



NATIONAL POPULATION COUNCIL

STRATEGIC

PLAN

2020/21–2024/25





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— PLAN —

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FOREWORD

The National Population Council (NPC) was established by an Act of Parliament No.8 of 2014. The Council's main function is to formulate policies to give strategic direction on the implementation of the objectives of the National Population Policy, advise the President on population matters, promote and popularize the National Population Policy, and set up a National Population Databank.

The Council implemented its first Strategic Plan in the last five years and has registered several achievements including; Developed the National Population Policy 2020, Produced the Demographic Dividend Roadmap 2018, Integrated Demographic Dividend into Development Plans at national and local levels, Conducted annual Demographic Dividend (DD) Compliance Assessment, Produced and disseminated District Demographic Dividend (DD) policy briefs and fact sheets, developed, launched and disseminated five (5) editions of the State of Uganda Population Reports (SUPRE) under different themes on Harnessing Demographic Dividend, Conducted advocacy based events and commemorated the World Population Days (WPD) and held policy dialogues to increase awareness and understanding of Population Dynamic.

This Strategic Plan is anchored on four priority focus areas of; Increased Integration of Population factors at all Planning Levels, Strengthened capacity for generation and use of Evidence in Population Planning, Advocacy, Implementation, Monitoring and Evaluation, Consolidate Strategic Partnerships and Capacity for effective Implementation of Population and Development Initiatives and Strengthened Institutional Capacity to drive Organizational Excellence to effectively and efficiently achieve NPC's Mandate. The priority focus areas are fully aligned to the Third National Development Plan (NDP III) objectives and interventions which aim at increasing household incomes and improving quality of life of Ugandans through sustainable industrialization for inclusive growth, employment and wealth creation and the Uganda Vision 2040 aspiration of transforming the Ugandan society from peasant to modern and a prosperous one.

I wish to appreciate the Government of Uganda (GoU), Ministry of Finance Planning and Economic Development (MoFPED) and Development Partners for their continued financial and technical support towards implementation of NPC's Mandate. I further call upon all stakeholders to embrace the Strategic Plan and integrate it in the development and implementation of national programmes and projects. While the Strategic Plan will be implemented under the NDPIII programme-based approach, I urge the private sector, civil

society and academia to work together with Government and to align their development efforts towards achieving the goal and objectives stipulated in the plan in line with the Uganda Vision 2040.

For God and My Country

A handwritten signature in blue ink, appearing to read 'Amos Lugoloobi', with a stylized flourish at the end.

Amos Lugoloobi - M.P

**MINISTER OF STATE FOR FINANCE, PLANNING AND ECONOMIC DEVELOPMENT
(PLANNING)**

MESSAGE FROM CHAIRPERSON, NATIONAL POPULATION COUNCIL

The National Population Council is delighted to introduce the Strategic Plan for the FY 2020/21 – 2024/25, anchored on the goal “To promote the integration of population factors into policies and programmes to contribute to population-influencing development”.

The goal embodies NPC's enthusiastic commitment to guide the Country into harnessing the Demographic Dividend, a key strategy for contributing to Uganda's realization of its Vision. Uganda aspires to become an upper-middle-income country by transforming from a peasant to a competitive science and technology-driven economy by 2040.

The NPC Strategic Plan has drawn its strategies and interventions significantly from the NDP III. It is purposefully aligned to the NDP III goal of increasing household incomes and improving the quality of life of Ugandans. Its main entry point is the NDP III objective 4: Increase productivity, inclusiveness and wellbeing of the population, the NDP III programmes particularly Human Capital Development and Community Mobilization and Mindset Change programmes. It also contributes to Sustainable Urbanization and Housing; Natural Resources, Environment, Climate Change, Land and Water Resources Management; and Development Plan Implementation Programmes.

The Council commends the NPC Secretariat for its role in coordinating the National Population Programme, providing leadership and collaborating with Ministries, Departments and Agencies, Local Governments and civil society, amidst diverse challenges, to support knowledge-based planning, decision making and policy formulation.

I express our appreciation as Council to Government through the Ministry of Finance, Planning and Economic Development for policy leadership and guidance over the NPC. Thus, on behalf of the Council, I pledge our unreserved commitment to provide effective supervision of the implementation of this Strategic Plan.

Finally, I wish to thank my Colleague Council Members, Management and Staff for their tireless efforts and invaluable contributions to the development of this Strategic Plan. I look forward to its successful implementation in the next five years.



Prof. Fred Wabwire-Mangen

CHAIRPERSON, NATIONAL POPULATION COUNCIL

ACKNOWLEDGEMENT

The National Population Council (NPC) acknowledges the valuable contributions of various stakeholders in the development of the NPC Strategic Plan 2020/21-2024/25. We express our sincere gratitude and indebtedness to Government support in developing and finalizing this Plan.

The preparation of the Strategic Plan benefited from the versed knowledge of persons in the population programme in Uganda who have had good working relations with the NPC either as Council members or partners in the population programme. Their inputs into the Strategic Plan are very much acknowledged. We hope to count on their in-depth knowledge and experience in the implementation of the Strategic Plan. The team from the National Planning Authority (NPA) deserves special commendation for their professional guidance throughout the development of the Strategic Plan especially in aligning it to the National Development Plan (NDP) III.

I also sincerely appreciate all the NPC staff who took part in the process of developing this Strategic Plan, in particular, I want to single out for mention the Department of Monitoring and Evaluation and the Department of Policy and Planning that led the entire process of harmonizing all the strategic documents of NPC.

This Strategic Plan provides a clear direction for the NPC to deliver the population program for the next five years in line with the NDP III.



Dr. Jotham Musinguzi,
Director General, National Population Council

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LIST OF ACRONYMS

AADPD	Addis Ababa Declaration on Population and Development
AHE	Adolescent Health Educator
AHI	Adolescent Health Initiative
AIDS	Acquired Immune Deficiency Syndrome
APR	Annual Performance Report
ARI	Acute Respiratory Infection
ARPM	Annual Review and Planning Meeting
ASRH	Adolescent Sexual Reproductive Health
AU	African Union
AWPB	Annual Work Plan and Budget
BCM	Biannual Coordination Meeting
BFP	Budget Framework Paper
CAHE	Community Adolescent Health Educator
CBO	Community Based Organization
CNDPF	Comprehensive National Development Planning Framework
COVID-19	Coronavirus Disease of 2019
CP	Country Programme
CPR	Contraceptive Prevalence Rate
CSF	Critical Success Factor
CSO	Civil Society Organization
DD	Demographic Dividend
DDP	District Development Plan
DG	Director General
DLG	District Local Government
DP	Development Partner
DPU	District Planning Unit
EAC	East African Community

FA	Funding Agencies
FAD	Finance and Administration Department
FBO	Faith Based Organization
FHD	Family Health Department
FGM/C	Female Genital Mutilation/Cutting.
FM	Frequency Module
FP	Family Planning
FY	Financial Year
GBV	Gender Based Violence
GoU	Government of Uganda
GSO	Government Standing Order
HC	Health Centre
HIV	Human Immuno-deficiency Virus
HLG	Higher Local Governments
HRDP	Human Resources Development Plan
HRO	Human Resources Officer
HRU	Human Resources Unit
IAU	Internal Audit Unit
ICD	Information and Communication Department
ICOMP	International Council on Management of Population Programme
ICPD	International Conference on Population and Development
ICT	Information, Communication and Technology
IEC	Information, Education and Development
IF	Implementation Framework
IMCI	Integrated Management of Childhood Illness
IMR	Infant Mortality Rate
IT	Information and Technology
ITN	Insecticide Treated Nets
IDTSC	Inter-Departmental Technical Steering Committee

ITU	Information and Technology Unit
JRM	Joint Review Meetings
KRA	Key Result Areas
LGs	Local Governments
LLG	Lower Local Governments
LVBC	Lake Victoria Basin Commission
MCH	Maternal and Child Health
MDA	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MED	Monitoring and Evaluation Department
MEACA	Ministry of East African Community Affairs
METC	Monitoring and Evaluation Technical Committee
METWG	Monitoring and Evaluation Technical Working Group
MMR	Maternal Mortality Ratio
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoTWA	Ministry of Tourism, Wildlife and Antiquities
MoTIC	Ministry of Trade, Industry and Cooperatives
MoWE	Ministry of Water and Environment
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NEMA	National Environment Management Authority
NGO	Non-Governmental Organization
NPP	National Population Policy

NPP-IF	National Population Policy – Implementation Framework
NPC	National Population Council
NPCSP	National Population Council Strategic Plan
NPP	National Population Policy
NPSC	National Policy Steering Committee
OM	Operation and Maintenance
OPM	Office of the Prime Minister
PDE	Population, Développement and Environnement
PFM	Public Finance Management
PGR	Population Growth Rate
PNPO	Principal National Programme Officer
PoA	Programme of Action
POPDEV	Population and Development
POPDIS	Population Management Information System
POPSEC	Population Secretariat
PPD	Policy and Planning Department
PPDA	Public Procurement and Disposal of Public Assets Authority
PDU	Procurement and Disposal Unit
PRO	Public Relations Officer
PSA	Population Situation Analysis
PWD	Persons with Disabilities
RBM	Result Based Management
RH	Reproductive Health
RTWG	Regional Technical Working Group
RPSC	Regional Policy Steering Committee
SAGE	Social Assistance Grant for Empowerment
SDGs	Sustainable Development Goals
SNPO	Senior National Programme Officer
SRHR	Sexual and Reproductive Health and Rights

SUPRE	State of Uganda Population Report
TC	Town Council
TFR	Total Fertility Rate
ToT	Training of Trainers
TQM	TWG Quarterly Meeting
TWG	Technical Working Group
T.V.	Television
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic Health Survey
U5MR	Under five Mortality Rate
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNGASS	United Nations General Assembly Special Session
UNHS	Uganda National Household Survey
UNFPA	United Nations Population Fund
USA	United States of America
Ushs	Uganda Shillings
US\$	United States Dollar
VCT	Voluntary Counselling and Testing
WHO	World Health Organization
WPD	World Population Day
YFS	Youth Friendly Services

EXECUTIVE SUMMARY

The National Population Council (NPC) has prepared its second 5-year Strategic Plan for the period 2020/21 - 2024/25. This Plan builds on the progress made in implementing the previous Strategic Plan. The preparation of this Plan followed a bottom-up approach, whereby discussions were held with the Senior Management of the National Population Council and all relevant stakeholders. The strategic direction of the Plan has been drawn from the Uganda Vision 2040, NDP III, lessons learnt from implementation of the previous plan **(2014/15 - 2019/20)**. It is also aligned to the regional and international frameworks - EAC Vision 2050, Africa Agenda 2063 and the Agenda 2030 Sustainable Development Goals (SDGs).

The NPC plan is aimed at contributing towards achievement of the goals and objectives of the National Population Policy. The Plan defines the course of action for NPC through FY 2020/21 - 2024/25 and its roadmap has been laid out with specific priorities. These priorities will guide the hard choices that NPC will take during its implementation including providing guidance on the allocation of both financial and non-financial resources.

The goal of this Strategic Plan is ***"To promote the integration of population factors into policies and programmes to contribute to population-influencing development"***. The objectives this plan will seek to achieve include to:

1. Increase the integration of population factors at all planning levels.
2. Strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.
3. Consolidate strategic partnerships and capacity for effective implementation of population and development initiatives.
4. Strengthen institutional capacity to drive organizational excellence.

This Plan will be implemented through a number of broad interventions and specific strategies under each strategic objective and the expected results for the period 2020/21 - 2024/25 have been clearly indicated in the plan.

The Plan acknowledges some of the risks that have been identified and analyzed and specific measures have been prescribed for possible mitigation through monitoring and evaluation during the plan period. Monitoring and evaluation will be strengthened and capacity built to improve institutional effectiveness and performance during the implementation of the NPC Strategic Plan.

The NPC will monitor the implementation of the Strategic Plan through various performance measures. Key performance indicators will be used to measure the nature and scope of operations, efficiency and effectiveness of the Strategic Plan. These indicators will enable NPC to assess the overall success or failure of this Strategic Plan.

The total estimated cost for implementing the NPC Strategic Plan 2020/21 - 2024/25 will be **Ushs. 266.25 billion** over a period of five (5) years. The Government of Uganda will be the main funder and the remaining funding gap will be mobilized from development partners, other funding agencies and joint planning and implementation of key interventions with MDAs and other stakeholders.

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter provides highlights on purpose of the Plan, alignment to NDPIII, Vision 2040, the East African Community (EAC) Vision 2050, Africa Agenda 2063, Sustainable Development Goals (SDGs) 2030 and other international planning frameworks.

1.1 Background

This Strategic Plan presents the strategic direction for the National Population Council (NPC) for the period 2020/21-2024/25 in line with the NDPIII. The NPC was established by an Act of Parliament in 2014 (NPC Act, 2014) and is a body corporate with independent operational and management systems. The Council was established to: formulate policies to give strategic direction on the implementation of the objectives of the National Population Policy; cooperate with Ministries, Departments, Agencies (MDAs) as well as Local Governments (LGs) and Civil Society Organizations (CSOs) in carrying out its functions under the NPC Act; advise the President on population matters; promote and popularize the National Population Policy; and, set up a national population databank.

Given Uganda's population that is 50% below 15 years and over 78% (33.5 million) is below 30 years, population planning is paramount. The population structure is therefore both a challenge and an opportunity. The challenge arises from the unfavorable dependent-heavy population age structure. It however creates an opportunity because of the potential Demographic Dividend (DD) due to the abundant labour force and future demand which will be created with a rapid decline in fertility and mortality resulting into a youth bulge.

However, if the youth bulge is not well planned for through balanced investments in social and economic policies, it creates a challenge that may result to failure to harness the Demographic Dividend. Concerted effort is therefore required to exploit the potential demographic dividend arising from youthful population. The NPC is, therefore, charged with the responsibility of ensuring that a proportional increase in the working age population provides Uganda with a window of opportunity to translate the previously high population growth rates into a Demographic Dividend through effective and efficient population planning.

This Strategic Plan has been formulated taking into consideration the emerging developments in the national population dynamics and international best practices for harnessing the Demographic Dividend, lessons learnt from the implementation of the Council's first Strategic Plan and the evolving capacity of the Council. This plan, therefore, sets out how the Council will deliver its mandate of ensuing socioeconomic transformation of Uganda's population as espoused in the National Population Policy (NPP, 2020).

1.2 Rationale of the Strategic Plan

The expiry of the first NPC Strategic Plan in June 2020 necessitated the development of this plan. This plan therefore provides a new strategic focus and roadmap to guide NPC's operations over the next five years (2020/21-2024/25).

Following the adoption of the country's third National Development Plan (NDP III), it is important that the NPC's strategic focus is consistent with the programme-based planning approach that underlines the NDP III philosophy. The new Strategic Plan also provides the framework for enabling the strategic direction for implementation of the National Population Policy and evidence-based advice on population matters.

The purpose of this Strategic Plan is, therefore, to provide a clear five-year roadmap for strategically positioning the NPC at the helm of population matters through provision of a strategic direction, and identification of priority focus areas for socioeconomically transforming the Ugandan population.

1.3 Organizational Structure

In terms of organisational structure, the current structure of the Council has a total establishment of 85 staff positions. This comprises the Director General, 1 Deputy Director General, 5 Directors, 7 Principal Officers, 10 Senior Officers and 22 Officers. Fifty-four (54%) of the structure is comprised of technical staff. The Approved NPC organization structure is presented in Appendix 1.

1.4 Linkages with International and National Development Frameworks

This Strategic Plan is aligned with the aspirations contained in the 2030 Agenda for Sustainable Development, Africa Agenda 2063 (A2063) Priority Area and East Africa (EAC) Vision 2050. The Plan is further aligned to the key drivers assigned to the population under the national development planning frameworks. Specifically, these

frameworks are Uganda Vision 2040; the National Human Resource Development Framework (NHRDF), the Third National Development Plan (NDP III), the NPP and its implementation Framework for the period 2020/2021 to 2024/2025.

1.4.1 Linkages with the International Agenda

The Strategic Plan has been aligned to relevant international frameworks in accordance with the NDPIII which in itself has been aligned to the various international agendas relevant to Uganda. To steer the country population issues, the strategy draws from the aspirations of Agenda 2030 (SDG1, 2, 3, 4, 5, 6, 7 & 8) and Africa Agenda 2063 (Goals 1, 2, 3, 17, & 18) which aim to achieve socioeconomic transformation of country populations i.e. end poverty in all its forms everywhere (SDG1), end hunger, achieve food security and improved nutrition and promote sustainable agriculture (SDG2), ensure healthy lives and promote well-being for all at all ages (SDG3 & A2063Goal3), ensure inclusive and equitable quality education and promote lifelong learning opportunities for all and Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation (SDG4 & A2063Goal2), achieve gender equality and empower all women and girls (SDG5 & A2063Goal17), ensure availability and sustainable management of water and sanitation for all (SDG6), ensure access to affordable, reliable, sustainable and modern energy for all (SDG7), and promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG8 & A2063Goal18). Similarly, Agenda 2063 (Goal5) aspiration is to have modern agriculture for increased production and productivity. Furthermore, the EAC Vision 2050 seeks to promote value addition through agro-processing. The Africa Continental Free Trade Area (AfCFTA) aims to create a single market for goods and services facilitated by movement of persons in order to deepen the economic integration of the African continent. This provides an opportunity for Uganda to exploit its agro-industrialization agenda in order to feed the global value chain.

The Strategic Plan has also informed by the general aspirations on human development in line with: the affirmation of the 1994 International Conference on Population and Development – Programme of Action (ICPD-PoA); Africa Agenda 2063, and the 2013 Addis Ababa Declaration on Population and Development (AADPD).

1.4.2 Linkages with Vision 2040

The Uganda Vision 2040 aspiration of a *transformed Ugandan society from a peasant to a modern and prosperous country within 30 years* puts population at the forefront of all its growth strategies. The projected GDP per capita of USD 9,500 by 2040 is based on the projected country population by then. The Uganda Vision 2040 projects

that majority of Ugandans (56%) will be a young and productive labour force that can provide labour for the country's industrialization agenda that has already been laid down in the NDPIII. To this end, the Strategic Plan has aligned its interventions in order to effectively implement the national aspirations.

