

# NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT

STRATEGIC PLAN  
2023-2027



ABRIDGED VERSION



Our Population, Our Prosperity, Our Responsibility

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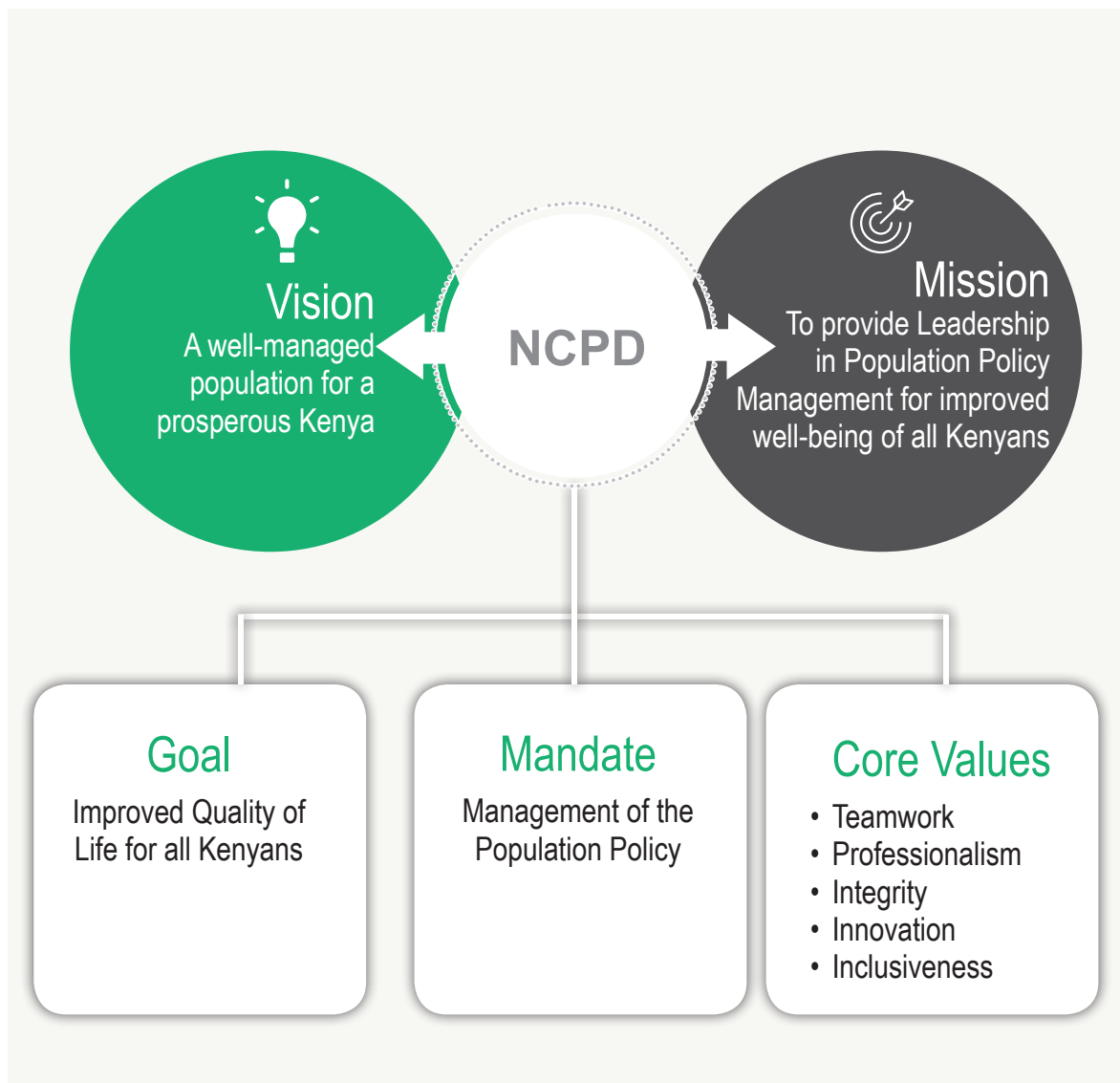
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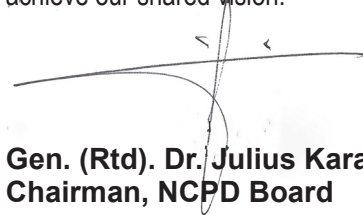
## FOREWORD

