

**NATIONAL POPULATION COUNCIL  
OF  
GHANA**



**EIGHT YEAR STRATEGIC PLAN**

**2017 – 2024**

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## List of Abbreviations and Acronyms

AIDS	Acquired Immune Deficiency Syndrome
AU	African Union
CPR	Contraceptive Prevalence Rate
CSO	Civil Society Organisation
CSOs	Civil Society Organisations
DPACs	District Population Advisory Committees
GDHS	Ghana Demographic and Health Survey
GDP	Gross Domestic Product
GoG	Government of Ghana
GSS	Ghana Statistical Service
HIV	Human Immuno-deficiency Virus
ICPD	International Conference on Population and Development
IMF	International Monetary Fund
LEAP	Livelihood Empowerment Against Poverty
LGBT	Lesbians, Gay, Bisexuals and Transgender
MDA	Ministries, Departments and Agency
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MMDAs	Metropolitan, Municipal and District Assemblies
MMDCEs	Metropolitan, Municipal and District Chief Executives
NDPC	National Development Planning Commission
NGO	Non-Governmental Organisation
NGOs	Non-Governmental Organisations
NHIS	National Health Insurance Scheme
NPC	National Population Council
PEST	Political, Economic, Social, Technological
PHC	Population and Housing Census
PSC	Public Services Commission
RCC	Regional Coordinating Council
RCCs	Regional Coordinating Councils
RPACs	Regional Population Advisory Committees
RPCU	Regional Planning Coordinating Unit
RPCUs	Regional Planning Coordinating Units
SDGs	Sustainable Development Goals
SO	Strategic Objective
SOs	Strategic Objectives
SRH	Sexual and Reproductive Health
STI	Sexually Transmitted Infection
STIs	Sexually Transmitted Infections
SWOT	Strength, Weaknesses, Opportunities and Threats

## **Foreword**

The National Population Council (NPC) was established in 1992 by an Act of Parliament (Act 485, 1994) as the highest advisory body to the Government of Ghana on all population and related issues through effective advocacy and proper coordination of and implementation of all population policies and programmes. It is envisaged that through the NPC's operations, population variables would be effectively integrated into all development planning activities in Ghana at all levels.

The NPC has a national secretariat in Accra and 10 regional secretariats in the regions. There is a Governing Board, the Council, composed of representatives of key ministries, departments and agencies (MDAs), the private sector and civil society organisations that provide strategic direction to the operations of the secretariats. The discharge of the organisation's mandate is further guided by a national population and related policies including a national adolescent reproductive health policy. The establishment of the NPC was conceived alongside the revision of the 1969 national population policy which had been implemented for more than two decades. The national population policy (1994 revised edition) which replaced that of 1969 has also undergone a review after twenty years of its implementation to incorporate new and emerging issues and to address weaknesses in policy implementation. The national adolescent reproductive health policy has also been subjected to a similar revision.

In addition to the revision of these two fundamental policies that, among other things, drive the activities of the NPC, the obsolete 2006-2008 strategic plan has not been replaced. It has therefore become necessary to adopt a new strategic plan spanning an eight-year period (2017-2024) to direct the programmes and activities of the organisation. The preparation of this strategic plan has benefited from the revision of both the 1994 revised edition of the national population and the adolescent reproductive health policies. It thus brings on board programmes that are aimed at sustaining the gains so far made in population policy implementation in Ghana while seeking to address weaknesses and challenges identified.

The preparation of the Strategic Plan was done through elaborate, collaborative and consensus-building efforts among the NPC staff/Management, key partners and stakeholders involved in population and related programme implementation in Ghana. This process involved brain-storming meetings, appraisal of PEST and SWOT analyses, which informed the crafting of new vision, mission, core values, goals, strategic objectives and activities that will drive the effective discharge of the mandate of the NPC. There is also a detailed implementation plan that outlines the strategic activities that are to be implemented relative to each strategic objective, highlighting the outcomes and targets envisaged under each of the three goals that have been conceived in this strategic plan.

It is hoped that both the Council and NPC secretariats would own this strategic plan and demonstrate total commitment towards its full implementation. We also count on strong partnership support from the Government of Ghana, development partners and all stakeholders involved in population and

development advocacy and programme implementation to realise the successful implementation of the strategic plan throughout its eight-year period.

Executive Director

## **Acknowledgements**

We acknowledge the contributions made by several actors towards the preparation of this important strategic plan that will guide the NPC's work in the next eight years. We are grateful to the Chairman of the NPC and members of Council for the interest and commitment towards the entire process of development of this strategic plan.

We are highly indebted to the UK-DfID through the Palladium Group for providing funding for the development of this strategic plan in addition to funding the Ghana Adolescent Reproductive Health Project in the Brong Ahafo and Ashanti regions. We cannot also forget the immense support the NPC has had from all our development partners since the establishment of the NPC.

The preparation of the strategic plan also benefited from the rich knowledge of eminent persons in population in Ghana made up of past chairpersons and others who have had working relations with the NPC either as Council members or partners in population, health and development. 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 of consultants from the Regional Institute for Population Studies (RIPS) at the University of Ghana also deserve special commendation for their professional leadership throughout the development of the strategic plan. We will continue to count on their support throughout the implementation of the strategic plan. We also thank all stakeholders in population in Ghana who have worked collaboratively with the NPC and made valuable suggestions to enrich the quality of the strategic plan. Finally, the Management and staff of the NPC secretariats are also commended for their contributions and suggestions towards finalising this strategic plan for implementation.

