



# **NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT**

## **COORDINATION STRATEGY FOR IMPLEMENTATION OF THE POPULATION POLICY AND PROGRAMME IN KENYA**

**2018-2022**

**“Bringing Stakeholders together for optimal utilization of  
resources for the realization of the goals and objectives  
of the Population Policy for National Development”**



**Quality Population for for a prosperous Kenya**



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## Foreword

The Population Policy for National Development (PPND) is implemented through a multi-sectoral and multi-disciplinary approach. National Council for Population and Development (NCPD) coordinates the activities of Governmental and Non-Governmental organizations (NGOs), Faith Based Organizations (FBOs), Community Based Organizations (CBOs) and the Private Sector to implement different components of the PPND. Support for the implementation of the PPND comes from both government and development partners.

Coordination of these players is imperative to enable them effectively contribute to the attainment of the goal of the policy, that is, *'To attain high quality of life for the people of Kenya by managing population growth that can be sustained within the available resources'*. To attain this goal, effective coordination of the implementation of the PPND is required to minimize concentration of implementers in one location, duplication of effort and wastage of resources.

The National Coordination Strategy for Population and Development provides guiding principles on coordination of the implementation of the PPND by NCPD. It will be implemented alongside other key NCPD plans and strategies namely, the PPND National Plan of Action 2018-2022, the NCPD Advocacy and Public Engagement Strategy and the National Research Agenda on Population and Development in order to effectively and efficiently coordinate implementation of population policy and programme in the country.

It is hoped that this strategy will enhance coordination of implementation of the PPND and programme being undertaken by various stakeholders and hence facilitate realization of the goal and objectives of the PPND.

**Dr. Josephine Kibaru-Mbae, OGW**

Director General

NCPD

June, 2019

## **Acknowledgement**

The National Council for Population and Development (NCPD) has developed this National Coordination Strategy on Population and Development to strengthen the implementation of the Population Policy for National Development (Session Paper Number 3 of 2012).

This Coordination Strategy was developed in an elaborate consultative process involving key stakeholders under the leadership of Dr. Josephine Kibaru-Mbae (Director General, NCPD), Mrs. Margaret Mwangi (Director Corporate Services, NCPD) who provided strategic guidance and technical contributions and Mr. Nzomo Mulatya (Deputy Director Programme Coordination) for his coordination and technical roles in the development of the strategy.

I wish to appreciate the NCPD Senior Management and Technical Team for their valuable inputs to the Strategy. I wish also to thank the following: Ms. Fidelis Ndung'u, Ms. Beatrice Okundi, Ms. Wambui Kung'u, Mr. Lwaki Ken, Ms. Irene Muhunzu, Mr. Patrick Omungo and Ms. Millicent Oluteyo. This is a team that tirelessly undertook the desk reviews, data collection and analysis for the development of this strategy. My appreciation also goes to Mr. Philip Aswani, Mr. Samuel Oduor and Mr. Peter Omari who provided logistical and administrative support to the team that developed this strategy.

The Council renders special recognition to the stakeholders who gave their valuable inputs during the development of this strategy. To all who gave their inputs in one way or another, we say thank you.

Most importantly, I acknowledge the Government of Kenya through The National Treasury and Planning for the financial support towards the development of this strategy.