This is the Fourth Strategic Plan developed by the National Council for Population and Development (NCPD). It builds on valuable insights garnered from the previous Strategic Plan (2018-2022), incorporating lessons learned, challenges faced, performance gaps as well as emerging issues in national development. The process of developing the Strategic Plan was consultative, participatory, and adhered to guidelines issued by the State Department for Economic Planning of the National Treasury and Economic Planning. The Plan is aligned to the mandate and functions of NCPD as stipulated in Legal Notice No. 120 of October 29, 2004.

This Strategic Plan will contribute to the realization of objectives set forth in the Fourth Medium Term Plan of the Kenya Vision 2030, the Bottom-Up Economic Transformation Agenda, East Africa Community Vision 2050, African Union Agenda 2063, United Nations Agenda 2030 for Sustainable Development, and other pertinent international, regional, and national protocols and sector initiatives.

The Plan has four key result areas: population policy and program implementation, population research and analysis, population advocacy and public education, and institutional strengthening. It has documented strategic goals, objectives, and critical strategies essential for fulfilling the Council's core functions and mandate.

The Board of NCPD is resolute in its commitment to creating a conducive environment for mobilizing sufficient resources to ensure seamless implementation of this Strategic Plan. The management, staff, and all stakeholders are instrumental in spearheading the collective endeavor to achieve our shared vision.



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

## PREFACE AND ACKNOWLEDGEMENT

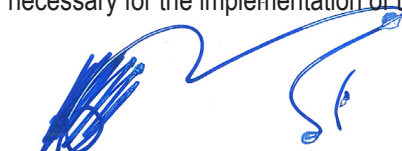
This Strategic Plan for the National Council for Population and Development (NCPD) covers the period 2023-2027. The Plan has been developed in accordance with the mandate and functions of the Council as spelt out in Legal Notice No. 120 of October 29, 2004 and the State Department for Economic Planning 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 that will be used to assess progress towards the planned outputs during the Plan period, has been provided. 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

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## BACKGROUND

The Government of Kenya established the National Council for Population and Development (NCPD) in 1982, as a department in the Office of the Vice President and Ministry of Home Affairs with the aim of facilitating better population management. The role and mandate of NCPD was contained in Sessional Paper No.4 of 1984 on Population Policy Guidelines. 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).

In 2012, the Government issued the Sessional Paper No.2 of 2012 on Population Policy for National Development (PPND) whose goal was to attain high quality of life for the people of Kenya by managing population growth that can be sustained within the available resources. In 2004, Legal Notice No. 120 contained in the Kenya Gazette Supplement No. 68 made NCPD a Semi-Autonomous Government Agency (SAGA) under the name National Coordinating Agency for Population and Development. The Legal Notice No. 172 of 2011 reverted NCAPD to its original name NCPD.

The Executive Order No.1 of 2023 on Organization of the Government of Republic of Kenya dated January 2023 recognizes NCPD as a SAGA under the State Department for Economic Planning of the National Treasury and Economic Planning mandated to undertake Population Policy Management. The Council has its head office in Nairobi and 11 Regional offices that coordinate the implementation of Population Policy and Programme in all the 47 Counties.

