



# NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT



## STRATEGIC PLAN 2023-2027



Our Population, Our Prosperity, Our Responsibility

# **NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT**

## **STRATEGIC PLAN 2023-2027**

### **Vision**

A well-managed population for a prosperous Kenya.

### **Mission**

To provide Leadership in Population Policy Management for improved well-being of all Kenyans.

### **Core Values**

Teamwork  
Professionalism  
Integrity  
Innovation  
Inclusiveness

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# FOREWORD

This is the Fourth Strategic Plan developed by the National Council for Population and Development (NCPD) after becoming a Semi-Autonomous Government Agency (SAGA) in 2004. It builds on the lessons learnt from the Previous Strategic Plan (2018-2022), challenges experienced, performance gaps and emerging issues in national development.

Kenya's rapid population growth, was identified as an impediment for the realization of national development aspirations as identified by the Sessional Paper Number 10 of 1965 on African Socialism and its Application to Planning in Kenya. Since then, rapid population growth has remained an issue of concern among demographers and economic planners.

The Government is implementing the Fourth Medium Term Plan (MTP IV), 2023-2027, whose theme is: *Bottom-Up Economic Transformation Agenda for Inclusive Growth* (BETA) with the objective of realizing accelerated socio-economic transformation to a more competitive, inclusive and resilient economy. The Plan (BETA) prioritizes implementation of value chains in agriculture; micro, small and medium enterprise economy; housing and settlement; healthcare; digital superhighway and creative economy as core pillars. NCPD makes an enormous contribution towards the realization of the Kenya Government's development aspirations since quality population is a pre-requisite for national development.

The Council's Strategic Plan will serve as a results-based management tool for good corporate governance, institutional efficiency and effective delivery of services. This Strategic Plan has identified and prioritized programmes, projects and activities that are in tandem with the Council's mandate and are essential for the implementation of the Fourth Medium Term Plan of the Kenya Vision 2030, the Bottom-Up Economic Transformation Agenda, East Africa Community Vision, African Union Agenda 2063, United Nations Agenda 2030 for Sustainable Development and other relevant international, regional and national protocols and sector initiatives.

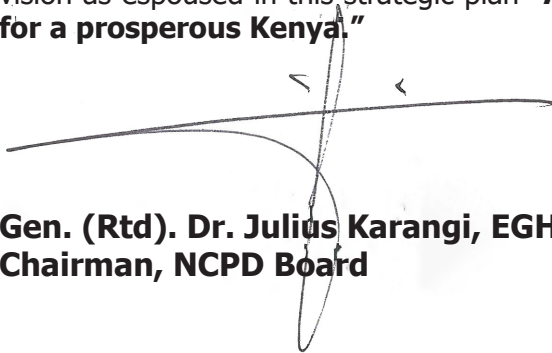
The Plan development was done in a participatory manner in line with the Council's vision, mission and core values and the revised guidelines for preparation of Fifth generation strategic plans issued by the State Department for Economic Planning. The Plan is a culmination of extensive collaboration and incorporation of feedback from both internal and external stakeholders, and seeks to re-orient the strategic direction for NCPD.

The Council is mandated through the Gazette Notice No. 120 of 2004 to coordinate population policy management. Increased population policy coordination, research, advisory, advocacy, public education, provision of technical assistance on population and development issues, and institutional strengthening is pivotal to improving the well-being of Kenyans.

The Board of NCPD is committed to ensure a conducive environment and mobilize adequate resources for the implementation of this Strategic Plan. The implementation of this Plan is a collective effort spearheaded by the Board, management, and all staff in the Council as well as the stakeholders.

The Functional Areas have deliberately been identified to realize core mandate and priorities of the council over the period. The technical directorates are expected to develop annual work plans and performance reports. The Council envisages a closer collaboration and consultations with the stakeholders.

Finally, this Strategic Plan will guide assessment, measurement of performance and achievement of results during the Plan Period. I implore all staff, stakeholders and Kenyans to join us in an effort to achieve the vision as espoused in this strategic plan **“A well-managed population for a prosperous Kenya.”**



**Gen. (Rtd). Dr. Julius Karangi, EGH, CBS  
Chairman, NCPD Board**

# PREFACE AND ACKNOWLEDGEMENT

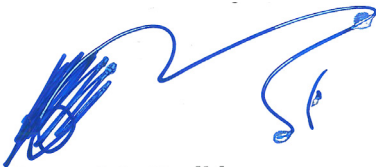
This Strategic Plan for the National Council for Population and Development (NCPD) covers the period 2023-2027. The Plan has been developed in accordance with the mandate and functions of the Council as spelt out in Legal Notice No. 120 of October 29, 2004 and the State Department for Economic Planning guidelines on development of strategic plans.

The Strategic Plan focuses on four (4) key result areas namely, population policy and programme implementation; population research and analysis; population advocacy and public education; and institutional strengthening. The Plan, therefore, articulates the strategic goals, objectives and strategies critical for delivery of defined core functions and mandate.

The Strategic Plan incorporated an implementation framework to ensure accountability, efficient and effective delivery of the Council's mandate. A Monitoring, Evaluation and Learning Framework has been provided that will be used to assess progress towards the planned outputs during the Plan period. The Framework will be strengthened by involving all stakeholders, making timely adjustments and corrective actions to improve implementation, incorporating lessons learnt, and using reports for informed decision making.

Special appreciation goes to the Board for their leadership and provision of strategic direction in the development of this Plan. I would also want to acknowledge the Senior Management Team and the Council's staff for their dedication and commitment towards the development of this Strategic Plan. In addition, the Council appreciates the invaluable support and contribution of stakeholders in the process.

The Council acknowledges the key role played by all development and implementation partners on population programmes and projects as well as their unwavering support and collaboration towards the development of the Plan. I wish to make a rallying call to our partners and stakeholders for collaborative effort with NCPD in building synergies necessary for the implementation of the strategic plan.



**Dr. Mohamed A. Sheikh**  
**Director General, NCPD**

# TABLE CONTENTS

FOREWORD.....	III
PREFACE AND ACKNOWLEDGEMENT.....	V
TABLE CONTENTS.....	VI
LIST OF TABLES.....	IX
LIST OF FIGURES.....	IX
DEFINITION OF CONCEPTS AND TERMS.....	X
ABBREVIATIONS AND ACRONYMS.....	XIII
EXECUTIVE SUMMARY.....	XV
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.0 Overview.....	1
1.1 Strategy as an imperative for NCPD’s Success.....	1
1.2 The Context of Strategic Planning.....	1
1.2.1 United Nations 2030 Agenda for Sustainable Development.....	2
1.2.2 African Union Agenda 2063.....	2
1.2.3 East Africa Community Vision 2050.....	3
1.2.4 Constitution of Kenya.....	4
1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan (MTP IV) (2023- 2027).....	5
1.2.6 Sector Policies and Laws.....	6
1.3 The History of National Council for Population and Development.....	7
1.4 Methodology of Developing the Strategic Plan.....	8
<b>CHAPTER TWO: STRATEGIC DIRECTION.....</b>	<b>9</b>
2.0 Overview.....	9
2.1 Mandate of NCPD.....	9
2.2 Vision Statement.....	9
2.3 Mission Statement.....	9
2.4 Strategic Goals.....	10
2.5 Core Values.....	10
2.6 Quality Policy Statement.....	10

<b>CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSES</b>	<b>11</b>
3.1 Overview.....	11
3.2 Situational Analysis.....	11
3.2.1 External Environment .....	11
3.2.1.3 Summary of Opportunities and Threats.....	15
3.2.2 Internal Environment.....	17
3.2.2.4 Summary of Strengths and Weaknesses.....	17
3.2.3 Analysis of Past Performance.....	19
3.3 Stakeholder Analysis.....	23
<b>CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS.....</b>	<b>29</b>
4.0 Overview.....	29
4.1 Strategic Issues.....	29
4.2 Strategic Goals.....	30
4.3 Key Result Areas.....	30
<b>CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES....</b>	<b>33</b>
5.0 Overview.....	33
5.1 Strategic Objectives .....	33
5.2 Strategic Choices.....	37
<b>CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK.....</b>	<b>39</b>
6.0 Overview.....	39
6.1 Implementation Plan.....	39
6.1.1 Action plan.....	39
6.1.2 Annual Work Plan and Budget.....	39
6.1.3 Performance Contracting.....	39
6.2 Coordination Framework.....	40
6.2.1 Institutional Framework.....	40
6.2.2 Staff Establishment, Skills Set and Competence Development.....	44
6.2.3 Leadership.....	50
6.2.4 Systems and Procedures.....	51
6.3 Risk Management Framework.....	52



<b>CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES.....</b>	<b>55</b>
7.0 Overview.....	55
7.1 Financial Requirements.....	55
7.2 Resource Mobilization Strategies.....	56
7.3 Resource Management Strategies.....	56
<b>CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK.....</b>	<b>58</b>
8.0 Overview.....	58
8.1 Monitoring Framework.....	58
8.2 Performance Standards.....	58
8.3 Evaluation Framework.....	59
8.3.1 Mid-Term Evaluation.....	60
8.3.2 End-Term Evaluation.....	60
8.4 Reporting Framework and Feedback Mechanism.....	60
<b>ANNEXES.....</b>	<b>61</b>
Annex I: Implementation Matrix.....	61
Annex II: Financial Year 2023/24 Annual Work plan.....	79
Annex III: Reporting Templates.....	80

## LIST OF TABLES

Table 3.1: Summary of Opportunities and Threats.....	15
Table 3.2: Summary of Strengths and Weaknesses.....	18
Table 3.3: Stakeholder Analysis.....	23
Table 4.1: Strategic Issues, Goals and Key Result Areas.....	32
Table 5.1: Outcomes Annual Projections.....	34
Table 5.2: Strategic Objectives and Strategies.....	37
Table 6.1: Staff Establishment.....	44
Table 6.2: Skills Set and Competence Development.....	48
Table 6.3: Strategic Theme Teams.....	51
Table 6.4: Risk Management Framework.....	53
Table 7.1: Financial Requirements for implementing the Strategic Plan..	55
Table 7.2: Resource Gaps.....	56
Table 8.1: Outcome Performance Matrix.....	59

## LIST OF FIGURES

Figure 6.1: Organization Structure.....	43
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## DEFINITION OF CONCEPTS AND TERMS

**Ageing Population:** A population whose proportion of older people (aged over 65 years) is increasing.

**Business Continuity:** A business's/organization's level of readiness to maintain critical functions after an emergency or disruption.

**Business process reengineering:** The process of radical redesigning of core functions of an organization to achieve dramatic improvements in productivity, cycle times and quality.

**Coordination:** The process of organizing people or groups so that they work together properly and well for effective results.

**Demographic Dividend:** The accelerated economic growth that is achieved through a reduction in the population growth rate coupled with strategic investments in the health, education, and economic opportunities for the population.

**Disaggregated data:** The separation of compiled information into smaller units to expound underlying trends and pattern.

**Humanitarian issues:** Events that are threatening in terms of health, safety or well-being of a community or large group of people.

**Life expectancy:** The number of years a person is expected to live at birth.

**Maternal mortality ratio:** The average number of women who die due to complications from pregnancy or childbirth during a given period per 100,000 live births.

**Migrant:** A person who has moved voluntarily or involuntarily across an international border or within a State away from their usual place of residence for an extended period of time.

**Migration:** The movement of a person or people from one country, locality or place of residence to settle in another.

**Morbidity rate:** The rate at which a disease or illness occurs in a population and can be used to determine the health of a population and its healthcare needs.

**Mortality rate:** The relative frequency of deaths in a specific population during a specified time.

**Non-communicable diseases (NCDs):** Diseases that are not infectious but are genetic, hereditary or caused by behavioral factors.

**Organizational Culture:** Is the collection of values, expectations, and practices that guide and inform the actions of all employees.

People centered: Focusing on the needs of each person to provide a highly customized type of support.

**Policy analysis:** The examination and evaluation of available policy options to address various economic, social or other public issues.

**Population Data:** Data associated with interlinkages between fertility, morbidity, mortality, migration and other associated factors such as environment.

**Population growth:** The increase in the number of people in a population or dispersed group.

**Population issues:** Issues that relate to, arise from, or influence fertility, mortality and migration; and other issues that relate to population and development.

**Population Management:** An approach or practice of development and implementation of policies that enhance matching population growth with available resources

**Population momentum:** A situation that occurs when a country's fertility rate declines to or below replacement level (2.1 children per woman), because it is not only the number of children per woman that determine population growth, but also the number of women in reproductive age.

**Population programme:** Interventions and projects addressing fertility, mortality, migration and their interlinkages with development.

**Quality of life:** Desirable characteristics that include high standard of living, good health and economic wellbeing.

**Risk analysis:** Is a proven way of identifying and assessing factors that could negatively impact the success of a program and providing for risk management.

**Teenage pregnancy/Adolescent pregnancy:** The occurrence of pregnancy among girls aged 10 to 19.

**Total fertility rate:** The average number of children born alive to women during their reproductive age (15-49 years).

**Unmet need for family planning:** The proportion of women of childbearing age wishing to delay or stop pregnancy but are not using any contraception.

**Well-being:** The state of being comfortable, healthy or happy.

**Youthful population:** A population with a high proportion of persons aged 15 – 34.

# ABBREVIATIONS AND ACRONYMS

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>CBO</b>	Community Based Organization
<b>CIDPs</b>	County Integrated Development Plans
<b>CTWG</b>	County Technical Working Groups
<b>CoE</b>	Centre of Excellence
<b>DSA</b>	Drug and Substance Abuse
<b>EDRMS</b>	Electronic Document and Records Management System
<b>ERP</b>	Enterprise Resource Planning
<b>FBO</b>	Faith Based Organization
<b>FP</b>	Family Planning
<b>GBV</b>	Gender Based Violence
<b>GOK</b>	Government of Kenya
<b>HIV</b>	Human Immunodeficiency Virus
<b>ICPD</b>	International Conference on Population and Development
<b>ICT</b>	Information and Communication Technology
<b>ISMS</b>	Information Security Management Systems
<b>KDHS</b>	Kenya Demographic and Health Survey
<b>KENPHIA</b>	Kenya Population-based HIV Impact Assessment
<b>KPPSD</b>	Kenya Population Policy for Sustainable Development
<b>KRAs</b>	Key Result Areas
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDACs</b>	Ministries, Departments, Agencies and Counties
<b>NCAPD</b>	National Coordinating Agency for Population and Development
<b>NCDs</b>	Non-Communicable Diseases

<b>NCPD</b>	National Council for Population and Development
<b>NGAOs</b>	National Government Administration Officers
<b>NGO</b>	Non-Governmental Organization
<b>NPPSD</b>	National Population Policy for Sustainable Development
<b>PACE</b>	Policy, Advocacy, and Communication Enhanced
<b>P&amp;D</b>	Population and Development
<b>PHE</b>	Population Health and Environment
<b>PoA</b>	Programme of Action
<b>PPND</b>	Population Policy for National Development
<b>PRB</b>	Population Reference Bureau Policy,
<b>QMS</b>	Quality Management Systems
<b>SAGA</b>	Semi-Autonomous Government Agency
<b>SDGs</b>	Sustainable Development Goals
<b>SFDRR</b>	Sendai Framework for Disaster Risk Reduction
<b>SGBV</b>	Sexual and Gender Based Violence
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TFR</b>	Total Fertility Rate
<b>UNFPA</b>	United Nations Population Fund
<b>WHO</b>	World Health Organization

# EXECUTIVE SUMMARY

The National Council for Population and Development (NCPD) is a Semi-Autonomous Government Agency (SAGA) in The National Treasury and Economic Planning, charged with the responsibility of promoting and coordinating population and development programmes in Kenya. The Strategic Plan stipulates the Council's strategic direction for the period 2023 -2027. The process of developing the Strategic Plan was consultative, participatory, and took into consideration the National Treasury and Economic Planning Revised Guidelines for the Preparation of Fifth Generation Strategic Plans (2023-2027).

The Strategic Plan has been aligned to Kenya's Vision 2030 and its Fourth Medium Term Plan (2023-2027), the Bottom-Up Economic Transformation Agenda, Sustainable Development Goals and other relevant international, regional and national protocols and sector initiatives. Some of the global, regional and national population and development challenges include population growth and momentum, disparities in fertility, morbidity and mortality rates, ageing population, migration, rapid urbanization, climate change, non-communicable diseases, increasing youthful population, high poverty levels, mental health, drugs and substance abuse.