1.4.3 Linkages with the Third National Development Plan (NDP III)

The NPC Strategic Plan has drawn its strategies and interventions from the NDPIII. It is purposefully aligned to the NDPIII goal of increasing household incomes and improving the quality of life of Ugandans. Its main entry point is the NDPIII objective 4: Increase productivity, inclusiveness and wellbeing of the population, the NDPIII programmes particularly Human Capital Development and Community Mobilization and Mindset Change programmes. It also contributes to Sustainable Urbanization and Housing; Natural Resources, Environment, Climate Change, Land and Water Resources Management; and Development Plan Implementation Programmes.

1.4.4 Linkages with the Human Rights (Enforcement) Act 2019

The NPC Strategic Plan been aligned to the human rights (Enforcement) act 2019 by incorporating the fundamental human rights and freedoms that are inherent to all human beings as alluded to in chapter four of the 1995 constitution of the Republic of Uganda. These basic human rights are universal, interconnected, and are all equally important. The plan is focuses on addressing equality and freedom from discrimination, right to education, rights of women, rights of children, rights of persons with disabilities, protection of rights of minorities and right to a clean and healthy environment through the implementation of the different objectives of the plan.

1.5 The Process of Developing the Strategic Plan

This Strategic Plan was developed through a participatory and consultative process. A mix of both top-bottom and bottom-up approaches were used through a three-phase process that included review of the previous plan and policies to assess progress, stakeholder consultations, Strategic Plan formulation and approvals. All these processes were driven through an Inter-Departmental Technical Steering Committee (IDTSC), with oversight from the Council supported by other stakeholders.

1.6 Structure of the Plan

This Strategic Plan is aligned to the structure recommended by the National Planning Authority and organized in the following nine chapters:

Chapter One provides an introduction. This includes a brief overview of the mandate of the NPC. It also presents the rationale of the Strategic Plan, the linkages with the national development planning frameworks and the process undertaken to develop the Strategic Plan.

Chapter Two covers the situational analysis which includes an assessment of the population situation in Uganda together with the policy, legal and institutional frameworks in place. The Chapter also presents an analysis of the internal and external environment as well as the cross-cutting issues; together with stakeholder mapping and analysis. The chapter concludes with an assessment of the Strengths, Weaknesses, Opportunities and Threats, which are based on the contextual issues and scanning of the external environments.

Chapter Three sets the strategic direction. This chapter presents the picture of the future for the NPC through its Mandate, Vision and Mission. The Core Values which represent the culture that will enable the NPC to attain its vision are described. The key focus areas, also known as strategic themes and planned outcomes in alignment with the NDP goals are presented. The strategic objectives, strategic interventions to be implemented and key outputs to be achieved are also covered in chapter three.

Chapter Four presents the financing arrangement of the Strategic Plan. It includes the costing of the plan, financing requirements and the mechanisms the NPC will employ to mobilize the resources required to implement the Strategic Plan. The chapter also presents core projects for the Strategic Plan.

Chapter Five focuses on the implementation arrangements. It highlights the key things that must be in place for the Strategic Plan to create the desired impact. These include the critical success factors, requisite institutional structure and the human resource capacity, as requirements to successful implementation of this Strategic Plan.

Chapter Six covers the communication and feedback strategy of the plan. This will guide on how the plan shall be communicated to the key stakeholders and how feedback from the same shall be handled to enable its successful implementation.

Chapter Seven presents strategic risks that could hamper the implementation of the plan and realization of the objectives therein. The chapter further highlights how such risks shall be avoided, reduced, transferred, or retained.

Chapter Eight presents the Monitoring and Evaluation Strategy. It sets the objectives and guiding principles, the mechanism and plan for monitoring and evaluation. The chapter further articulates roles and responsibilities of the M&E actors.

The final chapter presents, the project profiles.

CHAPTER 2 SITUATION ANALYSIS

2.0 Introduction

This section presents a review of previous plans and policies, documents key challenges and achievements, SWOT and stakeholder analyses, and a description of cross-cutting issues relevant to National Population Council.

2.1 Performance of the Previous Plan

The performance of the 2015/16 – 2019/20 Strategic Plan was evaluated against five (5) strategic objectives to ascertain the progress made in its implementation. It is presented under five (5) programme areas, namely; i) integrated population and development planning, ii) population policy and strategy development; iii) advocacy for population and development; iv) strategic partnership and collaboration for population and development, and institutional capacity development and management as shown in table 1.

Table 1: The National Population Council Achievements from FY2015/16 – FY2019/20

Programme Area 1: Integrated Population and Development Planning	
<p>Strategic Objective 1: To increase the integration of population factors and variables at all planning levels.</p>	<p>Achievements:</p> <ul style="list-style-type: none"> • Trained 451 District Local Government Planning Officers (67%) from 75 districts on the integration of population factors and variables and DD Roadmap priority areas in their development frameworks. • Trained 350 Planning Officers from 175 higher and lower local governments on the integration of population factors and variables and DD Roadmap priority areas in their development frameworks. • Equipped 139 Local Governments with data processing equipment to ensure timely generation, availability and accessibility of data at LG levels for evidence-based decision making and planning.

Programme Area 2: Population Policy and Strategy Development

Strategic Objective 2:

To inform national dialogue and policy making on population matters with timely and relevant evidence.

Achievements:

- Integrated population dynamics into the National Climate Change Policy, 2015 and National Urban Policy, 2017.
- Developed, launched and disseminated five (5) editions of the State of Uganda Population Reports (SUPRE) between 2015 and 2019 under different themes on *Harnessing Demographic Dividend* and 20,000 copies of the reports were disseminated to stakeholders and the public.

Programme Area 3: Advocacy for Population and Development

Strategic Objective 3:

To raise awareness on critical population issues to influence behaviour change.

Achievements:

- Trained 650 national and district leaders on the interrelationships between population and development and the impact of population on socio-economic development.
- Seven (7) districts passed and implemented local ordinances aimed at addressing the high teenage pregnancies, increased child motherhood and early child marriages in their communities.
- Commemorated Five World Population Days (WPDs) in the districts of Sembabule, Isingiro, Busia, Omoro and Adjumani between 2015 and 2019. In commemoration of these events community projects were undertaken and the following were results achieved:
 - 1,279 units of donated blood were collected, 10,673 clients were reached through the outreach activities and 23,000 tree seedlings planted in the five host districts.
 - Assorted hospital equipment was donated to the five host districts. They included 5 sterilizers, 3 child incubators, 15 hospital delivery beds, 28 hospital beds, 9 paediatric beds, 10 stretchers, 12 maternal benches, 46 mattresses, 7 health facility wheel chairs and 1,200 ITN mosquito nets.
 - Two (2) HC IVs and 3 HC IIIs had solar lighting systems installed in paediatric and maternity wards, 3 secondary schools and a polytechnic school had solar lighting systems installed, 240 assorted text books were donated to their libraries, and 27 computers installed and connected to internet with support from Uganda Communication Commission (UCC).
 - 50 wheel chairs were donated to PWDs in the five (5) host district by Mulago National Referral Hospital and Ministry of Gender, Labour and Social Development.

Programme Area 4: Strategic Partnerships and Collaboration for Population and Development

<p>Strategic Objective 4: To strengthen strategic partnership and collaboration with stakeholders.</p>	<p>Achievements:</p> <ul style="list-style-type: none"> • Increased funding for population programme by 71% by the end of FY2019/20. • Increased opportunities for cooperation with stakeholders in implementing the population programme interventions that has enabled it to widen access and awareness on population and development.
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Programme Area 5: Institutional Capacity Development and Management

<p>Strategic Objective 5: To foster an institutional culture of professional excellence.</p>	<p>Achievements:</p> <ul style="list-style-type: none"> • National Population Council (NPC) was established and operationalized following the enactment of the NPC Act, 2014, a 13-member Council was constituted and Director General appointed as accounting officer of the secretariat.
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<p>Strategic Objective 5: To foster an institutional culture of professional excellence.</p>	<p>Achievements:</p> <ul style="list-style-type: none"> • Trained 11 members of staff with short and long-term training in various specialized areas identified in the HRDP. • Equipped the members of the staff and management with four (4) vehicles and 27 computers to facilitate its operation. • Financial management system of the institution was upgraded to improve efficiency. • Recruited ten (10) qualified staff in various positions in the five (5) departments. • Efficient operations of the Council through establishing governance structures and systems. • Four (4) research studies were conducted on POPDEV, reports published and findings disseminated to stakeholders.
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2.2 Cross-Cutting Issues and their Implications for NPC Planning

The section presents the Council's performance regarding the implementation of cross-cutting issues.

2.2.1 HIV/AIDS

The National Population Council is responsible for addressing population matters in collaboration with stakeholders. Over the years, NPC implemented advocacy and awareness creation interventions on HIV/AIDS through the population programme. It promoted HIV/AIDS activities among the most at-risk populations (MARPs) which targeted the young people, youth, adults and long-distance truck drivers. Most of the interventions focused on HIV/AIDS prevention and mitigation, promotion of positive behaviour change and practices that had the potential to halt the spread of HIV/AIDS in communities.

Over the next five years, NPC will continue to create awareness on HIV/AIDS especially among the young people, mothers and men in collaboration with the key stakeholders. It will also support the stakeholders of the population programme to continue to provide HIV/AIDS preventive measures, and provide counselling services to staff, target groups and implementing partners.

2.2.2 Gender

Gender equality and women's empowerment is one of the key components of the population programme coordinated by Ministry of Gender, Labour and Social Development (MoGLSD). NPC in collaboration with MoGLSD and other stakeholders over the years ensured the mainstreaming of gender issues in the population programme and other projects, addressed gender-based violence (GBV), female genital mutilation/cutting (FGM/C), gender inequalities and disempowerment of women. The programme also addresses the issue of child marriage, the most significant driver of teenage pregnancy, which poses life-long implications that undermine the capacity of girls to achieve their well-being and aspirations. These issues are a threat to achieving Sustainable Development Goals (SDGs) and the Vision 2040.

In the next five years, NPC will continue to work with MoGLSD, other programmes, LGs and stakeholders to create awareness and advocate against GBV, FGM/C, child marriages, gender inequalities and disempowerment of women.

2.2.3 Environment

Sustainable utilization of the environment and natural resources is the way to increased sustainable growth, employment, and prosperity. The NDP III highlights challenges of compliance and enforcement of environmental policies, laws, and regulations to address the high rate of degradation of the environment and natural resources by human actions. Over the years, NPC in collaboration with stakeholders implemented advocacy and awareness creation interventions on interrelationships between population, development and environment (PDE) highlighting the impact of population growth on environment and use of natural resources. In addition, Population Health and Environment (PHE) integrated approach has been promoted in 18 districts as a development strategy that integrates population, health and environmental conservation initiative in order to seek synergistic success to greater conservation and human welfare outcomes than a single sector approach. The approach emphasizes multi-stakeholder integrated approach in the conception, planning and implementation of PHE interventions at community level.

In the planned period FY 2020/21 – 2024/25, NPC will continue working with the relevant programmes and stakeholders to pursue the integration of population factors in development programmes by focusing on the inter-linkages of population with specific programmes to gain considerable milestone. It will also expand and roll-out the integrated PHE/PDE approach initiatives to achieve greater conservation of the environment and natural resources (ENR) and human welfare outcomes.

2.2.4 Population

The NPC addresses the concerns of the whole life cycle of a person starting from childhood to adulthood. Since 1985, Government and UNFPA have implemented the population programme contributing to bettering the quality of life of Ugandans through improved sexual reproductive health (SRH) service as well as information and knowledge; enhanced integration of population concerns in policy formulation, planning and implementation of programmes at national and sub-national levels; and enhanced commitment to and support for population and development issues, including SRHR and gender equality and empowerment of women concerns. Currently, there is a high percentage of youth population, which presents an opportunity for the country and there is need to invest in the harnessing of the Demographic Dividend. Over the years, NPC in collaboration with MoH and other stakeholders implemented advocacy and awareness creation interventions as well as nutrition education to mothers through the SRH/MCH interventions and to the communities highlighting the benefits of proper nutrition including the problems associated with improper nutrition.

In the next five years, NPC will work with programmes and stakeholders of the population programme to continue advocating for the implementation of integrated early childhood development policy and action plan which targets nutrition among infants and young children including SRH/MCH interventions at community level.

2.2.5 COVID-19

Uganda has faced a number of emerging diseases such as Ebola, Murbag, and recent the Corona Virus 2019 (COVID-19), which have had an immense impact on the economy, especially the informal sector. The restrictions imposed by the Ministry of Health to prevent the spread of COVID-19 disabled the functioning of the private sector and at the worst the informal sector. Many employees in the private sector have experienced salary cuts or even been laid off, and many businesses in the informal sector have closed down. All these changes adversely affect the population.

The NPC will carry out research to establish how the outbreaks of emerging diseases affect the socio-economic wellbeing of the population and the best strategies to enhance service delivery.

2.3 Institutional Capacity of the NPC

Effective implementation of the NPC Strategic Plan interventions necessitates improving its institutional capacity. This entails strengthening the technical capacity including financial and human resources management, systems development, and monitoring and evaluation system.

a) Financial Resources

The percentage of approved budget released to NPC has been increasing over the years, although this has been affected by increased emergence of population and development issues which required additional financial and human resources. During the period under review, the financial resources of NPC increased from Ushs. 6.22 billion in FY2015/16 to Ushs. 11.8 billion in FY2019/20, implying 52.7% increase in budget release as indicated in table 2. Government budget release to NPC also increased over the years from 76.9% in FY2015/16 to 85.7% in FY2019/20. It is evident that Government is committed to increasing funding to NPC but the increments were still inadequate to sustain the scale up of population programme in all the districts. It should be noted that on average: a) the recurrent wage release performed at 32.1% between FY 2014/15 and FY 2019/20 and b) recurrent non-wage release performed at 67.9% between 2014/15 and 2019/20.

Table 2: National Population Council Budget and Allocation over the NPC Strategic Plan, 2015/16 - 2019/20

Budget Components	Annual Budget Allocation in Ushs. billions									
	2015/16		2016/17		2017/18		2018/19		2019/20	
	Planned	Released	Planned	Released	Planned	Released	Planned	Released	Planned	Released
Recurrent (Wage)	1,318	1,318	1,718	1,718	3,133	2,963	3,224	3,224	3,887	3,887
Recurrent (Non-wage)	3,484,6	3,484	4,095	4,095	3,781	3,503	7,851	7,073	7,857	6,703
Total Recurrent	4,803	4,802	5,814	5,813	6,914	6,466	11,075	10,297	11,744	10,590
External Financing	1,678	2,005	592	616	959	956	1,000	1,086	1,027	1,000
Total Budget	6,481	6,807	6,406	6,429	7,872	7,422	12,075	11,383	12,771	11,590

Source: FAD, NPC, 2020

b) Human Resources Development and Management

Approved staff establishment under the NPC organizational structure is eighty-five (85), with a staffing ratio of 75.3% (64) technical and 24.7% (21) support staff. Staffing level increased over the last five years from 52 staff (61.2%) in FY 2015/16 to 62 staff (72.9%) in FY 2019/20 implying a staffing strength of 72.9% as at June 30, 2020 as shown in table 3 below. The gap of 23 (27.1%) vacant posts that are yet to be filled reflected a slow process of recruitment. In same period under review, 18 officers underwent training in various short and long-term professional certification courses.

Table 3: Highlights of Positions and Level of Staff Establishment, June 30, 2020

S/n	Position	Established Staff	Actual Staff
1	Director General	01	01
2	Deputy Director General	01	00
3	Directors	05	05
4	Principal Officers	07	07
5	Senior Officers	10	10
6	Officers	22	14
7	Research/Statistical Assistants	04	02
8	Assistants	14	07
9	Drivers and Support staff	21	16
Total		85	62
Staffing Strength		100%	72.9%

Source: HRU-FAD, NPC

c) **Monitoring and Evaluation**

During the period 2015/16 - 2019/20, NPC conducted 18 joint monitoring visits to programme districts and assessed performance of the population programme; held 5 annual review and planning meetings and reviewed progress of performance of the population programme and developed 5 annual work plans and successfully implemented them. It also conducted 4 studies to inform policy and programmes. The studies undertaken were the following; Baseline studies for the 8th GoU/UNFPA Country programme (2016 - 2020); Uganda's harnessing of the Demographic Dividend using evidence from National Transfer Accounts; Uganda In-Country Report on the Review of Implementation of International Conference on Population and Development (ICPD)" after 25 years and "Addis Ababa Declaration on Population and Development (AADPD) at 5 years; Mid-Term Evaluation Studies of the 8th GoU/UNFPA Country programme 2016 - 2020.

2.4 Summary of key achievements and challenges

2.4.1 Key Achievements

- a) Trained 451 District Local Government Planning Officers (67%) from 75 districts on the integration of population factors and variables and DD Roadmap priority areas in their development frameworks.
- b) Trained 350 Planning Officers from 175 higher and lower local governments on the integration of population factors and variables and DD Roadmap priority areas in their development frameworks.
- c) Equipped 139 Local Governments (*i.e. 18 districts, 11 municipalities and 110 town councils*) with data processing equipment to ensure timely generation, availability and accessibility of data at LG levels. Recruited ten (10) highly qualified staff in various positions in the five (5) departments. Commemorated five World Population Days (WPDs) in five (5) districts namely Sembabule, Isingiro, Busia, Omoro and Adjumani from 2015 and through community projects; 1,279 units of blood were donated to the Uganda Blood Bank (UBB), 10,673 clients were treated/or counselled; two (2) HC IVs and 3 HC IIIs, and three (3) secondary schools had solar lighting system installed.

2.4.2 Key Challenges

During the implementation of the previous Strategic Plan the following challenges were faced;

- a) Poor visibility and awareness of the mandate of the NPC amongst its stakeholders and the public;
- b) Inadequate office space for the approved established staffing level as per the organizational structure;
- c) NPC Budgetary constraints which affected the scale-up of population programme interventions in all the districts;
- d) Inadequacy of requisite skills in some departments and this has hampered the ability of these officers to effectively deliver on specific tasks;

2.5 SWOT Analysis

A Strengths, Weakness, Opportunities and Threats (SWOT) Analysis was conducted to assess the situation of NPC based on seven elements: NPC strategies, structures, staffing levels, leadership and management styles, skills diversity, and corporate shared values or culture. Table 4 below summarizes the results of the SWOT analysis.