**Peter Nyakwara**  
**Director Technical Services**  
**NCPD**

**June, 2019**

## Acronyms and Abbreviations

<b>A&amp;YSRH</b>	Adolescent and Youth Sexual Reproductive Health
<b>APEC</b>	Africa Population Experts Committee
<b>BCC</b>	Behavior Change Communication
<b>CBOs</b>	Community Based Organisations
<b>CoG</b>	Council of Governors
<b>CPCs</b>	County Population Coordinators
<b>DD</b>	Demographic Dividend
<b>FBOs</b>	Faith Based Organizations
<b>FP2020</b>	Family Planning 2020
<b>HQ</b>	Headquarter
<b>GOK</b>	Government of Kenya
<b>IEC</b>	Information, Education and Communication
<b>ICPD</b>	International Conference for Population and Development
<b>IPSC</b>	Inter-ministerial Policy Steering Committee
<b>KIPPRA</b>	Kenya Institute of Public Policy Research and Analysis
<b>KDHS</b>	Kenya Demographic Health and Survey
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KNA</b>	Kenya News Agency
<b>KSDI</b>	Kenya Service Delivery Indicator Survey
<b>MCAs</b>	Members of County Assembly
<b>MDAs</b>	Ministries, Departments and Agencies
<b>M &amp; E</b>	Monitoring and Evaluation
<b>MMR</b>	Maternal Mortality Rate
<b>MOU</b>	Memorandum of Understanding
<b>MTP</b>	Mid Term Plan
<b>NAYS</b>	National Adolescents and Youth Survey
<b>NCPD</b>	National Council for Population and Development
<b>NGOs</b>	Non-governmental Organizations
<b>OGW</b>	Order of the Grand Warrior
<b>PPND</b>	Population Policy for National Development
<b>PADIS</b>	Population and Administration Decision Information System
<b>PoA</b>	Plan of Action
<b>PHE</b>	Population, Health and Environment
<b>PPD</b>	Partners in Population and Development
<b>PS</b>	Principal Secretary
<b>RH</b>	Reproductive Health

<b>SDGs</b>	Sustainable development Goals
<b>SMT</b>	Senior Management Team
<b>TWGs</b>	Technical Working Group
<b>UNCPD</b>	United Nation Commission for Population and Development
<b>UNFPA</b>	United Nations for Population Fund
<b>USAID</b>	United States Agency for International Development

## Glossary

<b>Term (s)</b>	<b>Definition</b>
<b>Coordination</b>	In the context of Coordination of the Implementation of Population Policy and Programme, it refers to a process of working together to harmonize operations to ensure the minimization of duplication of efforts, over-concentration of resources in some locations and wastage
<b>Strategy</b>	In the context of implementation of Population Policy and Programme is a plan/guide for ensuring stakeholders are harmonizing their operations by working together to ensure the minimization of duplication of efforts, over-concentration of resources in some locations and wastage
<b>Stakeholder</b>	State and Non State Actor(s) or organization or individual who has a role to play in the implementation of the Population Policy and Programme
<b>Development Partner</b>	An organization working in partnership with national and local government bodies to provide development assistance in various forms
<b>Plan of Action</b>	Plan of action is a guide that contains enough detail to achieve a project or programme objective or goal. It generally includes steps, milestones, and measures of progress, as well as responsibilities, specific assignments, and a time line.

## CHAPTER 1: INTRODUCTION

### 1.1 Overview of the Population Policy and Programme Implementation

Population issues have remained major concerns in Kenya despite the fact that it was the first country in sub-Saharan Africa to establish a National Family Planning Programme in 1967.

Kenya's demographic indicators have improved over the years, however, this improvement is yet to fully realise the goal and objectives of the PPND. The rate of population growth has stagnated at 2.9 per cent per year for the last twenty years partly attributed to a high fertility rate which although has started to decline in the recent years, is still high estimated at an average of four children per woman in 2014.

It took the country more than thirty years since 1984 to increase Contraceptive Prevalence Rate (CPR) from 17 per cent to 58 per cent in 2014. The levels of infant and child mortality rates are quite high at 39 and 52 deaths per 1,000 live births respectively despite a substantial decrease of over 30 per cent since 2003. Moreover, the level of Maternal Mortality Ratio (MMR) has remained high at 362 deaths per 100,000 live births recorded in 2014 Kenya Demographic and Health Survey (KDHS).

