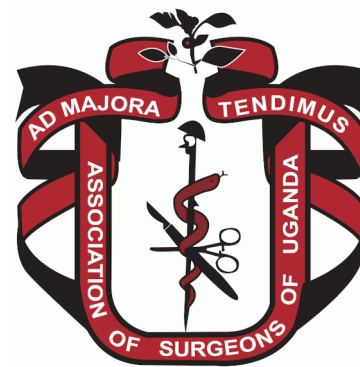


ASSOCIATION OF SURGEONS OF UGANDA

STRATEGIC PLAN 2022-2026

Kampala – Uganda

December 2021



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List of Acronyms

ASOU	Association of Surgeons of Uganda
CPD	Continuous Professional Development
M&E	Monitoring and Evaluation
AGM	Annual General Meeting

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Executive Summary

The Association of Surgeons of Uganda (ASOU) is the officially registered body that brings together all surgeons; both in training and fully qualified; retired or practicing; in Uganda or in the diaspora to foster excellence and ethical conduct in surgical practice. The Association of Surgeons of Uganda was inaugurated following the resolution of its members at the Annual General Meeting (AGM) held in Kampala in 1987.

This five-year strategic plan of the Association of Surgeons of Uganda (ASOU) covers the period of 2022 – 2027. It defines the strategic direction of ASOU as it morphs into a proficient institution, responsive to the changes in world today. It also spells out the roadmap to the realization of our vision while anchoring our activities in the values we profess as being sacrosanct.

The plan will serve as the major strategic instrument through which ASOU seeks to attain its objectives in a more focused, effective, and results oriented manner. It will help in coordinating the work of different partners hence making our efforts more effective.

This plan is organized in five chapters:

Chapter one: Highlights our vision, mission, and core values and reiterates the aims for which ASOU exists and where it seeks to be.

Chapter two: Analyses the current state of ASOU, calling attention to its strengths, weaknesses, opportunities and threats.

Chapter three: Outlines the goals, strategic objectives and strategies that will be employed to get us to where we want and need to be.

Chapter four: Elaborates on the implementation framework, describing how we can translate the strategies into actions.

Chapter five: Describes the Monitoring and Evaluation plan. Defining targets, key performance indicators and how to track progress. The chapter describes how we can measure our achievements and adjust our approach if needed.

ASOU will operationalize this strategic plan through annual work plans. An annual report of the key activities undertaken by the Executive Committee toward the actualization of the annual work plan will be presented to the Annual General Meeting.

The preparation of this plan was carried out in a participatory manner to ensure ownership and participation during the implementation plan.

Chapter One: The ASOU organization

Vision

To achieve a healthy society through quality surgery.

Mission

To provide equitable surgical healthcare to Ugandans.

Core Values

- a) Professionalism
- b) Equity
- c) Accountability
- d) Innovativeness

Objectives

1. To promote continuous professional education in the science and art of surgery throughout the country
2. To enhance research in all aspects of surgery in general and specific surgical issues affecting Uganda

3. To advise government, universities, medical institutions and professional bodies in general to help influence surgical training and practice in Uganda.
4. To hold periodic meetings of the members of the association and promote scientific collaboration and co-operation.
5. To foster and promote the interests and welfare of its members.
6. To promote, develop, and maintain networking with national and international professional bodies.
7. To identify and carry out community based projects aimed at improving the social and economic welfare of the poor particularly in rural area.
8. To mobilize and coordinate resources for executing income generating projects including fundraising, soliciting of funds, receiving contributions and donations.
9. Publish journal, magazines and brochures in relation to the work of the association.
10. To advocate, develop and maintain high ethical and professional standards among members.
11. To co-operate and network with other associations to facilitate the attainment of the objectives of the association.
12. To carry out and engage in any other activities which in the opinion of the members will directly or indirectly promote the objectives of the Association.