Table 4: Strengths, Weakness, Opportunities and Threats (SWOT) Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Strong legal mandate and recognition of NPC in regional and global arenas. 2. Committed Council members. 3. Strong approved systems and processes to guide NPC operations (Strategic Plan, financial management, internal audit and M&E systems), and management strategic partnerships. 4. Competent, experienced and committed staff. 5. Semi-autonomous and self-accounting institution with independence in decision making. 	<ol style="list-style-type: none"> 1. Poor visibility among the wider public and corporate image. 2. Limited infrastructure and ICT to improve the operational effectiveness and efficiency (i.e. office space, ICT, vehicles, etc.). 3. Absence of a robust population data bank. 4. Inadequate funding which has affected the scale-up of the population programme in all districts. 5. Inadequate office space to accommodate all the approved established staff on the organizational structure.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Favorable Government policies and commitment for increased budget allocation for population programme. 2. Political goodwill and support for population and development issues and programmes. 3. The SDGs, Africa Agenda 2063, EAC Vision 2050 and Vision 2040 have provided regional and national contextualization of population and development issues 4. Support from development partners for the population programme. 	<ol style="list-style-type: none"> 1. High population mobility and growing refugee problem in the country.

2.6 Stakeholder Analysis

The 1994 International Conference on Population and Development (ICPD) set into motion new ways of addressing population and development issues. The meeting emphasized the need for collaboration and partnership within and between the inter-governmental systems. This position was reaffirmed by the 69th United Nations General Assembly Special Session (UNGASS) on Population and Development in 2015. Following the recommendations of these meetings, the Governments involved a cross section of stakeholders in the implementation of population programme. In developing this Plan, stakeholder analysis was conducted to help NPC to have a strategic view of

these stakeholders; identify, prioritize and understand these stakeholder roles in the population programme. Table 5 below summarizes the results of the stakeholder analyses.

Table 5: Stakeholders and their expectations in the implementation of the NPC Strategic Plan 2020/21-2024/25.

Stakeholder	Expectations in the Implementation of the plan
Office of the President	<ul style="list-style-type: none"> • Political will
Office of the First Lady	<ul style="list-style-type: none"> • To act as goodwill ambassador for promoting population and development initiatives.
Office of the Prime Minister	<ul style="list-style-type: none"> • As a leader of government business, OPM is expected to coordinate, monitor and evaluate the implementation of the NPP
Political leaders at National and sub-national levels	<ul style="list-style-type: none"> • Oversight for the implementation of the National Population policy and Programme. • Appropriation of resources for the implementation of the National Population policy and Programme. • Supportive Policy legislation • Champion the population and development initiatives • Enact appropriate ordinances and bylaws on key population and development issues
National Population Council (NPC)	<ul style="list-style-type: none"> • Coordinate, implement, monitor and evaluate the NPC Strategic Plan 2020/21-2024/25 holistically.
MDAs	<ul style="list-style-type: none"> • Integrate and implement population and development issues into their plans • Coordinate the implementation of population and development issues • Guide integration and implementation of the population issues • Provide evidence for policy and decision making

Local Governments	<ul style="list-style-type: none"> • Integrate and implement population and development issues into their plans • Monitor and evaluate population and development issues.
Cultural and Faith Based Institutions	<ul style="list-style-type: none"> • Community mobilization and sensitization on population issues • Advocacy for population and development issues • Integration of population and development issues in their plans and budgets
Media Houses/Practitioners and Artists	<p>Community mobilization and sensitization on population issues</p> <ul style="list-style-type: none"> • Advocacy for population and development issues • Champion Population and development issues • Dissemination of information on population and development
Development Partners	<ul style="list-style-type: none"> • Provide financial, technical and other resources to facilitate the implementation of the population programme.
Civil Society Organization (NGOs & CBOs)	<ul style="list-style-type: none"> • Implement the population programme. • Integration of population and development issues in their plans and budgets • Community mobilization and sensitization on population issues • Advocacy for population and development issues

Private Sector	<ul style="list-style-type: none"> • Provide resources for the implementation of the population programme through Corporate Social Responsibility. • Social Impact investment • Support service delivery and development initiatives through Public Private Partnerships (PPP) • Enhance PPP for provision of quality social services.
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2.7 Summary of Emerging Issues and Implications

The following are the summaries of emerging issues and their implications;

- Unregulated demographic factors have exacerbated poverty and affected human wellbeing at the household level.
- High rates of child marriage and teenage pregnancy among adolescent girls, which poses a threat to achievement of Sustainable Development Goals (SDGs) and the Vision 2040.
- High rate of urbanization which has not been matched with growth and development of social and physical infrastructure in the urban areas.
- Unregulated population dynamics has resulted in climate change, negatively impacting on the livelihoods of the population through frequent natural disasters.

CHAPTER 3

STRATEGIC DIRECTION

3.0 Introduction

The NPC Strategic Plan is guided by the Uganda Vision 2040 aspiration of “A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years”. This implies that the NPC will strive to ensure that key population issues are enshrined in the central and local government planning frameworks in alignment with the country’s socioeconomic transformation agenda. Our strategy is also aligned to the NDP III goal which is “Increased Household Incomes and Improved Quality of Life of Ugandans”, and the NDP III objectives particularly that of enhancing the productivity and social wellbeing of the population.

3.1 The Vision and Mission

The NPC Vision and Mission have been designed in cognizant of the national and international frameworks that place population at the forefront of development concerns. They define the Council’s key aspiration of ensuring integration and monitoring of population issues in the national development agenda.

3.1.1 Vision

The NPC Vision is: A hub of distinction for promoting and coordinating population policies and programmes in Africa

3.1.2 Mission

The NPC Mission is: To improve the quality of life of the people of Uganda by influencing Government policies and programmes to address population patterns and trends in a sustainable and inclusive manner

3.2 Core Values

In the next five (5) years, NPC will be guided by the following core values in pursuing its vision and accomplishing its mission:

- a) **Teamwork** – recognizing the unique strength and skills of every staff which can be brought together to improve efficiency and effectiveness in the delivery of NPC mandate.
- b) **Professionalism** – value mutual respect for self and others, demonstrate competence, knowledge, resourcefulness, cooperation and positive attitudes, related to how dedicated we are in providing our services.
- c) **Reliability** – encourage individual innovation and continuous self-assessment.
- d) **Integrity and Transparency** – staff to conduct business honestly and ethically, act respectfully, fairly and in a responsible manner.
- e) **Stewardship** – staff to act responsibly in planning and management of resources so as to operate efficiently and effectively.
- f) **Mutual Respect** – staff to respect others by valuing their opinions and contributions.

3.3 The Goal and Objectives of the Plan

This section defines the goal, objectives and interventions of the Plan.

3.3.1 The Goal

The goal of the plan is ***“To promote the integration of population factors into policies and programmes to contribute to population-influencing development”***.

3.3.2 Objectives and Interventions

The plan will seek to achieve the following objectives, to:

1. Increase the integration of population factors at all planning levels ;
2. Strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation;
3. Consolidate strategic partnerships and capacity for effective implementation of population and development initiatives;
4. Strengthen institutional capacity to drive organizational excellence.

The interventions to be pursued to enable realization of the above stated objectives are:

a) **Objective 1: Increase the integration of population factors at all planning levels.**

Interventions:

- 1.1 Promote PHE initiative within the context of Parish development model programme;
- 1.2 Build capacity of MDAs and LGs to integrate DD priority interventions and population factors in development programmes;
- 1.3 Create public awareness on the impact of population dynamics on development;

b) **Objective 2: Strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.**

Interventions:

- 2.1 Establish a National Population Databank;
- 2.2 Promote data and knowledge management on population and development issues;
- 2.3 Develop and disseminate IEC materials for community mobilization;

c) **Objective 3: Consolidate strategic partnerships and capacity for effective implementation of population and development initiatives.**

Interventions:

- 3.1 Establish and operationalize partnerships to promote community mobilization and mind set change;
- 3.2 Establish and operationalize the Adolescent Health Improvement Project (AHIP);
- 3.3 Establish and operationalize a population and development programme working group to coordinate the National Population Programme;

d) **Objective 4: Strengthen institutional capacity to drive organizational excellence.**

Interventions:

- 4.1 Promote public relations to maintain and improve NPC's establish Image and brand;
- 4.2 Strengthen institutional, technical, administrative and financial management capacity of the National Population Council through:
 - Rehabilitation, equipping and retooling NPC
 - Improving NPC productivity and efficiency
 - Strengthening human resources (i.e. recruitment, tailor made training and wages for all staff)
 - Providing financial and administrative services.
 - Strengthening institutional systems (financial, human resources, IT systems - website, etc.).
- 4.3 Strengthen coordination and systems for monitoring and evaluating population programme by:
 - Strengthening NPC Coordination (TWG, METC, Council and Council Committee meetings, attend mandatory meetings, etc.)
 - Developing and Operationalizing the M&E Plan for NPP-IF (Population programme).
 - Strengthening monitoring and evaluating (M&E) systems for the Population programme.

Table 6: The NPC Strategic Plan 2020/21-2024/25 objectives, interventions and actions

Interventions	Actions
Objective 1: To increase the integration of population factors and variables at all planning levels	
<p>1. Promote PHE initiative within the context of Parish model development programme;</p>	<ul style="list-style-type: none"> a) Conducted a needs assessment on target communities in selected districts for PHE initiative. b) Identify and map households at Parish level for selection for PHE initiative approaches and practices. c) Create awareness and sensitize LG leaders on PHE initiative approaches and practices. d) Create awareness and sensitize communities on PHE model households and approach practices. e) Establish PHE model households (homes) at Parish level. f) Conduct training for selected Model households on PHE initiative approaches and practices. g) Establish mechanism for PHE initiative multi-stakeholder collaboration and programming. h) Conduct training for stakeholders and CBOs on PHE initiative. i) Mobilize stakeholders to provide integrated PHE minimum packages of services.

<p>2. Build capacity of MDAs and LGs to integrate DD priority interventions and population factors in development programmes.</p>	<ul style="list-style-type: none"> a) Establish information and knowledge base for promoting POPDEV integration. b) Finalize the POPDEV Integration Planning Manual c) Conduct TOT on application of POPDEV Integration manual. d) Conduct training on POPDEV integrated planning approach MDA and LG Planning Officers. e) Develop and operationalize POPDEV Data Management Training manual. f) Procure data processing equipment for LG Planning Data Management. g) Conduct training and distribute data processing equipment for LGs to establish harmonized database. h) Conduct field monitoring visits to DPU to provide technical support for harmonized database. i) Develop and disseminate the Demographic Dividend Effort Index (DDEI) report for the country j) Asses the integration of DD interventions in Local Governments plans and budgets. k) Develop, disseminate and monitor the implementation of district Family Planning Costed Implementation Plans, DD action plans, etc. l) Build the capacity of leaders to integrate DD priorities in the Parish Development Model (PDM)
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<p>3. Create public awareness on the impact of population dynamics on development.</p>	<ul style="list-style-type: none"> a) Develop T.V. and Radio Spots and jingles on POPDEV issues. b) Conduct T.V. and radio talk show discussion programmes on various topical POPDEV issues. c) Conduct multi-media campaigns on emerging population and development issues e.g teenage pregnancy and child marriage etc d) Develop and disseminated advocacy, information, education and communication materials . e) Develop, launch and disseminate the State of Uganda Population Report (SUPRE). f) Conduct advocacy, lobby and breakfast meetings on POPDEV and DD issues. g) Conduct Sub-regional Advocacy meetings for LG leaders on POPDEV concerns, its impact on development and the need to take appropriate actions to address them. h) Commemorate the World Population Day celebrations. i) Integrate POPDEV messages in the commemoration of advocacy based public events to raise awareness on POPDEV concerns.
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Objective 2: To strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.

4. Establish a National Population Databank.	a) Establish and operationalize the National Population Databank
5. Promote data and knowledge management on population and development issues.	<ul style="list-style-type: none"> a) Establish physical infrastructure for knowledge bank. b) Capture and compile reports on tacit and explicit knowledge. c) Initiate mobile POPDEV/PHE messaging. d) Develop and maintain tracking mechanism for NPC Strategic Plan outcome indicators reporting and dissemination. e) Develop tracking mechanism for assessing performance of SDG, ICPD-PoA and AADPD. f) Convene Biennial Scientific POPDEV Conference in 2022 and 2024. g) Develop and operationalize POPDEV research agenda and research documentation strategy. h) Develop POPDEV research proposals for funding. i) Monitor annual budget allocation for research. j) Facilitate integrated POPDEV and PHE studies or research. k) Develop and publish POPDEV and PHE research or study reports. l) Conduct policy research and analytical studies. m) Develop and publish institutional POPDEV issue papers and reports (on National, AADPD, ICPD and SDGs). n) Develop a one-stop national information hub for POPDEV documentation.
6. Develop and disseminate IEC materials for community mobilization.	<ul style="list-style-type: none"> a) Develop and print IEC materials. b) Develop and print NPC Corporate brand materials. c) Develop and disseminate POPDEV, PDE and PHE documentaries.

Objective 3: To consolidate strategic partnerships and capacity for effective implementation of population and development initiatives

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|---|---|
| <p>7. Establish partnerships to promote community mobilization and mind set change for population and development (POPDEV) issues</p> | <ul style="list-style-type: none">a) Develop and operationalize National and Media Advocacy and Communication Strategies.b) Establish a functional Multi-stakeholder Advocacy Alliance for POPDEV.c) Review and Operationalize the Advocacy TOT Manual for POPDEV.d) Conduct orientation session on Advocacy TOT Manual for key stakeholder on population program.e) Conduct orientation session for stakeholder on NPP-IF.f) Develop documentaries on POPDEV, PDE and PHE issues.g) Train national and district including youth leaders as champions (advocates) of POPDEV/PDE issues.h) Mobilize National, Sectoral and District leadership to support and implement population-influencing development activities.i) Mobilize CSO and CBO leadership to support and implement population -influencing development activities.j) Work with CSOs to implement and monitor interventions for harnessing the DDk) Build capacity of and work with youth led organizations to advocate for and implement DD interventions in districtsl) Work with cultural and religious leaders to promote interventions for harnessing the DD |
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<p>8. Establish and promote Adolescent Health Improvement (AHI) initiative within the context of Parish development model programme.</p>	<ul style="list-style-type: none"> a) Conduct quarterly radio programme on adolescent issues. b) Develop and print Advocacy and Adolescent Health Improvement training materials. c) Train and Equip TOTs with Health Education and Mentoring skills on adolescent issues. d) Train and equip selected Community leaders and Teachers as Adolescent Health Educators (AHE) and Champions for adolescent issues. e) Establish teams of committed volunteer Community Adolescent Health Educators (CAHE) to respond to the health needs of adolescents in their communities. f) Develop and disseminate IEC/Advocacy and promotional materials and messages in simplified and popular versions. g) Develop documentaries on Adolescent Health Improvement initiatives. h) Mobilize stakeholders to provide services to communities & schools to address health needs of adolescents identified during AHE sessions. i) Conduct advocacy, awareness and sensitization meetings/ seminars for LG and Community leaders on adolescent issues, and the negative cultural practices and attitude, its impact on development and the need for LG action. j) Establish Adolescent & Youth Health Improvement clubs in schools and communities to address teenage pregnancy, early marriages and provide life planning skills
<p>9. Establish and operationalize Population and development programme working group to coordinate the National Population Programme</p>	<ul style="list-style-type: none"> a) Establish Population Technical Working Group (TWG) for the NPP-IF. b) Conduct joint TWG biannual monitoring visits to population programme districts c) Facilitate TWG Quarterly Meeting (TQM) to review implementation of the NPP-IF. d) Organise National DD Steering committee meetings e) Constitute and operationalize the DD coordination structures at sub national level

Objective 4: To strengthen institutional capacity to drive organizational excellence.

10. Promote public relations to maintain and improve NPC's establish Image and brand.

- a) Develop and print POPDEV opinion articles.
- b) Monitor & report on coverage of NPP in the print media.
- c) Develop and disseminate messages through social media.
- d) Develop and disseminate corporate branded materials.
- e) Conduct annual corporate social responsibility initiatives.
- f) Conduct talk show and interviews in the mass media.
- g) Conduct survey to determine client opinion, attitudes and satisfaction.
- h) Conduct peer review on NPC.
- i) Develop and disseminate NPC Annual Reports.

<p>11. Strengthen institutional, technical, administrative and financial management capacity of the National Population Council through;</p> <ul style="list-style-type: none"> a) Rehabilitation, equipping and retooling NPC b) Improving NPC productivity and efficiency c) Strengthening human resources (i.e. recruitment, tailor made training and wages for all staff) d) Providing financial and administrative services. e) Strengthening institutional systems (financial, human resources, IT systems - website, etc.). 	<ul style="list-style-type: none"> a) Monitor annual budgetary allocation released by Government and other sources to NPC against approved (in billions of Ushs.). b) Facilitate acquisition of necessary financial resources for implementing the NPP-IF interventions. c) Advocate for inclusion and consolidation of funding for DD priority actions in other MDAs. d) Procure vehicles for office and field operations. e) Procure IT and Office equipment. f) Procure office furniture. g) Develop an asset management plan for NPC h) Develop the NPC Strategic Plan 2025/26-2029/30 i) Recruit to fill existing vacant positions in the approved organogram. j) Implement initiatives that create conducive work environment. k) Initiate and implement schemes and benefits that attract high talents. l) Train, facilitate and support staff of NPC. m) Pay staff salaries and wages n) Train staff on human rights, communication and awareness initiatives o) Prioritize IT/ICT to improve efficiency of internal processes and operations (i.e. financial, audit, procurement, human resources systems, etc.). p) Provide and facilitate acquisition of technological resources including equipment and related facilities. q) Develop and operationalize a Population Management Information System (POP MIS).
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<p>12. Strengthen coordination and systems for monitoring and evaluating population programme</p>	<ul style="list-style-type: none"> a) Hold Population Technical Working Group meetings. b) Hold M&E Technical Committee meetings. c) Conduct joint NPP-IF review meetings. d) Develop and operationalize the NPP-IF coordination mechanism including (guidelines and procedures) for all interventions and other activities. e) Develop and operationalize the NPP-IF M&E Plan. f) Conduct biannual coordination, meetings (BCMs) for the population programme. g) Attend mandatory meetings at the UN, AU, ICOMP, etc. h) Improve the M&E system of the population programme i) Develop and disseminate M&E Plan and for NPP-IF. j) Conduct regular monitoring and support supervision to k) Organize and hold orientation meetings and workshops for NPP-IF and M&E Plan for MDAs and LGs. l) Conduct annual review and planning meetings (ARPMs) for the 9th GoU/UNFPA CP. m) Conduct Joint Review Meetings (JRMs) for the NPP-IF. n) Develop and publish institutional annual performance reports (APRs). o) Facilitate TWG meetings to compile NPP-IF Biannual Progress and Annual Performance Reports p) Conduct Mid and Final Evaluation of NPC Strategic Plan, and NPP-F by the end of FY2022/23 and FY 2024/25 q) Facilitate NPC participation in RTWG meetings. r) Facilitate NPC participation in RPSC meetings.
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3.4 Key Outcomes

Table 7 presents key outcomes and targets of the planned period 2020/21 - 2024/25 based on the previous plan performance, NDP III, Sustainable Development Goals, and the Vision 2040 targets. The key outcomes cover four (4) critical areas, namely: Population Policy and Strategy Development, Integrated Population and Development Planning, Strategic Partnerships and Institutional Management and Capacity Development.