In 1982, NCPD now a semi-autonomous government agency in the National Treasury and Planning was established. The Council is responsible for advising the government on population matters and coordinating the implementation of population policy and programmes in Kenya. NCPD is also a focal point for advisory and coordination of all matters relating to population and development in the country. According to the PPND and the Legal Notice Number 120 contained in the Kenya Gazette Supplement Number 68 of 29<sup>th</sup> October 2004, NCPD was established to undertake the following functions:

1. To analyze population issues and develop policies relating to population.
2. To provide leadership and mobilize support for population programmes, including coordination and implementation by different organizations.
3. To assess the impact of population programmes and make recommendations arising from such assessments.
4. To assist other organizations in dealing with population issues.
5. To identify and advise on population issues that may not be adequately or appropriately dealt with by the government.

To advocate for political and other support to address population issues.



In a bid to improve the status of Population and Demographic Indicators, Kenya has formulated and implemented a number of Population Policies inter-alia Population Policy guidelines (Sessional Paper No. 4 of 1984), Population Policy for Sustainable Development (Sessional Paper No. 1 of 2000) and Population Policy for National Development (Sessional Paper No. 3 of 2012) together with Plans of Action to guide implementation of the population programme in the country. These policies and Action Plans have articulated the multi-sectoral approach and the complementary role of various sectoral policies and strategies in guiding the implementation of the identified population concerns in each sector.

Provision of leadership and mobilization of support for population programmes, including coordination and implementation by different organizations is one of the key mandate of the NCPD. According to Kalasa (2002), "the purpose of coordination is to ensure the minimization of duplication of efforts or activities or over-concentration of activities in one area, or 'wastage of resources'".

Coordination in the context of NCPD mandate therefore entails bringing together various organizations implementing population and development programme in order to ensure harmony in their operations, minimize duplication of efforts, over-concentration of resources in some areas, and wastage of resources with an aim of achieving the goal and objectives of the PPND. However, inadequate coordination mechanism has hampered effective coordination of the implementation of the previous and current Population Policies in Kenya by the NCPD.

## **1.2 Objectives of the Coordination Strategy**

The main objective of this Coordination Strategy is to provide a guideline for bringing population stakeholders together in order to minimize duplication of efforts and enhance efficient use of resources in the implementation of population policy and programme in Kenya.

The Specific Objectives are:

1. To enhance effective and efficient collaboration in the implementation of Population Policy and programmes among players in population and development field at national and county level
2. To provide necessary guidance and expertise in the implementation of PPND and ensure linkages among different players so that they become more mutually reinforcing at national and county level

3. To enhance collaboration with relevant institutions to compile, analyze and disseminate population data to stakeholders and the general public at national and county level
4. To sensitize, advocate and create awareness on the implementation of the PPND at all levels
5. To mobilize and enhance efficient use of resources for implementation of population policies and programmes at all levels

### **1.3 Justification of the Coordination Strategy**

The NCPD has been coordinating the implementation of population policy and programme undertaken by various stakeholders at both national and county level since its establishment in 1982. However, a clear guidance on coordination mechanism been lacking resulting into duplication of efforts by various stakeholders, inefficient use of resources and overconcentration of activities in some areas.

This coordination strategy will provide guidance to NCPD and population stakeholders in the coordination of the implementation of population policy and programme, including collaboration and linkages between themselves. It emphasizes that Coordination is not synonymous with control and does not necessarily mean putting in place vertical structures; it goes beyond that by fostering horizontal collaboration as well.

The strategy will provide a clear guidance on coordination of the implementation of population policy and programme and enhance efficiency, effectiveness and facilitate minimization of duplication of efforts by various stakeholders in Kenya.

### **1.4 Strategy Development Process**

The development of this coordination strategy involved a review of relevant documents, study and analysis of existing coordination mechanisms by NCPD, MDA's and development partners. Further, inputs by NCPD staff and stakeholders were incorporated in the Strategy.

The documents which were reviewed include the NCPD Strategic Plan 2018-2022, Population, Urbanization and Housing Sector Plan (MTP III 2018-2022); Gok/UNFPA 9<sup>th</sup> Country Programme Document and its Project Management Guidance, 2018-2022; Population Policy for National Development (Sessional Paper Number 3 of 2012); NCPD M&E Plan 2018-2022 and the NCPD's Advocacy and Public Engagement Strategy for Sustainable Development 2018 – 2022.