This strategic plan sets the strategic focus of the Council for the plan period 2023-2027. The Council shall be guided by the vision of '**A well-managed population for a prosperous Kenya**'. The Mission Statement to achieve this long-term goal is defined as '**To provide Leadership in Population Policy Management for improved well-being of all Kenyans.**' In addition, the Council identified the core values as teamwork, professionalism, integrity, innovation, and inclusiveness as the guiding principles. The following Key Result areas have been identified as areas of focus during the plan period:

- i. Population policy and programme implementation;
- ii. Population Research and Analysis;
- iii. Population Advocacy and Public Education; and
- iv. Institutional Strengthening

The Strategic Plan is organized into **eight (8) chapters**. **Chapter One** presents the introduction which deals with strategy as an imperative for organizational success, the integration of the national, regional and international development frameworks and commitments, the history of the Council and the methodology employed in the development of the strategic plan. **Chapter Two** outlines the strategic direction for the Council which includes the mandate and functions, as well as the vision



and mission statements which provide the Council's aspirations over the Plan period. The strategic goals and the Quality policy statement have been stated. **Chapter Three** presents situational and stakeholder analysis which encompasses the employment of various tools to provide a comprehensive analysis of both the external and internal environments which culminate in the identification of opportunities, threats, strengths and weaknesses of the institution. It also presents the key achievements, challenges, and lessons learnt during the implementation of the previous strategic plan as well as a stakeholder analysis.

**Chapter Four** presents strategic issues, strategic goals and Key Result Areas (KRAs) which are aligned to the Council's vision and mission statements. **Chapter Five** outlines the strategic objectives and strategic choices through which the Key Result areas will be implemented. **Chapter Six** describes the coordination and implementation framework through the operationalization of the Action Plan, Annual Work Plans, Budgets, and Performance Contracting. It also outlines the Council's Institutional Framework including the approved organizational structure, staff establishment as well as risk management framework.

**Chapter Seven** provides the financial resource requirements, resource gaps, and resource mobilization strategies for the Strategic Plan Period. **Chapter Eight** presents the Council's Monitoring, Evaluation and Reporting Framework (MERF) that will be used to assess progress towards the implementation of the strategic plan. Progressive monitoring will be carried out based on the expected outputs and indicators as set out in the implementation matrix. Monitoring is expected to be a participatory process involving all heads of functional areas and all officers involved in collecting, collating, processing and communicating information that will help in decision making. Reporting of results will be continuously carried out to internal and external stakeholders to facilitate informed decision making. The strategic plan concludes by provision of various annexures including the implementation matrix, reporting templates and outcome performance matrix.

## INTRODUCTION

### 1.0 Overview

This chapter provides an introduction consisting of the importance of the strategy for organizational success, context of strategic planning (global, regional, national and sectoral), history of National Council for Population and Development (NCPD), and approach used in development of the strategic plan.

### 1.1 Strategy as an imperative for NCPD's Success

The National Council for Population and Development (NCPD) became a Semi-Autonomous Government Agency (SAGA) in 2004 with the responsibility of promoting and coordinating population and development programmes in Kenya. Despite numerous efforts in addressing population and development challenges in the Country, still a lot has to be done towards sustainability of the dynamic population characteristics. Some of the existing challenges include population growth; disparities in fertility, morbidity and mortality rates; migration; rapid urbanization; climate change; non-communicable diseases; increasing jobless youthful population; poverty levels; mental health, drugs and substance abuse.

This Plan has identified a strategic focus with key strategic objectives towards addressing population and development challenges in the Country. The Strategic plan took into consideration the national, regional and global population dynamics with aim of supporting the Country in meeting its development obligations. Performance indicators and targets have been developed to ensure responsibility and accountability in delivery of results. The implementation of the Plan will be monitored and evaluated under the Council's Monitoring and Evaluation Framework to ensure reporting and feedback mechanisms on continuous basis in the plan period.

### 1.2 The Context of Strategic Planning

The Strategic Plan has been developed in consideration of the National, Regional and International development frameworks.

### 1.2.1 United Nations 2030 Agenda for Sustainable Development

The Council is committed to the achievement of the Sustainable Development Goals and will focus on the following goals:

- i. **Goal No. 1-No poverty.** The Council will advocate for poverty reduction interventions through implementation of various development programmes.
- ii. **Goal No. 2-Zero Hunger.** The Council will promote integration of population issues into development planning including advisory food productivity.
- iii. **Goal No. 3-Good health and well-being.** The Council will undertake public education on reproductive health and also advocate for service provision.
- iv. **Goal No.4-Quality Education.** The Council will advocate for educational attainment as an intervention for economic development. Emphasis will be on addressing disparities in access to education.
- v. **Goal No. 5-Gender Equality.** The Council will undertake research on gender dimensions and provide advisory on gender issues
- vi. **Goal No. 8-Decent Work and Economic Growth.** The Council will coordinate implementation of the Kenya Demographic Dividend (DD) Roadmap and advocate for its integration in planning at national and county levels. This will facilitate the harnessing of Kenya's large youthful population for faster economic growth.
- vii. **Goal No. 11-Sustainable Cities and Communities.** The Council will intensify advocacy efforts on the integration of Population Health and Environment (PHE) programmes and projects. The programmes and projects will be geared towards addressing challenges of rapid population growth and urbanization.
- viii. **Goal No.17-Partnerships for the Goals.** The Council will leverage on synergies from partnerships at global, regional and national levels to build capacity and enhance resource mobilization.

### 1.2.2 African Union Agenda 2063

The Plan is aligned to the African Union Agenda 2063 which is the blueprint for socio-economic transformation of Africa. The Council will contribute to the Agenda by focusing on the following aspirations:

- i. **Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development.** NCPD contributes to this aspiration by managing population growth, ensuring achievement of demographic dividends, and aligning population policies with sustainable development goals. This will be guided largely through implementation of the current National Population Policy for Sustainable Development.
- ii. **Aspiration 2: An integrated continent, politically united, based on the ideals of Pan Africanism.** NCPD's efforts in data collection and analysis contribute to informed decision-making, supporting integrated planning and policies at both national and continental levels. The Council will continually undertake research and provide evidence for both policy and programme formulation and implementation.
- iii. **Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice, and the rule of law:** NCPD's work in formulating and implementing population policies aligns with good governance, as effective population management is integral to social and economic stability.
- iv. **Aspiration 6: An Africa whose development is people-driven, relying on the potential offered by African people, especially its women and youth, and caring for Children:** NCPD's focus on issues like family planning, maternal health, and youth empowerment which will directly contribute to harnessing the demographic dividend and ensuring that development benefits all segments of the population. The Council will make efforts to promote gender equality, women's empowerment, and address issues related to maternal health which will contribute directly to this aspiration.
- v. **Aspiration 7: Africa as a strong, united, and influential global player and partner:** The Council will collaborate with various stakeholders, including governments, regional bodies, and civil society, align with the spirit of partnerships and collaboration emphasized in Agenda 2063.

### 1.2.3 East Africa Community Vision 2050

As the Regional vision for socio-economic transformation and development, the EAC vision 2050 articulates the dreams and aspirations of East African people and what they will do to achieve them. The Vision 's ultimate

goal is to have a developed, stable and competitive regional bloc that will ensure, among other things. The Council will contribute to the following pillars:

- i. Pillar 2: Agriculture, Food Security and Rural Development.**  
The Council will coordinate the implementation of the Kenya National Population Policy for Sustainable Development which identifies issues in Population and agriculture, food security and rural development and appropriate interventions measures.
- ii. Pillar 4: Environment and Natural Resource Management.**  
The Council will promote integration of Population, Health and Environment (PHE) as intervention in environment and natural resource management for sustainable development.

#### **1.2.4 Constitution of Kenya**

The Council is committed to the provisions of the Constitution of Kenya relevant to its mandate. In the Bill of Rights, Article 26 (1) states that Every person has the right to life and that (2) The life of a person begins at conception. In this regard, NCPD shall develop and implement a public education and advocacy strategy on population and development to improve uptake of family planning so that the population has information and education needed to make informed choices. It will also lead campaigns on ending teenage pregnancy to prevent abortions.

Article 42 provides that every person should have a right to a clean and healthy environment which includes (a) the right to have the environment protected for the benefit of present and future generations through legislative and other measures. During the plan period, the Council shall mainstream population issues into national and county development plans and strategies, and will collaborate with stakeholders to develop integrated Population, Health and Environment (PHE) Strategic Plan with programmes that promote integrated PHE activities.

Article 43 provides that, 'Every person has the right to (a) highest attainable standard of health which include the right to healthcare services including reproductive healthcare'. To this end, the Council, will strengthen stakeholder engagement and sustain campaigns on Population and Development issues. It will also strengthen advocacy capacity and policymakers and partners' engagement for population programme financing.

## **1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan (MTP IV) (2023-2027)**

### **a) Kenya Vision 2030 and its Fourth Medium Term Plan (MTP IV) (2023-2027)**

The Vision 2030 is the current overarching national development blueprint of the Government of Kenya, it targets to attain a GDP of 10% to be sustained over a period of 10 years. The Vision 2030 is operationalized through the Medium-term Plans and Sectoral Plans. The Fourth Medium-Term Plan (2023-2027) has five (5) broad sectors: infrastructure, finance and production, social sector, environment and natural resources, and governance and public administration. Population and Development falls under the Social Sector. Over the medium term, the Council through the MTP IV has prioritized the following projects and programmes:

**i. Centre of Excellence:** The Centre of Excellence (CoE) for population and development will be established, hosted at NCPD, to serve as a leading population hub in Africa to deliver excellence in capacity building, cutting-edge research, knowledge acquisition and management, innovation and best practices on population and development for improvement of quality of life.

**ii. Advocacy and Awareness Creation on Population and Development:** The project entails sensitizing Members of Parliament, Members of the County Assembly, private sector, development partners and community on population and development.

### **b) Bottom-Up Economic Transformation Agenda**

The Strategic Plan is aligned to the Bottom-up Economic Transformation Agenda (BETA) which outlines the Government priority focus areas for development. The Council will focus on the following key pillars in the BETA:

**i. Pillar 1 – Agricultural Transformation and Inclusive Growth:** The Government is investing in agriculture to increase productivity and incomes for farmers. The Sessional Paper No. 1 of 2023 on Kenya National Population Policy for Sustainable Development has identified Climate change and food insecurity as some of the population and development challenges.

- ii. **Pillar 2 - Micro, Small and Medium Enterprise (MSMEs) Economy:** The Government is supporting MSMEs to grow and create jobs. The Council will coordinate and advocate for the implementation of the Demographic Dividend (DD) Road Map for Kenya.
- iii. **Pillar 3 - Housing and Settlement:** The Government is building affordable housing units to help Kenyans own their own homes. During the Plan period therefore, the Council will conduct further analysis on demographic trends and other datasets for evidence-based decision making.
- iv. **Pillar 4 - Healthcare:** The Government is rolling out a universal healthcare program to provide all Kenyans with access to affordable healthcare. The Council will coordinate campaigns aimed at promoting increasing knowledge on health and advocate for resources for health services.
- v. **Pillar 5 - Digital Superhighway and Creative Economy:** The Government will enhance government service delivery through digitization and automation of all government critical processes. The Council will leverage on ICT and the digital superhighway to improve on service delivery. This strategic plan will contribute to the achievement of the Bottom-up Economic Transformation Agenda.

### 1.2.6 Sector Policies and Laws

Population issues have remained a major concern in Kenya since independence. This prompted the Government to issue the Sessional Paper number 10 of 1965 on African Socialism and its Application to Planning in Kenya. The Paper identified rapid population growth as an impediment for the realization of national development aspirations.

Kenya has ratified several international and regional instruments aimed at improving the quality of life of the people through interventions in population and development. These commitments include:

- i. **The 1984 ICP Mexico Conference.** The Mexico Conference agreed on 88 recommendations that are intended to strengthen and help attain the goals and objectives of the World Population Plan of Action with emphasis on the need to integrate population and development planning. The Council will advocate for integration of population into development planning.



- ii. **The 1994 ICPD Programme of Action (ICPD-PoA).** The Programme of Action emphasized the interrelationships between population, sustained economic growth and sustainable development. The Nairobi Summit on ICPD25 focused on acceleration the implementation of the PoA and Kenya made 17 commitments. The Council is mandated to track achievement of these commitments.
- iii. **The Addis Ababa Declaration on Population and Development 2013.** This declaration provides region-specific guidance on population and development in Africa, and guidelines for the implementation of the International Conference on Population and Development (ICPD) beyond 2014 in Africa. The Council coordinates Country reporting on the progress.
- iv. **The Sendai Framework for Disaster Risk Reduction (SDFRR) 2015-2030.** The Framework outlines seven clear targets and four priorities for action to prevent new and reduce existing disaster risks. The Council will coordinate the implementation of the humanitarian database.
- v. **African Union Demographic Dividend Roadmap 2017.** The roadmap focuses on four interrelated pillars that are essential to ensuring increased investment in youth, promoting change and putting African countries on the path to unlocking the demographic dividend. The Council coordinates the development and implementation of the Kenya Demographic Dividend Roadmap.

### **1.3 The History of National Council for Population and Development**

The Sessional Paper No. 10 of 1965 on African Socialism and its application to Planning in Kenya noted a link between the population growth rate and socio-economic development. This prompted the Government to adopt an explicit national family planning programme under the auspices of the then Ministry of Health in 1967. The programme laid great emphasis on the reduction of family size and spacing of children, which were expected to contribute to reduction of population growth rate.

To promote population management, the Government established the National Council for Population and Development (NCPD) in 1982, as a department in the then Office of the Vice President and Ministry of Home Affairs. The role and mandate of NCPD was specified in Sessional Paper No.4 of 1984 on Population Policy Guidelines, which provided a framework



for the coordination and implementation of population programmes in Kenya. The policy guidelines were later revised and formed the backbone of Sessional Paper No. 1 of 2000 on National Population Policy for Sustainable Development (NPPSD).

NCPD became a Semi-Autonomous Government Agency (SAGA) under the name National Coordinating Agency for Population and Development (NCAPD) through a Legal Notice No. 120 of the Kenya Gazette Supplement No. 68 in 2004. NCAPD reverted to its original name NCPD through Legal Notice No. 172 of 2011. The Government issued the Sessional Paper No.2 of 2012 on Population Policy for National Development (PPND). The goal of the Policy was to attain high quality of life of the people of Kenya.

The Executive Order No.2 of 2023 on Organization of the Government recognizes NCPD as a SAGA under the National Treasury and Economic Planning, State Department for Economic Planning. The Council has its Headquarters at The Chancery in Nairobi and 11 Regional offices that coordinate the implementation of Population Policy and Programme in all the 47 Counties.

#### **1.4 Methodology of Developing the Strategic Plan**

- i. Initiation of the Strategic Planning Process:** The process of developing the Strategic Plan started in November 2022 and was guided by the Revised Guidelines for Preparation of Fifth Generation Strategic Plans 2023–2027 shared by the State Department for Economic Planning. The process started by conducting an evaluation on implementation of the 2018/19–2022/23 Strategic Plan, there after views were sought from all the stakeholders (internal and external) of the Institute regarding strategic focus for the Institute in the next five years.
- ii. Strategic Plan Development:** On completion of the evaluation and collection of views from stakeholders, drafts of the Plan were developed by a constituted committee that consisted of selected members of staff drawn from all functional units of the Council. The drafts were presented to the Council’s Senior Management Team (SMT) and all staff for feedback and input.
- iii. Strategic Plan Validation:** The improved drafts were subjected to validation in workshops held by staff, NCPD Board, and external stakeholders for improvement.
- iv. Finalization and Dissemination:** The revised draft was approved by NCPD SMT, NCPD Board and the State Department for Economic Planning for publication, launch and dissemination.

# STRATEGIC DIRECTION

## 2.0 Overview

This chapter provides an overview of the Council's mandate as established in the Legal Notice No. 120 of 2004, vision and mission statements, strategic goals, core values and quality policy statement.

## 2.1 Mandate of NCPD

The mandate of NCPD as stipulated by the Legal Notice No. 120 of, 2004, is to promote and coordinate population and development programmes in Kenya. Further, the Legal Notice recognizes NCPD as the focal agency for providing leadership and guidance in population and development issues in the Country. Emanating from the mandate, the functions of NCPD are to:

- i. Analyze population issues and develop policies relating to population;
- ii. Provide leadership and mobilize support for population programmes, including coordinating population programmes implemented by different organizations;
- iii. Assess the impact of population programmes and make recommendations arising from such assessments;
- iv. Assist other organizations in dealing with population issues;
- v. Identify and advise on population issues that may not be adequately or appropriately dealt with by the Government; and
- vi. Advocate for political and other support to address population issues.

## 2.2 Vision Statement

A well-managed population for a prosperous Kenya.

## 2.3 Mission Statement

To provide leadership in Population Policy Management for improved well-being of all Kenyans.

## 2.4 Strategic Goals

In the strategic plan period, the Council will work towards achieving the following strategic goals, which are direct outcomes in addressing the identified strategic issues:

- i. Enhance integration of population issues in development plans at all levels;
- ii. Increase availability, quality and utilization of population research findings;
- iii. Enhance sustainability of population programmes; and
- iv. Improve service delivery.

## 2.5 Core Values

The Council will uphold the following core values in service delivery:

- i. **Teamwork:** The Council will promote collaborative efforts of all actors to achieve its mandate.
- ii. **Professionalism:** All staff will uphold high professional standards and competence in service delivery.
- iii. **Integrity:** All staff shall uphold high moral and ethical standards.
- iv. **Innovation:** The Council will create an enabling environment to foster creativity.
- v. **Inclusiveness:** The Council will demonstrate fairness and impartiality in service delivery.