Table 7: National Population Council Strategic Plan - Goal, Objective and Key Intermediate Outcome Results and Targets for the period from FY 2020/21 - 2024/25

Overall Goal: To promote the integration of population factors into policies and programmes to contribute to population-influencing development.					
Strategic Objectives	Intermediate Outcomes	Key Performance Indicators	Baselines 2018/19	Targets 2024/25	
1. To increase the integration of population factors at all planning levels.	1. Population and Development factors integrated into policies and programmes at national and sub national levels.	1.1 No. of programmes and LG plans that have integrated population variables.	MDA - 0	100%	
			LG - 0	100%	
		1.2 No. of programmes and LGs that have developed population influencing projects.	MDA - 0	100%	
			LG - 0	100%	
		1.3 No. of programmes and LGs that have implemented population influencing projects.	MDA - 0	100%	
			LG - 0	100%	
		1.4 Percentage of LGs that have allocated financial resources to address specific POPDEV concerns.	0	75%	
2. To strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.	2. Improved institutional capacity to address POPDEV and related issues.	2.1 Proportion of district leadership accessing and using data and evidence to formulate ordinances, decision making, planning and monitoring development activities.	0	75%	
			2.2 No. of MDAs and LGs implementing POPDEV, DD and PHE/PDE interventions.	MDA - 0	18
		LG - 0		2,700	
		2.3 No. of MDAs and LGs BFPs incorporating population and development issues.	MDA - 0	18	
			LG - 0	147	
		3. To consolidate strategic partnerships and capacity for effective implementation of population and development initiatives.	3. Increased effectiveness and efficiency in addressing population matters in implementation.	3.1 No. of joint projects implemented to promote POPDEV/PHE services - by type.	2
3.2 Percentage increase in awareness of POPDEV issues.	0				75%
	3.3 Percentage of funds committed and expended on POPDEV activities at national (MDAs) and district (LGs) level - by type and source of funding.			MDA - 0	18
				LG - 0	135

4. To strengthen institutional capacity to drive organizational excellence.	4. Improved NPC capacity to respond to and address POPDEV issues.	4.1 Improved corporate image.	0	100%
		4.2 Percentage increase in corporate visibility.	0	88%
		4.3 Improved resource mobilization capacity.	0	85%
		4.4 Improved monitoring and evaluation capacity.	0	85%
		4.5 Percentage increase in attainment of planned targets.	0	80%

CHAPTER 4 FINANCING FRAMEWORK AND STRATEGY

4.0 Introduction

The implementation of NPC Strategic Plan, 2020/21 - 2024/25 shall be funded mainly from the Medium-Term Expenditure Framework (MTEF) of Government. Other sources of funding shall include Development partners financing, in addition to providing technical assistance.

4.1 Summary of the Strategic Plan Budget

The total cost required to implement the NPC Strategic Plan is estimated to be **Ushs. 266.28 billion** over the medium term. The summary of resources is provided in table 8.

Table 8: Summary of NPC Strategic Plan Budget for FY2020/21 - 2024/25

Classification	Annual Budget Allocation in Ushs. Billions				
	2020/21	2021/22	2022/23	2023/24	2024/25
Wage	4.52	4.52	4.52	4.52	4.52
Non-Wage Recurrent	11.48	12.48	13.23	15.42	17.68
Total Recurrent	15.99	16.99	17.75	19.94	22.19
Total Development	-	0.82	1.95	1.47	1.29
Total Budget	15.99	17.81	19.69	21.41	23.48

Source: FAD, NPC, 2021

4.2 Medium-Term Expenditure Framework Projections and Implications for Strategic Plan

The MTEF projection for this Plan is provided in table 9. The purpose of the MTEF is to identify funding gaps in the Strategic Plan, which details are also provided in table 10 below.

Table 9: NPC Medium-Term Expenditure Framework Projections for FY2020/21 - 2024/25

Classification	Annual Budget Allocation in Ushs. Billion				
	2020/21	2021/22	2022/23	2023/24	2024/25
Wage	3.89	3.89	3.89	3.89	3.89
Non-Wage Recurrent	10.10	11.48	12.63	12.63	12.63
Development	0.00	0.82	1.95	1.47	1.29
Total	13.99	16.19	18.46	17.99	17.81

Source: FAD, NPC, 2021

Table 10: NPC Strategic Plan Funding Gaps, FY2020/21 – 2024/25

Classification	Financial Year				
	2020/21	2021/22	2022/23	2023/24	2024/25
Wage Gap	0.63	0.63	0.63	0.63	0.63
Non-Wage Recurrent Gap	1.39	0.99	0.60	2.79	5.04
Total Recurrent Gap	2.01	1.62	1.23	3.42	5.67
Total Development Gap	-	-	-	-	-
Total Funding Gap	2.01	1.62	1.23	3.42	5.67

Source: FAD, NPC, 2021

4.3 Financing Plan

The main source of financing the NPC Strategic Plan is from the consolidated fund. Other funding sources shall be from Development Partners and they constitute a significant source of funding for NPC. Technical assistance shall continue as a modality of support from Development Partners and any other partners as shown in Table 11 below.

Table 11: NPC Strategic Plan Source of Funding and Gaps for FY 2020/21 – 2024/25

Classification	Annual Budget Allocation in Ushs. Billions					Total Amount	Percent Share (%)
	2020/21	2021/22	2022/23	2023/24	2024/25		
GoU/MTEF	15.99	17.81	19.69	21.41	23.48	98.38	77.4%
UN Agencies	1.71	4.87	5.11	4.63	4.38	20.70	22.6%
Total Budget	17.70	22.68	24.80	26.04	27.86	119.08	100%
Total Funding Gap	3.11	4.15	3.85	3.54	3.3	17.98	15.1%

Source: FAD, NPC, 2021

4.4 Costing Assumptions

The costing of the 2nd NPC Strategic Plan was based on the following assumptions:

- a) **Activity-Based Costing (ABC)** – the cost estimates were determined based on the cost of individual activities. The activities in this case are the cost drivers;
- b) **Central Government Transfers** (both recurrent and development) were based on indicative planning figures provided in the MFPED Medium Term Expenditure Framework (MTEF);
- c) Development Partners' funding based on current commitments – this was estimated

based on the ongoing support being provided by partners. Prospective partners were excluded from the projections;

- d) **Estimates in the Annual Workplans.** the cost estimates for the first year of the Strategic Plan are based on actual projections contained in the annual workplan and estimated budget estimates for FY 2020/21;

The key sources of revenue shall be the MTEF published by MoFPED. The costing shall further be based on clear service delivery standards.

4.5 Resource Mobilization Strategy

Over the plan period, the NPC funding gap is estimated to be **Ushs. 17.98 billion**. NPC plans to address this funding gap by:

- a) Developing proposals and negotiating for funding and increased resource allocation;
- b) Strengthening strategic partnership and coordination with implementing CSOs and LGs for harmonized delivery of the NPC outputs.
- c) Raising awareness about NPC concerns to increase commitment and responsiveness among stakeholders;
- d) Strengthening linkages and collaboration with other Government programmes;
- e) Integrating NPC (POPDEV) concerns in other essential MDAs at national and local government levels
- f) Improving NPC resource tracking to ensure effective utilization of the available resources.

CHAPTER 5

IMPLEMENTATION STRATEGY

5.0 Introduction

The purpose of this implementation strategy is to enhance operationalization of the NPC Strategic Plan 2020/21 – 2024/25. It provides an overview on how the NPC goal, Mission and objectives will be achieved by outlining what will be done, by whom, when, and how. It thus serves as a check list that will be regularly updated, monitored and progress on it shared among the stakeholders. The strategy will also help to coordinate and guide the implementation actions, support coordinated and collaborated efforts, minimize duplication and promote synergies.

In addition, the strategy will facilitate addressing of key issues identified by the NDP, including gaps in service delivery; and elaborate in detail the agreed courses of action. In so doing, the strategy will be a critical integral part of the routine reference for stakeholders to ensure that policies and programs are implemented correctly, that standards and goals are met, that lessons learned are rapidly turned into operational and policy improvements, and that all outputs and outcomes are based on timely and relevant strategic information. In particular, the strategy is a deliberate effort to foster sustained pursuance of the strategic direction towards achievement of the agreed NPC goal and objectives.

5.1 Institutional Arrangements, Structures and Systems for Implementation

The implementation of the NPC Strategic Plan will be done in accordance with the existing central and LG structures. The roles of these stakeholders will vary depending on their mandates and functions. The implementation strategy, however, envisages changes in the institutions, structures, systems, procedures and regulations to improve efficiency and effectiveness in the implementation of the plan.

The implementation of this Strategic Plan is a shared responsibility of the public sector, the private sector and other non-state actors. The key public sector actors include: H.E the President, Ministers, Permanent Secretaries, Heads of autonomous and semi-autonomous departments and agencies, Chief Administrative Officers (CAOs)/ Town Clerks and the Sub-county Chiefs. Implementation and management will be under the overall leadership of the Hon. Minister of Finance Planning and Economic Development.

To ensure effective coordination and implementation of this Plan, M&E Technical Committee (METC) shall be established composed of representation from the five (5) departments to review implementation and assess performance of the Plan.

The NPC shall be the lead institution for the population programme and it shall play its core roles of policy formulation, capacity building and monitoring and evaluation of the population programme interventions and coordinating the stakeholders.

5.1.1 Stakeholder Roles and Responsibilities

Table 12 below presents roles and responsibilities of stakeholders in the population programme.

Table 12: Roles and Responsibilities of NPC Stakeholders

Stakeholder	Roles & Responsibilities in Population Programme
1. Ministries, Departments & Agencies	<ul style="list-style-type: none"> • Creation of enabling environment for the implementation of NPP-IF to achieve NDP II objectives. • Provision of adequate financial resources for the implementation of NPP-IF. • Provision of data that is required to inform Population planning. • Issuance of Certificates to LGs for mainstreaming DD actions in the BFPs. • Mainstreaming population and development concerns in policies, laws, plans, programmes and budgets.
2. Local Governments	<ul style="list-style-type: none"> • Delivery of Population and Development services. • Formulation of ordinances and bye-laws to support implementation of Population programme. • Monitor and ensure implementation of Population programme. • Strengthen the family to promote positive value and behavioural change.
3. Development Partners	<ul style="list-style-type: none"> • Provision of demand driven technical assistance. • Complement financing of the Population programme priorities. • Participate in Population Technical Working Groups.
4. Cultural and Religious institutions	<ul style="list-style-type: none"> • Complement the implementation of the NPP-IF through service delivery. • Advocacy to promote the rights of the vulnerable and marginalized population. • Mobilization of communities on population and development issues including accessing population services. • Promotion of development and preservation of positive cultural values, norms and practices.
5. Media	<ul style="list-style-type: none"> • Prioritize the delivery of population information and messages through media channels. • Advocate for provision and utilization of population and development services to the community.

5.2 Sustainability Arrangements

This section discusses the institutional and financial sustainability, partnerships and collaborations, human resource and staff development plan for the period 2020/21 and 2024/25.

5.2.1 Institutional Sustainability Arrangements

Institutional arrangements in place to ensure sustainability of implementation of the Plan include:

- a) Continuous staff and Council capacity building
- b) Establishment and maintenance of systems, processes and procedures such as the Accounting, M&E, HRM and the planned National Population Data Bank.

5.2.2 Financial Sustainability Arrangements

This will be achieved through:

- a) Enhanced accountability mechanisms for all resources advanced to NPC.
- b) Continuous resource mobilization and this involves continuous lobbying, proposal writing and advocacy.

5.2.3 Partnerships and Collaboration

This will involve continuous review and approval of stakeholders for the population programme at national and sub-national levels. It also entails signing of tripartite Letter or Memorandum of Understanding (LoU/MoU) with the NPC and UNFPA especially for the GoU/UNFPA Country programme.

5.2.4 Human Resource Plan

As at June 30, 2020, the Council was operating with manpower strength of 72.9% of the approved staff number of 85 staff. The staffing level of the Council is as presented in Table 13 below.

Table 13: National Population Council Staffing Levels as at June 30, 2020

Position	Staffing Position			Percent Filled
	Approved	Filled	Vacant	
1. Director General	1	1	0	100%
2. Deputy Director General	1	0	1	0
3. Directors	5	5	0	100%
4. Principal Officers	7	7	0	100%
5. Senior Officers	10	10	0	100%
6. Officers	22	14	8	63.6%
7. Research/Statistical Assists.	04	02	02	50%
8. Assistants	14	07	07	50%
9. Driver and Support staff	21	16	05	76.2%
TOTAL	85	62	23	72.9%

Source: HRU, FAD, NPC

5.2.5 Planned Recruitment

Ensuring optimum recruitment, placement and deployment is a key intervention under the Institutional building pillar. The Council intends to build its staff base to attain 100% of the staffing of the existing approved structure and handle priority positions that shall emanate from the new recommended structure to deliver this Strategic Plan. The planned recruitment for the planned period is summarized in Table 14 below:

Table 14: Recruitment Plan for the period 2020/2021 - 2024/2025

Financial Year	Filled Positions (Baseline)	Target of new positions filled	Cumulative growth in staffing	% changes in staffing	%staffing against approved establishment
FY 2019/20	54	5	59	9.3%	69.4%
FY 2020/21	59	3	62	5.1%	72.9%
FY 2021/22	62	5	67	5.9%	78.8%
FY 2022/23	67	5	72	5.9%	84.7%
FY 2023/24	72	6	78	7.0%	91.7%
FY 2024/25	78	7	85	8.3%	100.0%

Source: HRM, FAD, NPC

In terms of position filled, the managerial positions have been filled except one of the Deputy Director General. The priority to be filled in the next 3 financial years of the Strategic Plan is the recruitment of a Deputy Director General in-charge of Administration and Programmes; and the filling up of the officer positions, as well as research/statistical assistants. While in the last two years of the plan, the targets will be to fill the remaining positions of drivers and support staff positions.

5.2.6 Staff Development

NPC recruits talented and experienced personnel. In order to keep pace with the developments, NPC will continue building the capacity of its staff because the staff require continuous training and exposure through staff development programmes. Among the many actions identified for staff development, the following interventions will be prioritized to ensure that staff have the requisite capacities and competences to deliver the Strategic Plan:

- i) Undertaking continuous professional certification, learning and leadership development;
- ii) Undertaking training of the NPC staff in Policy Analysis and Development, Knowledge Management, Data Modelling Techniques and other critical skills such as programme development, advocacy, lobbying and negotiation skills, and
- iii) Undertaking competence profiling and benchmarking.

CHAPTER 6

COMMUNICATION AND FEEDBACK STRATEGY

6.0 Rationale and Objectives of the Communication Strategy

This communication strategy is intended to facilitate the council in accomplishing its corporate goals, build public awareness of the developments in population related issues and ensure accountability and transparency in the management of resources.

The overall objective of the strategy is to make NPC a source of accurate, reliable and timely information regarding the population and development matters in the country. The Strategy intends to:

- a) Reinforce political will and support among national and sub-national decision makers for prioritizing, managing, and resourcing to address population and development issues;
- b) Strengthen institutional capacity to coordinate advocacy and communications efforts on population and development issues; and
- c) Facilitate the timely flow of information to foster collaboration, coordination, and networking on Population and Development issues among all stakeholders.

6.1 Advocacy and Communication Issues

This Strategy identifies the population and development issues and corresponding messages to be addressed over the next five (5) years through advocacy and communication efforts. The issues include; high fertility and mortality rates, high child dependency burden, high rates of child marriages and teenage pregnancy among adolescent girls, gender inequality, poor sanitation, malnutrition, youth unemployment, unplanned urbanization, poverty, gender inequality, poor sanitation, malnutrition, unregulated demographic factors have exacerbated poverty and affected human wellbeing and limited integration population factors in development frameworks.

Given the identified issues, this strategy will focus on promoting the following messages:

- a) The integration of population and development approaches and programmes for sustainable livelihoods.
- b) Family planning as a key intervention in accelerating fertility decline and improving women's health.
- c) Planned urbanization and organized settlements for equitable and inclusive growth.
- d) Population factors are important factors in every national and sub-national development.

- e) District and LLG development cannot be achieved without conscious regard for population factors.
- f) Economic development cannot be achieved without squarely addressing population issues. We need an effective population management programme.
- g) Population is beyond numbers; it is about people!
- h) Empirical evidence and data are necessary for effective programming and policy development.
- i) Media puts face and human stories to population issues. They are indispensable in conveying population messages across.

6.2 Target Audience

The communication strategy will target the following audiences: cabinet; parliamentarians; MDAs; local government leaders; religious and cultural leaders; community leaders; youth; development partners; civil society organizations; media; academia; and the general public.

6.3 Advocacy and Communications Channels

All relevant channels will be used to advocate for and communicate the linkages between population and development to increase understanding and accelerate the implementation of strategies/interventions geared towards attaining a quality life. The channels are listed in table 15 below.

Table 15: Advocacy and Communication Channels

Classification of Media	Channels of Communication
Electronic Media	<ul style="list-style-type: none"> • Website, television, radio, newspapers, magazines, public transit advertising, bulk SMS, social media, email, and mobile phone ring tones.
Print Media	<ul style="list-style-type: none"> • Posters, brochures, calendars, quarterly newsletters, annual reports, stickers, T-shirts, armbands, bulletin boards, and billboards.
Community-Based Channels	<ul style="list-style-type: none"> • Community barazas, local health fairs, folk drama, concerts, rallies, meetings, and workshops.

6.4 Communications Tools and Methods

The communication tools and methods to be used include; radio and T.V. messages and talk shows, social media messages, print messages, electronic messages, LG planning meetings and Parliamentary fora. It also includes policy briefs, drama, behaviour

change agents (champions), social clubs (*i.e. school health clubs, youth clubs, male action groups, SACCOs, women and men groups*), Posters, Internal memos, community dialogues, religious circulars and handbooks and cultural events.