Chapter Two: Situation analysis

In 2007, Uganda adopted a National Vision Statement, “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years,” upon which the Uganda Vision 2040 was developed. The National Development Plan (NDP) III 2020/21 – 2024/25 that stipulates the Country’s medium term strategic direction, development priorities and implementation strategies is also built on this same vision. NDPIII aims at harnessing both government and private sector strengths in a mixed economy approach to grow Uganda’s real economy through domestic production of goods and services of at least the basic necessities of livelihood; food, clothing, shelter, medicine, security, infrastructure, health, education and services.

To achieve the health-related aims of the NDPIII, the Health Sector Development Plan was developed with a goal of accelerating movement toward Universal Health Coverage (UHC) with essential health and related services needed for promotion of a healthy and productive life.

In our strategic plan, we also speak to the national agenda by as we put emphasis on achieving a healthy society through quality surgery.

The strategic plan also addresses major challenges that have ravaged our healthcare system. There has been recurrent industrial actions by health workers due to poor remuneration and poor working conditions. Other challenges include the high cost of surgeries that are paid for with out of pocket expenditures that often lead to bankruptcy of many families.

The lack of a social insurance scheme to cover for such surgeries remains a major issue that needs to be urgently addressed.

There is also the issue of affluent Ugandans who prefer to travel to Asia, Europe and America for surgical care that would otherwise be offered here in Uganda, sometime paid for by the government. In this plan, our efforts will be focused on advocating for building capacity of our hospitals to offer quality care here at home.

There are still few specialized surgeons in Uganda underscoring the need for education, training and mentorship. There are currently 250 fully qualified surgeons serving an estimated population of 46 million people. These surgeons are inequitably distributed within the various specialties'. The surgeons are unevenly distributed within the different regions of the country with majority of them in Kampala. A good number of Ugandan surgeons are also working in the diaspora

The institutions that are currently training surgeons in Uganda include, Makerere University, Mbarara University of Science and Technology (MUST), Gulu University, Uganda Martyrs University (UMU) , Kampala International University (KIU) , and the College of Surgeons of East, Central and Southern Africa (COSECSA).

We are also positioned to harness emerging technology in surgery including laparoscopic, endoscopic and robotic surgeries, 3D printing and virtual reality.

The Association of surgeons of Uganda is an umbrella institution that brings together all surgeons in Uganda to foster excellence and ethical conduct in surgical practice.

The management of ASOU is vested in the Executive Committee elected at the Annual General Meeting (AGM). The committee is composed of the President, Vice President, General Secretary, Assistant General Secretary, Finance Secretary, Publicity Secretary, Librarian, Assistant Librarian, Ex-officio (the two immediate past presidents), and ten committee members to represent the different regions of Uganda, COSECSA and Surgery residents. The executive committee is accountable to the Annual General Assembly.

Since its establishment ASOU has achieved the following:

1. ASOU is a fully registered company under the Uganda Registration and Service Bureau (URSB).
2. ASOU has adopted a constitution
3. ASOU has an Annual General Assembly that meets periodically to elects an Executive Committee (EC) that oversee the day to day activities of the association
4. ASOU conducts a Scientific Conference, a registrar's symposium and a Kyalwazi Memorial Lecture annually.
5. ASOU has been holding surgical camps every year since 1997.

More recently, we have registered low subscription rates for our members that has been attributed to member apathy due to lack of benefits. We have also seen the establishment of a number of subspecialty associations which are autonomous.

The association also lacks an established secretariat. We have a single administrator and many activities depend on Council members who have full time jobs and multiple other engagements.