Validation of the Strategy was provided by the NCPD SMT as well as stakeholders during the Population Stakeholders Meeting. The validation provided valuable inputs which enriched the Strategy.

### **1.5 Organization of the Strategy**

The Strategy has four chapters. Chapter 1 gives an overview of population policy and programme implementation, key achievements and a definition of Coordination. It also provides a justification for the development of the Strategy and the methods used to develop it. It also presents how the strategy is organized.

Chapter 2 reviews the current efforts in undertaking the coordination of population and development activities by NCPD.

Chapter 3 focuses on the coordination strategies at national, regional and international levels that NCPD should pursue in order to realize the goal and objectives of the Population Policy for National Development (Sessional Paper Number 3 of 2012). It also provides details on the role of NCPD and various population stakeholders in the coordination of population policy and programme in Kenya.

Chapter 4 focuses on the implementation, monitoring and evaluation of the strategy and the resources required for implementing each strategy.

The strategy provides guidance to NCPD and the population stakeholders in the coordination of implementation of population and development activities, including collaboration and linkages between themselves. It aims to enhance efficiency and effectiveness in the implementation of the population activities and minimize duplication of efforts among various stakeholders in Kenya.

## **CHAPTER 2: CURRENT COORDINATION STATUS**

### **2.1 Global, Regional and National Population Programme**

NCPD participates in global, regional and national population and development events and convenes population stakeholders' pre and post briefing meetings to receive views and share outcomes regarding these events respectively.

Some of these events include, the United Nation Commission for Population and Development (UNCPD), Partners in Population and Development (PPD), Africa Population Experts Committee (APEC), Demographic Dividend (DD), Addis Ababa Declaration on Population and Development, Family Planning (FP) 2020 and International Conference for Population and Development (ICPD).

NCPD coordinates implementation of national commitments to global and regional population and development issues including ICPD PoA, PPD declarations, Addis Ababa Declaration on Population and Development, FP2020 among others. This entails tracking and documenting the commitments and holding fora to share with stakeholders on the progress made.

### **2.2 Implementation of National Population Policy and Programme**

The NCPD has provided leadership in the development of policy and strategy documents including PPND, PoA to implement PPND, 2015 Adolescent and Youth Sexual Reproductive Health (AYSRH) Policy and its PoA. It has also provided leadership in the review of progress made in the implementation of ICPD PoA. This is achieved through coordination of implementation of population policy and programme and building partnerships with implementing partners, government ministries and departments, County government and research institutions involved in population and development activities.

In addition, NCPD develops the annual State of Kenya Population Report which documents the government's efforts in tackling population and development issues and challenges. This report is disseminated at national and county level fora to inform policy and programme.

Further, the Council convenes quarterly stakeholder coordination meetings and bi-annual Inter-Ministerial Policy Steering Committee (IPSC) meetings both at national and county levels. These meetings are used to mobilize support for the Population Programme, share experiences as well as lessons learnt

in policy and programme implementation. A data base on population and development stakeholders which is updated continuously, has also been developed to keep track on the level of engagement with the respective stakeholders.

The Council also promotes integrated approaches in programme implementation using the Population, Health and Environment (PHE) Model through national inter-ministerial policy steering committee and Kenya PHE Network.

### **2.3 Research and policy Analysis of Population Issues**

NCPD brings together and collaborates with various population stakeholders including Ministries Departments and Agencies (MDAs), County governments, the Council of Governors (CoGs), development partners, NGOs, Private sector, and institutions of higher learning to undertake national research, surveys and develop strategies on population and development issues. Through this coordination and collaboration, NCPD has been able to undertake various research and policy analysis activities on population issues in Kenya to inform policy formulation and programming. These include:

- i. National Adolescents and Youth Survey (NAYS) in 2015 with an aim of identifying key health, education, economic and governance issues at county level that adversely affect the youth and which therefore need to be addressed for the country to harness the demographic dividend.
- ii. Development of the National Demographic Dividend Roadmap in May 2016. This roadmap provide an outline of specific interventions in the health, education, economic and governance sectors that need to be implemented for Kenya to move toward the attainment of a demographic dividend.
- iii. Undertaking of an analysis of the implementation and effectiveness of the Kenya's Population Policy for National Development with Kenya Institute of Public Policy Research and Analysis (KIPPRA) in 2014-2015. The results of this analysis will be used to inform the next round of the population policy review.
- iv. Modeling of Kenya's potential to achieve a demographic dividend in 2013-2014 with various MDAs, NGOs, and institutions of higher learning supported by USAID.
- v. Health Facility Assessments such as the 2018 Kenya Service Provision Assessment and Service Delivery Indicators survey which that was carried out through NCPD coordination with financial support from USAID and the World Bank.

This coordination strategy will therefore provide a clear guideline which has been lacking to facilitate proper coordination in undertaking national research, surveys and development of strategies on population and development issues by NCPD.

## **2.4 Advocacy, Communication and Public Engagement on Population and Development Issues**

NCPD is mandated to advocate for population and development concerns at county, national, regional and international levels. The council also provides leadership in creating awareness and engaging the public on population issues. Advocacy, Behaviour Change Communication (BCC) and public education programmes are envisaged in the PPND as being important in creating demand for family planning and reproductive health services and seeking support for population and development agenda, commitments, priorities, political support, legislation and policy implementation.

The NCPD's Advocacy and Public Engagement Strategy for Sustainable Development 2018 – 2022 provides a framework for the roles of population programme implementers and NCPD for implementation and coordination of population policy and programme in Kenya.

In order to enhance advocacy for support of population and development programmes, NCPD has established strategic networks at national and county levels. The Council has also increased public awareness through media engagement, strategic partnerships, population champions and events. The mobilization of support for population policies and programmes is through a multi-sectoral approach which involves bringing together various stakeholders to deliberate and make decisions on issues of population concerns in Kenya.

## **2.5 CHALLENGES**

NCPD has faced number of challenges in its endeavor to coordinate the implementation of the population policy and programme in Kenya. These challenges include:

- i. Inadequate understanding by various stakeholders on the role of NCPD in national development planning. Consequently, decisions on population issues are often made without consultation with NCPD.
- ii. NCPD was established under a Legal Notice 120 of October 2004 but not an Act of parliament. This gives NCPD limited powers to enforce compliance on reporting on the implementation of population programme implemented by various stakeholders in Kenya.
- iii. Inadequate coordination mechanisms for the implementation of population policy and programme. This has been caused by lack of a clear documented guideline detailing how the implementation of the population policy and programme should be carried out both at national and county level.

- iv. Inadequate staffing levels especially at the county level due to inadequate budgetary allocation. This has negatively affected the visibility of NCPD particularly in the counties where NCPD is not represented.

## **2.6 LESSONS LEARNT**

NCPD has learnt a number of lessons since its establishment in 1982 regarding the coordination of the implementation of population policy and programme in Kenya. These lessons include:

- i. Many population stakeholders are supportive of the role of NCPD in the coordination of the implementation of population policy and programme in Kenya. This is demonstrated by the large number of representatives from various stakeholders who participate in various meetings and forums convened by NCPD on population issues both at national and county level.
- ii. Lack of clear coordination mechanisms for the implementation of population policy and programme has resulted into duplication of efforts, overconcentration of activities in some areas and wastage of resources by various stakeholders both at national and county level.
- iii. Many stakeholders have resources to support NCPD coordination of the implementation of population policy and programme both at national and county level.
- iv. Many stakeholders have inadequate understanding on the role of NCPD in national development planning. Consequently, implementation of population programmes are often carried out without the involvement of NCPD.