6.5 Communication Plan

This section outlines the Communication Plan for the NPP-IF 2020/21 – 2024/25. The plan details the relationship between the goal, objectives, activities, implementing agencies and key partners. The implementation plan also outlines the monitoring and evaluation framework for the Strategy through its specification of outcome and activity indicators and timeframe as shown in Table 16.

6.6 Key Communication Priorities

The NPC shall tap into the generic benefits accruing from a communication strategy to:

- Level of integration of population issues in development frameworks.
- Level of awareness of the importance of people and its environment and the threats they face.
- Level of understanding/knowledge on POPDEV and its contribution to the well-being of the environment.

6.7 Implementation of Communication Priorities

This section describes the channels of communication NPC shall employ to communicate; the progress of the NPC Strategic Plan implementation, the frequency of communication by the different channels/methods; the key stakeholders to be involved and their roles; the key issues that shall be communicated and how it will affect the NPC as shown in table 16.

The channel of communication will include:

- Media and mechanisms for communication flow.
- The NPC target audiences and target information areas.
- Appropriate media for reaching different audiences according to target information.
- A schedule for implementing elements of the Communication Strategy.

Table 16: NPC Strategic Plan Communication Plan Matrix

Goal: To make NPC a source of accurate, reliable and timely information regarding the population and development matters in the country				
Strategic Objective	Audiences	Information Needs	Key Messages	Channels of Communication
1. Increase the integration of population factors at all planning levels.	<ul style="list-style-type: none"> MDA, District, HLG, LLG and Community leadership. 	<ul style="list-style-type: none"> POPDEV data and information packages availed to enable national, sectoral, district and LLGs to integrate population dynamics and variables into people-centred development frameworks to facilitate development. POPDEV information packages to create awareness, appreciation, and skills of key decision-makers, planners, and the public on considering population factors in development initiatives. 	<ul style="list-style-type: none"> Population factors are important factors in every national and sectoral development District and LLG development cannot be achieved without conscious regard for population factors. 	<ul style="list-style-type: none"> Pamphlets and Circulars Local FM Radios Website Workshops/Meeting Brochure Posters and Flyers
2. Strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.	<ul style="list-style-type: none"> MDAs, LGs, CSOs and Community leadership. 	<ul style="list-style-type: none"> LGs (districts, HLGs and LLGs) establish and use demographic and socio-economic databases for decision making, planning and monitoring development activities. POPDEV data and information packages availed to enable national, sectoral, district and LLGs to integrate population dynamics and variables into people-centred development frameworks to facilitate development. National Population Database to backstop development programming, policy development and to monitor and evaluate the implementation of the National Population Policy and Programme. 	<ul style="list-style-type: none"> Economic development cannot be achieved without squarely addressing population issues. We need an effective population management programme. Population is beyond numbers; it is about people! Empirical evidence and data are necessary for effective programming and policy development. 	<ul style="list-style-type: none"> Public Events Workshops/Meetings Brochures Posters Policy Brief Baraza meetings Local FM Radios

<p>3. Consolidate strategic partnerships and capacity for effective implementation of population and development initiatives.</p>	<ul style="list-style-type: none"> • Members of Parliament, • MDA, District and CSO. • Men, Women and Youth. • Women of Reproductive • Age Communities. 	<ul style="list-style-type: none"> • Information packages for dissemination to raise awareness and galvanize support for POPDEV issues and services in collaboration/partnership with MDS, LGs, CSOs and the Private Sector. • Data packages to pursue multi-sectoral approach and initiatives to take advantage of the opportunity of demographic dividend. 	<ul style="list-style-type: none"> • Support to the Uganda's Demographic Dividend Roadmap is a sound business investment in sustaining productivity and economic growth. • Healthy, happy and progressive human capital development lead to increased productivity and sustained economic growth and development. 	<ul style="list-style-type: none"> • Public Events • Website • Radios • Workshop/Meetings • Brochures • Posters
<p>4. Strengthen institutional capacity to drive organizational excellence.</p>	<ul style="list-style-type: none"> • NPC Council • Development Partners/Donors • MDAs • MoFPED • OPM 	<ul style="list-style-type: none"> • Integrate knowledge management in technical, administrative and financial processes to improve the operations of the NPC Secretariat. • Resource allocation for the NPC programmes and projects. • Quarterly Progress and Annual Performance Reports • Mid- Term and Terminal Evaluation plan. • Information packages for dissemination on NPC and District programmes and projects to the external audience. • Human rights and freedom awareness for the population in population and development programmes. 	<ul style="list-style-type: none"> • Media puts face and human stories to population issues. They are indispensable in conveying population messages across. • Resource allocation for the NPC and district programmes and projects • Mid-Term and Terminal Review Reports • Annual Performance Reports • Support the integration of human rights and freedom in the arena of population and development. 	<ul style="list-style-type: none"> • Quarterly printed reports • Annual Performance Reports • Annual Report Publications/Print • Media/National • Newspapers • NPC website

CHAPTER 7

RISK MANAGEMENT

7.0 Introduction

This section discusses and presents the risk analysis and management that will help implementers to form basis for the risk management process of the Plan.

7.1 Risk Analysis

Risks or threats and to ascertain the likelihood that these threats will materialize under seven risk categories, namely; human resource, institutional image (reputational), financial, organizational capacity, operational and stakeholder management.

7.2 Risk Management

A risk management plan defines the magnitude of the potential risks and the strategies to mitigate them. These are illustrated in the table 17.

Table 17: Key Envisaged Risks of the NPC Strategic Plan, Risk Analysis and Management

Risk Category	Risk Category	Risk Factors	Risk Level	Mitigation Strategy
1. Human Resource	Strategic	<ul style="list-style-type: none"> NPC relies on a chain of stakeholders to realize its goal, and therefore a weak team coherence may impact progress and inhibit the attainment of the strategic objectives. Development of strong and effective collaborative networks with the stakeholder may become hard and inefficient. This may lead to reduced participation in the programme and hence failure to implement the Strategic Plan There is a risk of turnover of critical partners There is a risk of turnover of staff with specialized skills. 	Medium	<ul style="list-style-type: none"> Define valued stakeholders and implement mechanisms of sustaining the relationships Engage diverse group of stakeholders, i.e. academic institutions, development partners, and others. Explore opportunities of forming long term commitment from stakeholders on the activities they will be undertaking in the Strategic Plan. Improve staff motivation
2. Institutional image	Operational	<ul style="list-style-type: none"> Media reports that may portray bad image or publicity 	Medium	<ul style="list-style-type: none"> Develop and implement an effective communication strategy
3. Financial	Budget	<ul style="list-style-type: none"> Single source of funding of core NPC actions by the Government of Uganda. There could be a risk of other competing priorities that could lead to diversion of funds to address urgent needs of the country. Over reliance on specific development partners for additional budgetary support for population programme. 	Medium	<ul style="list-style-type: none"> NPC Strategic Plan is designed to align to other national development agenda and thus NPC at all-time should engage other stakeholders like; private sector, development partners and others to attract additional core funding. Optimal use of resources through cost reduction and prioritization. Enhance financial monitoring and adherence to PFM Act, 2015. Broaden the scope of revenue streams.

4. Organizational Capacity	Institutional and financial	<ul style="list-style-type: none"> • Inadequate skilled staff in specialized areas like policy analysis, knowledge management, etc. 	Medium	<ul style="list-style-type: none"> • Capacity building in professional certified courses.
		<ul style="list-style-type: none"> • Loss of institutional memory due to loss of information and data. 	Medium	<ul style="list-style-type: none"> • Establish knowledge management system
		<ul style="list-style-type: none"> • Inadequate ICT infrastructure. 	Medium	<ul style="list-style-type: none"> • Prioritize and procure IT systems.
		<ul style="list-style-type: none"> • Organizational data/information loss. 	High	<ul style="list-style-type: none"> • Put in place a data security plan.
		<ul style="list-style-type: none"> • Failure to stick to approved budgets and work plans 	Medium	<ul style="list-style-type: none"> • Put in place real-time activity monitoring.
		<ul style="list-style-type: none"> • Failure to monitor and evaluate performance 	Medium	<ul style="list-style-type: none"> • Improve operational efficiencies and improve quality and outcomes.
5. Operational	Operational	<ul style="list-style-type: none"> • Mismanagement of institutional and confidential information. 	Medium	<ul style="list-style-type: none"> • Develop information management policy in addition to GSO.
		<ul style="list-style-type: none"> • Ineffective planning. 	Medium	<ul style="list-style-type: none"> • Enhance training in planning. And budgeting.
		<ul style="list-style-type: none"> • Policy changes that result in emergency activities. 	Medium	<ul style="list-style-type: none"> • Review and prioritize planned activities.
6. Stakeholder Management	Strategic	<ul style="list-style-type: none"> • NPC relies on a chain of stakeholders to realize its goal. Therefore, a weak team coherence may impact progress and inhibit the attainment of the strategic objectives. 	Medium	<ul style="list-style-type: none"> • NPC must define valued stakeholders and implement mechanism of sustaining the relationships
		<ul style="list-style-type: none"> • Development of strong and effective collaborative networks with the stakeholder may become hard and inefficient, thereby leading to reduced participation in the programme and failure to implement the Strategic Plan 	Medium	<ul style="list-style-type: none"> • Engage a diverse group of stakeholders, e.g., academic institutions, development partners, and others.
		<ul style="list-style-type: none"> • There is a risk of turnover of critical partners and NPC staff. 	Medium	<ul style="list-style-type: none"> • NPC should explore opportunities forming long term commitment from stakeholders on the activities they will be undertaking in the Strategic Plan.

7. Risk Management	External	<ul style="list-style-type: none"> • Inability to develop and implement efficient monitoring and evaluation (M&E) of Programme 	Low	<ul style="list-style-type: none"> • NPC should develop ICT enabled M&E systems with advanced metrics of visualizing Strategic Plan implementation and impact. • NPC should develop IEC/Advocacy messages to specifically target those political leaders including other like-minded decision makers to increase awareness & knowledge on POPDEV issues. • Align the NPC strategy on population programme interventions to the regional and global dynamics. • NPC should identify the MDAs with the mandate to harmonise their actions with Population Policy and programme interventions. • NPC should identify any MDA with overlapping mandate and harmonise actions.
		<ul style="list-style-type: none"> • Contradictory political statements about the population issues in the country 	Medium	
		<ul style="list-style-type: none"> • Regional and global dynamics which are likely to have an effect on the state of population issues in Uganda 	Low	
		<ul style="list-style-type: none"> • Influx of refugees and migrants which will affect the implementation of initiatives contained in this Strategic Plan 	Medium	
		<ul style="list-style-type: none"> • Overlapping mandates with other agencies of government 	Medium	

CHAPTER 8

MONITORING AND EVALUATION FRAMEWORK

8.0 Introduction

A well-coordinated M&E system for effective tracking, evaluation and feedback on integration, implementation and results of key population issues by MDAs and LGs as well as non-state actors will be established. Consequently, a participatory approach that entails the involvement of all key actors and primary stakeholders will be adopted. This will enable all key actors to fully internalize and own the system as well as use the results to inform their actions.

8.1 M&E Institutional Framework

Operationalization of the M&E strategy will involve institutions at various levels of government as outlined below.

- i) **National Population Forum:** The forum will periodically assess progress towards attainment of the objectives and strategies as outlined in the Strategic Plan and will be chaired by the Hon. Minister of Finance, Planning and Economic Development. H.E. the President. It will comprise Ministers, PSs, and Private Sector Representatives. The forum will be serviced by NPC as its Secretariat;
- ii) **MDA Level:** This level includes all MDAs, Development Partners, (i.e. Donors, International Development Agencies), Private Sector, and NGOs;
- iii) **Local Government level:** This level includes Districts, Sub-counties, City Council, Division Councils, Municipal Councils, Municipal Division Councils, Town Councils, Private Sector, and district-based NGOs;
- iv) **Community level:** This level includes parishes, village councils, private sector, NGOs and CBOs;
- v) **Households:** This level includes individual citizens who are the primary beneficiaries of the NDP investment activities.

Periodic evaluations of the plan shall be conducted to make a comparative assessment of results (outcomes and results) of the interventions. Specifically, mid-term and end of plan evaluations shall be conducted as part of the evaluations.

8.2 Progress Reporting

The following reports will be produced;

- a) **Quarterly progress reports** will be compiled to document progress against quarterly and annual targets.
- b) **Annual Performance Reports** will be produced as a key performance review reference for the financial year's Budget Framework Papers (BFPs) and budgeting. It will also be used as the reference material for NPC annual review meetings. The report will be produced by end of June of each financial year.
- c) **Mid-Term Review** - A mid-term review shall be conducted during the third year of plan implementation (FY2022/23). The review shall also assess progress made towards the achievement of set targets, challenges encountered and provide strategic direction for the implementation during the remaining years of the Plan.
- d) **End of Plan Evaluation** - A participatory evaluation shall be undertaken at the end of the plan period to assess the level of achievement of the plan.

8.3 Monitoring and Evaluation Results Framework

NPC will track progress of implementation of the Plan across the key established indicators in the NPP-IF Results Framework and Cost Implementation Plan matrices shown in Appendices 2, 3 and 4 respectively.

CHAPTER 9 PROJECT PROFILES

9.0 Introduction

This Chapter presents project profiles for the two core projects for the NPC Strategic Plan 2020/2021 - 2024/2025 namely; i) Retooling of the National Population Council Project and ii) the National Population Data bank Project. The detailed project summaries are provided in the table below.

9.1 Retooling of the National Population Council Project

Sector Name:	Accountability
Vote Code:	315
Vote Name:	National Population Council
Program Code:	49
Program Name	Policy, Planning and Support Services
Sub Program Name:	Finance and Administration Department
Project Title:	Retooling of National Population Council
Project No:	1758
Project Duration:	4 Years
Estimated Project Cost:	UGX 6,104,850,000
Capital to Recurrent Ratio:	
Responsible Officer:	Responsible Officer: Director General Name: Dr. Jotham Musinguzi Mobile Phone: +256 772779800 Phone: +256 414-705414 Email: jotham.musinguzi@npcsec.go.ug

Project Background

This project is critical for providing support in the implementation of the National Population Policy (NPP) 2020, the Demographic Dividend Roadmap 2018 and the NPC Strategic Plan 2020/21-2024/25. The NPP 2020 emphasises the need for accelerated reduction in both fertility and mortality and strategic investments in young people for the country to attain a quality, cohesive, productive and innovative population for social transformation and sustainable development.

In 2018, Uganda launched the Demographic Dividend (DD) Roadmap to inform planning, programming, decision making and budgeting. The DD roadmap was in response to the Africa call for countries to operationalize the Addis Abba Declaration on Population and Development (AADPD) with the theme "Harnessing the Demographic Dividend." The goal of the roadmap is to facilitate and guide MDAs and Local Governments to prioritize and integrate the DD interventions in their respective development plans. The DD Roadmap is hinged on five pillars and spells out interventions in each of the pillars which include the demographic transition, health, education, economy and governance.

The Strategic Objectives of the National Population Council Strategic Plan are:

- 1 To increase the integration of population factors and variables at all planning levels.
- 2 To strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.
- 3 To consolidate strategic partnership and capacity for effective implementation of population and development initiatives.
- 4 To strengthen institutional capacity to drive organizational excellence.

Situational Analysis

The National Population Council (NPC) currently employs 61 staff representing a staffing strength of 72% as at February 2021, out of the approved staff establishment of eighty-five (85) positions. Female employees constitute 41% (25 females) of the total workforce and male employees constitute 59% (36 males). NPC is structured in 5 Departments excluding the Office of the Director General, namely: Family Health; Finance and Administration; Information and Communication; Monitoring and Evaluation; and Policy, Planning and Programming.

The available computers especially the laptops are inadequate and some of the computers in use are old and are reported to be very slow. This does not enhance worker productivity. This has been made worse by the advent of the COVID-19 pandemic and the need to adhere to the Standard Operating Procedures (SOPs) and guidance from the Ministry of Health and Public Service that require 70% of the workforce to work remotely from home. The majority of the staff working from home do not have computers and at times do not have internet data and air time to facilitate their remote working. This situation has been made worse by the lockdown measures instituted by the Government during the second wave of the COVID-19 pandemic where only 90% of the work force have to work remotely from home.

The Secretariat currently has a fleet of fifteen (15) vehicles out of which two (2) are in use and in fair condition, three (3) vehicles are in use and in good running condition and ten (10) vehicles are in very good running condition. Analysis of the fleet of vehicles available reveals that some are too old with the oldest having served for 14 years. The majority of the fleet have served for over 4 years and above. This calls for the need to develop a clear transport management policy for the Secretariat

Most of the business processes at NPC are currently not automated and mainly rely on manual processes. There is urgent need to adopt the use of Information, Communication and Technology (ICT) to automate the core processes of NPC including but not limited to Monitoring and Evaluation, knowledge management, and population database.

A recent review of the NPC Strategic Plan established that, in some departments, staff do not have adequate specialized skills such as policy analysis, knowledge management, research analysis and modelling thereby hampering their ability to efficiently and effectively deliver on specific tasks.

Problem Statement

The NPC staff have inadequate office and transport equipment and furniture to perform its mission "to improve the quality of life of the people of Uganda by influencing government policies and programmes to address population patterns and trends in a sustainable and inclusive manner.

Relevance of the Project Idea

The Uganda Vision 2040 pronounced harnessing of the demographic dividend as one of the key strategies towards achievement of vision targets. As a result, the subsequent NDPs have integrated Demographic Dividend drivers in objectives and interventions. To further concretize the integration of Demographic Dividend drivers in sector and local government development plans, the National Population Council (NPC) in collaboration with National Planning Authority (NPA) developed Demographic Dividend Road Map highlighting key multi-sectoral milestones based on the theory of change and the integrated multi-sectoral results framework. The DD compliance assessment is based on the goal and objectives of the Road Map (2018) and is conducted through the DD Compliance Tool, which aims at strengthening implementation of NDPs towards realization of the DD and hence the Vision 2040.

Technical Approach

Stakeholders

The key stakeholders that are likely to be affected by the intervention include the following:

- NPC Staff
- Parliament (Legislator)
- Ministries, Departments and Agencies
- Development Partners
- Local Governments
- Non-Governmental Organizations
- Cultural Institutions
- Academic and Research Institutions
- Private Sectors
- Media

The indirect beneficiaries of this intervention will be, Ministries, Departments and agencies and local governments. Other stakeholders involved in the implementation of the Country Population Programme will indirectly through access to access to a one stop data center.

Project Outcomes

The overall goal of the project is to strengthen the capacity of National Population Council to implement and coordinate the Country Population Programme.