## **Executive Summary**

The National Population Council (NPC) has been established by an Act of Parliament of the Republic of Ghana (Act 485, 1994) as the highest advisory body of the Government of the Republic of Ghana on population issues and has since 1992 been in operation. The NPC's mandate is to coordinate all population-related programmes and activities in the country for the purpose of advising the Government of Ghana to, among other things, promote comprehensive population programmes for integration into national development planning activities. The NPC executes this mandate in collaboration with relevant ministries, departments and agencies including the private sector and development partners with interests in population-related programmes and activities in Ghana. The NPC discharges its mandate through collaborative advocacy and has implemented the national population policy (1994 revised edition) which replaced the 1969 population policy. It is located in the Office of the President of the Republic of Ghana and operates through a national secretariat and 10 regional secretariats under the direction of a Governing Board. Its relevance is derived from Article 37, Clause 4 of the 1992 Constitution of Ghana that states that "the State shall maintain a population policy consistent with the aspirations and development needs and objectives of the people of Ghana". This suggests that the NPC is responsible to advocating at the highest level of decision and policy making in Ghana to ensure that in all development planning efforts, population is acknowledged as a key component that informs the direction of the country's development activities.

The rationale for the adoption of this eight-year strategic plan is based on the implementation of the 1994 revised population policy which has witnessed successes and challenges that need to inform the operations of the NPC. In addition, there have been new emerging issues which have necessitated the revision of the 1994 revised population policy, thereby calling for the need to adopt a new strategic plan to be able to take on board the new emerging issues while addressing the challenges and sustaining the gains so far made in population policy implementation in Ghana. One of the emerging issues is the urgency that is required in harnessing the demographic dividend that has accompanied Ghana's demographic transition.

The strategic plan is further driven by the revision of the 2000 adolescent reproductive health policy that has also brought into focus some new areas that the NPC has to address through its programme activities. Again, the implementation of the NPC's strategic plan of 2006-2008 has long ended and there is the need to replace it with another one to provide strategic direction for its activities to achieve expected results especially within the context of the coming to an end of the implementation of the Millennium Development Goals and the adoption in their place the global Sustainable Development Goals as well as the African Union's Agenda 2063 all of which have Ghana as a major player.

The 2017-2024 Strategic Plan was developed through an elaborate collaborative and consensus-building process involving the NPC and staff/Management of the NPC secretariats, eminent personalities who in the past and present have had and continue to have working relations with the NPC as well as key stakeholders and development partners in Ghana. The NPC strategic plan (2006-2008) was also reviewed to inform this strategic plan development. All these informed PEST and SWOT analyses of the operations of the NPC to bring out the strategic drivers of the NPC as a basis



to inform the direction of the strategic plan in its current form. Based on these analyses, the NPC's vision, mission and core values were also reviewed.

Based on the PEST and SWOT analyses, the main strategic drivers of the NPC's operations are identified as follows:

- (a) A sustained political and economic stability in the country
- (b) An effective and operational decentralised political administration that engenders broad-based inclusiveness and grassroot participation at all levels in the country
- (c) A national population and related policies that are reviewed periodically to reflect changing and emerging issues of development at national and international levels
- (d) An effective and committed Governing Board that is abreast with population issues and capable of influencing government at the highest level of decision making on population and related issues of development
- (e) An enabling socio-cultural environment that favours effective population policy implementation in the country at all levels
- (f) A rapidly expanding technological environment that supports the effective dissemination of population policy and programme implementation throughout the country
- (g) Improved methods of data collection, harmonisation, analysis and dissemination which promote evidence-based advocacy on population-development interrelationships
- (h) An active electronic and print media as partners in public education on population and related issues
- (i) Effective partnership between NPC and all stakeholders involved in population and related programme implementation in the country
- (j) High level political commitment towards population and related programmes in Ghana
- (k) Strong funding and programme support for population activities from development partners
- (l) National consensus on the need to harness the benefits of the demographic dividend that has characterised Ghana's current demographic transition
- (m) A harmonious relationship between traditional and religious leadership that promotes tolerance and peaceful dialogue on population-related issues in the country.

This strategic plan is structured into six chapters. Chapter one is the introduction to the plan which presents brief background information on the NPC, the rationale for developing the plan and the processes adopted for its development. Chapter two provides an overview of Ghana's demographic trends and situation. It shows Ghana's demographic transition and its implications for development planning in the country which should inform the strategic planning for the NPC. Based on this, Chapter three presents NPC's strategic drivers through PEST and SWOT analyses which is followed by a presentation of NPC's Vision, Mission and Core Values which define the strategic identity of NPC presented in Chapter four. In Chapter five, the implementation strategies are presented linking each strategic objective to the outcomes or goals. Chapter six which is the last chapter deals with the strategic measurement of the implementation plan relating programmes/interventions to impact/output indicators, the time frame as well as targets. Finally, there is a logical frame which is presented as an annex outlining the objectively verifiable indicators, sources and means of

verification and key assumptions/threats with respect to the proposed interventions under the strategic objectives in the strategic plan. There is also the organogram of the NPC based on the organisation's new scheme of service which has been approved by the Public Services Commission (PSC), but its full implementation is yet to be realised.