## **CHAPTER 3: COORDINATION STRATEGIES**

In order to have an effective and efficient coordination of population policy and programme in Kenya, the following strategies will be undertaken;

### **3.1.1 Scale up Inter-Ministerial Policy Steering Committee (IPSC) Meetings at National and County levels.**

The NCPD will play an oversight role for the implementation of the PPND at both National and County level. The implementation of the PPND requires a multi-sectoral approach and the complementary role of various sectoral policies and strategies in guiding the implementation of the identified population concerns in each sector in the country. Consequently, NCPD will establish IPSCs at National and county level whose mandate is to play both an oversight and an advocacy role and employ participatory approaches in its population sector interventions in national and county development activities. The Committees will also be mandated to provide an opportunity for scaling up the implementation of the population and development programme at national and county level and hence facilitate the realization of the goals and objectives of the PPND.

The committees' membership will be drawn from MDAs that implement population and related projects and programmes with NCPD serving as the secretariat at both National and County level. The Chief Officer in-charge of Planning serves as the Chair at County level while the Chair at National level is the Principal Secretary (PS) in charge of Planning.

### **3.1.2 Hold Annual Population Programme Implementers Coordination Review Meetings at National and County Levels**

The NCPD will coordinate Population Programme Implementers Review Meetings/ Conferences on an annual basis at National and County levels. These review meetings will provide an opportunity for population programme implementers to share experiences/best practices, challenges, lessons learnt and make recommendations on the implementation of population policies and programme.

For effective coordination and engagement of these implementers, NCPD will maintain and regularly update a population stakeholder data base which will be accessible by any interested party from any part of the world.

### **3.1.3 Establish and hold Multi-Sectoral Population Programme Coordination Committee and TWGs meetings at National and County levels**

The NCPD will establish a Multi-Sectoral Population Programme Coordination Committees at National and County Level. The committee will comprise of relevant Ministries,



Departments and Agencies (MDAs) drawn from both the national and County governments. This committee will play both an oversight and advocacy role and ensure mainstreaming of population issues in development planning at the National and County levels.

In addition, the existing Technical Working Groups (TWGs) will be strengthened and others established comprising of relevant State and Non state actors on specific issues of population and development concerns at both national and county level. Some of the established TWGs include the National FP Advocacy TWG, Inter-Ministerial Adolescent Health TWG, County Advocacy TWG and PHE TWG.

National and County Multi-Sectoral Population Programme Coordination Committee and TWGs will both hold their meetings on bi-annual basis to deliberate on relevant specific issues of concern regarding population and development.

Recommendations emanating from these TWGs will be presented to national and county Multi-Sectoral Population Programme Coordination Committees for decision making.

### **3.1.4 Enhance Population Stakeholders’ Participation in National, Regional and International Conferences, Meetings and Fora**

NCPD will play a key role of coordinating population and development stakeholders’ participation in national, regional and international conferences and fora. Through the national and county population implementers meetings and fora, NCPD will identify and create linkages among partners towards the implementation of the PPND and progress towards achieving its targets. NCPD will consolidate and harmonize national, regional and global commitments on population and development agenda and report on the country’s position and progress towards achieving agreed development goals.

## **3.2 Role of Population Stakeholders in the Implementation of Coordination Strategy**

Population and Development Programme stakeholders will play various roles in order to achieve the objectives of the Coordination Strategy. NCPD will play a fundamental role in advising the government and population stakeholders on Population matters. The roles of various stakeholders in implementing this strategy are summarized in Table 1 below:

**Table 1: Roles of Population and Development Stakeholders**

<b>Strategy</b>	<b>Stakeholder (s)</b>	<b>Role of the stakeholder (s)</b>
Scale up Inter-Ministerial Policy Steering	NCPD	<ul style="list-style-type: none"> <li>▪ Establish and convene National and County Policy Inter-ministerial committee meetings</li> <li>▪ Secretariat at national and county levels</li> </ul>