The implementation of the project will lead to the creation of an enabling environment to support increased integration of population variables and Demographic Dividend into planning frameworks.

The key outputs to be delivered by the project are:

- Improved Staff Working Condition and Environment
- Capacity of Staff Built to Coordinate the Country Population Programme strengthened.

Proposed Project Interventions

Improved Staff Working Condition and Environment

The project shall involve purchase and replacement of assorted furniture and installation of assorted ICT equipment including access and CCTV camera, and establishment of smart boardroom with video conference capability. Station wagons and double cabin pickups and replacement of staff van to beef up the current lean fleet for improved operations of the country population programme will also be undertaken by the project. An electronic data management system will also be established by the project.

Capacity of Staff Built to Coordinate the Country Population Programme strengthened

This will entail implementation of the Staff Development Plan and will involve training of staff to effectively implement and coordinate the country population programme and the National Population Policy. The staff and Council members will be specifically trained in the various technical aspects related to population policy, coordination, programming, research and monitoring and evaluation.

Coordination with other Government Agencies

In the implementation of the project, the National Population Council will coordinate with the following government agencies:

Name	Details
MoFPED	<ul style="list-style-type: none"> • Release of funds • E-Cash Management • Integrated Financial Management System
Ministry of Health	<ul style="list-style-type: none"> • Implementation of the Health-related aspects of the DD Roadmap
Ministry of Education and Sport	<ul style="list-style-type: none"> • Implementation of the Health-related aspects of the DD Roadmap
Ministry of Gender Labour and Social Development	<ul style="list-style-type: none"> • Take lead in the implementation of the community mobilization and mind set change component of the country population programme
UBOS	<ul style="list-style-type: none"> • Data Collection on population and development statistics • Provision of National trade statistics
Local Governments (LGs)	<ul style="list-style-type: none"> • Enact and implement ordinances to address POPDEV issues required for harnessing the DD Roadmap • Implement population policies and programme. • Provide POPDEV services consistent with Government programmes

Estimated Project Cost and Funding Sources

Project Cost (Annualized Costed Work Plan)

The total value of the project over the 4 years is UGX 6.1 billion. The priority areas of intervention under this project include: improving staff Working Condition and Environment through retooling, capacity building, acquisition of transport equipment, and ICT infrastructure. The project will also seek to strengthen the capacity of NPC to implement the Demographic Dividend Roadmap. The costed annualized work plan by output is detailed in the table below.

Costed Annualized Work Plan

Outputs	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
Output 1: Improved Staff Working Condition and Environment	970,000,000	1,235,000,000	1,308,500,000	1,391,350,000	4,904,850,000
Output 2: Capacity of Staff Built to Implement and Coordinate the Country Population Programme strengthened	300,000,000	300,000,000	300,000,000	300,000,000	1,200,000,000
Total	1,270,000,000	1,535,000,000	1,608,500,000	1,691,350,000	6,104,850,000

9.2 Population Databank Development Project

Sector Name:	Accountability
Vote Code:	315
Vote Name:	National Population Council
Program Code:	24
Program Name:	Population Advocacy, Family Health and Communication
Sub Program Name:	Monitoring and Evaluation Department
Project Title:	Establishment of the National Population Data Bank
Project No:	XXX
Project Duration:	4 Years
Estimated Project Cost:	UGX 10,824,313,333
Capital to Recurrent Ratio:	
Responsible Officer:	Responsible Officer: Director General Name: Dr. Jotham Musinguzi Mobile Phone: +256 772779800 Phone: +256 414-705414 Email: jotham.musinguzi@npcsec.go.ug

Project Background

Accurate and reliable data is necessary for proper planning and policy formulation. It provides a basis upon which planners and policy makers measure and evaluate performance. Similarly, Statistics are a vital component of a country's development agenda and constitute the only avenue through which development initiatives and interventions can be properly planned, implemented, and evaluated over temporal and territorial dimensions. Population statistics are of even greater significance in development planning because population is a double-barreled entity; it is both the subject and object of development planning. It is for this purpose that population planning has developed as a major field in development planning. It is now largely accepted that to have an effective population planning machinery, there must be comprehensive, complete, accurate, timely and up-to-date data.

As such, National Population Council (NPC) within the scope of one of its main mandate intends to establish a "National Population Databank that will help in collecting data, storing, analyzing, disseminating and providing policy options that need to be addressed or implemented on the population of the country focusing on the different indicators of the population.

Population data are required by a broad spectrum of stakeholders. Although currently the Uganda Bureau of Statistics (UBOS) is the lead agency in generating population and social statistics, there are other producers of population data in the country, which are not adequately coordinated and the apopulation statistics system is still fragile, vulnerable and not fully developed. The National Population Databank is a 4-year road-map towards developing a robust Population Statistics System that brings all data sources together into a single system.

Situational Analysis

In Uganda, population data is from four major sources which include; population censuses, sample surveys, vital registration systems, population registers and one subsidiary source (administrative sources). Data from these data sources is collected over a specific period of time. This data is stored in different areas and does explicitly explain the impact of data on population and social economic development in the country in addition to the attainment of the National Comprehensive Development Frameworks. Availability of comprehensive data at the district and lower local governments is still a challenge and hard to get. The National Population Council has developed a zero prototype of the National Population Databank so as to address such challenges.

Problem Statement

The country population programme currently lacks a one stop center for population related information, data and statistics. The available population related statistics are scattered across different Ministries, Departments and Agencies (MDA's) and are not easily accessible by the stakeholders such as researchers and planners at both the central and local government levels.

The available data and statistics generated by NPC are not comprehensive and well disseminated to all stakeholders. This has denied many stakeholders such as researchers and planners at both the National and District levels access to real time accurate and reliable data and information related to population statistics. The District Planning offices are not connected to the NPC through Wide Area Network (WAN) and there is no clearly established institutional framework to coordinate the implementation of the population data in the country.

Problem Causes

- Inadequate coordination of population statistics
- Limited funds
- Lack of a centralized National population data bank
- Capacity gaps
- Lack of an institutional framework to coordinate population data implementation
- Limited use of ICT in the management of population data and statistics

Problem Effects

- Decisions that are not evidence based
- Policies that are not based on facts
- Poor coordination of population statistics and data

Strategic Fit

The establishment of a National Population Databank fits well with the NDPIII Programme 18 which is Development Plan Implementation. The NDPII identified weak systems for statistical development as one of the challenges that led to the slow implementation of Development Plans.

Justification

The Uganda Vision 2040 identified unfavourable age structure as a major constrain to Uganda's development. The National Development Plans: NDP II Identified harnessing the demographic Dividend as a strategy for driving socio – economic transformation which was further concretized in Human Capital Development Programme in NDP III.

The National Population Council Act, 2014 mandates the NPC to establish a National Population Databank.

Under the third National Development Plan (NDPIII), the Government has moved away from the hitherto Input-based budgeting and planning for services to Output-based budgeting and planning for sectors (OBT) – focusing on the products of sector activities to Programme-based budgeting and Planning for the people focusing on the desired results. This can fully be achieved when we have a robust population data and statistics.

The current population-influencing policy therefore, will accelerate fertility and mortality decline and increase investment in young people. This calls for strengthening the current population data and statistical system.

National Population Council under the NPC act 2014 is mandated to develop the National population databank. The major sources of data in Uganda provide data in a specific period of time and this data is published in different reports which is hard to look for all the information needed. In addition to this, the impact of this data on social economic development is not well articulated. Therefore, National Population Council will develop the National Population data bank will act as a one stop centre for the data and will also provide different policy recommendations to be implemented in order for the country to attain the National Comprehensive Development Frameworks including the harnessing of the Demographic Dividend in Uganda.

Stakeholders

The key stakeholders that are likely to be affected by the intervention include the following:

- NPC Staff
- Parliament (Legislator)
- Ministries, Departments and Agencies
- Local Governments
- Non-Governmental Organizations

- Faith Based Organizations
- Cultural Institutions
- Academic and Research Institutions
- Private Sectors
- Media

Location

The project will serve the whole country. This will include all the District Local Governments, Cities and Municipalities.

Technical Description

Establishment of NPD: The National Population Databank (NPD) will be established to ensure that data related to the country population is accurate, timely, consistent, disaggregated and accessible to facilitate planning, monitoring, policy advocacy and decision making in the Ministry, local governments as well as private sector investment decisions. The Data Bank is the central component and will be used for receiving, storing, processing and disseminating data to users. The project will involve procurement of initial stock of machines such as servers and High-Tech computers linked to an Essential Electronic Library (TEEAL) with GIS-enabled Equipment.

Establishment of an Institutional Network for Population Reporting Systems: An Institutional Network for Population experts and Routine Administrative Population Reporting System (PAADs will be established). An institutional network of entities associated with population and development and their relationship with the NPD at NPC will be developed.

Population Data Network Development: A population data collection and distribution network at the national and local government levels will be developed.

Project Framework

Project Goal
To set up a One -Stop National Population Databank that will ensure provision of accurate, reliable and timely Population data for use in planning, policy formulation, advocacy, monitoring and evaluation of the country population programme.

Outcomes

- Population databank developed and is operational
- Statistical coordination among key stakeholders improved.

Outputs

i) A state-of-the-art National Population Databank with capability to receive, store, analyze, and distribute population information on a timely basis set up

The key activities contributing to the achievement of this output are:

- Annual GIS subscription
- Data collection, population and validation
- E-library set up (LAN) and cost and maintenance
- Establish and maintain an integrated National Population Databank
- Hire a Consultant to develop the NPD System
- Procurement of GIS-enabled Equipment.
- Procure equipment for the Data Bank

ii) A population data collection and distribution network at the national and local government levels developed.

The key activities are:

- Hold the NPD Coordination Committee meetings
- Provide data for field data collection
- Conduct routine field data collection
- Procure field data collection equipment's Ipads
- Link up MDAs' management information systems to the National Population databank

iii) National Population Statistical capacity for the country population programme build

Activities:

- Procure computers and equipment's
- Conduct bench marking visits to countries that have robust population databanks
- Collect routine data on population and development indicators
- Procure and install GIS software
- Monitor and Evaluate the National Population Databank system
- Train LG Planners, Cities and Municipalities on NPD
- Train NPC and other agencies on the NPD

Coordination with Other Government Agencies

Name	Details
MoFPED	<ul style="list-style-type: none"> • Release of funds • E-Cash Management • Integrated Financial Management System
Ministry of Health	<ul style="list-style-type: none"> • Provide data on health specific indicators
Ministry of Education and Sport	<ul style="list-style-type: none"> • Provision of data and statistics related to education
Ministry of Gender Labour and Social Development	<ul style="list-style-type: none"> • Community mobilization and mind set change
UBOS	<ul style="list-style-type: none"> • Data Collection on population and development statistics • Provision of population statistics
NITA-U	<ul style="list-style-type: none"> • Procurement of ICT equipment and software's Conduct IT Security Audit • Provision of technical specifications • Guidelines of ICT policies
Local Governments (LGs)	<ul style="list-style-type: none"> • Enact and implement ordinances to address POPDEV issues. • Implement population policies and programme. • Provide POPDEV services consistent with Government programmes

Costed Annualized Work Plan

The total value of the project over the 4 years is UGX 10.8 billion. The key activities under the project are: Establish an integrated National Population Data center, Establish a population e-library, linked through a local area network, Enable the District Planning Units/Departments to become a central resource for quality population and development related information, Train LG Planners and other officers in data collection procedures, Strengthen Production and Management of Population Statistics and Develop a program for specialized surveys. The costed annualized work plan by output is detailed in the table below.

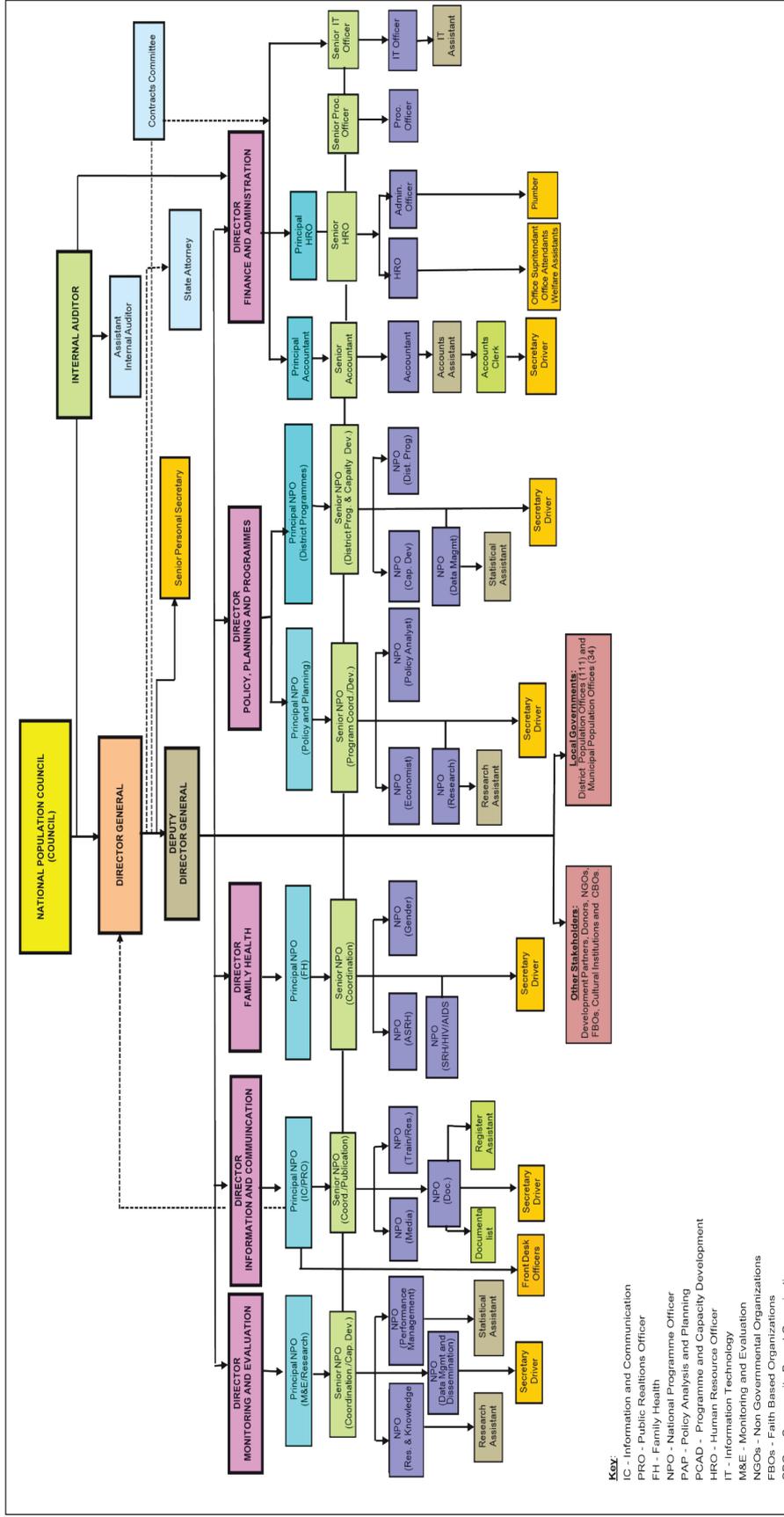
SN	Outputs	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
1	A population data collection and distribution network at the national and local government levels developed	380,000,000	956,666,667	956,666,667	956,666,667	3,250,000,000
2	A state-of-the-art National Population Databank established	1,435,490,000	1,335,490,000	680,000,000	560,000,000	4,010,980,000
3	National Population Statistical capacity for the country population programme build	873,333,333	1,023,333,333	833,333,333	833,333,333	3,563,333,333
	Grand Total	2,688,823,333	3,315,490,000	2,470,000,000	2,350,000,000	10,824,313,333

Implementing Agencies

Outputs	Agency
A population data collection and distribution network at the national and local government levels developed	NPC
A state-of-the-art National Population Databank established	NPC
National Population Statistical capacity for the country population programme build	NPC

APPENDICES

Appendix 1: National Population Council Organizational Structure (Organogram)



Key:
 IC - Information and Communication
 PRO - Public Relations Officer
 FH - Family Health
 NPO - National Programme Officer
 PAP - Policy Analysis and Planning
 PCAD - Programme and Capacity Development
 HRO - Human Resource Officer
 IT - Information Technology
 M&E - Monitoring and Evaluation
 NGOs - Non Governmental Organizations
 FBOs - Faith Based Organizations
 CBOs - Community Based Organizations

Appendix 2: NPC Strategic Plan Results Framework - Goal, Objectives, Intermediate Outcome and Key Performance Indicators for the Period 2021 – 2025

Overall Goal:	Intermediate Outcomes	Key Performance Indicators	Baselines 2018/19	Targets 2024/25		
To promote the integration of population factors into policies and programmes to contribute to population-influencing development.	Improved household income	Share of the working age population	79.0	87.2		
		Population below the poverty line (%)	21.4	18.5		
	Improved quality of life	Employment Population Ratio	47.5	69.8		
		Life expectancy at birth (years)	63.3	70		
		Infant Mortality Rate/1000	43	34		
		Maternal Mortality Ratio/100,000	336	211		
		U5 Mortality Ratio/1000	64	30		
		TFR	5.4	4.5		
		Strategic Objectives	Intermediate Outcomes	Key Performance Indicators	Baselines 2018/19	Targets 2024/25
		1. To increase the integration of population factors and variables at all planning levels.	1. Population factors integrated into policies, plans and programmes at national and sub national levels.	1.1 No. of programmes and LG plans that have integrated population variables. 1.2 No. of programmes and LGs that have developed population influencing projects. 1.3 No. of programmes and LGs that have implemented population influencing projects. 1.4 Percentage of LGs that have allocated financial resources to address specific POPDEV concerns.	0 0 0 0	100% 100% 100% 100%
2. To strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.	2. Improved institutional capacity to address POPDEV and related issues.	2.1 Proportion of district leadership accessing and using data and evidence to formulate ordinances, decision making, planning and monitoring development activities. 2.2 No. of MDAs and LGs implementing POPDEV, DD and PHE interventions 2.3 No. of MDA and LG BFPs incorporating population and development issues.	0 MDA - 0 LG - 0 MDA - 0 LG - 0	100% 18 2,700 18 135		