The Vision of the NPC is "Improved and sustained quality of life for the people of Ghana through effective management of population and related issues in Ghana". Its mission is also presented as "Effectively coordinate and advise Government on population-related policy implementation, and undertake evidence-based advocacy, research, monitoring and evaluation and capacity-building in partnership with other agencies to engender improved quality of life". The core values are also the following: team-work; partnership; resourceful and dynamic leadership; integrity; honesty; technical competence; professionalism; people-centred and results-oriented.

The strategic plan has three goals as follows:

Goal 1: Population assumes central place in Ghana's development planning at all levels

Goal 2: Effective coordination of all population-related programmes in the country

Goal 3: High-level political commitment to population issues in Ghana

There are 10 strategic objectives that reflect these three goals. The strategic objectives envisaged to be achieved in this strategic plan with respect to each of the goals are the following:

Goal 1:

SO1: Strong advocacy initiatives adopted targeting high-level political decision-makers, civil society, faith-based and community actors to ensure that population variables are integrated into the annual programmes of Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs).

SO2: Civil Society Organisation (CSO) activities in the country are informed by population dynamics at all levels (national, regional, district and community).

SO3: NPC is represented on the NDPC as a commissioner.

SO4: NPC is represented on the RPCUs.

Goal 2:

SO5: Strong partnerships established between NPC and all stakeholders involved in population-related activities in Ghana.

SO6: Effective communication between NPC and partners in population-related issues established

SO7: Enhanced capacity and skills of all staff for effective coordination of population programmes.

Goal 3:

SO8: Full complement of annual Government of Ghana approved budget for NPC as well as population-related programmes in other sectors released timely for programme activities.

SO9: NPC regional secretariats assume high level visibility in championing population-related activities in the regions and districts.

SO10: The NPC Act (485, 1994) revised to reflect emerging issues in the revised population policy.

The strategic direction of the NPC is derived from the 1992 Constitution of Ghana that enjoins the State to maintain a population policy that is consistent with the aspirations and development needs and objectives of Ghana and also to continue to work towards consolidating the gains made in respect of harnessing the benefits of the demographic dividend that has characterised Ghana's recent demographic transition. To achieve this requires strong partnership with all stakeholders in population both in the public and private sector including CSOs operating in the country and development partners. The thematic areas that the NPC will focus on in the implementation of this strategic plan are the following:

- (a) Advocacy for high-level political commitment for population-related programmes
- (b) Coordination of population-related programmes
- (c) Integration of population into development planning
- (d) harnessing the benefits of the demographic dividend
- (e) Young people's sexual and reproductive health
- (f) Enhancing the socio-economic status of women
- (g) Research and information provision
- (h) Data management
- (i) Resource mobilisation
- (j) Technical support and capacity building in population
- (k) Information, Communication and Technology.

The successful implementation of this Strategic Plan will require its full ownership by the Governing Board and staff of the NPC secretariats. It will also thrive on good institutional governance, which hinges on transparency, team-work and accountable financial management. It is expected that the strategic plan shall be well disseminated among the rank and file of NPC staff and their partners in population-related activities in the country and shall be the main reference manual or document during its period of implementation for all Units and Departments of the NPC's National and Regional secretariats. There is also the need to achieve financial self-sufficiency which should be addressed through effective resource mobilisation from both public and private sources especially ensuring that the full complement of Government of Ghana's approved budget to the NPC is provided every year for the implementation of all programmes envisaged in this strategic plan.

The successful implementation of this strategic plan will also require a strong and efficient institutional capacity at both the national and regional secretariats of the NPC in addition to being adequately equipped with logistical support including vehicles and technological equipment for its activities. It is expected that the NPC will fully implement its new Scheme of Service throughout the lifespan of this strategic plan. All newly recruited staff would be required to go through orientation to equip them with full knowledge of this strategic plan to be part of its successful implementation while demonstrating all the core values to realise the organisational Vision and Mission within the strategic plan time frame (2017-2024).

## **Chapter One: Introduction**

### **1.1 Background of National Population Council (NPC)**

The National Population Council (NPC) was established by an Act of Parliament of the Republic of Ghana (Act 485, 1994). The NPC is the Governing Board of the NPC secretariats at the national and regional levels in Ghana which were established in 1992. The NPC's mandate is to coordinate all population-related programmes and activities in the country for the purpose of advising the Government of Ghana to, among other things, promote comprehensive population programmes for integration into national development planning activities. The NPC executes this mandate in collaboration with relevant ministries, departments and agencies including the private sector and development partners with interests in population-related programmes in Ghana. At the same time when the NPC was established, the 1969 Population Policy that had been implemented over a period of two decades was revised and a new policy adopted for implementation as a revised edition, 1994. The revision of the 1969 population policy was premised on the need to incorporate new and emerging issues while putting in place mechanisms and strategies to address weaknesses inherent in the policy implementation.