Table 1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • ASOU is a registered body with a guiding constitution. • Existence of ASOU AGM and Executive which offers good and strong leadership • The good will of ASOU Members • Existence of partnerships • Participation of Members in ASOU activities including surgical camps and mentorship programs. • Good accountability including audited books • Scientific conferences, registrar’s symposiums and Kyalwazi Memorial Lectures. • Organization of successful camps • Ability to attract SHO’s and Members of the COSECSA training 	<ul style="list-style-type: none"> • Lack of funds to implement ASOU activities • Lack of facilities to house ASOU secretariat • Lack of staff working at the ASOU Secretariat • Lack of a National surgical and anesthesia policy and plan. • Limited participation of members in ASOU activities • Limited systems for mentorship • Lack of a communication strategy • Lack of a clear human resource policy • Need to reach out to more surgeons in all disciplines • Need to have a rotating AGM • Poor communication • Failure to publish ASOU journal • Lack of a physical address and office space • Membership programs need improvement

	<ul style="list-style-type: none"> • Lack of information on members on their location and roles in the devolved units
Opportunities	Threats
<ul style="list-style-type: none"> • Support from government, partners, civil society and private sector • Improvements in Information, communication and technology • Growing movement of global surgery • New and emerging innovations • Social media • Partnerships both locally and internationally • Growth in subspecialty groups • Increasing number of graduating surgeons 	<ul style="list-style-type: none"> • High number of surgical professionals leaving the country • Limited access to resources • Members default on payment of dues • Membership is not enforceable • Limited mandate to respond to key issues affecting surgeons • Sprouting subspecialty associations seeking to be autonomous. • Dedication of members to competing organizations • The gap between older and younger surgeons • Lack of stable source of income affecting financial stability • Lack of partnerships with commercial bodies • Inadequate participation in regional, African and international for a. • Lack of standardized training with poor regulation from UMDPC

	<ul style="list-style-type: none"> • Lack of strong linkages with other surgical organizations locally and overseas. • Absence of National Surgical, Obstetric and Anesthesia plan • Medical tourism • Discrepancies in surgical care between private and public • Failure to use current digital opportunities for member participation • Concentration in Kampala, Mulago, Makerere
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Table 2: Stakeholder analysis

No.	Stake holder	Stakeholder roles and responsibilities
1.	ASOU AGM	<ol style="list-style-type: none"> 1. Approving and enforcement of the relevant strategic and annual work plans. 2. Receive an annual report from the Executive committee.
2.	Executive Committee	<ol style="list-style-type: none"> 1. Spearhead implementation of the plan 2. Give oversight on the plan (Fundraising, co-ordination, administration)

		<ol style="list-style-type: none"> 3. Quality assurance 4. Promoting the plan
3.	Government of Uganda	<ol style="list-style-type: none"> 1. Enactment and enforcement of enabling laws, regulations and policies which promote surgery in Uganda 2. Creating an enabling environment 3. Infrastructural support.
4.	Ministry of Health	<ol style="list-style-type: none"> 1. Liaison between various government organs to implement policy directives 2. Ensure compliance 3. Advise on implementation of the plan. 4. Licensing surgeons 5. Create public awareness 6. Supervision of surgical care 7. Provide financial support
5.	Academic institutions	<ol style="list-style-type: none"> 1. Offer appropriate training 2. Quality assurance 3. Promote and fund research in surgery
6.	Public and Private Healthcare facilities	<ol style="list-style-type: none"> 1. Offer employment opportunities 2. Provide financial support for the program 3. Marketing the ASOU plan.
7.	Affiliated Associations	<ol style="list-style-type: none"> 1. Supervise adherence to code of conduct 2. Register members to the association

		3. Marketing the ASOU plan
8.	ASOU Members	
9.	General Public	
10.	Private Sector	
11.	Civil society	
12.	International collaborating partners and institutions.	<ol style="list-style-type: none"> 1. Provide funding 2. Provide technical support

Chapter Three: Strategic goals, objectives and strategies

Table 3: Strategic goals, objectives and strategies

Strategic goal	Strategic Objective	Strategies
1. Build institutional excellence and financial stability	1. Ensure adequate and sustainable funding.	1. Develop and implement a fundraising/ resource mobilization strategy 2. Increase member subscription by 20% per year 3. Secure funds for buying ASOU Land 4. Secure resources for construction of ASOU house
	2. Ensure good governance transparency and accountability.	1. Undertake a constitutional review so as to position ASOU as a modern surgical association