3. To consolidate strategic partnerships and capacity for effective implementation of population and development initiatives.	3. Increased effectiveness and efficiency in addressing population matters in implementation.	3.1 No. of joint projects implemented to promote POPDEV services - by type.	2	8
		3.2 Percentage increase in awareness of POPDEV issues	0	75%
4. To strengthen institutional capacity to drive organizational excellence.	4. Improved NPC capacity to respond to POPDEV issues.	3.3 Percentage of funds committed for POPDEV activities at national (MDAs) and district (LGs) level - by type and source of funding.	MDA - 0 LG - 0	18 135
		4.1 Improved corporate image	0	100%
		4.2 Percentage increase in corporate visibility.	0	87.5%
		4.3 Improved resource mobilization capacity	0	85%
		4.4 Improved monitoring and evaluation capacity	0	85%
		4.5 Percentage increase in attainment of planned targets.	0	80%

Appendix 3: National Population Council Strategic Plan – Output Level Results Framework Matrix for the period 2020/21 – 2024/25

Outcome	Output	Indicator	Baseline 2018/19	Annual Targets for FY 2020/21-2024/25					Target 2025	Depts./Insts..	
				FY1	FY2	FY3	FY4	FY5			
Objective 1: To increase the integration of population factors and variables at all planning levels. Outcome 1: Population factors integrated into policies, plans and programmes at national and sub national levels.	1.1 Increased adoption and use of Population, Health and Environment (PHE) initiative practices and services at Parish level.	<ul style="list-style-type: none"> Needs assessment report in place to facilitate selection and established of PHE households at Parish level. 	District - 0	5	17	17	17	17	17	73	MED ICD PPD FHD FAD
			District - 0	5	17	17	17	17	17	73	
		<ul style="list-style-type: none"> No. of LG leadership sensitized and aware about PHE initiative approaches and practices. 	LG leaders-0	150	350	350	350	350	350	1,550	NPC MDAs CSOs
			District - 0	5	17	17	17	17	17	73	MED NPC MDAs LGs CSOs
		<ul style="list-style-type: none"> No. of PHE model households established at district level. 	H/holds - 0	140	340	340	340	340	340	1,500	
			H/holds - 0	119	340	340	340	340	340	1,500	
	1.2 Enhanced institutional and technical capacity for integrating DD priority interventions and population factors in development programmes.	<ul style="list-style-type: none"> No. of stakeholders mobilized and providing integrated PHE minimum packages of services. 	0	-	1	X	X	X	X	1	MED NPC MDAs LGs CSOs
			0	-	2	2	1	1	1	6	
		<ul style="list-style-type: none"> A functional POPDEV information and knowledge base system in place. 	0	-	1	-	-	-	-	1	PPD MED ICD
			0	0	1	-	-	-	-	1	PPD
		<ul style="list-style-type: none"> No. of MDA and District ToTs trained and deployed. 	MDA - 0	-	-	1	1	1	1	2	PPD FHD ICD MED
			DPU - 0	-	3	1	-	-	-	4	
<ul style="list-style-type: none"> No. of MDAs with adequate capacity and skills to integrate DD priority and population factors in development programmes. 	MDA - 0	-	2	-	-	-	-	2	PPD FHD ICD MED		
	DPU - 0	-	3	2	1	1	1	6			
<ul style="list-style-type: none"> POPDEV Data Management Training manual developed and operationalized. No. of data processing equipment procured. 	0	-	1	-	-	-	-	1	PPD FHD ICD MED		
	161	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		

Outcome	Output	Indicator	Baseline 2018/19	Annual Targets for FY 2020/21-2024/25					Target 2024/25	Depts.	
				FY1	FY2	FY3	FY4	FY5			
<p>Objective 2: To strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.</p> <p>Outcome 2: Improved institutional capacity to address POPDEV and related issues.</p>	<p>1.3 Better understanding among policy and decision makers, stakeholders and community leaders of the impact of population dynamics on development.</p>	<ul style="list-style-type: none"> No. of Planning Unit Officers trained to operating and management harmonized database. 	0	1	3	3	2	-	9	PPD MED UBOS NPA	
		<ul style="list-style-type: none"> No. of Districts with functional harmonized databases. 	0	19.7%	32.4%	46.3%	53.7%	73.5%	73.5%	73.5%	
		<ul style="list-style-type: none"> No. of LG Officials accessing information and data generated from harmonized database. 	0	15%	35%	52%	58%	65%	65%	65%	
		<ul style="list-style-type: none"> No. of radio and TV Spots, jingles and discussion programmes conducted. 	5 Radio Spot	60 hrs.	60 hrs.	60 hrs.	60 hrs.	60 hrs.	60 hrs.	300 hrs.	ICD NPC
		<ul style="list-style-type: none"> No. of radio talk show programmes and topics conducted on POPDEV. 	5 T.V. Spot	20 hrs.	20 hrs.	20 hrs.	20 hrs.	20 hrs.	20 hrs.	100 hrs.	
		<ul style="list-style-type: none"> No. of Biannual POPDEV Newsletter developed and disseminated. 	Newsletter-0	2,000	2,000	2,000	2,000	2,000	2,000	10,000	
		<ul style="list-style-type: none"> No. of SUPRE report developed and disseminated. 	SUPRE -0	4,500	4,500	4,500	4,500	4,500	4,500	22,500	
		<ul style="list-style-type: none"> No. of invited participants for the launch by category 	0	500	500	500	500	500	500	2,500	ICD NPC
		<ul style="list-style-type: none"> SUPRE report developed and disseminated. 	0	600	600	600	600	600	600	3,000	MDAS CSOs
		<ul style="list-style-type: none"> No. of policy and decision makers knowledgeable and able to take appropriate actions to address POPDEV issues at national level. 	Political -0	100	100	100	100	100	100	500	
		<ul style="list-style-type: none"> No. of District, Cities and LLG leaders knowledgeable and able to take appropriate actions to address POPDEV issues. 	Civic -0	150	150	150	150	150	150	750	PPD FHD ICD MED
		<ul style="list-style-type: none"> No. of WPD commemorated. 	District -0	1,050	1,050	1,050	1,050	1,050	1,050	5,250	
		<ul style="list-style-type: none"> No. of community projects delivered and clients reached by type of services delivered during WPD week. 	City -0	120	120	180	180	120	120	720	
		<ul style="list-style-type: none"> No. of community projects delivered and clients reached by type of services delivered during WPD week. 	0	1	1	1	1	1	1	5	NPC MDAS CSOs LGs CBOs Private Sector
		<ul style="list-style-type: none"> No. of community projects delivered and clients reached by type of services delivered during WPD week. 	Projects-0	5	5	5	5	5	5	25	
<ul style="list-style-type: none"> No. of community projects delivered and clients reached by type of services delivered during WPD week. 	Clients -0	4,000	4,000	4,000	4,000	4,000	4,000	20,000			
Objective 2: To strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.											
Outcome 2: Improved institutional capacity to address POPDEV and related issues.	2.1 Increased availability and accessibility to user friendly population data and research findings for planning, advocacy, implementation	<ul style="list-style-type: none"> Functional National Population Databank in place. 	0	X	1	X	X	X	1	MED PPD FHD ICD FAD	

Outcome	Output	Indicator	Baseline 2018/19	Annual Targets for FY 2020/21-2024/25					Targets 2024/25	Depts.		
				FY1	FY2	FY3	FY4	FY5				
Objective 3: To consolidate strategic partnerships and capacity for effective implementation of population and development initiatives.												
Outcome 3: Increased effectiveness and efficiency in addressing population matters in implementation.	3.1 Increased partnership with stakeholders to promote community mobilization and mind set change on POPDEV issues.	<ul style="list-style-type: none"> National and Media Advocacy Strategies reviewed, printed and implemented. 	National	2,500	-	-	-	-	-	2,500	NPC MDAs LGs CSOs DP/FA	
		<ul style="list-style-type: none"> Functional Multi-stakeholder Advocacy Alliance on POPDEV in place. 	Media	2,000	-	-	-	-	-	-	2,000	
		<ul style="list-style-type: none"> No. of key stakeholders oriented on revised Advocacy TOT Manual for POPDEV. 	0	2	2	X	X	X	X	X	2	
		<ul style="list-style-type: none"> No. of Advocacy TOT Manual for POPDEV reviewed and printed. 	0	350	-	-	-	-	-	-	350	NPC
		<ul style="list-style-type: none"> No. of stakeholders oriented and committed to implementing the NPP-IF. 	MDA - 0		40	-	-	-	-	-	40	NPC
		<ul style="list-style-type: none"> POPDEV and PDE documentaries developed and disseminated. 	District - 0		80	80	80	80	80	80	160	MDAs CSOs
		<ul style="list-style-type: none"> No. of POPDEV Champions identified, trained and advocating for POPDEV issues at national and district level. 	CSO/CBO-0		-	-	40	40	-	-	40	CBOa
		<ul style="list-style-type: none"> No. of National, Sectoral and District leadership mobilized to support and implement population-influencing development activities. 	0	1	1	1	-	-	-	-	3	NPC MDAs CSOs
		<ul style="list-style-type: none"> No. of CSO/CBOs leadership mobilized to promote the implementation of population-influencing development activities at community level. 	National - 0		50	-	-	-	-	-	50	
		<ul style="list-style-type: none"> No. of TOTs equipped with Adolescent Health and Mentoring Skills. 	District - 0		100	150	150	50	50	-	300	
		<ul style="list-style-type: none"> No. of Adolescent Health Educators (AHE) teams trained and skilled on adolescent issues. 	National - 0		60	60	60	-	-	-	60	NPC MDAs CSOs
		<ul style="list-style-type: none"> No. of radio programmes aired on local FM radio station on adolescent issues. 	Sector - 0		360	720	480	480	-	-	1,920	
		3.2 Increased community support, participation and action in addressing adolescent health issues and reducing the effects of negative cultural practices and attitudes.	<ul style="list-style-type: none"> No. of radio programmes aired on local FM radio station on adolescent issues. 	CSOs - 0		60	60	-	-	-	-	60
<ul style="list-style-type: none"> No. of Sets of Advocacy and AHI training materials developed and delivered. 	CSOs - 0			120	180	180	60	60	-	360		
<ul style="list-style-type: none"> No. of TOTs equipped with Adolescent Health and Mentoring Skills. 	5 Radios		60 hrs.	60 hrs.	60 hrs.	60 hrs.	60 hrs.	60 hrs.	60 hrs.	300 hrs.	FHD ICD	
<ul style="list-style-type: none"> No. of Adolescent Health Educators (AHE) teams trained and skilled on adolescent issues. 	Sets - 0		15	15	15	-	-	-	-	15		
<ul style="list-style-type: none"> No. of radio programmes aired on local FM radio station on adolescent issues. 	Copies - 0		11,250	11,250	11,250	-	-	-	-	33,750		
<ul style="list-style-type: none"> No. of TOTs equipped with Adolescent Health and Mentoring Skills. 	National - 0			50	-	-	-	-	-	50	FHD ICD CSOs	
<ul style="list-style-type: none"> No. of Adolescent Health Educators (AHE) teams trained and skilled on adolescent issues. 	District - 0			100	50	50	50	50	50	150		
<ul style="list-style-type: none"> No. of Adolescent Health Educators (AHE) teams trained and skilled on adolescent issues. 	National - 0			50	50	50	-	-	-	100	FHD ICD PPD MED CSOs	
<ul style="list-style-type: none"> No. of Adolescent Health Educators (AHE) teams trained and skilled on adolescent issues. 	District - 0			800	350	350	100	100	100	1,250		

Outcome	Output	Indicator	Baseline 2018/19	Annual Targets for FY 2020/21-2024/25					Target 2025	Depts.	
				FY1	FY2	FY3	FY4	FY5			
<ul style="list-style-type: none"> No. of Community Adolescent Health Educators (CAHE) teams established at district level. No. and Sets of IEC/Advocacy materials developed and disseminated. No. and sets of AHI initiative documentaries developed and disseminated. No. of adolescents accessing health services by type of services. No. of awareness and sensitization seminars conducted at district level. No. of LGs that have taken appropriate actions to address adolescent health and related issues. 	District - 0	-	50	50	50	-	150	FHD ICD PPD MED CSOs			
	Sets - 0	-	4	4	2	-	10				
	Copies - 0	-	3,000	3,000	1,500	1,500	7,500				
	Sets Doc - 0	-	1	1	1	-	3				
	CD copies - 0	-	150	150	150	-	450				
	Clients - 0	X	X	X	X	X	XX	NPC MDAs CSOs			
	Services - 0	X	X	X	X	X	XX				
	Meetings - 0	-	5	4	2	-	11				
	DLG - 0	X	X	X	X	X	XX	FHD NPC MDAs CSOs			
	LLG - 0	X	X	X	X	X	XX				
3.3 Functional Population Technical Working Group in place.	0	-	1	-	-	-	1	NPC MDAs			
	0	2	2	2	2	2	10	NPC MDAs CSOs			
	Meeting - 0	4	4	4	4	4	20	NPC MDAs CSOs			
Objective 4: To strengthen institutional capacity to drive organizational excellence.											
Outcome 4: Improved NPC capacity to respond to POPDEV issues.	4.1 Improved visibility and corporate image.	<ul style="list-style-type: none"> No. of opinion articles on POPDEV in key national papers and publications. No. of articles on NPP published in the print media. No. of communication reports, blogs and press release. No. of corporate branded materials developed and disseminated. No. of reports on corporate social responsibility activities. No. of TV and radio messages and interviews produced and disseminated. No. of surveys conducted and used for action planning. 	0	X	X	X	X	X	X		
			0	X	X	X	X	X	X	X	
			0	X	X	X	X	X	X	X	
			0	5	5	5	5	5	25	ICD FAD FHD PPD MED	
			0	1	1	1	1	1	5		
			5 Radios	60 hrs.	60 hrs.	60 hrs.	60 hrs.	60 hrs.	300 hrs.		
5 T.Vs.	20 hrs.	20 hrs.	20 hrs.	20 hrs.	20 hrs.	100 hrs.					

			0	1	0	1	0	0	1	0	1	3		
		<ul style="list-style-type: none"> No. of NPC Annual Reports developed and disseminated. 	0	1	0	1	0	0	1	0	1	3		
4.2 Increased resource streams for the population programme resources.		<ul style="list-style-type: none"> Total amount of funds mobilized for Government and other sources for the population programme activities by source of funding. 	GoU-10.4	15.99	17.81	19.69	21.41	23.48	23.48	23.48	23.48	23.48	FAD	
		<ul style="list-style-type: none"> Percentage increase of the budget for implementing the NPP-IF interventions. 	Others -1.6	1.71	4.87	5.11	4.63	4.38	4.38	4.38	4.38	4.38	MED	
4.3 NPC equipped and retooled.		<ul style="list-style-type: none"> No. of vehicles procured and delivered. 	0	X	X	X	X	X	X	X	X	X		
		<ul style="list-style-type: none"> No. of IT and Office equipment procured and delivered. 	0	X	X	X	X	X	X	X	X	X		
		<ul style="list-style-type: none"> No. and sets of office furniture procured and delivered. 	0	X	X	X	X	X	X	X	X	X		
		<ul style="list-style-type: none"> Asset management strategic plan for NPC in place 	0	X	X	X	X	X	X	X	X	X		
		<ul style="list-style-type: none"> NPC Strategic plan 2025/26-2029/30 in place 	0							X	X	X		
4.4 NPC human resources strengthened.		<ul style="list-style-type: none"> No. of staff recruited at NPC. 	62	3	5	5	6	4	4	4	23			
		<ul style="list-style-type: none"> Staff satisfaction levels (%). 	0	X	X	X	X	X	X	X	X	X		
		<ul style="list-style-type: none"> No. of schemes and benefits put in place to attract highly talented staff. 	02	X	X	X	X	X	X	X	X	2		
		<ul style="list-style-type: none"> No. of staff trained in long and short term tailor made courses. 	18	X	X	X	X	X	X	X	X	X		
		<ul style="list-style-type: none"> No. of staff paid. 	62	X	X	X	X	X	X	X	X	85		
4.5 Institutional systems strengthened.		<ul style="list-style-type: none"> No. of staff trained on human rights communication and awareness initiatives. 	0	X	X	X	X	X	X	X	X	X		
		<ul style="list-style-type: none"> No. of institutional processes and operations supported and automated by IT/ICT in place and functional. 	X	X	X	X	X	X	X	X	X	X	FAD	
		<ul style="list-style-type: none"> No. of technological resources and equipment acquired. 	X	X	X	X	X	X	X	X	X	X	FAD PPD MED	
		<ul style="list-style-type: none"> Comprehensive management information system developed and functional. 	0	X	1	X	X	X	X	X	X	1	FAD PPD MED	
		<ul style="list-style-type: none"> Functional POPMIS in place. 	0	X	1	X	X	X	X	X	X	1		
		<ul style="list-style-type: none"> No. of Population Technical Working Group meetings held. 	0	4	4	4	4	4	4	4	4	20	MED NPC MDAs	
		<ul style="list-style-type: none"> No. of M&E Technical Committee meetings held. 	0	4	4	4	4	4	4	4	4	20	MED	
		<ul style="list-style-type: none"> No. of Joint Review Meetings for NPP-IF conducted. 	0	1	1	1	1	1	1	1	1	5	MED PPD	
		<ul style="list-style-type: none"> NPP-IF coordination mechanism operational. 	0	X	X	X	X	X	X	X	X	X	X	MED PPD ICD
		4.6 NPC Coordination strengthened.												

Appendix 4: National Population Council Strategic Plan – Cost Implementation Matrix for the period 2020/21 – 2024/25 (in billion Ushs.)