The functions of the NPC according to Act 486, 1994 are the following:

- (a) To advise the Government on population programmes and activities which the Board considers necessary for better and effective population management;
- (b) To recommend new population policies or changes to existing policies that it considers necessary for a better and effective population management;
- (c) To promote comprehensive population programmes for integration into the national development plans;
- (d) To determine targets for population programme performance and the expected impact, and recommend strategies for their achievement;
- (e) To encourage the full participation of the private sector in attaining the set population targets or goals;
- (f) To promote research and studies on population issues;
- (g) To co-ordinate and monitor population programmes in the country;
- (h) To advise on suitable methods for generating internal and external resources to support the implementation of population policies; and
- (i) To perform any other functions that are incidental to the functions specified in this section.

The NPC has a national secretariat in Accra and 10 regional secretariats that are responsible for implementing decisions of the governing Board which is the Council. The NPC has no physical presence at the Metropolitan, Municipal and District Assembly level and, therefore, operates through the Social Services sub-Committee of the MMDAs.

The NPC is located in the Office of the President and subsists on Government of Ghana funding support from the Consolidated Fund, but also mobilises funding support from all development partners for its programme activities. It coordinates the implementation of the national population policy through advocacy, sensitisation, research and dissemination of research findings, partnerships

and collaboration to inform policy decisions on population-related issues as they relate to national development.

## **1.2 Rationale for the Strategic Plan**

The NPC has coordinated the implementation of the 1994 population policy (revised edition) for a little more than two decades. There have been both successes and challenges that call for strategic programming activities to sustain the gains and address the weaknesses and challenges observed. The successes include a steadily declining fertility which is currently at a plateau having reduced from 6.4 children per woman in 1988 to 4.2 in 2014. This has translated into the altering of the broad based population pyramid of about 45 percent of the population less than 15 years in 1984 to 38.3 percent in 2010. Infant and under-five mortality rates have also reduced between 1988 and 2014. While infant mortality rate has reduced from 77 per 1000 live births in 1988 to 42 in 2014, under-five mortality rate has declined from 155 to 60 per 1000 live births between 1988 and 2014 and contraceptive prevalence rate was recorded at about 23 percent in 2014 compared to just about five percent in 1988. These are some indications of achievements so far made under the implementation of the population policy (revised edition, 1994).

There are, however, some weaknesses and challenges that remain as barriers to attainment of some of the objectives and set targets that require to be addressed. These include socio-cultural beliefs and practices that continue to militate against some population programmes such as family planning and adoption of small family sizes by couples. There is also the paradox of a steadily declining fertility without a corresponding rise in contraceptive usage which calls for research to unravel the speculations regarding the factors that are actually driving Ghana's fertility decline such as a possible increase in the rate of abortions or changes in marital patterns. One of the steps has been to revise the population policy (1994 revised edition) to incorporate new and emerging issues engendered by the changing population and its related implications for national development. With the revision of the national population policy this time round, there is also the need for a new strategic plan to address the issues within the context of the changing socio-economic environment.

In 2000, a national adolescent and reproductive health policy was adopted to address the challenges early sex and childbearing posed to the development of young people in Ghana. This policy has also been implemented over the last 16 years and has been reviewed. Just like the national population policy (revised edition, 1994), the revised adolescent reproductive health policy is being coordinated by the NPC for implementation and, therefore, requires a new strategic thinking to address the issues involved. The population policy and adolescent reproductive health policy that have been revised have necessitated the need for a new strategic plan to be adopted for their implementation.

Furthermore, the NPC's strategic plan adopted for implementation over the period 2006-2008 has since ended and yet, no new strategic plan has been put in place. For a period of almost 10 years, therefore, the NPC has operated without a strategic plan. The development of this strategic plan is consequently very useful and timely to fill a huge gap that has been created following the absence of a new strategic plan to replace the last 2006-2008 strategic plan.

Again, Ghana's population dynamics provide very clear indications of the onset of a demographic dividend evidenced by a population structure that is characterised by a steadily reducing proportion of children's population and an expanding population in the economically active ages between 15 and 64 years while at the same time the population is showing signs of ageing as life expectancy increases. There is a huge youthful population (youth bulge) that is economically active that needs to be invested in and tapped for the nation's development. This means that the NPC has to review its strategies to be able to contribute towards harnessing the benefits of the demographic dividend Ghana is witnessing currently.

The socio-economic and policy environment in Ghana has also changed or is undergoing changes following the coming to an end of the implementation of the Millennium Development Goals (MDGs) and the adoption in their stead the Sustainable Development Goals (SDGs) to which Ghana has committed itself. At the same time, there are new and emerging issues that have engaged regional and global dialogue relative to sexual and reproductive health and rights including issues of homosexuality, lesbianism and transgender rights. While strategising to tackle these new challenges, it is important to adopt measures to reinforce the fight against persistent ills such as HIV and AIDS, infant and child mortality, poor sanitation, etc. There is the need to craft a new strategic plan to evolve mechanisms to address these issues within the socio-cultural context of Ghana while containing regional and international conventions to which Ghana has assented and committed itself.