		<ol style="list-style-type: none"> 2. Develop and implement a communication strategy 3. Establish the ASOU Secretariat. 4. Establish ASOU regional offices 5. Invest in Information technology and online platform for member subscription 6. Conduct an annual financial audit of ASOU.
	3. Engage in advocacy and policy development	<ol style="list-style-type: none"> 1. Participate in the development of the national surgical, obstetric and anesthesia plan 2. Participate in all relevant advocacy and policy making platforms.
	4. Ensure gender equity	<ol style="list-style-type: none"> 1. Advocate for an increase in the admission of female candidates to surgical disciplines.
	5. Build research capacity within ASOU	<ol style="list-style-type: none"> 1. Adopt an ASOU research agenda 2. Establish an ASOU grants office

		<ol style="list-style-type: none"> 3. Conduct a registrar’s symposium per year 4. Develop a pre-print server for members’ publication and offer peer review services for those in need of them 5. Rejuvenate the publication of the Journal of the Association of Surgeons of Uganda.
<ol style="list-style-type: none"> 2. Identify and Conduct community based projects aimed at improving the socio-economic welfare of the poor 	<ol style="list-style-type: none"> 1. Identify underserved communities and conducting outreach programs 	<ol style="list-style-type: none"> 1. Select regions where annual camps are to be held over the next five years. 2. Establish partnerships with companies as a means of obtaining sponsorship for surgical camps.
<ol style="list-style-type: none"> 3. Foster and promote the interests and welfare of ASOU members and stakeholders 	<ol style="list-style-type: none"> 1. Improve the socio-economic status of surgeons and protect them from catastrophic health expenditures 	<ol style="list-style-type: none"> 1. Establish an ASOU Savings and Investment club 2. Establish and ASOU Medical relief fund 3. Establish a joint professional indemnity for ASOU members

	<ol style="list-style-type: none"> 2. Promote continuous professional development in the science and art of surgery throughout the country 	<ol style="list-style-type: none"> 1. Develop a CPD program for ASOU Members. 2. Dialogue with the Uganda Medical and dental Practitioners Council to gain CPD Courses accreditation
	<ol style="list-style-type: none"> 3. Promote surgical research and innovation by providing opportunities for relevant surgical research. 	<ol style="list-style-type: none"> 1. Apply for scholarships and grants. 2. Ensure quality presentations and publication from the research projects.

Chapter Four: Implementation Framework

The strategic plan will be operationalized through annual work plans and will guide all decision making of the ASOU executive.

Emphasis will be placed on building the institutional capacity of ASOU to make it responsive to the changes in the world and to enable it fulfil its objectives.

The executive committee will be responsible for the implementation of this plan by ensuring that the necessary resources are mobilized, collaborations and partnerships are built and proper co-ordination and accountability are enforced.

It's upon ASOU to strengthen existing partnerships and collaborations including those with relevant government agencies, civil society organizations and international institutions.

The understanding, support and ownership of this plan by the AGM is fundamental and hence the ASOU executive will ensure that this plan is widely disseminated among members and stakeholders in order to increase awareness and ownership and hence enhance support and ability to implement it.

The executive will also ensure adequate participation of all members during the plans implementation and review.

The ASOU executive will also seek to co-ordinate the activities of different partners in the promotion of surgical health care in Uganda to avoid duplication and even conflict but also to ensure that panthers realize tangible outcomes for their contributions.

The plan will be majorly funded by the annual subscription of the ASOU Members and from donations from the government, civil society, private individuals and businesses, international partners, and from the Auction of ASOU branded merchandise.

To ensure financial stability which is key to sustainable growth and service provision, ASOU will endeavor to;

1. Establish a strong and focused leadership for resource mobilization.
2. Ensure an accountable management for effective and efficient resource management.
3. Put in place effective controls and quality checks to ensure transparency and proper accountability
4. Effective co-ordination and utilization of donations and other resources mobilized.
5. Fundraising from the private sector.
6. Writing grant applications and feasible and funding proposals.