Committees meetings at national and county levels		<ul style="list-style-type: none"> <li>▪ Document, follow up and provide feedback on meetings resolutions/recommendations for decision making</li> </ul>
	MDAs	<ul style="list-style-type: none"> <li>▪ Implement meetings resolutions/recommendations in their policies and plans</li> <li>▪ Mobilise resources to implement relevant recommendations arising from the meetings</li> <li>▪ Ensure that their activities are in line with PPND</li> <li>▪ Provide reports regularly to NCPD in an agreed format for monitoring of the national population and programme implementation</li> <li>▪ Document and share achievements, challenges, lessons learnt and best practices emanating from the implementation of population and development interventions in their sectors</li> </ul>
Hold Annual Population Programme implementers coordination review meetings at national and county levels	NCPD	<ul style="list-style-type: none"> <li>▪ Convene the Annual Population Programme implementers coordination review meetings at national and county level</li> <li>▪ Chair and Secretariat</li> <li>▪ Facilitate regular meetings for reviewing and sharing experiences on population programme implementation</li> <li>▪ Share experiences, challenges and lessons learnt in the coordination of the implementation of the population policy and programme at national and county level</li> <li>▪ Document, follow up and provide feedback on meetings resolutions/recommendations for decision making</li> <li>▪ Mapping, updating and availing population stakeholders' data base</li> <li>▪ Maintain user friendly online population stakeholders' data base</li> <li>▪ Disseminate the data base to stakeholders to enhance utilization</li> <li>▪ Utilize the population stakeholders data base to enhance collaboration and networking</li> </ul>
	Population Programme implementers	<ul style="list-style-type: none"> <li>▪ Share experiences, challenges and lessons learnt in the implementation of the population projects and programme</li> <li>▪ Implement the recommendations arising from the review meetings</li> <li>▪ Ensure that their activities are in line with government policies, strategies and plans</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Provide requisite information on their contacts, projects and programmes</li> <li>▪ Collaborate and network with NCPD in Population programme implementation</li> <li>▪ Timely updates on changes in their contacts, projects and programmes</li> </ul>
Establish and hold Multi-Sectoral Population Programme Coordination Committee and TWGs meetings at National and County levels	NCPD	<ul style="list-style-type: none"> <li>▪ Establish and hold Multi-Sectoral Population Programme Coordination Committee and TWGs meetings at National and County levels</li> <li>▪ Secretariat at national and county levels</li> <li>▪ Document, follow up and provide feedback on meetings resolutions/recommendations for decision making</li> </ul>
	State and Non-State Actors	<ul style="list-style-type: none"> <li>▪ Implement meetings resolutions/recommendations in their policies, plans and programmes</li> <li>▪ Mobilise resources to implement relevant recommendations arising from the meetings</li> <li>▪ Ensure that their activities are in line with PPND</li> <li>▪ Provide reports regularly to NCPD in an agreed format for monitoring of the national population and programme implementation</li> <li>▪ Document and share achievements, challenges, lessons learnt and best practices emanating from the implementation of population and development interventions in their sectors</li> </ul>
Enhance Population stakeholders' participation in national, regional and international conferences/meetings/fora	NCPD	<ul style="list-style-type: none"> <li>▪ Provide guidance on participation in national, regional and international conferences/meetings/fora</li> <li>▪ Identify, invite and convene pre and post meetings/conferences/fora of relevant stakeholders on population and development</li> <li>▪ Secretariat at national and county levels</li> <li>▪ Document, follow up and provide feedback on meetings resolutions/recommendations for decision making</li> </ul>
	Stakeholders	<ul style="list-style-type: none"> <li>▪ Implement meetings resolutions/recommendations in their activities</li> <li>▪ Mobilise resources to implement relevant recommendations arising from the meetings</li> <li>▪ Ensure that their activities are in line with government policies, strategies and plans</li> <li>▪ Provide reports regularly to NCPD in an agreed format for monitoring of the national population and programme implementation</li> </ul>