Finally, having operated within the last two decades, it is required that the operations of the NPC are subjected to a thorough strengths, weaknesses, opportunities and threats (SWOT) and the political, economic, social and technology (PEST) analyses to inform the strategic plan development. The strategic plan is thus required to provide strategic answers to key challenges facing the operations of the NPC in delivering on its mandate as contained in the Act establishing the NPC.

### **1.3 The Strategic Plan Development Process**

The 2017-2024 Strategic Plan was developed through an elaborate collaborative and consensus-building process involving the NPC and staff/Management of the NPC Secretariat, eminent personalities who in the past and present have had working relations with the NPC as well as key stakeholders and development partners in Ghana. Meetings with all these key stakeholders were held to discuss and build consensus to inform the strategic plan development. The NPC strategic plan (2006-2008) was also reviewed to inform this strategic plan development. All these informed PEST and SWOT analyses of the operations of the NPC to bring out areas that need to be sustained and others that have to be reviewed to achieve expected results.

Based on the results of the PEST and SWOT analyses, NPC's Vision, Mission and Core Values were reviewed within the context of the changing demographic and socio-economic environment in the country. Relevant literature and reports on the implementation of Ghana's population policy and programming activities in the country were consulted and reviewed to inform the strategic plan development process. The development also took into consideration the review of the two population-related policies: 1994 revised edition of the population policy and the adolescent

reproductive health policy. It further considered works done on Ghana's demographic dividend and recommendations so far made based on the Demographic Dividend Results Framework under the coordination of the National Development Planning Commission (NDPC). It is hoped that this strategic plan will meet the expectation of all partners and stakeholders involved in population and reproductive health-related programme activities in the country in order to achieve the goals and objectives that have been outlined. Final approval of the strategic plan, however, shall be given by the National Population Council (i.e., the Governing Board) for implementation within the time frame of the plan.

#### **1.4 The Structure of the Strategic Plan**

This Strategic Plan is structured into six chapters. Chapter one is the introduction to the Plan which presents brief background information on the NPC, the rationale for developing the Plan and the processes adopted for its development. Chapter Two provides an overview of Ghana's demographic trends and situation. It shows Ghana's demographic transition and its implications for development planning in the country which should inform the strategic planning for the NPC. Based on this, Chapter Three presents NPC's strategic drivers through PEST and SWOT analyses which is followed by a presentation of NPC's Vision, Mission and Core Values which define the strategic identity of NPC presented in Chapter Four. In Chapter Five, the implementation strategies are presented linking each strategic objective to the outcomes. Chapter Six which is the last chapter deals with the strategic measurement of the Implementation Plan relating programmes/interventions to impact/output indicators, the time frame as well as targets. Finally, there is a logical frame which is presented as an appendix outlining the objectively verifiable indicators, sources and means of verification and key assumptions/threats with respect to the proposed interventions under the strategic objectives in the Strategic Plan.

## **Chapter Two: Overview of Ghana's Demographic Transition and Development Challenges**

### **2.1 Demographic Context and Trends**

Ghana's population was reported at 6.7 million in 1960 and increased to 8.6 million in 1970. In 1984, the population was 12.3 million and in 2000 it had reached 18.9 million with the 2010 Population and Housing Census recording it at 24.7 million. The annual rate of growth of the population has reduced from about three percent in the 1990s to 2.5 percent in 2000-2010. Fertility has also reduced from a high of 6.4 children per woman to 4.2 in 2014. Alongside the declining fertility has come a gradual altering of the broad based population structure to one which suggests an onset of a demographic dividend with the population below 15 years reducing from about 45 percent in 1984 to 38.3 percent in 2010. The adolescent population (10-19 years) represented 22.4 percent and about one in 10 people in Ghana were in the age group 20-24 in 2010. Altogether, about 62 per cent of Ghana's population is reported to be below age 25 years.

Ghana has experienced rapid urbanisation which as at 2010 suggested that more than half of the population was living in urban localities classified as having 5,000 or more population. Urban primacy continues to be a key feature of Ghana's urbanisation where a few large cities and towns represent a high proportion of all urban localities while many of the urban localities have population less than 10,000. The population is characterised by a youth bulge with an increasing proportion in the economically active ages between 15 and 64 years.

The declining fertility has not been matched by a correspondingly rising contraceptive prevalence in the country, lending credence to justifiable speculation regarding the role of abortion, late marriage and abstinence in marital unions in the observed fertility decline in the country. However, there are still some socio-cultural beliefs and practices that continue to inhibit the use of modern contraceptives at an appreciable rate. At the same time, acceptance of smaller family size norms has not caught on well with people especially in rural areas in the country.

The population is also characterised by high rates of youth unemployment, which has compelled some of them especially the females, to become dependent on their sexual partners for survival, and therefore, unable to negotiate safe sex. This situation has the likelihood to expose young people to sexual and reproductive health risks.

### **2.2 Development Challenges of Ghana's Demographic Transition**

As earlier noted, population policy and programme implementation has produced fruitful results, but still has important challenges and barriers to overcome. The strategic plan is, therefore, premised on a quest to overcome these challenges as the surest way to achieve desired set goals, objectives and targets.