Risk Analysis

Risk analysis is key to identifying and assessing critical success and inhibiting factors that may influence the achievement of the goals of the strategic plan.

The risks facing ASOU in achievement of its aims include;

- Budgetary constraints
- Commitment and Good will of ASOU Members.

Table 4: Log frame of the implementation strategy

Strategy	Target/activity	Performance indicators	Output/Outcome	Timeline	Resources	Responsible stakeholder
1. Develop and implement a fundraising/ resource mobilization strategy	a) Select a team to draft a fundraising and resource mobilization strategy	Select committee on resource mobilization in place	Resource mobilization strategy developed	2022	HR Finance Budget UGX 10m	ASOU Executive
	b) Initiate a resource mobilization campaign	Number of fundraising drives held	Amount of resources mobilized	2022-2027	HR Finance Budget UGX:20m	ASOU Executive Private sector Civil society
	c) Develop and market	Number of branded	Sales from institutional	2022 -2027	HR Finance	ASOU Executive

	institutional branded merchandise	merchandise developed	branded merchandise		Budget UGX 50m	
	d) Engage the surgeons and partners in the diaspora	Number of surgeons and partners in the diaspora approached for resource mobilization	Amount of resources mobilized from the diaspora	2022-2027	HR Finance Budget UGX 10m	ASOU Executive
	e) Write grants and fundable proposals	Number of grants and funding proposals written	Amount of resources raised from grants and proposals awarded	2022-2020	HR Finance Budget UGX 20m	ASOU Executive Academic Institutions
f) Increase member subscription by 20% per year	a) Carry out an awareness campaign to improve member participation	Number of regions visited on the campaign tour	Number of members subscribed to ASOU	2022-2027	HR Finance Budget UGX: 10m	ASOU Executive

	b) Recruit surgical residents as associate members	Number of training institutions visited	Number of surgical residents subscribed to ASOU	2022-2027	HR Finance Budget UGX: 10m	ASOU Executive
	c) Introduce life membership	Number of individuals approved for life membership	Number of ASOU life members	2022-2027	HR Finance Budget UGX:5m	ASOU Executive
	d) Introduce institutional membership for affiliated institutions	Number of institutions approved for institutional membership	Number of ASOU institutional members	2022-2027	HR Finance Budget UGX 5m	ASOU Executive
g) Secure funds for buying ASOU Land	a) Locate and survey land appropriate for the ASOU Headquarters.	Number of plots visited	ASOU Land located and surveyed	2022	HR Finance Budget UGX: 50m	ASOU Executive

	b) Allocate funding to acquisition of ASOU Land	UGX 100m allocated for ASOU Land per year	UGX 500m paid for ASOU Land	2022-2027	HR Finance Budget UGX: 500m	Committee on acquisition of ASOU Land
h) Secure resources for construction of ASOU house	Develop architectural plan and artistic impression for ASOU House	Number of developers engaged in the development of ASOU House architectural plan	Architectural plan for ASOU House developed and approved	2022-2023	HR Finance Budget UGX: 100m	ASOU Executive
	Earmark funds for the construction of the ASOU House	UGX: 300m allocated to the construction of the ASOU House	UGX 1.5bn available for the construction of the ASOU House	2022-2027	HR Finance Budget UGX: 1.5bn	Committee on the construction of the ASOU House