## 2.6 Quality Policy Statement

The National Council for Population and Development is committed to ensure a well-managed population for a prosperous Kenya. The Council will implement Quality Management Systems in accordance with ISO 9001:2015 International Standards. The Council will comply with set-out customer, legal and contractual requirements and continuously improve the effectiveness of its operations. In addition, all functional areas will establish quality objectives which will be reviewed and updated for suitability.

# SITUATIONAL AND STAKEHOLDER ANALYSIS

## 3.1 Overview

This chapter provides a review of external environment; internal environment; analysis of strengths, weaknesses, opportunities and threats; review of past performance by Key Result Area; factors that hinder the achievement of set targets; lessons learnt in implementation of the previous strategic plan (2018 - 2022) and stakeholder analysis that identifies the Council's stakeholders as well as their roles and expectations.

## 3.2 Situational Analysis

An analysis of the internal and external environment identified factors likely to influence the Council's performance during the Plan period. The internal environment explores the inherent strengths and weaknesses while the external review focused on opportunities and threats likely to affect the Council's operations.

### 3.2.1 External Environment

This section examines assessment of the external factors that can impact NCPD's operations and decision-making. It includes evaluating the political, economic, social, technological, legal, and environmental (PESTLE) factors that shape the Council's landscape. Additionally, it scrutinizes trends, competitive forces, and stakeholders influence. This analysis enables NCPD to identify opportunities, anticipate threats, and formulate strategies that align with the broader socio-economic and regulatory context.

#### 3.2.1.1 Macro-environment

NCPD operates within a macro-environment shaped by various factors. In navigating its macro-environment, the Council will leverage opportunities while addressing threats to effectively fulfill its population and development mandate.

## Political

The integration of population dynamics into national and county-level development planning is driven by a growing recognition of the interdependence between population dynamics and overall development. This shift allows the NCPD to align its strategies with broader national goals. Partnerships with national and county governments signify increased collaboration in addressing population-related challenges, reflecting a positive political will. To capitalize on these opportunities, NCPD plans to continuously engage with key political stakeholders, fostering relationships and providing evidence-based insights to influence policy decisions. Mixed messages by some opinion leaders on population programmes posing a threat to their sustainability. This can erode the gains from advocacy and awareness creation. To counter this, NCPD intends to conduct targeted advocacy campaigns, working closely with all stakeholders including the political class to ensure consistent messaging and accurate information dissemination.

## Economic

Kenya's reclassification as a Lower Middle-Income Country resulted in reduced development partner support. The high unemployment rate among young people further challenges economic prospects. In response, NCPD plans to engage various development partners through dialogues for continued collaboration, highlighting the long-term benefits of population programmes. Additionally, the Council aims to collaborate with other government agencies and private sector to address youth unemployment through targeted interventions. Diversifying funding sources and mobilizing Own Source Revenue (OSR) aligns with the global trend of seeking sustainable financial models for development programs. Investing in youth skills development for the demographic dividend reflects a strategic approach to harnessing human capital for economic growth. In response, NCPD aims to strengthen partnerships with private sector entities, exploring innovative funding models, and implementing targeted youth skill development programmes to maximize economic benefits.

## Social

Collaboration with community gatekeepers and intensified public awareness align with the growing recognition of the importance of community involvement in development initiatives. However, the persistence of harmful cultural and religious practices and emerging population issues necessitates nuanced strategies. NCPD plans to engage in extensive community outreach programmes, partnering with local influencers to address cultural barriers. Simultaneously, the Council intends to leverage

digital platforms to enhance public awareness, ensuring a broad reach and impact. The persistence of harmful cultural and religious practices and emerging population issues present complex challenges. To address these threats, NCPD plans to conduct targeted awareness campaigns, collaborating with religious and community leaders to challenge harmful practices. Additionally, the Council will work closely with health professionals and experts to address emerging issues such as mental health and non-communicable diseases.

### **Technological**

The use of social and digital media for public awareness and online applications for data management reflects the global trend toward leveraging technology for development initiatives. NCPD plans to embrace technology by re-engineering existing systems, providing continuous staff training, and establishing a Research and Development department. This approach aims to enhance efficiency, reduce costs, and ensure the effective execution of the population and development plan. Concerns about data breaches, information security, and the potential for social media to propagate myths on population and development highlight the need for a cautious approach. NCPD plans to address these threats by implementing robust data protection measures, conducting regular cybersecurity audits, and actively engaging with the public through accurate information dissemination to counter misinformation.

### **Ecological**

The integration of Population, Health, and Environment (PHE) approaches into development planning and disaster preparedness aligns with the global focus on sustainable and resilient development. NCPD plans to actively support green and blue economy initiatives, promoting environmental sustainability. However, challenges such as climate change, natural disasters, and poor waste management require a comprehensive response. NCPD aims to collaborate with relevant government agencies, non-profit organizations, and international partners to develop and implement strategies for mitigating these ecological threats.

### **Legal**

International and regional treaties, agreements, and commitments, along with the Constitution of Kenya, provide a robust legal framework for NCPD's operations. The Council plans to leverage these legal instruments to reinforce its mandate and influence policy decisions at both national and international levels. The limited power to coordinate the implementation of the Population Policy and Programme, established under a Legal Notice,

poses a constraint on NCPD's effectiveness. To address this, the Council plans to engage in advocacy efforts, working with relevant stakeholders to fast track re-establishment of NCPD through an Act of Parliament which will grant NCPD more authority in coordinating and implementing population programmes.

### **3.2.1.2 Micro environment**

The micro-environment of NCPD encompasses various immediate factors that influence its operational efficiency and access to resources essential for achieving its strategic objectives:

#### **a) Staff**

The availability of skilled and motivated staff is crucial for the NCPD to implement its strategic objectives. Continuous staff engagement, training, and development programs are undertaken to enhance their capabilities and commitment. The Council strives to maintain a competent workforce through recruitment and retention strategies.

#### **b) Labour Markets**

The dynamics of the labor market impact the NCPD's ability to attract and retain skilled professionals. In response, the Council focuses on competitive remuneration, employee welfare, and creating a conducive work environment to attract and retain talent.

#### **c) Suppliers**

Effective relationships with suppliers are vital for the NCPD's procurement processes and program implementation. The Council ensures transparent and efficient procurement procedures, fostering positive relationships with suppliers to ensure a steady and reliable supply chain.

#### **d) Creditors**

Managing financial obligations and relationships with creditors is crucial for resource mobilization. NCPD maintains transparent financial practices and effective communication with creditors to ensure continued financial support and trust.

#### **e) Customers**

The NCPD serves the public and various stakeholders. Understanding the needs of its diverse customer base is essential for effective policy implementation. The organization actively engages with stakeholders, conducts surveys, and seeks feedback to align its programs with the expectations of the population.

## f) Public and Private Partnerships

Collaborations with governmental and non-governmental entities are essential for achieving NCPD’s objectives. The Council actively seeks and fosters partnerships to enhance resource mobilization, knowledge exchange, and program effectiveness.

In summary, the micro-environment of the Council revolves around its internal stakeholders, operational processes, and relationships with external entities. Focusing on these key variables is essential for accessing resources and achieving the outlined strategic objectives.

### 3.2.1.3 Summary of Opportunities and Threats

**Table 3.1: Summary of Opportunities and Threats**

Environmental factor	Opportunities	Threats
Political	<p>The integration of population dynamics into development planning both at national and county levels facilitates the prioritization of population and development issues.</p> <p>Partnerships and collaborations with national and county governments on population and development issues.</p> <p>Intensified advocacy and public education on population and development issues.</p>	<p>Mixed messages by some opinion leaders on population programme leading to erosion of gains from advocacy and awareness creation.</p>
Economic	<p>Diversification of funding sources</p> <p>Mobilization of Own Source Revenue (OSR) for population and development programmes</p> <p>Harnessing the Demographic Dividend by investing in youth skills development for accelerated economic development.</p>	<p>Ranking of Kenya as a Lower Middle-Income Country in 2014 resulted in reduced development partner support to the population programmes.</p> <p>High unemployment rate among young people in Kenya</p>



Environmental factor	Opportunities	Threats
Social	<p>Collaboration with community gatekeepers in addressing harmful cultural and religious practices.</p> <p>Intensified public awareness on population and development issues.</p>	<p>Persistent Harmful cultural and religious practices</p> <p>Emerging and continuing population and development issues (migration, NCDs, mental health, aging)</p>
Technological	<p>Use of social media / digital media platforms for public awareness on population and development issues.</p> <p>Leverage on the high number of tech-savvy youth to advance use of modern technology.</p> <p>Use of online applications for data capture and management.</p>	<p>Data breach and information security concerns</p> <p>Abuse of social media can propagate myths and misconceptions on population and development issues</p> <p>Rapid changes in technological advancement</p>
Ecological	<p>PHE integration approaches in development planning.</p> <p>Integration of population issues into Kenya's disaster preparedness and response mechanisms.</p>	<p>Climate change and natural disasters</p> <p>Poor waste management</p>
Legal	<p>International and Regional treaties, agreements and commitments.</p> <p>The Constitution of Kenya.</p>	<p>Limited power to coordinate the implementation of the Population Policy and Programme since NCPD is established under a Legal Notice</p>

## **1.1.2 Internal Environment**

### **3.2.2.1 Governance and Administrative Structures**

The Council has a strong leadership led by the Board of Directors with a multi-sectoral representation. It is the sole government agency mandated to coordinate population management and has both national and county presence. However, weak legal framework hampers its coordination mandate. The inadequacy of staff also implies that its presence in all the 47 counties is limited.

### **3.2.2.2 Internal Business Processes**

The Council is implementing International Organization for Standardization (ISO) namely Quality Management System (QMS) and Information Security Management System (ISMS) for improvement in service delivery. The Enterprise Risk Management (ERM) System is also being implemented as well as automated business processes and strong internal control systems, policies and procedures. However, the Council will need to strengthen monitoring, evaluation, reporting and learning.

### **3.2.2.3 Resources and Capabilities**

The Council has a competent, dedicated and qualified staff to implement its mandate. In addition, NCPD is implementing the Approved Staff Establishment and Revised Career Progression Guidelines. There are strong networks and partnerships on population and development issues. The funding of the Council is mainly from the Exchequer, complemented by development partners. Nonetheless, inadequacy of resources hinders implementation of planned population and development programmes.

### **3.2.2.4 Summary of Strengths and Weaknesses**

A summary of the internal environment strengths and weaknesses is presented in the Table 3.2 below

**Table 3.2: Summary of Strengths and Weaknesses**

FACTORS	STRENGTHS	WEAKNESSES
Governance and Administrative Structures	<p>Strong leadership support.</p> <p>Board has multi-sectoral representation.</p> <p>The Council is established at national and regional levels.</p> <p>Sole government agency responsible for population management.</p> <p>Existence of approved Staff Establishment and Revised Career Progression Guidelines</p>	<p>Inadequate geographical presence in all the 47 counties.</p> <p>Weak legal framework.</p>
Internal business processes	<p>Automated business process systems.</p> <p>ISO (QMS and ISMS) certifications.</p> <p>Strong internal control systems, policies and procedures.</p>	<p>Weak monitoring, evaluation, reporting and learning.</p>
Resources and Capabilities	<p>Qualified and competent staff.</p> <p>Core financial support from exchequer.</p> <p>Strong networks and partnerships on population and development issues.</p>	<p>Inadequate resources for implementation of population and development programmes</p>

### **1.1.3 Analysis of Past Performance**

#### **3.2.3.1 Key Achievements**

The implementation of the Strategic Plan 2018-2022 yielded positive results. The average number of children per woman (TFR) in the country reduced from 3.9 children in 2014 to 3.4 children in 2022 thereby contributing to a slower population growth rate estimated at 2.2 percent per annum. Similarly, life expectancy improved from 58 years for males and 61 years for females in 2009 to 61 years for males and 67 years for females in 2019.

The Strategic Plan (2018-2022) under review, had four (4) Key Result Areas which included:

- i. KRA 1: Programme Coordination;
- ii. KRA 2: Policy and Research;
- iii. KRA 3: Communication Advocacy and Public Education; and
- iv. KRA 4: Institutional Capacity.

#### **KRA 1: Programme Coordination**

Under Programme Coordination, the Council coordinated the preparation and execution of Nairobi Summit on International Conference on Population and Development (ICPD25) which was held in Kenya in November 2019 and annual tracking of the 17 Kenya's Commitments, Population Health and Environment (PHE) Programme, GoK/UNFPA 9<sup>th</sup> Country Programme on Population and Development, PRB/PACE Project, and Kenya Demographic Dividend Roadmap.

The National Coordination Strategy for Implementation of Population Programme in Kenya 2018-2022; The Population, Health and Environment Strategic Plan for Kenya 2018-2022 and PHE Policy Guidelines 2022; County Specific Demographic Dividend Guidelines 2018-2022 and Kenya Demographic Dividend Road Map (2020-2030), Five (5) Annual State of Kenya Population Reports and six (6) advisory papers were developed and disseminated to provide strategic direction and advisory on population and development programmes.

#### **KRA 2: Policy and Research**

The Council's mandate was also achieved through development of the Sessional Paper No. 1 of 2023 on Kenya National Population Policy for Sustainable Development which provides policy direction on population and development issues. In addition, three (3) surveys were conducted

(The 2018 Kenya Health Facility Assessment Survey, The 2018 Kenya Health Service Delivery Indicator Survey, and The 2022 Study on Status of the Family in Kenya), nine (9) research dialogues were conducted, five (5) research papers were developed and presented, three (3) policy analyses were undertaken, and four (4) policy briefs were developed.

The Council also conducted training for 90 National and County Government planning and statistical officers on population projections and 26 staff members on research, data analysis and visualization. Research partnerships were established with Masinde Muliro University of Science and Technology (MMUST), University of Nairobi (UoN-PSRI), and International Centre for Reproductive Health Kenya (ICRHK/ PMA). To guide identification and implementation of population and development research activities, the National Research Agenda on Population and Sustainable Development in Kenya 2019-2030 was developed.

### **KRA 3: Communication Advocacy and Public Education**

Advocacy and Public Education was improved through; commemoration of World Population Day annually at national and county levels, holding three (3) annual ICPD25 Nairobi Summit anniversaries and the National Leaders Conference on Population and Development in 2021. The Advocacy and Public Engagement Strategy was developed to provide guidance on advocacy and public education activities.

The Council engaged the Parliamentary Network on Population and Development and 22 County Assemblies Networks to champion population and development issues. Thirty-four (34) County Technical Working Groups (CTWGs) and Parent and Teachers Networks in 24 counties were constituted and operationalized on ending Triple Threat (teenage pregnancy, new HIV infections and SGBV) initiatives. In addition, National Government Administration Officers (NGAOs) were sensitized on mainstreaming of population issues in their activities at all levels and 200 media editors and journalists were trained on factual reporting of population and development issues.

### **KRA 4: Institutional Capacity**

Under Institutional Capacity, the Enterprise Resource Planning (ERP) system and online banking were implemented which have led to enhanced transparency, accountability and efficiency in procurement and payment

processes. The Council had a significant improvement in the implementation of the targeted activities marked by a 0.62% improvement in the Board's Performance Contract Score for the preceding three (3) years. The ISO standards were implemented which have ensured that customers are provided with high quality services and improved internal controls.

The Council's Organizational Structure, Grading and Staff Establishment, Human Resource Policy and Procedure Manual, Career Progression Guidelines, Coaching and Mentorship Policy, Prevention and Management of Alcohol and Drug Abuse at Work Place Policy, and Gender Mainstreaming Policy were reviewed and developed. Capacity building of staff was undertaken both locally and internationally. The implementation of the Human Resource Policies, staff capacity building and provision of a safe and conducive work environment will facilitate attraction, motivation and retention of suitably qualified and competent officers.

Several strategic documents were developed/reviewed and implemented including: The Resource Mobilization Strategy; ICT Policy; Corporate Communication Policy and respective standards; Media Relations Plan; Branding and Marketing strategy; Records Management Policy; Risk Management Policy; Risk Procedure Manual and Internal Audit Charter, for improved service delivery.

As a public institution, the Council complies with constitutional provisions of article 10 on the national values and principles of governance and article 232 on Public Service Values and Principles. In recognition of the Council's outstanding performance in compliance with provisions of the above articles, NCPD emerged the overall winner in the category of the best Semi-Autonomous Government Agency on gender equity during the National Diversity and Inclusions (DIAR) Awards held on 5<sup>th</sup> March 2023. This achievement was an improvement from 1<sup>st</sup> runners up position in the DIAR awards for the previous year (2021/2022).

### **3.2.3.2 Challenges**

The challenges faced by NCPD during Strategic Plan period 2018-2022 are as follows:

- i. Low geographical presence and visibility of NCPD due to limited resources;
- ii. Inadequate understanding and awareness on the linkages between population and development issues;
- iii. Insufficient funds from government budgetary allocation devoted to population-related activities;

- iv. Persistent socio-cultural beliefs and systems that impede implementation of the population and development programme;
- v. Rapid urbanization and internal migration leading to pressure on existing services; and
- vi. Limited quality, disaggregated and timely population data to support development, implementation, monitoring and evaluation of population programme.