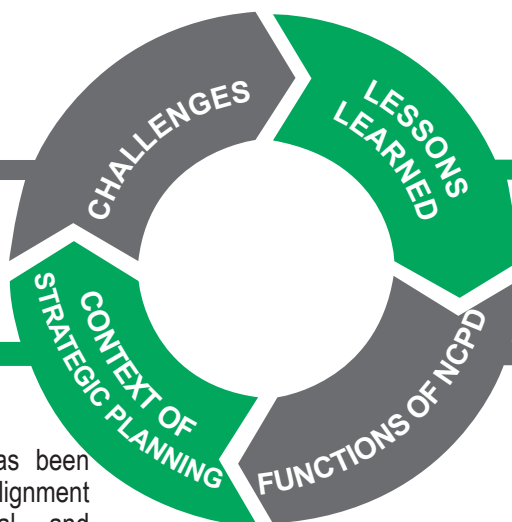
## ACHIEVEMENTS OF PREVIOUS STRATEGIC PLAN

The implementation of the Strategic Plan 2018-2022 has yielded substantial dividends towards the realization of Kenya Vision 2030 which aims to attain a high quality of life for the people of Kenya. These efforts have contributed to:

- Improved coordination of population programme and partners
- Enhanced integration of population issues in Development planning
- Improved health and demographic indicators
- Enhanced advocacy and public education on population issues
- Improved financial and human capital systems.
- Improved visibility of the Council

Notwithstanding the achievements, NCPD faced challenges during the 2018-2022 period, including limited resources affecting geographical presence, insufficient funds for population-related activities, and persistent socio-cultural barriers hindering program implementation.

Key lessons learned by the Council during the review period emphasized partnerships and collaboration with stakeholders, the effective use of social media, leveraging on virtual meetings, capacity building, prioritization of activities, and continuous review of policies.



This Strategic Plan has been developed in alignment with national, regional, and international development frameworks, including the United Nations 2030 Agenda for Sustainable Development Goals, African Union Agenda 2063, East Africa Community Vision 2050, Constitution of Kenya 2010, Kenya Vision 2030 (MTP IV), Bottom-Up Economic Transformation Agenda (BETA) and Sector policies and laws.

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

# STRATEGIC ISSUES

## INTEGRATION OF POPULATION ISSUES IN DEVELOPMENT PLANNING:

The Council will develop National and County Plans of Action and advocate for the integration of population issues into national and county development planning. Scaling up advisory services on population and development issues at both levels is a key focus.

01

## EVIDENCE-BASED DECISION MAKING ON POPULATION AND DEVELOPMENT ISSUES:

The Council seeks to address existing research gaps by enhancing population research and analysis through implementing a comprehensive Research Agenda, analyzing secondary data from various databases, improving institutional capacity for research and analysis, establishing a Center of Excellence, and developing an integrated monitoring and evaluation system.

02

## SOCIO-CULTURAL SYSTEMS AND SUSTAINABILITY OF POPULATION PROGRAMS:

The Council plans to spearhead advocacy efforts and mobilize support for policy implementation, increase public awareness on existing and emerging population and development issues as a priority and addressing negative socio-cultural beliefs and securing political support for population programs.

03

## INSTITUTIONAL CAPACITY:

The Council will promote ethics, national values, and good corporate governance. It will increase visibility and presence, improve human resource capacity, foster a conducive organizational culture, enhance administrative and records management systems, and strengthen planning, financial, and supply chain management capacity and systems.

04

# STRATEGIC GOALS

In the strategic plan period, the Council will work towards achieving the following strategic goals:

- 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.

# KEY RESULT AREAS

The Council will focus on the following 4 Key Result Areas (KRAs):

## 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 and Annual reports; promote staff welfare and work place environment; coordinate gender mainstreaming; promote capacity building of staff both locally and internationally; implementation of the Human Resource Policies; attraction, motivation and retention of staff; promotion of the Council's corporate image; administration and office management; Information Communication and Technology mainstreaming; 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; 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.

## Strategic Objectives

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

1. Improve implementation of the National Population Policy at national and county levels;
2. Promote integration of population issues in National and County development planning;
3. Enhance advisory services on population and development issues at National and County level;
4. Increase resources for implementation of the population policy and programmes;
5. Improve generation and utilization of population research findings;
6. Enhance public education on population and development issues;
7. Spearhead advocacy and mobilize support for the National Population Policy and programmes;
8. Promote ethics, national values and good corporate governance;
9. Enhance corporate brand;
10. Leverage on ICT and innovation on population policy management;
11. Enhance Human Resource Management and development; and
12. Improve operational efficiency.