i) Undertake a constitutional review so as to position ASOU as a modern surgical association	a) Select a constitutional review commission.	A constitution review commission put in place	Number of sittings made by the commission per year	2022	HR Finance Budget UGX: 10m	ASOU Executive
	b) Conduct consultations on constitutional reforms among members and partners	Number of consultative meetings held	Number of reports written	2022	HR Finance Budget UGX: 20m	Constitutional Review committee
	c) Draft a new ASOU Constitution	Number of drafts made	A final Constitution approved by the ASOU AGM	2022	HR Finance Budget UGX 5m	Constitutional Review Committee URSB
j) Develop and implement a communication strategy	a) Draft a communication strategy	Number of drafts made	A final communication strategy approved by the AGM	2022	HR Finance Budget UGX 5m	ASOU Executive

k) Establish the ASOU Secretariat.	a) Employ a Chief Executive Officer and administrative secretaries for ASOU	Number of personnel recruited to run the day-to-day activities of ASOU	Human Resource for the ASOU Executive employed and remunerated.	2022	HR Finance Budget UGX: 10m	ASOU Executive
	b) Rent property to house the ASOU Secretariat	Properties surveyed for the housing of the ASOU Secretariat	Location for the ASOU secretariat rented	2022-2025	HR Finance Budget UGX:100m	ASOU Executive
l) Establish ASOU regional offices	a) Select regional committees to represent ASOU	Number and constitution of ASOU Regional Committees defined	ASOU regional Committees established	2022-2023	HR Finance Budget UGX:10m	ASOU Executive
	b) Identify offices for ASOU	Number of regions with	ASOU Offices established in all regions of Uganda	2022-2023	HR Finance Budget	ASOU Regional Committees

	Regional Offices	established offices	including the diaspora		UGX: 100m	
m) Invest in Information technology and online platforms	a) Upgrade ASOU website to support online registration and subscription	Number of functions supported by the ASOU Website	ASOU website supports online registration and subscription	2022-2027	HR Finance Budget UGX: 50m	ASOU Executive
	b) Introduce online CPD training	Number of online CPD courses for surgeons	Number of surgeons attending online CPD courses	2022-2027	HR Finance Budget UGX: 50m	ASOU Executive
n) Conduct an annual financial audit of ASOU.	a) Put in place financial controls and quality checks	Number of financial controls and quality checks in place	Audited financial statements	2022-2027	HR Finance Budget UGX: 50m	ASOU Executive
	b) Adherence to international financing	Number of audit queries	Annual financial reports	2022-2027	HR Finance Budget	Auditors

	reporting standards	raised by the auditors			UGX: 50m	
o) Participate in all relevant advocacy and policy making platforms.	a) Engage in global surgery activities	Number of partnerships and collaborations with global surgery network	Number of projects conducted jointly with global surgery partners within and without Uganda	2022-2027	HR Finance Budget UGX: 10m	ASOU Executive International partners
	b) Harmonize procedure fees for surgeons in Uganda	List of procedures and harmonized cost developed	Number of Insurance companies and surgeons using the billing schedule	2022-2027	HR Finance Budget UGX:30m	ASOU Executive

	c) Participate in the development of the national surgical, obstetric and anesthesia plan	Number of consultative meetings attended on the development of the NSOAP	NSOAP developed and implemented	2022-2027	HR Finance Budget UGX: 100m	ASOU Executive MoH Government of Uganda
	d) Advocate for an increase in female surgeons in Uganda.	Number of female candidates supported to study surgical disciplines	Number of female surgeons graduating per year	2022-2027	HR Finance Budget UGX:500m	ASOU Executive
	e) Advocate for a reduction in the rate of medical tourism	Number and outcomes of complex surgical procedure performed in Uganda	Amount of money saved by conducting surgeries here in Uganda	2022-2027	HR Finance Budget UGX: 500m	ASOU Executive MoH Gorvernment of Uganda

o) Develop research Capacity for ASOU	a) Adopt an ASOU research agenda	Research agenda adopted	Number of ASOU researches conducted per year	2022-2027	HR Finance Budget UGX: 100m	ASOU Executive
	b) Establish an ASOU grants office	ASOU grants office established	Number of grants handled by the ASOU Research office	2022-2027	HR Finance Budget UGX:100m	ASOU Executive
	c) Conduct scientific conferences registrar's symposiums	Number of scientific conferences and registrars symposiums conducted	At least one scientific conference and one registrars' symposium conducted per year.	2022-2027	HR Finance Budget UGX:50m	ASOU Executive Academic Institutions