### 3.2.3.3 Lessons Learnt

The key lessons learnt by the Council during the period under review include:

- i. Collaboration with stakeholders and continuous feedback was important for the successful implementation of population programme;
- ii. The use of social media platforms provided a cost-effective way and wider coverage for creating awareness on population and development issues;
- iii. The use of virtual meeting was cost effective and an innovative way of conducting meetings, workshops and training in the era of global crisis brought about by Covid-19 pandemic. The Council successfully held the Fourth National Leaders Conference virtually hosting over 1,000 participants;
- iv. Capacity building stakeholders on population and development was a facilitating factor in population programme implementation;
- v. Prioritization of activities and review of the Population Policy and Strategic Plan yielded higher programme impact in Population programme implementation.

### 3.3 Stakeholder Analysis

The Strategic Plan takes cognizance of the Council’s stakeholders and their varied roles and expectations. The Council’s expectations that need to be addressed by stakeholders have also been identified.

**Table 3:3: Stakeholder Analysis**

S/ No.	Stakeholder Role	Expectation of the Stakeholder	Expectation of the Council
<b>EXTERNAL STAKEHOLDERS</b>			

S/ No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Council
1.	Public	<ul style="list-style-type: none"> <li>i. Seek services; and</li> <li>ii. Provide feedback.</li> </ul>	<ul style="list-style-type: none"> <li>i. Clarity on emerging population issues and interventions needed to address them;</li> <li>ii. Timely and reliable data and information on population and development issues;</li> <li>iii. Appropriate Intervention programmes on Population and Development issues; and</li> <li>iv. Fully execute our mandate and functions for the betterment of the society.</li> </ul>	<ul style="list-style-type: none"> <li>i. Awareness and understanding of the NCPD mandate and functions;</li> <li>ii. Utilization of information for informed decision making;</li> <li>iii. Goodwill and support in implementation in population programme;</li> <li>iv. Seek clarity on any emerging population issues to be addressed by NCPD; and</li> <li>v. Feedback on access and utilization of services provided by NCPD.</li> </ul>
2.	National Government (Executive and MDAs)	Collaborative partnerships on service delivery.	<ul style="list-style-type: none"> <li>i. Implementation of NCPD's mandate;</li> <li>ii. Provision of up-to-date population and development data for planning and decision making;</li> <li>iii. Advise on population and development issues.</li> </ul>	<ul style="list-style-type: none"> <li>i. Strengthen our capacity to implement NCPD mandate;</li> <li>ii. Support in implementation of the population policy and programme;</li> <li>iii. Integration of population issues in their development plans;</li> <li>iv. Utilize population and development data and information for planning and decision making; and</li> <li>v. Generate and make available any population and development data and information.</li> </ul>
3.	Council of Governors	Strengthen national and county networks.	<ul style="list-style-type: none"> <li>i. Timely and reliable population and development data and information; and</li> </ul>	<ul style="list-style-type: none"> <li>i. Better coordination of population and development projects and programmes; and</li> <li>ii. Participation of NCPD in the devolution conferences.</li> </ul>



S/ No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Council
4.	County Governments	Partnerships and collaborations to implement policies, programmes and projects.	<ul style="list-style-type: none"> <li>i. Implementation of NCPD's mandate; and</li> <li>ii. Timely and reliable population and development data and information for planning and decision-making; and</li> <li>iii. Capacity building to integrate population and development issues into CIDPs and ADPs.</li> </ul>	<ul style="list-style-type: none"> <li>i. Support in implementation of the population policy and programme;</li> <li>ii. Utilize population and development data and information for planning and decision making;</li> <li>iii. Develop and implement population related legislation and regulations;</li> <li>iv. Integration of population issues in CIDPs and ADPs; and</li> <li>v. Seek clarity on any emerging population issues to be addressed by NCPD.</li> </ul>
5.	Parliament and County Assemblies	Enact laws and regulations.	<ul style="list-style-type: none"> <li>i. Awareness on population and development issues;</li> <li>ii. Implementation of NCPD's mandate; and</li> <li>iii. Data and information on population issues for decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>i. Enactment of legislation related to population and development issues;</li> <li>ii. Support budgetary allocation for population and development programme;</li> <li>iii. Utilize population data and information in decision making;</li> <li>iv. Support and champion for implementation of population policies and programmes; and</li> <li>v. Seek clarity on any emerging population issues to be addressed by NCPD.</li> </ul>

S/ No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Council
6.	Judiciary	Interpret and provide advisory on legal matters.	<ul style="list-style-type: none"> <li>i. Timely and reliable population and development data and information;</li> <li>ii. Build capacity on population and development issues; and</li> <li>iii. Adherence to constitution and legislation.</li> </ul>	Interpretation of population and development related legislation and regulations.
7.	Learning and Research Institutions	Undertake research and dissemination of results on various population topical issues.	<ul style="list-style-type: none"> <li>i. Timely and reliable population and development data and information; and</li> <li>ii. Partnership and engagement on population and development issues.</li> </ul>	<ul style="list-style-type: none"> <li>i. Generate and make available population and development data and information; and</li> <li>ii. Capacity building in data generation, analysis, interpretation and report writing; and</li> <li>iii. Partnership and engagement on population and development issues.</li> </ul>
8.	Development Partners	Provide financial and technical support.	<ul style="list-style-type: none"> <li>i. Timely and reliable data and information on inter linkages between population and development issues; and</li> <li>ii. Prudent and proper management of resources for programme implementation; and</li> <li>iii. Partnership and engagement on population and development issues.</li> </ul>	<ul style="list-style-type: none"> <li>i. Financial support and resource mobilization for the population programme;</li> <li>ii. Capacity strengthening of NCPD; and</li> <li>iii. Utilize population data and information in decision-making; and</li> <li>iv. Partnership and engagement on population and development issues</li> </ul>

S/ No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Council
9.	Public Benefit Organizations (NGOs, FBOs, CBOs)	Provide advocacy, public education, resource mobilization, service delivery.	<ul style="list-style-type: none"> <li>i. Timely and reliable data and information on inter linkages between population and development issues;</li> <li>ii. Leadership and coordination in implementation of the population programme; and</li> <li>iii. Provide linkage between them and the government support;</li> <li>iv. Prudent and proper management of resources for programme implementation; and</li> <li>v. Partnership and engagement on population and development issues.</li> </ul>	<ul style="list-style-type: none"> <li>i. Support in resource mobilization;</li> <li>ii. Utilization of population data and information for development and management of projects and programmes;</li> <li>iii. Partnership in the implementation of population policies and programmes;</li> <li>iv. Feedback/report on implementation of the population programmes;</li> <li>v. Mainstreaming of population issues in projects and programmes;</li> <li>vi. Capacity strengthening of NCPD; and</li> <li>vii. Generate and make available population and development data and information.</li> </ul>
10.	Private Sector	Public-private partnerships on programmes and projects.	<ul style="list-style-type: none"> <li>i. Timely and reliable data and information on inter linkages between population and development issues;</li> <li>ii. Partnership and engagement on population and development issues; and</li> <li>iii. Sensitize on population and development issues.</li> </ul>	<ul style="list-style-type: none"> <li>i. Provision of resources for the implementation of population policies and programmes;</li> <li>ii. Partnership in the implementation of population policies and programmes;</li> <li>iii. Utilization of population data and information for design of their products and</li> <li>iv. Make available any population and development data and information.</li> </ul>

S/ No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Council
11.	Professional bodies	<ul style="list-style-type: none"> <li>i. Provide necessary professional guidance; and</li> <li>ii. Enforce regulations and standards.</li> </ul>	<ul style="list-style-type: none"> <li>i. Timely and reliable data and information on population and development issues;</li> <li>ii. Registration and membership; and</li> <li>iii. Adherence to professional standards, ethics and regulations</li> </ul>	<ul style="list-style-type: none"> <li>i. Capacity building of staff/ members;</li> <li>ii. Networks and linkages; and</li> <li>iii. Issuance of professional practicing licenses and annual membership certification.</li> </ul>
12.	Media	Provide publicity and education	<ul style="list-style-type: none"> <li>i. Collaboration and partnership in the dissemination of population and development information;</li> <li>ii. Timely and reliable data and information on population and development issues;</li> <li>iii. Build capacity in reporting on population issues;</li> <li>iv. Timely dissemination of reliable data and information on population and development issues; and</li> <li>v. Timely notification of meetings, events and press releases on population and development issues.</li> </ul>	<ul style="list-style-type: none"> <li>i. Active collaboration and partnership in the dissemination of population and development information;</li> <li>ii. Accurate reporting of data and information on population and development issues;</li> <li>iii. Awareness creation on population and development issues;</li> <li>iv. Build brand awareness by establishing strong media relations;</li> <li>v. Boost credibility and authenticity through positive media coverage;</li> <li>vi. Privacy and confidentiality with respect to the organization.</li> </ul>

S/ No.	Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Council
13.	Population and Development Networks	Partnerships on programmes and projects.	<ul style="list-style-type: none"> <li>i. Capacity building on P&amp;D issues.</li> <li>ii. Share timely and reliable data on key population issues.</li> <li>iii. Avail relevant IEC materials on P&amp;D issues.</li> <li>iv. Provide updates on emerging population issues (engagement forums);</li> <li>v. Active collaboration and partnership in population and development;</li> <li>vi. Reporting tools/frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>i. Understand NCPD Mandate.</li> <li>ii. Support implementation of P&amp;D projects/ programme.</li> <li>iii. Become Champions in addressing emerging P&amp;D issues.</li> <li>iv. Share reports on interventions to address key population issues; and</li> <li>v. Active collaboration and partnership in population and development;</li> <li>vi. Financial support and resource mobilization for the population programme; and</li> <li>vii. Share best practices on population and development.</li> </ul>
<b>INTERNAL STAKEHOLDERS</b>				
14.	The Board of Directors	Provide Strategic leadership and policy direction.	<ul style="list-style-type: none"> <li>i. Efficient implementation of NCPD mandate;</li> <li>ii. Maintain integrity and good image of the Council; and</li> <li>iii. Adhere to existing organizational guidelines and policies.</li> </ul>	<ul style="list-style-type: none"> <li>i. Resource mobilization;</li> <li>ii. Promotion of NCPD agenda and collaboration with stakeholders on population and development issues;</li> <li>iii. Provide oversight and leadership; and</li> <li>iv. Promote NCPD corporate image.</li> </ul>
15.	Staff	<ul style="list-style-type: none"> <li>i. Provide timely and quality services; and</li> <li>ii. Receive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>i. Competitive terms of service;</li> <li>ii. Provision of conducive work environment; and</li> <li>iii. Fair and equitable treatment.</li> </ul>	<ul style="list-style-type: none"> <li>i. Commitment to the mission, vision and values of NCPD;</li> <li>ii. Efficient and effective service delivery to the public, partners and other stakeholders;</li> <li>iii. Demonstrate professionalism; and</li> <li>iv. Promote NCPD image and visibility.</li> </ul>

# STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

## 4.0 Overview

This Chapter describes the strategic direction of the Council over the next five-year planning horizon. It presents the strategic issues, goal and key result areas that will drive the achievement of the Council's mandate, mission and vision.

## 4.1 Strategic Issues

### i. Integration of population issues in development planning

The Council will coordinate the implementation of the Sessional Paper No.1 of 2023 on Kenya National Population Policy for Sustainable Development through partnerships and collaborations with other stakeholders; development of National and County Plans of Action and; promotion of integration of population issues in national and county development planning and scaling-up advisory on population and development issues at national and county level.

### ii. Evidence-based decision making on population and development Issues.

Proper planning and execution of population and development is anchored on evidence derived from research. There still exists a gap in research for informed decision-making. The Council will strive to improve on population research and analysis to promote evidence-based decision making on population and development. This will involve implementation of the Research Agenda on population and development as well as further analysis of secondary data from various data bases and improving institutional capacity on population research and analysis; establishment of the CoE, development and operationalization of and integrated M&E system; and knowledge management.

### **iii. Socio-cultural systems and sustainability of population programmes.**

The Council will enhance advocacy and public education on population and development issues. This will be achieved by spearheading advocacy and mobilize support for the implementation of the Sessional Paper No. 1 of 2023 and increasing public awareness on existing and emerging population and development issues. Negative socio-cultural beliefs and systems and lack of political support for population programmes will be addressed through advocacy and public education.

### **iv. Institutional Capacity**

The Council will work towards strengthening institutional capacity through the promotion of ethics, national values and good corporate governance; increasing the Council's visibility and presence; improving human resource capacity, organizational culture, administrative and records management systems; and improving the planning, financial and supply chain management capacity and systems.

## **4.2 Strategic Goals**

The strategic goals that will address the strategic issues identified above are:

- i. Enhance integration of population issues in development plans at all levels;
- ii. Increase availability, quality and utilisation of population research findings;
- iii. Enhance sustainability of population programmes; and
- iv. Improve service delivery.

## **4.3 Key Result Areas**

The Key Result Areas that will result to the attainment of the four (4) strategic goals

during the Plan period were determined as follows:

- i. Population Policy and Programme implementation
- ii. Population Research and Analysis
- iii. Population Advocacy and Public Education
- iv. Institutional Strengthening

## **KRA 1: Population Policy and Programme Implementation**

In this KRA the primary goal is to enhance integration of population issues in development plans at all levels. The following initiatives are outlined: coordination of the Implementation and reporting of the Nairobi Summit on International Conference on Population and Development (ICPD25 Kenya's Commitments); Coordination of GoK/UNFPA 10<sup>th</sup> Country Programme on Population and Development; Implementation of the National Population Policy; implementation of the National Coordination Strategy for the Population Programme in Kenya; Integration of the Population, Health and Environment Strategic Plan for Kenya; Implementation of the National Demographic Dividend Road Map (2020-2030); development of advisory papers and other population strategies. The Council will also coordinate resource mobilization of the Council and coordinate the International population programme under this KRA.

## **KRA 2: Population Research and Analysis**

The focus of this KRA is to enhance research capabilities and knowledge in population and development through the following outlined initiatives: Implementation of the National Research Agenda on Population and Development; undertake research and analysis on population and development; stakeholder capacity on research and analysis; establishment and operationalization of the Centre of Excellence on Population and Development; provide technical support to other population and development stakeholders on research; promotion of research partnership; implementation of the Council's M&E framework and Coordinate Knowledge management and documentation.

## **KRA 3: Population Advocacy and Public Education**

Under this KRA, the objective is to raise awareness and advocate for population related issues through coordination of: Launches and commemoration of various population related events; implementation of the Advocacy and Public Engagement Strategy. The Council will also promote support for Population and development programmes through engagement with policy makers at various levels. Under this KRA, the Council will coordinate public engagement and awareness programmes geared towards addressing persisting and emerging population and development issues.



#### **KRA 4: Institutional Strengthening.**

This KRA focuses on enhancing the Council's institutional capabilities and efficiency. through the following: Operationalization of Enterprise Resource Planning (ERP) system; coordination and reporting of the implementation of the Plan through development of Board's Performance Contracts, Annual work plans, Quarterly reports and Annual reports; promote staff welfare and work place environment safety; coordinate gender mainstreaming; promote capacity building of staff both locally and internationally; implementation of the Human Resource Policies; coordinate attraction, motivation and retention of staff; promotion of the Council's corporate image; admisntration and office management; Information Communication and Technology mainstreaming in the Council's functions; coordinate all budgeting and financial services; coordinate records management; coordinate the Council's enterprise risk management; Coordinate the Council's implementation of the existing Quality management standards ;coordinate supplies and disposal management and coordinate Council's compliance with constitutional provisions of article 10 on the national values and principles of governance and article 232 on Public Service Values and Principles and coordinate Councils compliance and implementation of Government directives.

**Table 4.1: Strategic Issues, Goals and Key Result Areas**

<b>Strategic Issue</b>	<b>Goal</b>	<b>KRAs</b>
Integration of population issues in development planning	Enhance integration of population issues in development plans at all levels	Population Policy and Programme Implementation
Evidence-based decision making on Population and Development Issues	Increase availability, quality and utilization of Population research findings	Population Research and Analysis
Socio-cultural systems and sustainability of population programmes	Enhance sustainability of population programmes	Population Advocacy and Public Education
Institutional Capacity	Improve service delivery	Institutional Strengthening

# STRATEGIC OBJECTIVES AND STRATEGIES

## 5.0 Overview

This chapter outlines the strategic objectives and strategies which will drive the achievement of the strategic goals during the Plan period.