Outcome	Output	Indicator	Action	Lead Dept.	Baseline 2018/19	Annual Budget for the period 2020/21-2024/25					Total Activity
						FY1	FY2	FY3	FY4	FY5	
Objective 1: To increase the integration of population factors and variables at all planning levels.	11 Increased adoption and use of Population, Health and Environment (PHE) initiative practices and services at Parish level.	<ul style="list-style-type: none"> Needs assessment report in place to facilitate selection and established of PHE households at Parish level. No. of LG leadership sensitized and aware about PHE initiative approaches and practices. No. of PHE model households established at district level. 	<ul style="list-style-type: none"> Conducted a needs assessment on target communities in selected districts for PHE initiative. Identify and map households at Parish level for selection for PHE initiative approaches and practices. Create awareness and sensitize LG leaders on PHE initiative approaches and practices. Create awareness and sensitize communities on PHE model households and approach practices. Establish PHE model households (homes) at Parish level. Conduct training for selected Model households on PHE initiative approaches and practices. Establish mechanism for PHE initiative multi-stakeholder collaboration and programming. Conduct training for stakeholders and CBOs on PHE initiative. Mobilize stakeholders to provide integrated PHE minimum packages of services. Establish information and knowledge base for promoting POPDEV/integration. Finalize the POPDEV Integration Planning Manual 	MED		0.02	0.04	0.04	0.04	0.04	0.18
						0.01	0.03	0.03	0.03	0.03	0.13
Objective 1: Population factors integrated into policies, plans and programmes at national and sub national levels.	12 Enhanced institutional and technical capacity for integrating DD priority interventions and population factors in development programmes.	<ul style="list-style-type: none"> No. of stakeholders mobilized and providing integrated PHE minimum packages of services. A functional POPDEV information and knowledge base system in place. POPDEV integration Planning Manual finalized and operational. 	<ul style="list-style-type: none"> 0.18	MED		0.15	0.56	0.56	0.56	0.56	2.39
						0.18	0.35	0.38	0.41	0.45	1.77
						0.01	0.02	0.03	0.03	0.03	0.12
						0.00	0.11	0.12	0.06	0.06	0.35
						0.06	0.06	0.12	0.06	0.06	0.36
						0.10	0.12	0.00	0.00	0.00	0.22
						0.00	0.05	0.00	0.00	0.00	0.05

Outcome	Sub-Total for Objective 1 (in Ushs. billions)	Output	Indicator	Action	Lead Dept.	Baseline 2018/19	Annual Budget for the period 2020/21-2024/25					Activity Total
							FY1	FY2	FY3	FY4	FY5	
		<ul style="list-style-type: none"> • SUPRE report developed and disseminated. • No. of policy and decision makers knowledgeable and able to take appropriate actions to address POPDEV issues at national level. • No. of District, Cities and LLG leaders knowledgeable and able to take appropriate actions to address POPDEV issues. • No. of WPD commemorated. • No. of community projects delivered and clients reached by type of services delivered during WPD week. 	<ul style="list-style-type: none"> • Launch and disseminate the State of Uganda Population Report (SUPRE). • Conduct advocacy, lobby and breakfast meetings on POPDEV and DD issues. • Conduct Sub-regional Advocacy meetings for LG leaders on POPDEV concerns, its impact on development and the need to take appropriate actions to address them. • Commemorate the World Population Day celebrations. • Integrate POPDEV messages in the commemoration of advocacy based public events to raise awareness on POPDEV concerns. 	PPD		0.34	0.34	0.34	0.34	0.34	0.34	1.70
					ICD		0.46	0.47	0.48	0.49	0.50	2.40
					ICD		0.00	0.18	0.24	0.30	0.32	1.04
							4.07	7.86	7.52	6.81	6.69	32.95
Objective 2: To strengthen capacity for generation and use of evidence in population planning, advocacy, implementation, monitoring and evaluation.	Outcome	Output	Indicator	Action	Lead Dept.	Baseline 2018/19	FY1	FY2	FY3	FY4	FY5	Activity Total
Outcome 2: Improved institutional capacity to address POPDEV and related issues.	2.1 Increased availability and accessibility to user friendly population data and research findings for planning, advocacy, implementation and monitoring and evaluation.	Functional National Population Databank in place.	<ul style="list-style-type: none"> • Functional National Population Databank in place. 	<ul style="list-style-type: none"> • Establish and operationalize the National Population Databank through a five (5) step consultative phases; develop Concept Note, develop list of indicators, prepare format for data collection, populate databank with existing indicators and data, and create an open platform of dynamic databank with access to the public. 	MED		0.27	0.53	0.35	0.12	0.08	1.35
							0.00	0.26	0.22	0.17	0.09	0.74
	2.2 Functional knowledge management System on POPDEV and PDE.	<ul style="list-style-type: none"> • Functional knowledge management infrastructure. • No. of knowledge management reports compiled and disseminated. • Functional mobile POPDEV and PHE messaging service. 	<ul style="list-style-type: none"> • Establish physical infrastructure for knowledge bank. • Capture and compile reports on tacit and explicit knowledge. • Initiate mobile POPDEV/PHE messaging. 	MED			0.00	0.12	0.12	0.12	0.12	0.48
							0.00	0.50	0.00	0.00	0.00	0.50

adolescent health issues and reducing the effects of negative cultural practices and attitudes.	<ul style="list-style-type: none"> No. and Sets of Advocacy and AHI training materials developed and delivered. No. of ToTs equipped with Adolescent Health and Mentoring Skills. No. of community leaders and Teachers trained as Adolescent Health Educators (AHE). No. of Community Adolescent Health Educators (CAHE) teams established at district level. Adolescent and youth health improvement clubs established in schools and communities No. and Sets of IEC/Advocacy materials developed and disseminated. No. and sets of AHI initiative documentaries developed and disseminated. No. of adolescents accessing health services by type of services. No. of sensitization seminars conducted at district level. No. of LGs that have taken appropriate actions to address adolescent health and related issues. 	<ul style="list-style-type: none"> Develop and print Advocacy and Adolescent Health Improvement training materials. Train and Equip ToTs with Health Education and Mentoring skills on adolescent issues. Train selected Community leaders and Teachers as Adolescent Health Educators (AHE) for adolescent issues. Establish teams of committed volunteer Community Adolescent Health Educator (CAHE) to respond to the health needs of adolescents in their communities. Establish adolescent and youth health improvement clubs in schools and communities to address teenage pregnancy, early marriages, and provide life planning skills Develop and disseminate IEC/Advocacy and promotional materials and messages in simplified and popular versions. Develop documentaries on Adolescent Health Improvement initiatives. Mobilize stakeholders to provide services to communities & schools to address health needs of adolescents identified during AHE sessions. Conduct advocacy, awareness and sensitization meetings/seminars for LG and Community leaders' on adolescent issues, and the negative cultural practices and attitude, its impact on development and the need for LG action. 	<ul style="list-style-type: none"> FHD FHD FHD FHD FHD ICD ICD FHD FHD PPD MED FHD 	<ul style="list-style-type: none"> 0.07 0.00 0.00 0.01 0.05 0.00 0.05 0.12 0.00 0.04 0.2 0.16 	<ul style="list-style-type: none"> 0.07 0.24 0.56 0.25 0.13 0.22 0.25 0.12 0.42 0.04 0.2 0.16 	<ul style="list-style-type: none"> 0.00 0.00 0.53 0.25 0.13 0.11 0.00 0.12 0.42 0.04 0.2 0.16 	<ul style="list-style-type: none"> 0.00 0.00 0.00 0.25 0.13 0.00 0.00 0.12 0.42 0.04 0.2 0.16 	<ul style="list-style-type: none"> 0.21 0.32 1.65 1.01 0.54 0.55 0.60 0.60 1.68 0.20 1.00 0.8 									
									3.3 Functional Population Technical Working Group in place.	<ul style="list-style-type: none"> Functional Population TWG in place. No. of joint TWG monitoring visits conducted and report compiled. No. of National Demographic Dividend Steering Committee meetings organised 	<ul style="list-style-type: none"> Establish Population Technical Working Group (TWG) for the NPP-IF. Conduct joint TWG biannual monitoring visits to population programme districts Organise National Demographic Dividend Steering Committee meetings 	<ul style="list-style-type: none"> PPD MED FHD 	<ul style="list-style-type: none"> 0.04 0.2 0.16 	<ul style="list-style-type: none"> 0.20 1.00 0.8 			

Outcome	Output	Indicator	Action	Lead Dept.	Baseline 2018/19	Annual Budget for the period 2020/21-2024/25					Activity Total
						FY1	FY2	FY3	FY4	FY5	
		<ul style="list-style-type: none"> No. of DD coordination structures constituted and operationalized at sub national level No. of TQM meetings held; progress report reviewed and compiled. 	<ul style="list-style-type: none"> Constitute and operationalize DD coordination structures at sub national level Facilitate TWG Quarterly Meeting (TQM) to review progress of implementation of the NPP-IF. 	FHD		0.2	0.28	0.30	0.15	0.10	1.03
				PPD		0.03	0.03	0.03	0.03	0.03	0.15
		Sub-Total of Objective 3 (in Ushs. billion)				1.96	5.59	4.97	3.46	1.91	17.89
Objective 4: To strengthen institutional capacity to drive organizational excellence.											
Outcome 4: Improved NPC capacity to respond to POPDEV issues.	4.1 Improved visibility and corporate image.	<ul style="list-style-type: none"> No. of opinion articles on POPDEV in key national papers and publications. No. of articles on NPP published in the print media. No. of communication reports, blogs and press release. No. of corporate branded materials developed and disseminated. No. of reports on corporate social responsibility activities. No. of T.V. and radio messages and interviews produced and disseminated. No. of surveys conducted and used for action planning. 	<ul style="list-style-type: none"> Develop and print POPDEV opinion articles. Monitor & report on coverage of NPP in the print media. Develop and disseminate messages through social media. Develop and disseminate corporate branded materials. Conduct annual corporate social responsibility initiatives. Conduct talk show and interviews in the mass media. Conduct survey to determine client opinion, attitudes and satisfaction. Conduct peer review on NPC. 	ICD		0.01	0.01	0.01	0.01	0.01	0.05
						0.01	0.01	0.01	0.01	0.01	0.05
						0.01	0.01	0.01	0.01	0.01	0.05
						0.25	0.25	0.25	0.25	0.25	1.25
						0.35	0.35	0.35	0.35	0.35	1.75
						0.12	0.12	0.12	0.12	0.12	0.60
						0.08	0.00	0.08	0.00	0.08	0.24
						0.05	0.00	0.05	0.00	0.05	0.15
						0.05	0.05	0.05	0.05	0.05	0.25
	4.2 Increased resource streams for the population programme resources.	<ul style="list-style-type: none"> Total amount of funds mobilized for Government and other sources for the population programme activities by source of funding. Percentage increase of the budget for implementing the NPP-IF interventions. 	<ul style="list-style-type: none"> Monitor annual budgetary allocation released by Government and other sources to NPC against approved (in billions of Ushs.) Facilitate acquisition of necessary financial resources for implementing the NPP-IF interventions. Advocate for inclusion and consolidation of funding for DD priority actions in other MDAs. 	NPC		0.10	0.10	0.10	0.10	0.10	0.50
						0.02	0.03	0.03	0.04	0.04	0.16

4.3 NPC equipped and retrofitted.	<ul style="list-style-type: none"> No. of vehicles procured and delivered. No. of IT and Office equipment procured and delivered. No. and sets of office furniture procured and delivered. No. and quantity of office consumables and supplies, and office equipment and vehicles maintained. Asset management strategic plan for NPC in place NPC Strategic plan 2025/26-2029/30 in place 	<ul style="list-style-type: none"> Procure vehicles for office and field operations. Procure of IT and Office equipment. Procure office furniture. Procure office consumables, supplies, and operation & maintenance (OM) of office equipment and vehicles. Develop an asset management strategic plan for NPC Develop the NPC Strategic plan 2025/26-2029/30 	FAD		0.00	1.20	0.00	154	0.00	2.74		
			FAD		0.16	0.16	0.16	0.16	0.16	0.16	0.80	
			FAD		0.01	0.13	0.15	0.17	0.19	0.19	0.65	
			FAD		1.15	1.25	1.35	1.45	1.71	1.71	6.91	
			FAD		0.02	0.03	0.03	0.04	0.04	0.04	0.16	
			FAD						0.19	0.19	0.65	
			FAD/HRU		0.63	0.63	0.63	0.63	0.63	0.63	3.15	
			FAD/HRU		0.60	0.60	0.60	0.60	0.60	0.60	3.00	
			FAD/HRU		0.01	0.01	0.01	0.01	0.01	0.01	0.05	
			FAD/HRU		0.26	0.29	0.35	0.42	0.48	0.48	1.80	
4.4 NPC human resources strengthened.	<ul style="list-style-type: none"> No. of staff recruited at NPC. Staff satisfaction levels (%). No. of schemes and benefits put in place to attract highly talented staff. No. of staff trained in long and short term tailor made courses. No. of staff paid. No. of staff trained on human rights communication and awareness initiatives No. of NPC computerized management system. No. of quarterly and annual operational reports compiled and in place. No. cost reduction measures instituted and implemented. No. of institutional processes and operations supported and automated by IT/ICT in place and functional. 	<ul style="list-style-type: none"> Recruit to fill existing vacant positions in the approved organogram. Implement initiatives that create conducive work environment. Initiate and implement schemes and benefits that attracts high talents. Train, facilitate and support staff of NPC. Pay staff salaries and wages Train staff trained on human rights communication and awareness initiatives Strengthen the computerized financial, procurement and audit management systems. Implement internal and statutory performance management, compile and produced reports: <ul style="list-style-type: none"> Audit Reports PDU Reports Financial Reports. Implement institutional cost reduction measures. Prioritize IT/ICT to improve efficiency of internal processes and operations (i.e. financial, audit, procurement, human resources systems, etc). 	FAD/HRU		0.63	0.63	0.63	0.63	0.63	3.15		
			FAD/HRU		0.60	0.60	0.60	0.60	0.60	0.60	3.00	
			FAD/HRU		0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.05
			FAD/HRU		0.26	0.29	0.35	0.42	0.48	0.48	1.80	
			FAD/HRU		4.52	4.52	4.52	4.52	4.52	4.52	22.6	
			FAD/HRU		0.26	0.29	0.35	0.42	0.48	0.48	1.80	
			FAD/HRU		0.03	0.1	0.03	0.02	0.01	0.02	0.01	0.19
			FAD/HRU		0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.25
			FAD/HRU		0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.20
			FAD/HRU		0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.25
4.5 Financial and Administrative services provided.	<ul style="list-style-type: none"> No. of institutional processes and operations supported and automated by IT/ICT in place and functional. 	<ul style="list-style-type: none"> Implement institutional cost reduction measures. 	FAD/HRU		0.00	0.00	0.00	0.00	0.00	0.00		
			FAD/HRU		0.42	0.42	0.42	0.42	0.42	0.42	2.10	
4.6 Institutional systems strengthened.	<ul style="list-style-type: none"> No. of institutional processes and operations supported and automated by IT/ICT in place and functional. 	<ul style="list-style-type: none"> Prioritize IT/ICT to improve efficiency of internal processes and operations (i.e. financial, audit, procurement, human resources systems, etc). 	FAD/HRU		0.42	0.42	0.42	0.42	0.42	2.10		
			FAD/HRU		0.00	0.00	0.00	0.00	0.00	0.00	0.00	

		<ul style="list-style-type: none"> No. of technological resources and equipment acquired. Comprehensive management information system developed and functional. Functional POPMIS in place. 	<ul style="list-style-type: none"> Provide and facilitate acquisition of technological resources including equipment and related facilities. Develop and operationalize a Population Management Information System (POPMIS). Operationalize and maintain POPMIS. 	FAD/ITU		0.35	0.38	0.41	0.43	0.05	1.62
		<ul style="list-style-type: none"> No. of Population Technical Working Group meetings held. No. of M&E Technical Committee meetings held. No. of Joint NPP-IF review meetings conducted. 	<ul style="list-style-type: none"> Hold Population Technical Working Group meetings Hold M&E Technical Committee meetings Conduct joint NPP-IF review meetings 	MED		0.02	0.02	0.02	0.02	0.01	0.10
		<ul style="list-style-type: none"> NPP-IF coordination mechanism operational. NPP-IF coordination mechanism operational. No. of biannual coordination meetings conducted and reported. No. of meetings attended. 	<ul style="list-style-type: none"> Develop and operationalize a NPP-IF coordination mechanism including guidelines and procedures for all interventions and other activities. Develop and operationalize a NPP-IF M&E Plan. Conduct biannual coordination meetings (BCMs) for the population programme. Attend mandatory meetings at the UN, AU, ICOMP, etc. 	MED		0.01	0.01	0.01	0.01	0.00	0.03
		<ul style="list-style-type: none"> Functional M&E system in place. No. of meetings and workshops conducted. M&E plan developed and operational. No. of quarterly monitoring reports completed in time. No. of biannual coordination meetings conducted and reported. No. of annual review and planning meetings conducted and reported. No. of JRM meetings conducted and reported. No. of institutional APR reports published. 	<ul style="list-style-type: none"> Improve the M&E system of the population programme Organize and hold orientation meetings and workshops for NPP-IF and M&E Plan for MDAs, LGs and CSOs. Develop and disseminate M&E Plan and for NPP-IF. Conduct regular monitoring and support supervision to Conduct biannual coordination meetings (BCMs) for the population programme. Conduct annual review and planning meetings (ARPMs) for the 9th GoU/LUNFPA CP. Conduct Joint Review Meetings (JRM) for the NPP-IF. Develop and publish institutional annual performance reports (APRs). 	MED		0.07	0.05	0.05	0.05	0.05	0.27
		<ul style="list-style-type: none"> Monitoring and evaluating (M&E) systems for the Population programme strengthened. 	<ul style="list-style-type: none"> Conduct biannual coordination meetings (BCMs) for the population programme. Attend mandatory meetings at the UN, AU, ICOMP, etc. Improve the M&E system of the population programme 	MED		0.13	0.14	0.14	0.14	0.14	0.69
			<ul style="list-style-type: none"> Attend mandatory meetings at the UN, AU, ICOMP, etc. 	FAD		0.01	0.01	0.01	0.00	0.00	0.03
			<ul style="list-style-type: none"> Improve the M&E system of the population programme 	MED		0.09	0.18	0.16	0.13	0.12	0.68
			<ul style="list-style-type: none"> Organize and hold orientation meetings and workshops for NPP-IF and M&E Plan for MDAs, LGs and CSOs. 	MED		0.10	0.28	0.13	0.28	0.13	0.92
			<ul style="list-style-type: none"> Develop and disseminate M&E Plan and for NPP-IF. 	MED		0.00	0.15	0.15	0.00	0.00	0.30
			<ul style="list-style-type: none"> Conduct regular monitoring and support supervision to 	MED		0.15	0.15	0.15	0.15	0.15	0.75
			<ul style="list-style-type: none"> Conduct biannual coordination meetings (BCMs) for the population programme. 	MED		0.00	0.12	0.12	0.12	0.12	0.48
			<ul style="list-style-type: none"> Conduct annual review and planning meetings (ARPMs) for the 9th GoU/LUNFPA CP. 	MED		0.35	0.36	0.37	0.38	0.39	1.85
			<ul style="list-style-type: none"> Conduct Joint Review Meetings (JRM) for the NPP-IF. 	MED		0.53	0.55	0.57	0.59	0.63	2.87
			<ul style="list-style-type: none"> Develop and publish institutional annual performance reports (APRs). 	MED		0.02	0.22	0.24	0.26	0.28	1.02



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