First, family planning uptake continues to be low in the country due to several factors including socio-cultural beliefs that continue to reinforce desire for large family sizes in the Ghanaian society especially in the rural areas and among some religious sects that disallow the use of fertility control measures. While contraceptive prevalence rate (CPR) for modern methods increased from about 10



percent in 1993 among currently married women 15-49 years to 22 percent in 2014 and unmet need for contraception has also gone down from 37 percent to 30 percent in the same period, the pace of increase in modern contraceptive use is clearly inconsistent with the decline in fertility, calling for more in-depth investigation to unravel this paradox. Furthermore, infant and child mortality rates are still high and, therefore, become a disincentive for limiting family sizes.

There is also further variation in contraceptive usage between adolescents and the rest of the population of reproductive ages where according to the GDHS reports, adolescent females of age 15-19 years have been found to record the lowest proportion using contraceptives compared to women of older ages. From the 2014 GDHS, there is a lower use of modern family planning methods among female adolescents 15-19 years (16.7%) compared to 24.8 percent among the 20-24 year-olds. The conclusion is that adolescents are more susceptible to reproductive health challenges relative to unplanned pregnancies, sexually transmitted infections (STIs) and maternal mortality.

The strategic plan also has to contend with issues of a socio-cultural environment that is not friendly to sexual and reproductive health service delivery to adolescents and young people in the country. Young people in general still face difficulties accessing sexual and reproductive health information and services as a result of some provider biases and unfriendly attitudes towards sexually active young people who have need for sexual and reproductive health information and services.

In addition, although age at marriage has increased, there are still cases of child marriage in parts of the country which are associated with high infant and maternal mortality. Adolescents still contribute an important component of fertility in the country and in 2014, 9.1 percent of births within 12 months preceding the GDHS was by adolescent females 15-19 years in the country.

To realise the benefits of the demographic dividend that has been evident in Ghana, there is need to hasten the fertility transition to move from its current state of plateau to achieve further declines below four children per woman of reproductive ages. In this context, the variation in fertility between the urban and rural areas and between the northern and southern regions is well noted. Linked to efforts that are required for further fertility reduction is the need for more advocacy towards making appropriate investments in young people through skills provision and entrepreneurship development in our educational institutions in order to turn the youth bulge into an economic boom rather than a social bomb.

Ghana's demographic transition and the onset of the demographic dividend also suggest that Ghana's population is beginning to see signs of ageing, thereby pushing the country into a different stage in its epidemiological transition which is fast transforming the disease burden in the country. Currently, Ghana is facing a double burden of disease from both communicable and non-communicable diseases which are mainly degenerative and lifestyle-produced. Population management efforts and strategies will necessarily have to target the increasing incidence of non-communicable diseases to encourage healthy ageing in the country. Related to this is the need to advocate and sensitise the huge population in the private informal economic sector to take advantage of the voluntary social security scheme offered in the new pension scheme according to the National Pension Act, 2008 (Act 766) for all informal sector workers in the country. The ongoing demographic transition further suggests the likelihood of increased care-giving for the elderly

population shifting from the more voluntary family labour support to a more costly system requiring the services of professional care-givers and health care services in older ages.

The health sector has recorded tremendous improvement and yet there are still serious gaps that need to be factored in population programme activities in the country. Currently, both antenatal and postnatal care attendance has increased and births delivered by a skilled provider stands at 74 percent (2014) compared to 40 percent in 1988. However, we should be aiming at universal skilled provider deliveries in order to further reduce infant and maternal mortality. Again, data on infant mortality in Ghana suggest that neonatal mortality is the major driver of under-five mortality in the country and, therefore, should be a target area in the country's population programming activities.

While knowledge of HIV and AIDS is almost universal among males and females in Ghana, comprehensive knowledge about the disease is still low with misconceptions about HIV persisting among the population. These misconceptions have also fueled the stigmatisation of persons living with HIV and AIDS which continue to act as barriers towards interventions. Unwillingness to go for voluntary counseling and testing for one's HIV status is still high among the population and acts as fodder for increased transmission notwithstanding the achievements so far made in the reduction in HIV prevalence in Ghana.

## Chapter Three: NPC Strategic Drivers

### 3.1 Introduction

The strategic drivers emanate from a thorough brain-storming exercise among experts and through consultations with key stakeholders. The results produced here are based on PEST and SWOT analysis to inform the priority strategies to drive the 2017-2025 strategic plan. The analysis is done against the backdrop that population issues are multi-faceted and, therefore, several agencies within the public and private sectors including civil society groups are involved in contributing towards achieving national goals and objectives in the management of the country’s population for development.

### 3.2 PEST Analysis

The PEST analysis in Table 1 is an environmental scan of the political, economic, social and technological situation in Ghana that could impact on NPC’s effective coordination of population-related programmes and activities in Ghana.