## KRA 1: POPULATION POLICY AND PROGRAMME IMPLEMENTATION

**Strategic Objective 1.1:** Improve implementation of the National Population Policy at national and county levels

**Outcome:**  
Implementation of National Population Policy and programmes improved

Strategies:

- S1.** Enhance coordination mechanisms for implementation of National Population Policy and Programmes.
- S2.** Stakeholder engagement for implementation of National Population Policy and Programmes.

**Strategic Objective 1.2:** Promote integration of population issues in National and County development planning

**Outcome:**  
Integration of population issues in national and county development planning promoted

Strategies:

- S3.** Mainstream population issues into National and County development plans
- S4.** Enhance the capacity of State and Non-state actors on integration of population issues in development planning

**Strategic Objective 1.3:** Enhance advisory services on population and development issues at National and County level

**Outcome:**  
Advisory on population and development issues at national and county level up-scaled

Strategies:

- S5.** Document and offer advisory on implementation of County, National, Regional and international population and development frameworks

**Strategic Objective 1.4:** Increase resources for implementation of the population policy and programmes

**Outcome:**  
Financial resources for implementation of the population policy increased

Strategies:

- S6.** Promote collaboration and partnerships to leverage on resources for implementation of National Population Policy and Programmes

## KRA 2: POPULATION RESEARCH AND ANALYSIS

**Strategic Objective 2.1:** Improve generation and utilization of population research findings

**Outcome 1:**  
Evidence-based decision making improved

**Outcome 2:**  
Institutional capacity on population research and analysis improved

Strategies:

- S7.** Avail data and information on population and development issues
- S8.** Strengthen partnerships and collaborations on population research and analysis
- S9.** Strengthen stakeholder capacity on population research and analysis
- S10.** Establish and operationalize Centre of Excellence population and development

## KRA 3: POPULATION ADVOCACY AND PUBLIC EDUCATION

**Strategic Objective 3.1:** Enhance public education on population and development issues

**Outcome:** Public education on population and development issues enhanced

Strategies:

- S11.** Promote positive social behaviour change on Population and Development
- S12.** Scale-up knowledge translation and management
- S13.** Strengthen stakeholders' engagement on Population and Development issues
- S14.** Intensify campaigns on topical population and development issues.

**Strategic Objective 3.2:** Spearhead advocacy and mobilize support for the National Population Policy and programmes

**Outcome:**  
Increased support for National Population Policy and programmes

Strategies:

**S15.** Strengthen advocacy capacity on population and development

**S16.** Promote Partnerships and collaborations in resource mobilization on population and development

## KRA 4: INSTITUTIONAL STRENGTHENING

**Strategic Objective 4.1:** Promote ethics, national values and good corporate governance

**Outcome:**  
Ethics, national values and good corporate governance promoted

Strategies:

**S17.** Entrench best management practices and systems

**S18.** Strengthen governance system

**S19.** Improve internal controls and risk management systems.

**Strategic Objective 4.2:** Enhance corporate brand

**Outcome:**  
Council's visibility and presence increased

Strategies:

**S20.** Strengthen institutional publicity

**S21.** Enhance customer relations.

### Strategic Objective 4.3: Leverage on ICT and innovation on population policy management

**Outcome:**  
Integration of ICT services into the Council's operations

Strategies:

- S22.** Integrate ICT in operations
- S23.** Strengthen ICT capacity
- S24.** Enhance ICT security
- S25.** Improve ICT Governance

### Strategic Objective 4.4: Enhance Human Resource Management and development

**Outcome:** Human resource capacity, organizational culture, administrative and records management systems strengthened

Strategies:

- S26.** Strengthen human resource capacity
- S27.** Strengthen performance management system