## 5.1 Strategic Objectives

During the strategic plan period, guided by the strategic goals and KRAs, the Council will focus on the following 12 strategic objectives:

- i. Improve implementation of the National Population Policy at national and county levels;
- ii. Promote integration of population issues in National and County development planning;
- iii. Enhance advisory services on population and development issues at National and County level;
- iv. Increase resources for implementation of the population policy and programmes;
- v. Improve generation and utilization of population research findings;
- vi. Enhance public education on population and development issues;
- vii. Spearhead advocacy and mobilize support for the National Population Policy and programmes;
- viii. Promote ethics, national values and good corporate governance;
- ix. Enhance corporate brand;
- x. Leverage on ICT and innovation on population policy management;
- xi. Enhance Human Resource Management and development; and
- xii. Improve operational efficiency.

**Table 5.1: Outcomes Annual Projections**

KRA 1: Population Policy and Programme Implementation		Projections					
Strategic Objective	Outcome	Outcome Indicator	Year 1	Year 2	Year 3	Year 4	Year 5
SO 1.1: Improve implementation of the National Population Policy at national and county levels	Implementation of National Population Policy and programmes improved	No. of Plan of actions for implementation of the Population Policy	1	18	29	-	-
		% of stakeholders complying with the reporting requirements of the implementation of Population Policy and Programme	-	-	30	40	50
SO 1.2: Promote integration of population issues in National and County development planning	Integration of population issues in national and county development planning promoted	No. of Counties integrating population issues in their development planning.	47	47	47	47	47
SO 1.3: Enhance advisory services on population and development issues at National and County level	Advisory on population and development issues at national and county level up-scaled	No. population and development advisory strategies developed	8	6	5	5	5
SO 1.4: Increase resources for implementation of the population policy and programmes	Financial resources for implementation of the population policy increased	Value of resources mobilized (Kshs. Million)	827.5	1,040.5	1,107.5	1,124.4	1,345.7

<b>KRA 2: Population Research and Analysis</b>						
SO2.1: Improve generation and utilization of population research findings	Evidence-based decision making improved	No. of researches (analyses, surveys, assessments, evaluations) conducted	18	18	18	18
	Institutional capacity on population research and analysis improved	% establishment and operationalization of centre of excellence for research and analysis	80	80	100	100
		No. of stakeholders trained on analysis of population data	50	50	50	50
<b>KRA 3: Population Advocacy and Public Education</b>						
SO3.1: Enhance public education on population and development issues	Public education on population and development issues enhanced	No. of people reached with information on population and development	1,000,000	1,000,000	1,000,000	4,000,000
		No. of policymakers engaged in advocacy meetings held to mobilize support on population and development	200	410	410	420
SO3.2: Spearhead advocacy and mobilize support for the National Population Policy and programmes	Increased support for National Population Policy and programmes					
<b>KRA 4: Institutional Strengthening</b>						
SO 4.1: Promote ethics, national values and good corporate governance.	Ethics, national values and good corporate governance promoted	% reduction in staff not adhering to ethics, national values and good corporate governance	1	-	-	-

SO 4.2: Enhance corporate brand	Council's visibility and presence increased	% implementation of corporate communication policy and strategy	50	60	75	90	100
SO 4.3: Leverage on ICT and innovation on population policy management	Integration of ICT services into the Council's operations	% of ICT services integrated into the Council's operations	60	70	80	100	100
SO 4.4: Enhance Human Resource Management and development	Human resource capacity, organizational culture, administrative and records management systems strengthened	% implementation of approved staff establishment and revised career guidelines % of vital records digitized	20	40	60	80	100
SO 4.5: Improve operational efficiency	Planning, financial and supply chain management capacity and systems improved	% implementation of the SP % financial reports compliance % compliance with supply chain management guidelines	20	40	60	80	100
			100	100	100	100	100
			100	100	100	100	100

## 5.2 Strategic Choices

The strategic objectives listed above will be achieved through implementation of 33 strategies as tabulated in Table 5.2 below.

**Table 5.2: Strategic Objectives and Strategies**

Key Result Areas	Strategic Objective(s)	Strategies
KRA 1: Population Policy and Programme Implementation	Improve implementation of the National Population Policy at national and county levels	<b>S1.</b> Enhance coordination mechanisms for implementation of National Population Policy and Programmes <b>S2.</b> Stakeholder engagement for implementation of National Population Policy and Programmes
	Promote integration of population issues in National and County development planning	<b>S3.</b> Mainstream population issues into National and County development plans. <b>S4.</b> Enhance the capacity of State and Non-state actors on integration of population issues in development planning.
	Enhance advisory services on population and development issues at National and County level	<b>S5.</b> Document and offer advisory on implementation of County, National, Regional and international population and development frameworks.
	Increase resources for implementation of the population policy and programmes	<b>S6.</b> Promote collaboration and partnerships to leverage on resources for implementation of National Population Policy and Programmes.
KRA 2: Population Research and Analysis	Improve generation and utilization of population research findings	<b>S7.</b> Avail data and information on population and development issues. <b>S8.</b> Strengthen partnerships and collaborations on population research and analysis. <b>S9.</b> Strengthen stakeholder capacity on population research and analysis. <b>S10.</b> Establish and operationalize Centre of Excellence on population and development

Key Result Areas	Strategic Objective(s)	Strategies
KRA 3: Population Advocacy and Public Education	Enhance public education on population and development issues	<p><b>S11.</b> Promote positive social behaviour change on Population and Development.</p> <p><b>S12.</b> Scale-up knowledge translation and management.</p> <p><b>S13.</b> Strengthen stakeholders' engagement on Population and Development issues.</p> <p><b>S14.</b> Intensify campaigns on topical population and development issues.</p>
	Spearhead advocacy and mobilize support for the National Population Policy and programmes	<p><b>S15.</b> Strengthen advocacy capacity on population and development.</p> <p><b>S16.</b> Promote Partnerships and collaborations in resource mobilization on population and development.</p>
KRA 4: Institutional Strengthening	Promote ethics, national values and good corporate governance.	<p><b>S17.</b> Entrench best management practices and systems.</p> <p><b>S18.</b> Strengthen governance system.</p> <p><b>S19.</b> Improve internal controls and risk management systems.</p>
	Enhance corporate brand	<p><b>S20.</b> Strengthen institutional publicity.</p> <p><b>S21.</b> Enhance customer relations.</p>
	Leverage on ICT and innovation on population policy management.	<p><b>S22.</b> Integrate ICT in operations.</p> <p><b>S23.</b> Strengthen ICT capacity.</p> <p><b>S24.</b> Enhance ICT security.</p> <p><b>S25.</b> Improve ICT Governance.</p>
	Enhance Human Resource Management and development	<p><b>S26.</b> Strengthen human resource capacity.</p> <p><b>S27.</b> Strengthen performance management system.</p>
	Improve operational efficiency	<p><b>S28.</b> Strengthen planning and budgeting.</p> <p><b>S29.</b> Strengthen financial management systems.</p> <p><b>S30.</b> Automate records management systems.</p> <p><b>S31.</b> Strengthen asset management and office administration.</p> <p><b>S32.</b> Improve supply chain management.</p> <p><b>S33.</b> Comply with legal and statutory requirements</p>

# IMPLEMENTATION AND COORDINATION FRAMEWORK

## 6.0 Overview

This chapter provides the implementation and coordination framework for the strategic plan. It outlines the action plan; its linkage with the annual work plans, budgeting and performance contracting processes; institutional framework – organizational structure, staff establishment, skills set and competence development; leadership; systems and procedures; and risk management framework.

## 6.1 Implementation Plan

The Plan will be implemented through an elaborate action plan indicating targets and responsibility for each key activity. Annual targets have been set which will form the basis for annual work plans, budgets and performance contracts.

### 6.1.1 Action plan

The Council has developed an Action Plan which constitutes the strategic issues, strategic goals, key result areas, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual budgets, annual targets and responsibility for execution of the Plan. The Action Plan is shown in **Annex 1**.

### 6.1.2 Annual Work Plan and Budget

The Council will develop annual work plans drawn from the Implementation matrix. The work plans will have clear targets, performance indicators, budgets and assigned responsibilities. The Financial year 2023/2024 annual work plan is attached as **Annex 2**.

### 6.1.3 Performance Contracting

The Council will develop the annual Performance Contract of the Plan Period as a key accountability tool which will be drawn from the Annual Work Plans. The Council's Performance Contract will be cascaded downwards to the Director General and then to respective Heads of Directorates, who will further cascade the same to staff under them as performance targets in their performance appraisals.



## **6.2 Coordination Framework**

The Council will strengthen its institutional capacity and put in place the requisite coordination framework for successful implementation of the Plan.

### **6.2.1 Institutional Framework**

The Council through the Board of Directors is responsible for providing strategic leadership and policy direction. The Director General is responsible for the overall operations to realize the Council's mandate. NCPD is organized into three (3) Technical Directorates and one (1) Corporate Directorate each headed by a Director.

#### **Directorates and Divisions**

##### **i. Policy, Partnerships and Resource Mobilization Directorate**

The functions of the Directorate include the following: developing and coordinating implementation of the National Population Policy and Programme; developing strategies, guidelines, standards, reports, position papers, cabinet memos and briefs on national, regional and international population and development agenda; provision of advisory on population and development issues; promotion of collaboration, partnerships and networks to leverage on resources for the implementation of National Population Policy and Programme; and integration of population issues into development planning at national and county level. It is also responsible for the coordination and supervisory of the regional offices.

##### **ii. Research Monitoring and Evaluation Directorate**

The Directorate is responsible for conducting research on emerging and continuing population issues and policy oriented studies to inform population policy and programmes; developing/reviewing the National Research Agenda for Population and Development; Analyzing, interpreting and documenting demographic trends including fertility, mortality, urbanization and migration and their implications on socio economic development; providing technical support to Ministries, Departments, Agencies and Counties to develop policies relating to population; preparing population data, research briefs, population reports, policy briefs and synopsis to guide decision making for key population issues; coordinating capacity building and trainings in collation and analysis of population and related data.

It is also responsible for monitoring and evaluating the implementation of the National Population Policy and programmes; coordinating the documentation, archiving and storage of population best practices; overseeing population data collection, analysis and reporting; and providing a platform for exchange of information, knowledge sharing, best practices and lessons in population and development at national, regional and global levels.

### **iii. Public Education and Advocacy Directorate**

The Public Education and Advocacy (PEA) Directorate is responsible for coordinating planning and implementation of advocacy and public education strategies at national and county levels. Key activities include developing content for advocacy and public education information materials, popularizing and promoting the goals and objectives of the National Population Policy, raising awareness on population and development issues and disseminating evidence-based information that highlights the linkages between population and development. It is also responsible for advocating for increased budgetary allocation and support for implementation of the National Population Policy and Programme at national and county levels and integration of population variables into programming at all levels. Organizing regular sensitization forums on population issues for different stakeholders is also a key activity.

### **iv. Corporate Directorate**

The Directorate is responsible for providing strategic leadership and development of policies for ensuring efficient and effective planning, management of finances, human resource, ICT, administrative matters and maintenance of good corporate image. Corporate services at NCPD are provided by the following Divisions.

#### **Human Resource and Administration Division**

The Division comprises three functional areas: Human Resource Management, Administration and Records Management. The Division is responsible with Human resource management (terms of attraction, retention, and development), and asset management and records management

#### **Finance and Accounts Division**

The Division is responsible for ensuring prudent management of all funds provided to and or mobilized by the Council.

## **Planning and Strategy Division**

The Division is responsible for ensuring that the Council adopts and implements effective strategies. It also provides advisory functions to the top management on planning, performance management and budgeting.

## **ICT Division**

The Division is responsible for effective management of ICT resources in support of operations of the Council.

## **v. Independent Divisions**

These are Divisions that report directly to either the Director General or the Board.

## **Audit and Risk Assurance Division**

The Division is responsible for evaluating the effectiveness of governance, risk management and control processes within the Council.

## **Supply Chain Management Division**

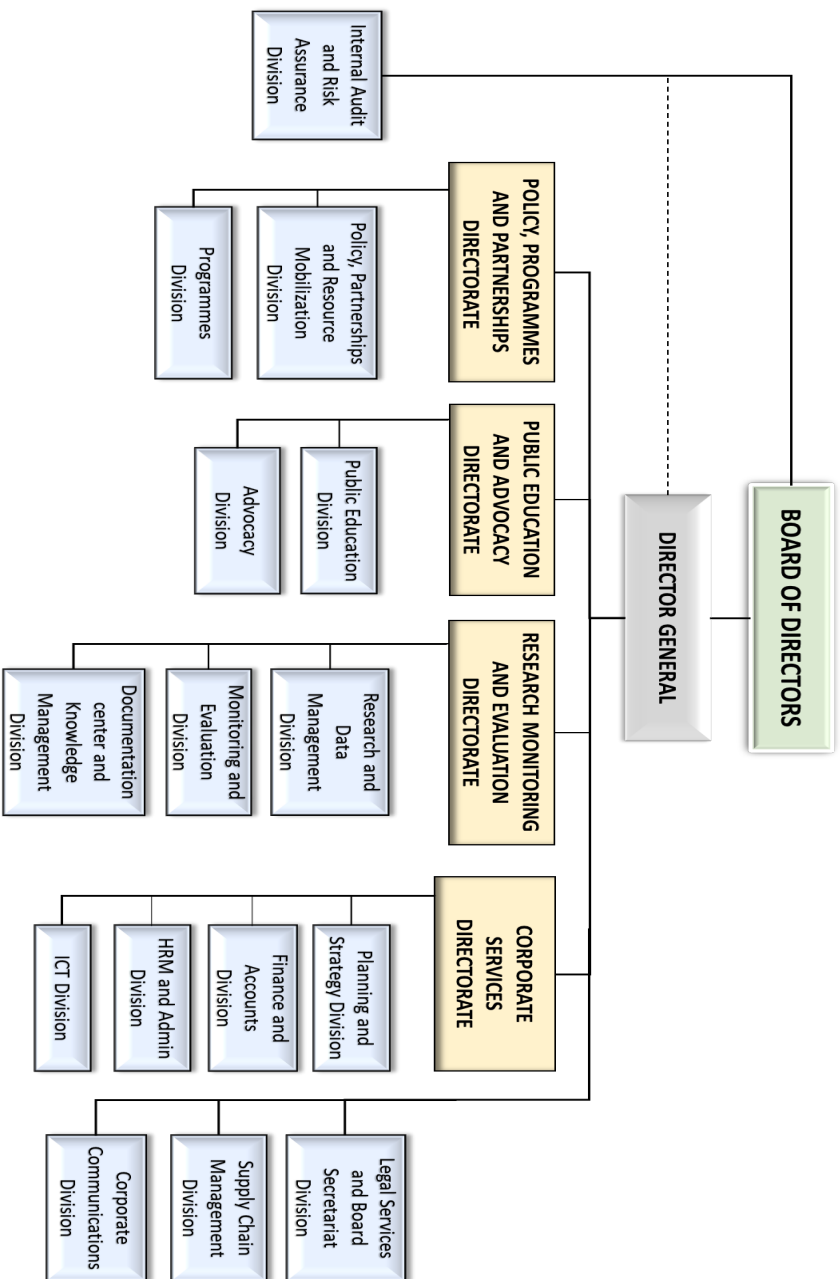
The Division is responsible for procurement and disposal in accordance to the Public Procurement and Asset Disposal Act

## **Corporate Communication Division**

The responsibility of the Division is coordinating corporate communication activities of the Council.;

## **Legal services and Company Secretary Division**

This Division oversees the legal compliance, contract management, and litigation matters, ensuring the organization adheres to corporate governance principles. It manages company secretarial duties, facilitates board meetings and handles administrative aspects related to corporate records.



**Figure 6.1: Organization Structure**

## 6.2.2 Staff Establishment, Skills Set and Competence Development

NCPD has an approved establishment of 250 staff, in-post of 106 and a variance of 144. The Council will fill vacant posts within the staff establishment progressively through internal promotions and recruitment of various cadres of staff in accordance with the provisions of the approved career guidelines developed for each grade. The Staff Establishment is presented in **Table 6.1**.