Table 1: PEST Analysis of NPC’s Operations

<b>Political</b>	<b>Economic</b>
<ul style="list-style-type: none"> <li>• Sustained political stability over two decades provides the enabling environment for population and development programming in the country</li> <li>• General elections and possible changes in Cabinet and Parliamentary positions including regular Cabinet reshuffle could affect collaboration with partner agencies and population management in the country</li> <li>• Non-continuity of the membership of the Parliamentary Caucus on Population due to loss of their seats in elections could affect continuity in their championing of population and development issues in Parliament</li> <li>• There is decentralised political administration expected to engender broad-based inclusiveness and grassroots participation at the Metropolitan, Municipal and District Assembly level, but operationally not effective while staff</li> </ul>	<ul style="list-style-type: none"> <li>• Economic stability has been enjoyed in the last two decades, but currently external and internal challenges facing the nation with GDP growth at 3.9% in 2015 and debt to GDP at 73% (IMF, 2016) could undermine government’s funding support for population programmes</li> <li>• Low agricultural growth of about one percent in 2016 could negatively affect wellbeing and the fight against poverty</li> <li>• About 86% of the working population is in the informal sector (GSS, 2013) and may not benefit from any social security and pension schemes</li> <li>• The oil and gas industry has the potential to grow to support the economic growth of Ghana in the future if it is managed well</li> <li>• Unreliable power supply and high tariffs have affected enterprises and economic livelihoods of Ghanaians while economic progress has been hampered</li> </ul>

<p>transfer also could affect effective programming</p> <ul style="list-style-type: none"> <li>• Existence of a national population policy (1994 revised edition) that has been revised (2015) to incorporate emerging issues and set new targets</li> <li>• A national adolescent reproductive health policy has been revised (2015) to address emerging issues and gaps in young people’s sexual and reproductive health programme activities in the country</li> <li>• Family planning has been included in the benefits package of the NHIS although it is yet to be made operational</li> <li>• The NPC Governing Board has been reconstituted and inaugurated (November 2016) and a substantive Executive Director appointed for the Secretariat about the same time</li> <li>• Ghana has signed into the global SDGs and AU’s strategic framework for the socio-economic transformation of the continent within the next 50 years (AU Agenda 2063) including commitment to population-related issues</li> <li>• There are other population-related policies including national housing policy; national ageing policy and national urban policy as well as ICPD beyond 2014 frameworks</li> <li>• There is limited understanding about the importance of population variables in development planning among some policy and decision makers at all levels</li> <li>• Inadequate high-level commitment to population programmes in the country</li> </ul>	<ul style="list-style-type: none"> <li>• Weak funding support from Government of Ghana has driven population programmes into over-dependence on donor funding that has the likelihood to threaten sustainability</li> <li>• Unpredictable commodity stock-outs threaten sustained access to sexual and reproductive health services</li> <li>• High rates of youth unemployment could turn the youth bulge from economic boom into a social bomb for destabilisation</li> <li>• About 18 percent of economically active population is jobless and 7 out of every 10 workers are engaged in vulnerable employment; 23 percent of total employed people in productive employment</li> <li>• Rapid urbanisation resulting from high rates of rural-urban migration of young people for non-existent jobs poses threats to sexual and reproductive health among young persons on account of their economic vulnerability</li> <li>• The manufacturing sector has not expanded substantially as the service sector to support development activities including population programmes in Ghana</li> </ul>
<b>Social</b>	<b>Technological</b>
<ul style="list-style-type: none"> <li>• The Ministry of Gender, Children and Social Protection is functional and playing key role in social policies on ageing, women and children</li> </ul>	<ul style="list-style-type: none"> <li>• Population and reproductive health information and services dissemination will benefit from mobile phone usage which is almost universal in Ghana and the internet</li> </ul>

<ul style="list-style-type: none"> <li>• Several social protection policies and interventions have been initiated including the HIV/AIDS and STI Policy (2004) which has since been revised; Gender and Children's Policy (2005); National Migration Policy (2015) and a Diaspora Engagement Policy which is being developed; National Ageing Policy (2010); National Youth Policy (2011); National Urban Policy and Action Plan (2012); National Disability Policy; Sanitation Policy; LEAP; NHIS; etc.</li> <li>• Socio-cultural beliefs and practices that sustain high fertility in the country are reducing, but more deep-seated in rural areas and northern half of the country</li> <li>• Hostile socio-cultural environment against youth-friendly sexual and reproductive health service provision including poor service provider biases</li> <li>• Early sex is causing unplanned pregnancies and school drop-outs for girls</li> <li>• High level of multiple sexual partnerships among young people</li> <li>• Low contraceptive prevalence among young people</li> <li>• Myths and misconceptions affect contraceptive use and family planning acceptance especially among young people</li> <li>• Misconceptions and stigmatisation of HIV and AIDS negatively affect voluntary counselling and testing for personal HIV status and by extension HIV prevention programmes</li> <li>• Limited male involvement in SRH interventions in spite of the male dominance in SRH decision-making in sexual relationships</li> </ul>	<p>which also provides avenues for population management advocacy and reproductive health information and service delivery although if not well managed, it could present negative challenges for programming activities</p> <ul style="list-style-type: none"> <li>• Expansion of the electronic, print and social media outlets (i.e., media pluralism) across Ghana could support population management advocacy and reproductive health programming</li> <li>• Increased networking and collaboration among agencies involved in population-related programmes within and outside the country could inform population management activities through the benefit of good practices across the world</li> <li>• Application of information technology for data collection, harmonisation, analysis and dissemination has positive implications for population-related programming among all stakeholders</li> <li>• Data producers and users stand to benefit from improved technological networking among data producers and users although there could be data security challenges.</li> </ul>
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### 3.3 SWOT Analysis

The SWOT analysis assesses NPC’s strengths and weaknesses while at the same time presenting its opportunities and threats relative to population-related programming activities in Ghana in the next eight years. The analysis is informed by NPC’s current organisational structure and preparedness to deliver on its mandate. These are presented in Table 2.