### Strategic Objective 4.5: Improve operational efficiency

**Outcome:**  
Planning, financial and supply chain management capacity and systems improved

Strategies:

- S28.** Strengthen planning and budgeting
- S29.** Strengthen financial management systems
- S30.** Automate records management systems
- S31.** Strengthen asset management and office administration
- S32.** Improve supply chain management
- S33.** Comply with legal and statutory requirements

Table 4.1: Strategic Issues, Goals and Key Result Areas

Strategic Issue	Goal	KRAs
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 CHOICES

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

Table 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	S1. Enhance coordination mechanisms for implementation of National Population Policy and Programmes S2. Stakeholder engagement for implementation of National Population Policy and Programmes
	Promote integration of population issues in National and County development planning	S3. Mainstream population issues into National and County development plans. S4. 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	S5. 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	S6. Promote collaboration and partnerships to leverage on resources for implementation of National Population Policy and Programmes.

Key Result Areas	Strategic Objective(s)	Strategies
KRA 2: Population Research and Analysis	Improve generation and utilization of population research findings	S7. Avail data and information on population and development issues. S8. Strengthen partnerships and collaborations on population research and analysis. S9. Strengthen stakeholder capacity on population research and analysis. S10. Establish and operationalize Centre of Excellence on population and development
KRA 3: Population Advocacy and Public Education	Enhance public education on population and development issues	S11. Promote positive social behaviour change on Population and Development. S12. Scale-up knowledge translation and management. S13. Strengthen stakeholders' engagement on Population and Development issues. S14. Intensify campaigns on topical population and development issues.
	Spearhead advocacy and mobilize support for the National Population Policy and programmes	S15. Strengthen advocacy capacity on population and development. S16. Promote Partnerships and collaborations in resource mobilization on population and development.
KRA 4: Institutional Strengthening	Promote ethics, national values and good corporate governance.	S17. Entrench best management practices and systems. S18. Strengthen governance system. S19. Improve internal controls and risk management systems.
	Enhance corporate brand	S20. Strengthen institutional publicity. S21. Enhance customer relations.
	Leverage on ICT and innovation on population policy management.	S22. Integrate ICT in operations. S23. Strengthen ICT capacity. S24. Enhance ICT security. S25. Improve ICT Governance.
	Enhance Human Resource Management and development	S26. Strengthen human resource capacity. S27. Strengthen performance management system.
	Improve operational efficiency	S28. Strengthen planning and budgeting. S29. Strengthen financial management systems. S30. Automate records management systems. S31. Strengthen asset management and office administration. S32. Improve supply chain management. S33. Comply with legal and statutory requirements

## OUTCOMES ANNUAL PROJECTIONS

KRA 1: Population Policy and Programme Implementation							
Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO1.1: 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. of 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

KRA 2: Population Research and Analysis							
SO2.1: Improve generation and utilization of population research findings	Evidence-based decision making improved	No. of researches (analyses, surveys, assessments, evaluations) conducted	22	20	19	18	18
	Institutional capacity on population research and analysis improved	% establishment and operationalization of centre of excellence for research and analysis	20	40	60	80	100
		No. of stakeholders trained on analysis of population data	50	50	50	50	50
KRA 3: Population Advocacy and Public Education							
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	1,000,000	4,000,000
SO3.2: Spearhead advocacy and mobilize support for the National Population Policy and programmes	Increased support for National Population Policy and programmes	No. of policymakers engaged in advocacy meetings held to mobilize support on population and development	200	410	410	410	420

KRA 4: Institutional Strengthening							
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	20	40	60	80	100
		% 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	20	40	60	80	100
		% financial reports compliance	100	100	100	100	100
		% compliance with supply chain management guidelines	100	100	100	100	100

## RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

### 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 about Kshs. 5.5 billion during the five-year period to implement the Strategic Plan.