**Table 6.1: Staff Establishment**

STAFF ESTABLISHMENT AS AT 30 <sup>TH</sup> JUNE, 2023					
S/ No	Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In- Post (C)	Variance D=(B-C)
	Director General	1	1	1	0
	Director	4	4	2	-2
	Deputy Director	15	15	6	-9
	Assistant Director (Technical)	26	26	11	-16
	Assistant Director (Corporate)	6	6	5	-2
	Principal Officer (Technical)	29	29	11	-17
	Principal Officer (Corporate)	13	13	4	-9
	Principal Assistant Officer	1	1	0	-1
	Senior Officer (Technical)	35	35	13	-24
	Senior Officer (Corporate)	5	5	13	-6
	Senior Assistant Officer	0	0	0	0
	Officer 1 (Technical)	71	71	5	-66
	Officer 1/ Assistant Officer 1/ Principal Clerical Officer/ Assistant Officer	8	8	13	+2

Principal/ Chief/Senior/ 1/II Driver	26	26	17	-9
Officer II/ Assistant Officer II/ Chief Clerical Officer	3	3	3	0
Senior Clerical Officer/ Assistant Officer III/ Support Staff Supervisor	0	0	1	+1
Clerical Officer I/ Senior Office Assistant	0	0	0	0
Clerical Officer II/ Office Assistant I	0	0	1	+1
Office Assistant II	0	0	0	0
<b>Total</b>	<b>250</b>	<b>250</b>	<b>106</b>	<b>144</b>

**Table 6.2: Skills Set and Competence Development**

Directorate/ Division/ Unit	Skills Set	Skills Gaps	Competence Development
Policy, Partnership and Resource Mobilization Directorate	<ul style="list-style-type: none"> <li>a) Data generation, analysis and reporting;</li> <li>b) Leadership and personal relations</li> <li>c) Meeting/ Conference, Workshop Facilitation Skills</li> <li>d) Integration of Population, Health and Environment/ Population, Environment and Development (PHE/PED) in development planning</li> <li>e) Report Writing Skills</li> <li>f) Conduct of meetings and Minutes writing skills</li> <li>g) Performance management,</li> <li>h) Data consolidation and presentation,</li> <li>i) Leadership</li> </ul>	<ul style="list-style-type: none"> <li>a) Policy Analysis</li> <li>b) Negotiation Skills</li> <li>c) Technical Editing</li> <li>d) Policy formulation and Analysis.</li> <li>e) Data Science</li> <li>f) Project Planning and Management</li> <li>g) Event Organization and Management</li> <li>h) Budgeting</li> <li>i) Resource Mobilization</li> <li>j) Problem Solving</li> <li>k) Communication Skills</li> </ul>	<ul style="list-style-type: none"> <li>a) Leadership Skills</li> <li>b) Advanced ICT Skills</li> <li>c) Resource mobilization</li> <li>d) Leadership Skills</li> <li>e) Performance contracting skills</li> <li>f) Professional development Skills</li> </ul>
Public Education and Advocacy Directorate	<ul style="list-style-type: none"> <li>a) Meeting/ conference, workshop facilitation skills</li> <li>b) Leadership and personal relations</li> <li>c) Advocacy and Communication skills</li> <li>d) Population and Development Message development skills</li> <li>e) Report Writing Skills</li> <li>f) Conduct of meetings and Minutes writing skills</li> <li>g) ICT Skills</li> </ul>	<ul style="list-style-type: none"> <li>a) Proposal Writing</li> <li>b) Report Writing</li> <li>c) Communication Development.</li> <li>d) Data analysis (Quantitative and Qualitative).</li> <li>e) Sampling Techniques.</li> </ul>	<ul style="list-style-type: none"> <li>a) Advocacy and Communication Skills</li> <li>b) Development of Population messages Skills</li> <li>c) Leadership Skills</li> </ul>

Directorate/ Division/ Unit	Skills Set	Skills Gaps	Competence Development
Monitoring and Evaluation Directorate	<ul style="list-style-type: none"> <li>a) Data generation, analysis and reporting;</li> <li>b) Research proposal writing</li> <li>c) Development of research papers for publications</li> <li>d) Data Analysis, Manipulation, Visualization and Interpretation Skills,</li> <li>e) Monitoring and Evaluation;</li> <li>f) Meeting/ conference, workshop facilitation skills</li> <li>g) Leadership and personal relations</li> <li>h) Integration of Population dynamics into National and County Development Planning</li> <li>i) Fund raising/ Resource mobilization skill (Funding Proposal writing skills)</li> <li>j) Report Writing Skills</li> <li>k) Conduct of meetings and Minutes writing skills</li> <li>l) ICT Skills</li> <li>m) Library Information System Skills,</li> <li>n) Cataloguing Skills</li> </ul>	<ul style="list-style-type: none"> <li>a) Research Methodology (Data collection, Analysis, Reporting etc.)</li> <li>b) Communication of Research Findings to Policy Makers (Strategic Communication)</li> <li>c) Big Data Analytics</li> <li>d) Use of Artificial Intelligence in Communicating Research Findings</li> <li>e) Project Planning and Management</li> <li>f) Data analysis (Quantitative and Qualitative).</li> <li>g) Sampling Techniques.</li> <li>h) Transport and Logistics management.</li> <li>i) Procurement.</li> <li>j) Human resource Management.</li> <li>k) M &amp; E.</li> <li>l) PHE integration.</li> <li>m) Data Analysis Using SPSS, STATA etc.</li> <li>n) Public speaking.</li> <li>o) Facilitation skills</li> <li>p) Records management</li> <li>q) Communication skills</li> <li>r) Customer care and public relations</li> </ul>	<ul style="list-style-type: none"> <li>a) ICT</li> <li>b) Resource mobilization</li> <li>c) Leadership</li> <li>d) Library information skills</li> <li>e) Professional development Skills</li> <li>f) Leadership Skills</li> </ul>



Directorate/ Division/ Unit	Skills Set	Skills Gaps	Competence Development
Records Management Unit	<ul style="list-style-type: none"> <li>a) Negotiations</li> <li>b) Soft Skills</li> <li>c) ICT Skills</li> <li>d) Organizational Skills</li> <li>e) Change Management Skills</li> <li>f) Communication Skills</li> <li>g) Interpersonal Skills</li> <li>h) Report writing Skills</li> <li>i) Knowledge management Skills</li> <li>j) Budgeting Skills</li> <li>k) Proposal writing Skills</li> <li>l) Conduct of meeting skills</li> </ul>	<ul style="list-style-type: none"> <li>a) Presentation skills</li> <li>b) ISO Audit</li> <li>c) Customer Care and Public relations skills</li> <li>d) Supervisory Skills</li> </ul>	<ul style="list-style-type: none"> <li>a) Knowledge Management Skills</li> <li>b) Report writing &amp; Conduct of Meeting Skills</li> <li>c) Professional development Skills</li> <li>d) Leadership Skills</li> </ul>
Supply Chain Management Division	<ul style="list-style-type: none"> <li>a) Procurement</li> <li>b) Leadership and management</li> <li>c) E-procurement,</li> <li>d) Contract Management Skills</li> <li>e) Asset Disposal Skills</li> </ul>	<ul style="list-style-type: none"> <li>a) Contract Negations skills.</li> <li>b) Contract Management.</li> <li>c) E-procurement</li> <li>d) Supervisory Skills</li> <li>e) Computer Skills</li> </ul>	<ul style="list-style-type: none"> <li>a) E- procurement skills</li> <li>b) Professional development Skills</li> <li>c) Leadership Skills</li> </ul>
Finance and Accounts Division	<ul style="list-style-type: none"> <li>a) Budgeting, Cash Management</li> <li>b) Payroll Management</li> <li>c) Verification</li> <li>d) Tax Filing and Compliance,</li> <li>e) Financial Reporting,</li> <li>f) Account Reconciliations,</li> <li>g) Cash Book Management</li> <li>h) General Ledger Management</li> <li>i) Bank Reconciliations</li> <li>j) ICT Skills</li> </ul>	<ul style="list-style-type: none"> <li>a) Public Sector Accounting</li> <li>b) International Public Sector Accounting Standards (IPSAS)</li> <li>c) Taxation</li> <li>d) Public Procurement and Assets Disposal Act and Regulations</li> <li>e) IFMIS.</li> <li>f) Accounting software: Enterprise Resource Planning</li> <li>g) Project Management.</li> <li>h) E-procurement.</li> </ul>	<ul style="list-style-type: none"> <li>a) Public Sector Accounting</li> <li>b) Accounting software</li> <li>c) E- procurement</li> <li>d) Professional development Skills</li> <li>e) Leadership Skills</li> </ul>
Corporate Communications Division	<ul style="list-style-type: none"> <li>a) Media engagement</li> <li>b) Social media interactions</li> </ul>	<ul style="list-style-type: none"> <li>a) Speech writing.</li> <li>b) Population policy.</li> <li>c) Communication dissemination.</li> <li>d) Communication skills</li> </ul>	<ul style="list-style-type: none"> <li>a) Professional development Skills</li> <li>b) Leadership Skills</li> </ul>

Directorate/ Division/ Unit	Skills Set	Skills Gaps	Competence Development
Administration Unit	<ul style="list-style-type: none"> <li>a) Fleet Management,</li> <li>b) Logistics management</li> <li>c) Vehicle tracking</li> </ul>	<ul style="list-style-type: none"> <li>a) Logistics Management.</li> <li>b) Communication and sign language.</li> <li>c) Customer care and public relations.</li> <li>d) Defensive driving.</li> <li>e) First AID.</li> <li>f) General vehicle maintenance</li> </ul>	<ul style="list-style-type: none"> <li>a) Fleet Management Skills</li> <li>b) Professional development Skills</li> <li>c) Leadership Skills</li> </ul>
ICT Division	<p><b>Technical Proficiency:</b></p> <ul style="list-style-type: none"> <li>a) Networking</li> <li>b) System Administration</li> <li>c) Hardware and Software Troubleshooting</li> <li>d) Database Management</li> </ul> <p><b>Cybersecurity</b></p> <ul style="list-style-type: none"> <li>e) Security Protocols</li> <li>f) Firewall and Antivirus</li> <li>g) Security Audits</li> </ul> <p><b>Server Management:</b></p> <ul style="list-style-type: none"> <li>h) Server Configuration:</li> <li>i) Virtualization:</li> </ul> <p><b>Programming and Scripting:</b></p> <ul style="list-style-type: none"> <li>j) Scripting Languages:</li> <li>k) Programming Languages:</li> </ul> <p><b>Infrastructure:</b></p> <ul style="list-style-type: none"> <li>l) Cloud Computing:</li> <li>m) Storage Solutions:</li> </ul> <p><b>Communication and Collaboration:</b></p> <ul style="list-style-type: none"> <li>n) Communication Skills:</li> <li>o) Collaboration Tools:</li> </ul> <p><b>Management:</b></p> <ul style="list-style-type: none"> <li>p) Project Planning:</li> <li>q) Time Management:</li> </ul>	<ul style="list-style-type: none"> <li>a) Cryptography.</li> <li>b) ITSM.</li> <li>c) Database Administration.</li> <li>d) System Administration.</li> <li>e) Network Administration.</li> </ul>	<ul style="list-style-type: none"> <li>a) Cyber Security skills</li> <li>b) Server management skills</li> <li>c) Programming &amp; Scripting</li> <li>d) Professional development Skills</li> <li>e) People Management Leadership Skills</li> </ul>

Directorate/ Division/ Unit	Skills Set	Skills Gaps	Competence Development
Human Resource Management Division	<ul style="list-style-type: none"> <li>a) Communication Skills,</li> <li>b) Onboarding Skills,</li> <li>c) Recruitment &amp; Selection Skills</li> <li>d) Emotional Intelligence Skills</li> <li>e) Organizational Skills,</li> <li>f) Administrative Skills,</li> <li>g) Performance Management Skills,</li> <li>h) Interpersonal Skills,</li> <li>i) HRMIS Skills</li> <li>j) Leadership</li> <li>k) People Management Skills</li> <li>l) Records Management Skills</li> <li>m) ICT Skills</li> </ul>	<ul style="list-style-type: none"> <li>a) Report writing.</li> <li>b) Payroll Administration</li> <li>c) Minute Writing</li> <li>d) Human Resource Management Information System (HRMIS)</li> <li>e) Training Evaluation</li> <li>f) Performance Appraisal (Balanced Score Card)</li> <li>g) Customer Care/ Etiquette</li> </ul>	<ul style="list-style-type: none"> <li>a) HRIS Skills</li> <li>b) Performance management skills</li> <li>c) Professional development Skills</li> <li>d) Leadership Skills</li> </ul>

### 6.2.3 Leadership

Implementation of this Strategic Plan will be executed through the strategic themes under the leadership of the Heads of Directorates supported by their teams as shown in Table 6.3 below.

**Table 6.3: Strategic Theme Teams**

S/ No	Strategic theme team	Lead actor	Membership	TORs
1	Integration of population issues in development planning	Director Policy, Programmes and Partnerships	<ul style="list-style-type: none"> <li>• D/D Policy Partnerships and Resource Mobilization Division</li> <li>• D/D Programmes Division</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordination of the Implementation of the SP</li> <li>▪ Annual reporting</li> <li>▪ Quarterly reporting</li> <li>▪ Mid-term and End -term evaluation</li> </ul>
2	Evidence-based decision making on population and development Issues.	Director Research Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• D/D Research and Data Management Division</li> <li>• D/D Monitoring and Evaluation Division</li> <li>• D/D Documentation Centre and Knowledge management Division</li> </ul>	
3	Socio-cultural systems and sustainability of population programmes	Director Public Education and Advocacy	<ul style="list-style-type: none"> <li>• D/D Public Education Division</li> <li>• D/D Advocacy Division</li> </ul>	
4	Institutional Capacity	Director Corporate Services	<ul style="list-style-type: none"> <li>• D/D Planning and Strategy Division</li> <li>• D/D Finance and Accounts Division</li> <li>• D/D HRM and Admin Division</li> <li>• D/D ICT Division</li> <li>• D/D Legal Services and Board Secretariat Division</li> <li>• D/D Supply Chain Management Division</li> <li>• Corporate Communications Division</li> </ul>	

## 6.2.4 Systems and Procedures

For effective coordination of stakeholders on population policy and programmes implementation, an online database will be established for management of population stakeholders. In addition, the Coordination Strategy (2018-2022) will be reviewed and implemented to enhance coordination in the implementation of the National Population Policy and Programmes.

The Council will also establish and operationalize a Centre of Excellence on population and development which will provide real-time population and development data and information for evidence-based planning at national and county levels. An automated Monitoring and Evaluation framework will also be established to track progress of implementation of the Sessional Paper No 1 of 2023 on The Kenya National Population Policy for Sustainable Development and the Strategic Plan.

In order to promote efficiency and effectiveness in service delivery, the Council will enhance the automation of procurement p, payment, human resource and asset management business processes. In addition, automated library and motor vehicle tracking system will be improved.

### **6.3 Risk Management Framework**

A summary of the risks that the Council is likely to face during the implementation of this Strategic Plan and corresponding mitigation measures are presented in Table 6.4 below.

**Table 6.4: Risk Management Framework**

S/No.	Risk Category	Risk Description	Likelihood (L/M/H)	Impact (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measures
1.	Legal	NCPD has not been enacted through an Act of Parliament	H	H	H	Complete the process of enacting NCPD through an Act of Parliament
	Financial	Lack of adequate funds to implement the population and development programmes	H	H	H	<ul style="list-style-type: none"> <li>i. Implement the resource mobilization strategy;</li> <li>ii. Collaboration with implementing partners where there is co-funding; and</li> <li>iii. Business re-engineering initiatives.</li> </ul>
2.	Information management	Increased use of technology and the threat of cyber security may interrupt the operations of the Council	M	H	H	<ul style="list-style-type: none"> <li>i. Monitor threats of the system;</li> <li>ii. Sensitize staff on cyber security;</li> <li>iii. Continuous upgrading of ICT infrastructure; and</li> <li>iv. Implement the ICT Policy.</li> </ul>
	Geographical coverage and visibility	Inadequate coverage in all the Counties and inadequate public awareness on population and development issues.	M	M	M	<ul style="list-style-type: none"> <li>i. Establish additional County offices; and</li> <li>ii. Sustained public awareness on population and development issues.</li> </ul>
3.	Operational	<ul style="list-style-type: none"> <li>i. High staff turnover is a risk to the implementation of the Council's activity; and</li> <li>ii. Low classification of the Council among state corporation which affects the staff terms.</li> </ul>	M	H	M	Implement the Approved Organizational structure and Human Resource Instruments.

## Risk Rating Criteria

### Likelihood

Likelihood is the probability that an adverse event, which could cause materialization of the risk, may occur. Rated on a scale of either high, medium or low:

- H - Repeated incidences: Event is almost certain will occur or already occurred
- M - Possible: Event is as likely as not to occur
- L - Almost impossible: Event unlikely to occur

### Impact

Impact is the potential loss to the organization should the risk materialize. Rated on a scale of either high, medium or low:

- H – Critical loss: Threatens the success of the Council
- M – Medium loss: Notable impact on time, cost or quality of Council activities
- L – Minor loss: Negligible impact of Council activities

## RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

### 7.0 Overview

This chapter provides the resource requirements, resource gaps, and resource mobilization and management strategies for the Strategic Plan Period.

### 7.1 Financial Requirements

The programmes and projects to be implemented in the Strategic Plan will mainly be funded from the Exchequer, complemented by development partners. More financial, human and capital resources will be required for implementation of the approved organizational structure. The Council requires a total of **Kshs. 5,445.53 Million** during the five-year period as summarized in **Table 7.1**.

**Table 7.1: Financial Requirements for implementing the Strategic Plan**

Cost Area	Projected Resource Requirements (Kshs. M)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>KRA1</b>	62.9	71.1	83.1	71.3	79.9	368.2
<b>KRA2</b>	173.8	355.2	424.8	438.3	631.8	2,023.9
<b>KRA3</b>	108.6	131.2	113.3	116.1	118.4	587.6
<b>KRA 4</b>	140.9	126.4	120.3	123.4	130.9	641.9
<b>Administrative costs</b>	341.3	356.6	366.0	375.4	384.7	1824.0
<b>Total</b>	<b>827.46</b>	<b>1,040.47</b>	<b>1,107.52</b>	<b>1,124.42</b>	<b>1,345.66</b>	<b>5,445.53</b>

The projected resource requirements indicate a funding shortfall of Ksh 2,301.66 million over the plan implementation period. The Council will implement various resource mobilization initiatives to bridge the deficit in funding. The resource gaps are illustrated in **Table 7.2**.



