and training;
- That the Association has a responsibility to continue to promote patient safety throughout the national health care system;
- That the Association has a responsibility to be visible through advocacy efforts in support of Mozambican women.
- Promoting sexual and reproductive health and rights through education, research, and advocacy as well as through the provision of accessible, efficient, affordable, and comprehensive reproductive health services.

## **Goals and Strategies**

- 1. Contribute to the implementation of the MOH's plan for improving maternal and newborn health in the country.**

- Participate in the sexual and reproductive health and rights' national committees implicated in the implementation of the Government of Mozambique's National Integrated Plan for the Achievement of MDGs 4 and 5.
- Advocate on issues related to sexual and reproductive health and rights, in particular those related to the prevention of post partum haemorrhage, unsafe abortion and family planning.
- Assume technical leadership with regard to the implementation of maternal and neonatal mortality audits in the country.
- Continue to participate in operational research to bring evidence to improve maternal and newborn health.

**2. Assume leadership in upgrading the practice of ob/gyn through education and training.**

- Contribute to the integration of evidence-based, new innovations/best practices in the area of maternal and newborn health into the formal education.
- Contribute to the improvement of in-service education in the areas of antenatal care, comprehensive emergency obstetrical care, family planning and other innovative practices.
- Contribute to the improvement of clinical practice through the dissemination of information related to best practices.
- Contribute to the elaboration, dissemination and implementation of clinical guidelines.
- Produce, disseminate and encourage the adherence of members to AMOG's code of ethics related to sexual and reproductive health and rights.

**3. Continue to strengthen the organizational capacity of the Association as to ensure its long term sustainability.**

- Mobilize members and potential members to support the Association and its activities.

- Expand / open the membership of the Association to other health professionals who work in ob/gyn.
- Improve the system of Continuing Medical Education within the Association.
- Strengthen the financial management system of the Association as to ensure it meets international standards.
- Ensure the functioning and update of the Association's web page.
- Strength partnerships with other stakeholders in the area of sexual and reproductive health and rights.
- Following FIGO LOGIC, ensure that the Association can maintain its local facilities and resources.