Cost Area	Projected Resource Requirements (Kshs. M)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA1	62.9	71.1	83.1	71.3	79.9	368.2
KRA2	173.8	355.2	424.8	438.3	631.8	2,023.9
KRA3	108.6	131.2	113.3	116.1	118.4	587.6
KRA 4	140.9	126.4	120.3	123.4	130.9	641.9
Administrative costs	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>

### 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>

## IMPLEMENTATION AND COORDINATION FRAMEWORK

### 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.

### 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.

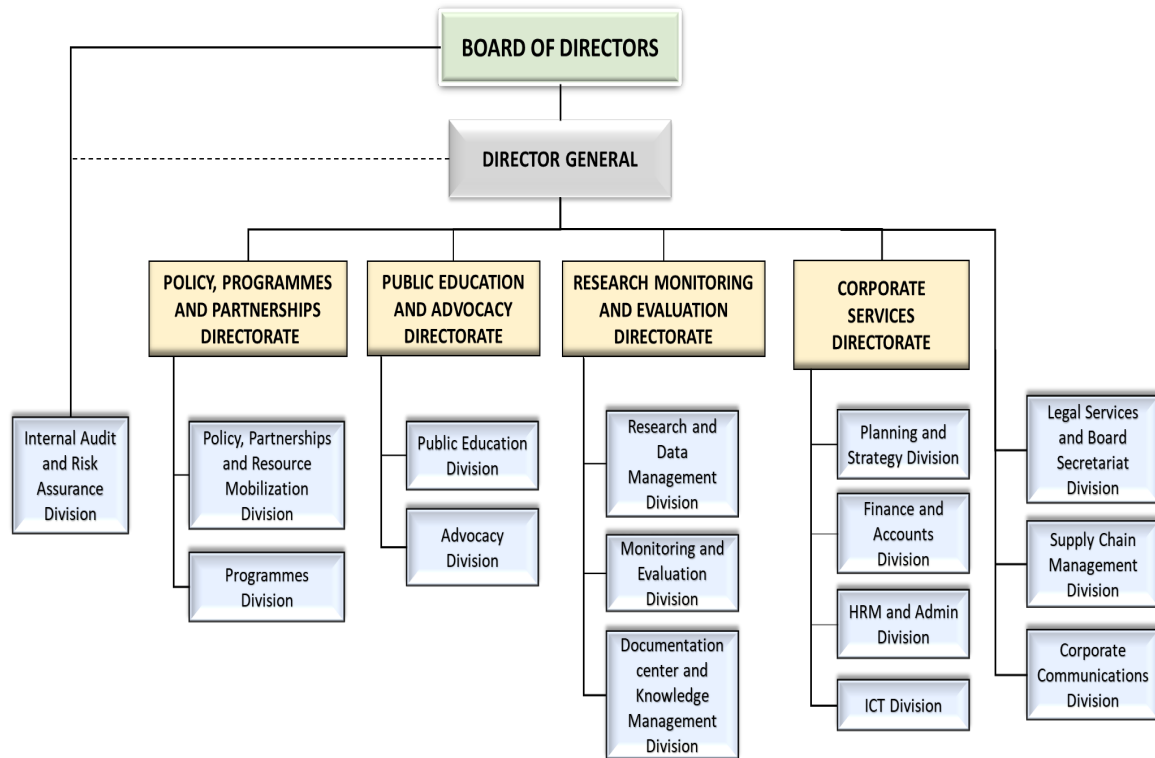
### ANNUAL WORK PLAN AND BUDGET

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.

### PERFORMANCE CONTRACTING

The Council will develop annual Performance Contracts over the Plan Period as key accountability tools 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.

## ORGANIZATION STRUCTURE







# NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT (NCPD)

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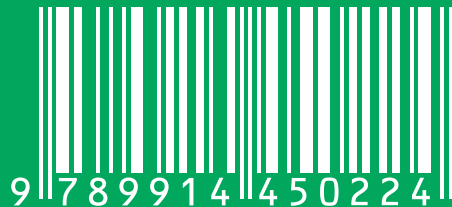
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