**Table 7.2: Resource Gaps**

FY	Requirements (Kshs. M)	Allocation (Kshs. M)	Variance (Kshs.M)
Year 1	827.5	568.96	258.50
Year 2	1040.5	597.41	443.06
Year 3	1107.5	627.28	480.24
Year 4	1124.4	658.64	465.78
Year 5	1345.66	691.58	654.08
<b>Total</b>	<b>5,445.53</b>	<b>3,143.87</b>	<b>2,301.66</b>

## 7.2 Resource Mobilization Strategies

During the plan period, the Council will explore extensive resource mobilization initiatives to ensure implementation of the Strategic Plan. The Council will mobilize resources from the Government, Development Partners, Private Sector, CSOs among many others. The resource mobilization strategies to be implemented include:

- i. Advocate for increased annual government allocation:** NCPD will actively engage with relevant government bodies to advocate for a higher annual allocation of funds;
  - ii. Develop human resource capacity on resource mobilization:** NCPD will invest in training and capacity-building programs to enhance the skills of its staff in resource mobilization techniques including training focused on fundraising, proposal writing, and donor engagement;
  - iii. Establish and strengthen strategic partnerships:** NCPD will identify and cultivate partnerships with diverse stakeholders including government agencies, non-governmental organizations, private sector entities among others; and
- Joint resource mobilization with development partners:** NCPD will collaborate with development partners to pool resources and leverage funding opportunities.

## 7.3 Resource Management Strategies

- i. Joint implementation of activities:** NCPD will explore opportunities for joint implementation of activities with partner organizations to optimize resource utilization and enhance program effectiveness;

- ii. **Collaborate with the Private Sector to finance some of the activities:** NCPD will engage with the private sector to explore funding opportunities for specific activities or projects aligned with corporate social responsibility objectives;
- iii. **Strengthen internal financial control systems:** NCPD will enhance its internal financial control mechanisms to ensure transparency, accountability, and compliance with financial regulations; and
- iv. **Identify and implement cost effective ways of implementing the Population Programme:** NCPD will conduct a thorough cost-benefit analysis to identify cost-effective strategies for implementing the Population Programme. This will involve prioritizing interventions with high impact and low resource requirements, adopting innovative technologies, and streamlining administrative processes to reduce overhead costs.

# MONITORING, EVALUATION AND REPORTING FRAMEWORK

## 8.0 Overview

This chapter provides the monitoring, evaluation and reporting framework of the strategic plan. Monitoring, evaluation and reporting will involve systematic and continuous collection and analysis of information based on indicators, targets and provision of feedback.

## 8.1 Monitoring Framework

Monitoring of the Plan will be a participatory process involving all heads of functional areas and all officers involved in collecting, collating, processing and communicating information that will help in decision-making. The Monitoring activities to be undertaken include:

- i. **Quarterly Monitoring and Reporting:** This involves quarterly monitoring of the implementation of planned activities in the Annual Work Plan that are drawn from the Strategic Plan.
- ii. **Annual Monitoring and Reporting:** This involves tracking of the implementation status of planned activities in the Annual Work Plan at the end of each financial year.
- iii. **Quarterly meetings:** Quarterly review meetings will be scheduled to ensure that implementation remains on track and to provide feedback on pertinent performance indicators.

## 8.2 Performance Standards

The Council will utilize its M&E framework to monitor and evaluate the implementation of this Strategic Plan based on the set performance standards. These standards will be at strategic, operational and individual performance levels. Strategic performance standards will help achieve strategic objectives. Operational performance standards will help achieve departmental objectives while individual performance standards will guide employees in their operations. Some of the performance standards to be maintained in the M&E of this SP are: teamwork, communication, problem-solving, professionalism, accountability and time management.

### 8.3 Evaluation Framework

Evaluations will be done to assess the impact of implementation of population programme and projects identified in this strategic plan. The Evaluations will provide information that will be used to:

- i. Track progress on implementation of all the policies, programmes and projects;
- ii. Identify gaps and weaknesses in the implementation process;
- iii. Plan, prioritize, allocate and manage resources; and
- iv. Review the impact of implemented policies/projects/programmes to stakeholders.

**Table 8.1: Outcome Performance Matrix**

Key Result Area	Outcome	Outcome Indicator		Baseline		Target		
				Value	Year	Mid-Term Period	End-Term Period	
Population Policy and Programme Implementation	Increased integration of population issues in development planning	% increment in the integration of population issues in development planning		25%	2023/2024	50%		75%
Population Research and Analysis	Improved generation and utilization of research findings	No. of population research materials developed and utilized		22	2023/2024	61		97
Population Advocacy and Public Education	Increased awareness and support for population policy and programmes	No. of people reached with information on population and development		1M	2023/2024	3M		4M
		Level of political support for population policies and programmes		25	2023/2024	75		100
		Increase in resources supporting implementation of population policy and programmes		568.96M	2023/2024	1,107.5M		1,342.7M
Institutional Strengthening	Operational efficiency index	Improve Operational efficiency index		75	2023/2024	78		80

### **8.3.1 Mid-Term Evaluation**

The Mid-Term evaluation of this Plan will be conducted in the Financial Year 2025/26 to assess the progress made towards implementation of the plan focusing on key performance indicators and targets. In addition, the evaluation will center on relevance, effectiveness and efficiency of each project in the strategic plan and corrective measures for the areas that may require improvement.

### **8.3.2 End-Term Evaluation**

The End-Term Evaluation of this plan will be conducted in Financial Year 2027/28 to establish the extent to which the strategic objectives have been met, assess overall performance and document lessons learnt and recommendations. The lessons learnt and recommendations will inform the next strategic planning cycle.

### **8.4 Reporting Framework and Feedback Mechanism**

The Reporting Framework will involve a systematic and continuous process of collecting and analyzing information based on the targets and indicators. The achievements, challenges, lessons learnt and recommendations from the feedback will inform the corrective measures to be instituted as well as the next strategic planning cycle. Reporting on the implementation progress of the Strategic Plan will be undertaken on a quarterly and annual basis by each functional unit and consolidated by the Planning Unit. The reports will be presented to Management for advice and onward tabling to the Board for approval and adoption.

# ANNEXES

## Annex I: Implementation Matrix

Strategy	Key Activities	Expected Output (s)	Output Indicators	Target for 5 years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Budget (Mn)	Y1	Y2	Y3	Y4	Y5	Lead	Responsibility	Support
<b>Strategic Issue: Integration of population issues in development planning</b>																							
<b>Strategic Goal: Enhance integration of population issues in development plans at all levels</b>																							
<b>KRA: Population Policy and Programme Implementation.</b>																							
<b>Outcome: Increased integration of population issues in development planning</b>																							
<b>Strategic Objective: To improve implementation of the National Population Policy at National and County levels</b>																							
Stakeholder engagement for implementation of National Population Policy and Programmes	Conduct stakeholder mapping at national level	Mapping of stakeholders conducted at the national level	Data base of P&D stakeholders	1	1	1	1	1	1	1.34	0.016	0.018	0.019	0.021	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DDPPRM/ DDP		
	Conduct stakeholder mapping at county level	Mapping of stakeholders conducted at the county level	No. of stakeholders mapped	940	188	188	188	188	188	4.7	5.2	5.7	6.3	6.8	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DDPPRM/ DDP		
	Develop Plan of Action for the implementation of Sessional Paper on Kenya Population Policy for Sustainable Development	Plan of Action for the implementation of Sessional Paper on KPPSD developed	Plan of Action	48	1	18	29	-	-	2.2	10.8	17.4	-	-	-	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DDPPRM/ DDP	
Hold Inter-ministerial coordination meetings at National Level	Inter-ministerial coordination meetings held at National Level	No. of Reports	10	2	2	2	2	2	2	0.3	0.33	0.36	0.36	0.4	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DDPPRM/ DDP		
	Inter-ministerial coordination meetings held at County Level	No. of Reports	166	22	36	36	36	36	36	7.8	12.8	13.2	13.6	14.3	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DPPPI	DDPPRM/ DDP		

Strategy	Key Activities	Expected Output (\$)	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Enhance coordination mechanisms for implementation of National Population Policy and Programmes.	Develop Coordination Strategy	Coordination Strategy developed	Coordination Strategy	1	-	-	-	-	-	2.5	-	-	-	-	-	DPPPI	DDPPRM/ DDP	
	Conduct population stakeholders coordination forums at national level	Stakeholders coordination meetings at national level held	No. of Reports	20	4	4	4	4	4	0.8	0.9	1	1.1	1.2	-	-	DDPPRM/ DDP	
<b>Strategic Objective: To increase resources for implementation of the population policy</b>																		
Promote collaboration and partnerships to leverage on resources for implementation of National Population Policy and Programmes.	Review Resource Mobilization (RM) strategy	Resource Mobilization strategy Reviewed	Resource Mobilization Strategy	1	-	-	-	-	-	2.5	-	-	-	-	-	DPPPI	DDPPRM/ DDP	
	Conduct staff capacity building forums on resource mobilization	Capacity building forums on resource mobilization held	No. of staff trained on resource mobilization	100	20	20	20	20	20	2.2	2.4	2.7	2.9	3.2	-	-	DPPPI	DDPPRM/ DDP
Develop concept notes and proposals at national level	Develop concept notes and proposals	Concept notes developed	No. of Concept notes and proposals developed	20	4	4	4	4	4	0.15	0.17	0.18	0.2	0.22	-	-	DPPPI	DDPPRM/ DDP
	Hold round table meetings with development partners at national level	Meetings held	No. of Reports	10	2	2	2	2	2	0.164	0.18	0.198	0.21	0.24	-	-	DPPPI	DDPPRM/ DDP

Strategy	Key Activities	Expected Output (\$)	Output Indicators	Target for 5 years	Target					Budget (Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
<b>Strategic Objective: To promote integration of population issues in national and county development planning</b>																
Mainstream population issues into National and County development plans.	Hold PHE Coordination Meetings at National level	Meetings held	No. of reports	10	2	2	2	2	2	0.204	0.224	0.247	0.274	0.299	DPPPI	DDPPRM/ DDP
	Develop National Integration Manual	Integration Manual developed	Integration Manual	1	1	-	-	-	-	2.5	-	-	-	-	DPPPI	DDPPRM/ DDP
	Hold PHE TWG meetings at County level	Meetings held	No. of Reports	166	22	36	36	36	36	6.8	11.2	12.4	13.5	14.2	DPPPI	DDPPRM/ DDP
	Develop PHE Strategic Plan	PHE Strategic Plan developed	PHE Strategic Plan	1	1	-	-	-	-	2.5	-	-	-	-	DPPPI	DDPPRM/ DDP
	Implement tree growing campaign	Tree growing campaign implemented	No. of trees planted	200,000	40,000	40,000	40,000	40,000	40,000	1.8	2	2.3	2.5	2.7	DPPPI	DDPPRM/ DDP
Enhance the capacity of State and Non-state actors on integration of population issues in development planning.	Review integration of population dynamics into CIDPs	Population dynamics integrated in CIDPs	No. of CIDPs with population dynamics integrated in CIDPs	47	-	-	-	-	47	-	-	-	-	3.2	DPPPI	DDPPRM/ DDP
	Capacity build stakeholders on integration of population issues in development planning.	Capacity building forums held	No. of Reports	5	1	1	1	1	1	3.4	3.7	4.1	4.5	5	DPPPI	DDPPRM/ DDP
<b>Strategic Objective: To enhance advisory services on population and development issues at National and County level</b>																





Strategy	Key activities	Expected Output (s)	Output indicators	Target Target for 5 years					Budget (Mn)					Responsibility				
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
<b>Strategic Issues: Evidence-based decision making on population and development Issues</b>																		
<b>Strategic Goal: Increase availability, quality and utilization of Population research findings</b>																		
<b>KRA 2: Population Research and Analysis</b>																		
<b>Outcome: Improved generation and utilization of population research findings</b>																		
<b>Strategic Objective: To improve generation and utilization of population research findings</b>																		
Avail data and information on population and development issues	Commission and conduct research on emerging population issues	Research on emerging population issues conducted	No. of researches conducted	1	-	1	-	1	-	1	-	1	-	150	-	200	DRM&E	DDRDM/ DDDKM/ DDM&E
	Review national population research agenda	National population research agenda reviewed	Reviewed research agenda	-	-	-	-	1	-	-	-	-	-	-	-	2.5	DRM&E	DDRDM/ DDDKM/ DDM&E
Develop NCPS Research Policy	Develop NCPS Research Policy	Research Policy developed	Research policy	-	1	-	-	-	-	-	-	-	-	-	-	-	DRM&E	DDRDM/ DDDKM/ DDM&E
	Conduct further analysis on demographic trends	Further analysis on demographic trend conducted	No. of further analysis papers/ reports	3	6	4	2	2	1	20	5	-	-	-	6	-	DRM&E	DDRDM/ DDDKM/ DDM&E
Develop assorted Research products (briefs, discussion papers, blogs and fact sheets)	Develop assorted Research products (briefs, discussion papers, blogs and fact sheets)	Assorted Research products (briefs, discussion papers, blogs and fact sheets) developed	No. of assorted research products	12	16	16	16	16	16	1	1	1	1	1	1	1	DRM&E	DDRDM/ DDDKM/ DDM&E



Establish and operationalize Centre of Excellence on population and development	Develop Kenya population situation analysis report	Kenya population situation analysis report developed	No. of Reports	-	1	-	-	-	-	5	-	-	-	-	-	DRM&E	DDRD/ DDDK/ DDM&E
	Coordinate documentation, archiving and storage of population best practices	Best practices documented, archived, and stored	No. of documentations	-	1	-	1	-	1	4.5	-	4.5	-	4.5	-	DRM&E	DDRD/ DDDK/ DDM&E
	Set up an operational centre	Operational centre	Level of operation (%)	-	20	40	60	80	100	100	100	250	250	380	400	DRM&E	DDRD/ DDDK/ DDM&E
	Conduct advocacy meetings for support of CoE	Advocacy meetings for support of CoE held	No. COE advocacy meetings held	-	3	2	-	-	-	15	10	-	-	-	-	DRM&E	DDRD/ DDDK/ DDM&E
	Benchmarking on implementation of CoE	Benchmarking visits on implementation of CoE undertaken	No. of COE benchmarking visits	-	2	-	-	-	-	8	-	-	-	-	-	DRM&E	DDRD/ DDDK/ DDM&E
	Develop policies, procedures, regulations for CoE	Policies, strategies procedures, regulations developed, shared and validated	No. of policies, strategies, procedures, regulations developed, shared and validated	-	-	-	-	4	-	-	-	-	-	5	-	DRM&E	DDRD/ DDDK/ DDM&E
	Develop integrated M&E framework and manual	Integrated M&E framework and manual developed	Integrated M&E framework	-	-	1	-	-	-	-	40	-	-	-	-	DRM&E	DDRD/ DDDK/ DDM&E
	Conduct regular M&E visits to implementers	P&D M&E visits to implementers conducted	No. of M&E visits conducted	-	9	9	9	9	9	6.3	6.3	6.3	6.3	6.3	6.3	DRM&E	DDRD/ DDDK/ DDM&E
	Conduct Mid-evaluation of implementation of Kenya population policy for sustainable development	Implementation of Kenya population policy for sustainable development evaluated	Population policy implementation Evaluation report	-	-	-	-	-	1	-	-	-	-	-	5	DRM&E	DDRD/ DDDK/ DDM&E
	Conduct mid-term evaluation of implementation of ICPD25 commitments	Mid-term evaluation of implementation of ICPD25 commitments conducted	No. of evaluation reports	-	-	-	1	-	-	-	-	-	6	-	-	DRM&E	DDRD/ DDDK/ DDM&E
	<b>SUB-TOTAL</b>																
	<b>173.8 355.15 424.8 438.3 631.8</b>																