	d) Develop a pre-print server for members' publication and offer peer review services for those in need of them	Number of publications posted on the ASOU pre-print server	Number of publications on the ASOU pre-print server that get published in peer reviewed journals	2022-2027	HR Finance Budget UGX 50m	ASOU Executive
	e) Rejuvenate the publication of the Journal of the Association of Surgeons of Uganda.	Number of articles submitted to the ASOU Journal for publication	Number of articles in the ASOU Journal that are cited in other papers (impact factor)	2022-2027	HR Finance Budget UGX:300m	ASOU Executive
p) Design and conduct community support programs	Conduct surgical camps	One surgical camp conducted per year	Number of patients treated during the surgical camp	2022-2027	HR Finance Budget UGX: 500m	ASOU Executive MoH
	Coordinate surgical camps for	Number of surgical	Number of patients treated	2022-2027	HR Finance	MoH

	other professional bodies and international partners	camps conducted in Uganda per year	during surgical camps in Uganda per year		Budget UGX: 50m	ASOU Executive
q) Cater for the welfare of ASOU members	Establish an ASOU Savings and Investment club	ASOU Savings and investment club established	Amount of money saved in the investment club	2022-2027	HR Finance Budget	ASOU Finance Committee
	Establish and ASOU Medical relief fund	ASOU Medical Relief fund established	Number of ASOU Members benefiting from the medical relief fund	2022-2027	HR Finance Budget UGX: 500m	ASOU Finance Committee
	Establish an ASOU Bereavement fund	ASOU Bereavement fund established	Number of members benefiting from the ASOU Bereavement fund	2022-2027	HR Finance Budget UGX: 100m	ASOU Finance Committee

	Establish a joint professional indemnity for ASOU members	Joint professional indemnity negotiated	Number of members benefiting from professional indemnity	2022-2027	HR Finance Budget UGX: 500m	ASOU Finance Committee
r) Cater for the professional development of ASOU Members	Conduct online and physical CPD courses	Number of CPD courses conducted by ASOU	Number of surgeons attending CPD sessions	2022-2027	HR Finance Budget UGX: 100m	ASOU Executive UMDPC UMA
	Increase the number of memorial lectures for prominent surgeons conducted per year	Number of memorial lectures conducted by ASOU per year	Number of Surgeons attending memorial lectures	2022-2027	HR Finance Budget UGX:100m	ASOU Executive Academic Institutions
	Dialogue with the Uganda Medical and dental Practitioners Council to gain	Number of CPD courses accredited by UMDPC	Number of surgeons attending UMDPC accredited courses	2022-2027	HR Finance Budget UGX: 100m	ASOU Executive UMDPC

	CPD Courses accreditation					
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Chapter Five: Monitoring and evaluation framework

The purpose of the Monitoring and Evaluation framework is to provide a mechanism for measuring and systematically tracking the activities laid out in the plan to determine if they are implemented as planned. This involves continuously collecting and analyzing data on the activities being implemented. It is also important in tracing the achievement of the target output, the set objectives and the goals of the plan.

The implementation of the monitoring and evaluation framework is invested in the AGM, Executive committee and other stakeholders and hence all executive committee members will be trained on both the strategic plan and the M&E framework.

Monitoring will be done on an annual basis while evaluation will be done at mid-term (end to the third year of the implementation of the plan) and at the end of the strategic plan period.

Reporting to the ASOU AGM on the progress of the implementation of the strategic plan will be done annually.

Table 5: Monitoring and evaluation framework for implementation of the ASOU strategic plan

Strategies	Target/activities	Performance measure / output	Time frame	Responsible person	Implementation progress		Remarks on implementation status	Planned action
					Previous	Current		