## CHAPTER 4: IMPLEMENTATION MATRIX – 2018-2022

Strategy 1: Scale up inter-Ministerial Policy Steering Committees meetings at national and county levels	Outcome	Activities	Expected Output	Output Indicators	Target for 5 years	Frequency	Target					Budget (Millions)					Responsibility
							Y 1	Y 2	Y 3	Y 4	Y 5	Y 1	Y 2	Y 3	Y 4	Y 5	
	Improved implementation of population policy and programme at national and county level	Hold Inter – Ministerial Policy Steering Committee Meetings	National and county inter-Ministerial Policy Steering Committee meetings held	Number of National and County meetings	10 national and 152 county meetings	Bi-annual	12	13	42	46	49	12	24	54	56	58	PC
Strategy 2: Hold Annual Population Programme implementers coordination review meetings at National and County level	Efficient and effective Coordination of the implementation of population programme	Hold national review meetings	National Population programme implementers review meetings held	Number of reports/minutes	5	Annual	1	1	1	1	1	30	30	30	30	30	PC
		Hold County review meetings	County Population programme implementers review meetings held	Number of reports/minutes	55	Annual	11	11	11	11	11	25	25	25	25	25	PC

<b>Strategy 3: Establish and hold Multi-Sectoral Population Programme Coordination Committee and TWGs at national and county level</b>	Improved Coordination of the implementation of population policy and programme at national and county level	Hold a National and county Multi-Sectoral Population Programme Coordination Committee and TWGs meetings	National Multi-Sectoral Population Programme Coordination Committee and TWGs meetings held	National Multi-Sectoral Population Programme Coordination Committee and TWGs meeting reports/Minutes	37	Bi-annual	-	1	12	12	12	-	10	16	18	20	PC
		Hold County TWG meetings	County Multi-Sectoral Population Programme Coordination Committee and TWGs meetings held	County Multi-Sectoral Population Programme Coordination Committee and TWGs meeting reports/minutes	72	Bi-Annual	-	-	24	24	24	-	-	40	40	40	PC
<b>Strategy 4: Enhance population stakeholders' participation in national, regional and international conferences,</b>	Efficient and effective stakeholders' participation in national, regional and international confer	Hold stakeholders' meetings/conferences/forums/population and development	Stakeholders' meetings/conferences/forums/population and development held	Number of reports/minutes	5	Annual	1	1	1	1	1	03	06	09	09	03	PC

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## CHAPTER 5: MONITORING AND EVALUATION FRAMEWORK

Strategy	Outcome	Output	Key Performance Indicator	Baseline	Target	
					Mid-Term Period Target	End of Plan Period Target
<b>Strategy 1: Scale up inter-Ministerial Policy Steering Committees meetings at national and county levels</b>	Improved implementation of population policy and programme at national and county level	National and county inter-Ministerial Policy Steering Committee meetings held	Number of National and County meetings	12	61	122
<b>Strategy 2: Hold Annual Population Programme implementers coordination review meetings at National and County level</b>	Efficient and effective Coordination of the implementation of population programme	National Population programme implementers review meetings held	Number of reports/minutes	1	3	5
		County Population programme implementers review meetings held	Number of reports/minutes	11	23	55
<b>Strategy 3: Establish and hold Multi-Sectoral Population Programme Coordination Committee and TWGs at national and county level</b>	Improved Coordination of the implementation of population policy and programme at national and county level	National Multi-Sectoral Population Programme Coordination Committee and TWGs meetings held	National Multi-Sectoral Population Programme Coordination Committee and TWGs meeting reports/Minutes	1	17	33
		County Multi-Sectoral Population Programme Coordination Committee and	County Multi-Sectoral Population Programme Coordination Committee and	22	2,137	4274

		Committee and TWGs meeting TWG meetings held	TWGs meeting reports/minutes			
<b>Strategy 4: Enhance population stakeholders' participation in national, regional and international conferences, meetings and fora</b>	Efficient and effective stakeholders' participation in national, regional and international conference/fora <b>Outcome</b>	Stakeholders' meetings/conferences/fora on population and development held	Number of reports/minutes	1	3	5

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