Strategy	Key Activities	Expected Output (s)	Output Indicators	Target for 5 years	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Budget (Mn)	Y1	Y2	Y3	Y4	Y5	Lead	Responsibility Support
<b>Strategic Issue: Socio-cultural systems and sustainability of population programmes.</b>																						
<b>Strategic Goal: Enhance sustainability of population programmes</b>																						
<b>KRA 3: Population Advocacy and Public Education</b>																						
<b>Outcome: Increased awareness and support for population policy and programmes</b>																						
<b>Strategic Objective: To enhance public education on population and development issues</b>																						
Promote positive social behaviour change on Population and Development	Develop messages that promote positive so(NCPDI) and development issues	Messages developed on thematic population messages are developed	No. of thematic issues that population messages are developed	8	5	5	5	5	5	0.7	0.8	0.9	1	1.1	1	0.7	0.8	0.9	1	1.1	DAPE	DDPE/ DDA
	Develop and disseminate IEC materials on population and development	IEC Materials on topical P&D issues developed	No. of topical P&D issues that IEC materials are developed	10	5	5	5	5	5	1.5	1.75	2.1	2.3	2.5	2.3	1.5	1.75	2.1	2.3	2.5	DAPE	DDPE/ DDA
	Develop the Public Education and Advocacy Strategy	Public Education and Advocacy Strategy developed	PEA Strategy developed	-	-	1	-	-	-	-	1.8	-	-	-	-	-	1.8	-	-	-	DAPE	DDPE/ DDA
	Public Education and Advocacy Strategy implemented	Public Education and Advocacy Strategy implemented	% Implementation	-	25	50	75	100	100	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	DAPE	DDPE/ DDA
Train Population and Development champions	Population and Development Champions trained	Population and Development Champions trained	No. of champions trained	-	50	50	50	50	50	3.3	3.4	3.5	3.6	3.7	3.6	3.3	3.4	3.5	3.6	3.7	DAPE	DDPE/ DDA
Sensitize young people on Key Population Issues	Young people sensitized on Key Population Issues	Young people sensitized on Key Population Issues	No. of youth sensitized	-	100	100	100	100	100	1.5	1.8	2	2.3	2.7	2.3	1.5	1.8	2	2.3	2.7	DAPE	DDPE/ DDA
Scale-up knowledge translation and management	Develop factsheets, infographics, policy briefs, evidence reports etc	Factsheets, infographics, policy profiles, evidence briefs, Reports developed	No. of Factsheets, infographics, policy profiles, evidence briefs, Reports developed	10	10	10	10	10	10	4.9	5	5.1	5.2	5.3	5.1	4.9	5	5.1	5.2	5.3	DAPE	DDPE/ DDA









Strategy	Key Activities	a	Expected Output	Output Indicators	Target Target for 5 years					Budget					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
<b>Strategic Issue: Institutional Capacity</b>																	
<b>Strategic Goal: Improve service delivery</b>																	
<b>KRA 4: Institutional Strengthening</b>																	
<b>Outcome: Improved Service Delivery</b>																	
<b>Strategic Objective: To promote ethics, national values and good corporate governance</b>																	
Strengthen governance system	Implement the Government's Code of governance		The Government's Code of governance implemented	No. of reports	6	6	6	6	6	4	4	4	4	4	4	DCS	DDLSBS
	Sensitize Board members on The Government's code of governance		Board members sensitized	No. of reports	-	2	2	2	2	2	2	2	2	2	2	DCS	DDLSBS
	Finalize process of re-establishing NCPD through an Act of Parliament		NCPD established through an Act of Parliament	NCPD re-enactment	-	-	1	-	1	1	1	-	-	-	-	DCS	DDLSBS
Entrench best Management practices and systems	Boards review performance of Councils		Performance of the Council reviewed	No. of reports	-	6	6	6	6	4	4	4	4	4	4	DCS	DDLSBS
	Maintain certification to International Management Standards		ISO 9-1:2-15 and ISO/IEC 27-1:2-22 Certification.	Certificate	-	2	2	2	2	3	2	2	2	2	2	DCS	MR
Improve internal controls and risk management systems	Review and implement the Citizens Service Delivery Charter		Citizens Service Delivery Charter reviewed and implemented	No. of implementation reports	-	1	1	1	1	1	1.5	0.5	0.5	0.5	0.5	DCS	MR
	Review internal audit manual		Internal audit manual reviewed	Internal audit manual	-	1	-	1	-	2	-	-	2	-	-	DCS	DDIARA
	Undertake internal audit reviews		Internal Audit reviews undertaken	No. of reports	-	22	22	25	27	29	1	1	1	1	1	DCS	DDIARA
	Review and implement Risk Management Policy and Procedure Manual		Risk management Policy and Procedure manual Reviewed	Risk Management Policy and procedure manual	2	-	-	2	-	2	-	-	2	-	-	DCS	DDIARA
	Review and implement strategic risks		Strategic Risks reviewed	No. of Strategic Risks reports	-	1	1	1	1	1	1	2	-	-	-	DCS	DDIARA
	Review and implement divisional/units risks registers		Reviewed divisional/units risk registers	No of divisional Risk registers	-	23	23	26	28	30	2	2	2	2	2	DCS	DDIARA
<b>Strategic Objective: To enhance corporate brand</b>																	

Strengthen institutional publicity	Publish population issues on mainstream media and NCPD media platforms (media journalists and the Council)	No. of reports	-	2	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5	0.5	DCS	DDCC	
	News items published on mainstream media and social media platforms																	
	Compose, record and disseminate songs with population messages	No. of songs	5	5	5	5	5	5	5	3	3	3	3	3	3	DCS	DDCC	
	Songs composed and disseminated																	
	Develop and disseminate NCPD annual report	No. of annual reports	-	1	1	1	1	1	1	2	2	2	2	2	2	DCS	DDCC	
	NCPD annual report developed and disseminated																	
	Develop and disseminate KENPOP newsletters (hardcopies and e-newsletters)	No. of KENPOP newsletters	-	6	6	8	8	14	14	2.7	2.7	2.7	2.7	2.7	2.7	DCS	DDCC	
	Ken pop newsletters developed and disseminated																	
	Develop and submit presidential annual reports and National Cohesion Review and implement NCPD Brand guidelines	No. of Annual Presidential reports	-	1	1	1	1	1	1	2.5	2.5	2.5	2.5	2.5	2.5	DCS	DDCC	
	Presidential annual reports developed and submitted																	
Enhance customer relations	Review and implement NCPD Brand guidelines	Branding guidelines reviewed and implemented	-	1	-	-	-	1	2	2	2	2	2	2	2	DCS	DDCC	
	Acquire branded materials	Branded materials acquired	-	4	4	4	4	4	5	5	5	5	5	5	5	DCS	DDCC	
	Review Media Engagement Plan	Media Engagement Plan reviewed	-	1	-	-	-	1	2	-	-	-	-	-	2	DCS	DDCC	
	Media Engagement Plan																	
	Conduct Media Awards on P&D	Media awards conducted	-	1	1	1	1	1	3	3	3	3	3	3	3	DCS	DDCC	
	Media awards																	
	Undertake CSR Activities	CSR activities undertaken	-	2	2	2	2	2	1	1	1	1	1	1	1	DCS	DDCC	
	CSR activities																	
	Review and implement Corporate Communication Policy	Corporate Communication Policy revised and implemented	-	1	-	-	-	1	2	2	2	2	2	2	2	DCS	DDCC	
	Corporate Communication Policy																	
<b>Strategic Objective: To enhance Human Resource Management and development</b>																		

Strengthen human resource capacity	Establish and maintain an optimal staffing level	Work load analysis conducted and recommendations implemented	1	-	-	-	1	0.6	0.4	0.4	0.3	DCS	DDHRM&A	
	Recruitment of new staff	New staff recruited	10	10	10	10	5	5	5	5	5	DCS	DDHRM&A	
	Implement Approved Staff Establishment and HR tools	Approved Staff Establishment and HR tools implemented	1	1	1	1	250	260	270	280	290	DCS	DDHRM&A	
	Conduct Job evaluation	Job evaluation conducted	-	1	-	-	-	1	-	-	-	DCS	DDHRM&A	
	Promote gender equity and Diversity Mainstreaming	Gender equity and diversity mainstreaming promoted	1	1	1	1	2	2	2	2	2	DCS	DDHRM&A	
	Automate and implement HR processes	HR processes automated and implemented	1	2	-	-	2	2	2	2	2	DCS	DDHRM&A	
	Undertake training needs assessments	Training needs assessment undertaken	-	1	-	-	1	2.5	-	-	2.5	DCS	DDHRM&A	
	Develop and Implement Training plan	Training plan implemented	1	1	1	1	5	6	7	7	8	DCS	DDHRM&A	
	Strengthen performance management system	Develop and implement Rewards and Sanctions Policy	Rewards and Sanctions Policy developed and implemented	1	-	-	-	1	1	1	1	1	DCS	DDHRM&A
			No. of Performance Management Reports	1	1	1	1	-	-	-	-	-	DCS	DDHRM&A
<b>Strategic Objective: To improve operational efficiency</b>														

Strengthen asset management and office administration	Provide and maintain office accommodation, facilities and utilities	Office accommodation, facilities and utilities provided and maintained	1	1	1	1	1	35	35	36	36	36	DCS	SAO
	Provide office cleaning and sanitary services	Cleaning and sanitary services provided	1	1	1	1	1	5	5	5	5	5	DCS	SAO
	Provide office security services	Security Services provided	1	1	1	1	1	1	1	1	1	1	DCS	SAO
	Implement workplace road safety policy	Work place Road safety policy implemented	1	1	1	1	1	1	1	1	1	1	DCS	SAO
	Provide and maintain safety equipment	Safety equipment in place and maintained	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	DCS	SAO
	Implement asset management policy	Asset Management Policy implemented	1	1	1	1	1	0.5	0.5	1	0.5	0.5	DCS	SAO
	Maintain asset register	Updated asset register	1	1	1	1	1	1	1	1	1	1	DCS	SAO
	Automate asset management system	Automated asset management system	1	1	1	1	1	1	0.2	0.2	0.2	0.2	DCS	SAO
	Acquire and maintain assets	Assets acquired and maintained	1	1	1	1	1	30	30	30	30	30	DCS	SAO
	Implement a fleet management system	Fleet management system	12	12	12	12	12	10	10	10	10	10	DCS	SAO
Automate records management systems	Acquire EDRMS	EDRMS acquired	1	1	1	1	7	4	4	4	4	4	DCS	SRMO
	Acquire courier services	Courier services acquired	1	1	1	1	0.8	0.9	1	1.1	1.2	1.2	DCS	SRMO
	Review and implement the records management policy	Records management policy reviewed and implemented	4	4	4	4	2.5	2.6	2.7	2.8	2.9	2.9	DCS	SRMO
	Capacity build records management staff on records management best practices	Staff trained on records management	1	1	1	1	1.1	1.2	1.3	1.4	1.5	1.5	DCS	SRMO

Strengthen planning and budgeting	Develop MTEF and annual budget reports	MTEF and annual budget reports developed	No. of reports	-	1	1	1	1	1	1	1	4	4	4	4	4	DCS	DDPS	
	Coordinate forums for joint reviews, planning and budgeting in the Council	Planning and budgeting forums held	No. of planning forums	-	2	2	2	2	2	2	2	4.5	4.8	5.2	5.5	5.8	DCS	DDPS	
	Prepare Annual work plans	AWPs prepared	No. of AWPs	1	1	1	1	1	1	1	1	-	-	-	-	-	DCS	DDPS	
	Prepare reports on development plans (SDGs, AU Agenda 2063, VZ030, MTP IV)	Reports on development plans prepared	No. of reports	-	3	3	3	3	3	3	3	0.9	1.1	1.3	1.5	1.7	DCS	DDPS	
Strengthen financial management systems	Conduct mid-term review of CPD Strategic Plan	Mid-term review conducted	No. of SP review reports	-	-	1	-	-	-	-	-	-	-	3.5	-	-	DCS	DDPS	
	Develop Strategic Plan 2028-2032	Strategic Plan developed	Strategic Plan	-	-	-	1	-	-	-	-	-	-	-	-	9	DCS	DDPS	
	Implement ERP system	Integrated system	System reports	-	12	12	12	12	12	12	12	2	2	2	2	2	DCS	DDPS	
	Review and implement the finance manual	Finance manual reviewed and implemented	Finance manual	-	-	-	1	-	-	-	-	-	-	-	2	-	DCS	DDFA	
	Upgrade and maintain the payment system	The payment system upgraded and maintained	No. of reports	-	4	4	4	4	4	4	4	1	1	1	1	1	DCS	DDFA	
	Build capacity on financial management	Capacity building conducted	No. of reports	-	2	2	2	2	2	2	2	3	3	3	3	3	DCS	DDFA	
	Develop quarterly reports on monitoring of expenditure vs budget	Quarterly reports developed	No. of reports	-	4	4	4	4	4	4	4	2	2	2	2	2	DCS	DDFA	
	Preparation of monthly and quarterly financial statements	Financial statements prepared	No. of reports	-	12	12	12	12	12	12	12	12	2	2	2	2	2	DCS	DDFA
	Prepare financial compliance reports	Compliance reports prepared	No. of reports	-	12	12	12	12	12	12	12	4	4	4	4	4	4	DCS	DDPS
	Implement Performance Contracting guidelines	Board and DG Performance Contracts prepared	No. of PCs	-	2	2	2	2	2	2	2	-	-	-	-	-	-	DCS	DDPS
Comply with legal and statutory requirements	Quarterly and annual reports prepared and evaluation undertaken	No. of reports	-	6	6	6	6	6	6	6	1	1	1	1	1	1	DCS	DDPS	



Strengthen ICT capacity	Upgrade the website	Website Upgraded	No. of reports	-	1	1	1	1	1	1	0.8	0.8	0.8	0.8	DCS	DD ICT				
	Develop technical skills for ICT staff	ICT skills developed	No. of training reports	-	1	1	1	1	1	0.9	0.9	0.9	0.9	0.9	DCS	DD ICT				
	Train ICT Users	ICT Users trained	No. of reports	-	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	DCS	DD ICT				
	Upgrade LAN & WAN	LAN & WAN Infrastructure upgraded	No. of reports	-	4	4	4	4	5	7	7	8	9	9	DCS	DD ICT				
Improve ICT Governance.	Acquisition of ICT Hardware and Software	ICT equipment acquired	No. of reports	-	1	1	1	1	5	8	6	4	2	2	DCS	DD ICT				
	Upgrade and maintain ICT Infrastructure	ICT infrastructure maintained	No. of reports	-	4	4	4	4	3	3	3	3	3	3	DCS	DD ICT				
	Review, disseminate and implement ICT and Data Management Policy	ICT and Data Management Policies reviewed, disseminated and implemented	ICT and Data Management Policies	-	-	1	1	-	2	2	2	2	2	2	DCS	DD ICT				
	Review, disseminate and implement ICT Strategy	ICT Strategy reviewed, disseminated and implemented	ICT Strategy	-	1	-	-	-	2	0.2	0.2	0.2	0.2	0.2	DCS	DD ICT				
Enhance ICT security.	Upgrade and implement security application	Security applications upgraded and implemented	No. of reports	-	1	1	1	1	2	2	2	2	2	2	DCS	DD ICT				
	Deploy cloud storage for data	Cloud storage deployed	No. of reports	-	1	1	1	1	1	1.2	1.5	1.8	2.0	2.0	DCS	DD ICT				
	Upgrade and implement physical access security systems	Upgrade and implemented security systems	Reports	-	1	1	1	1	1	1.5	1	1	1	1.0	DCS	DD ICT				
<b>SUB-TOTAL</b>														<b>482.2</b>	<b>483</b>	<b>486.32</b>	<b>498.76</b>	<b>512.58</b>		
<b>GRAND TOTAL</b>														<b>827.5</b>	<b>1040.5</b>	<b>1107.5</b>	<b>1124a.4</b>	<b>1342.7</b>		

## **Annex II: Financial Year 2023/24 Annual Work plan**

Follow this link: [NCPD Approved AWP 2023.24 FY.pdf](#)





## Annual Progress Reporting Template

NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT

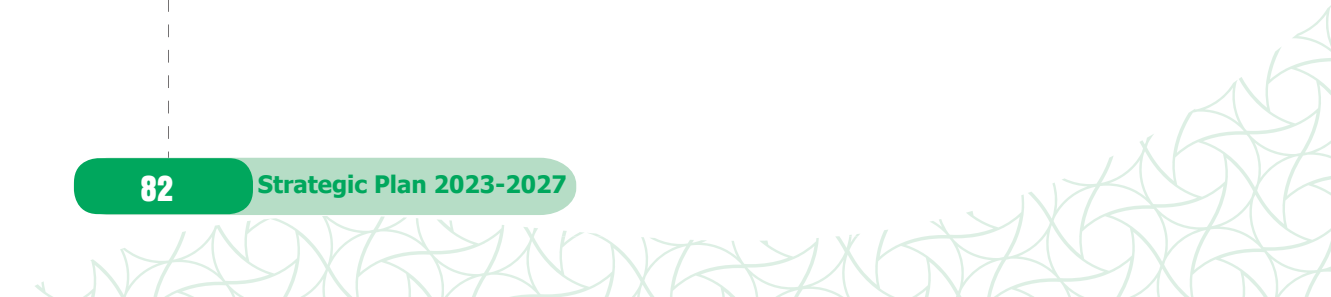
ANNUAL PROGRESS REPORT

YEAR ENDING .....

Expected Output	Output Indicator	Achievements for Year			Cumulative to Date			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-A)	Target (D)	Actual (E)	Variance (E-D)		

## Evaluation Reporting Template

Key Result Area	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intervention
		Value	Year	Target	Achievement	Target	Achievement		
KRA 1									
KRA 2									
KRA 3									
KRA 4									







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