Table 2: SWOT Analysis of NPC’s Operations

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• NPC is established by an Act of Parliament (Act 485, 1994) and, therefore, is backed by law to operate as the coordinating body for population-related programmes in Ghana and to advise government accordingly</li> <li>• NPC’s location in the Office of the President projects NPC at the highest level of political support at least by law</li> <li>• NPC’s mandate in coordinating the management of population activities is derived from Article 37, Clause 4 of the 1992 Constitution of Ghana that states that “the State shall maintain a population policy consistent with the aspirations and development needs and objectives of the people of Ghana”</li> <li>• NPC’s secretariats are present at the national level in Accra and in each of the 10 regional capitals</li> <li>• The Ghana Health Project being implemented in Brong-Ahafo and Ashanti regions has given more visibility to NPC</li> <li>• NPC has well qualified and trained personnel with technical competencies in various fields at the national and regional secretariats in Ghana to deliver on NPC’s mandate as well as serve as an important source for capacity building for other agencies in population programming</li> <li>• NPC works in partnership with several ministries, departments and agencies as well</li> </ul>	<ul style="list-style-type: none"> <li>• Weak financial support from Government of Ghana undermines the sustainability of NPC’s activities and further poses a challenge to the NPC’s coordination of activities of public and private sector organisations involved in population-related activities in the country</li> <li>• NPC’s activities are too much donor-driven and undermines NPC’s programme activities</li> <li>• High staff turnover and weak competitive position to attract high level professionals for effective operations</li> <li>• NPC’s non-representation on NDPC undermines their contribution to the development planning process</li> <li>•</li> <li>• NPC is not represented on the Regional Planning and Coordinating Unit in the regions.</li> </ul>

<p>as the private sector and civil society organisations with expertise in population-related advocacy and research</p> <ul style="list-style-type: none"> <li>• NPC has revised its Scheme of Service to provide clear guidelines on their operations with units for Population and Development and Reproductive Health which are the main areas for population management in the country although it is yet to be implemented</li> <li>• The new Scheme of Service also has created the Research, Monitoring &amp; Evaluation Division which has three units on Data Management, Monitoring &amp; Evaluation, and Research to support evidence-based research to inform effective population-related activities in the country</li> <li>• NPC has over the years built expertise in high-level advocacy population-development integration in Ghana</li> <li>• NPC's Governing Board has been re-constituted and a substantive Executive Director appointed</li> <li>• Many development partners are still interested in population issues and continue to support the NPC with funding for its activities.</li> </ul>	
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Government maintains NPC in the Office of the President with annual budgetary support</li> <li>• There is consensus at the national level on the need to harness the benefits of the demographic dividend that characterises current Ghana's demographic transition that is being championed by NDPC in the production of the Demographic dividend Results Framework for implementation</li> <li>• The adoption of the SDGs and the AU's Agenda 2063 all of which relate population</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Ghana's current lower middle-level income status has implications for accessing resources from development partners for population programmes and activities in the country</li> <li>• A largely unfriendly socio-cultural environment for population and reproductive health in Ghana especially for young people.</li> <li>• Canvassing for common understanding of sexual and reproductive health issues in Ghana within the African context</li> </ul>

<p>is an opportunity for NPC to continue to be relevant</p> <ul style="list-style-type: none"> <li>• The national Population Policy (Revised Edition, 1994) and the Adolescent Reproductive Health Policy have been revised to incorporate all relevant emerging issues on population</li> <li>• NPC played a coordinating role in partnership with other agencies to advocate the inclusion of family planning services in the benefits package of the National Health Insurance Scheme (NHIS)</li> <li>• Traditional authorities serve as an important source of support for population programming</li> <li>• Media plurality and expansion of the technological environment provide opportunity for NPC to deliver on its mandate</li> <li>• The harmonious relationship exists between traditional and religious leadership promotes tolerance and peaceful dialogue on population-related issues in the country.</li> </ul>	<ul style="list-style-type: none"> <li>• Service provider biases especially towards adolescents and young people’s sexual and reproductive health needs</li> <li>• Understanding of the abortion law and its abuse</li> <li>• Staff turnover undermine productivity and staff morale</li> <li>• Lack of regular staff capacity building could reduce morale for higher productivity</li> <li>• Expansion of the technological space in the country could be an opportunity or a threat to NPC depending on how it is positioned to respond to it.</li> <li>• Controversy surrounding lesbianism, gay, bisexual and transgender (LGBT) emerging issues in the country</li> <li>• The multiplicity of agencies involved in population-related activities in Ghana breeds increased competition for scarce resources for population activities as well as results in conflicting messages to young people between NPC and some NGOs and CSOs in the country</li> <li>• Inadequate funding support from Government of Ghana undermines NPC’s programme activities</li> <li>• Poor logistical support for the regional secretariats reduces their relevance and capacity to operate in the regions</li> <li>• NPC’s non-existence at the Metropolitan, Municipal and District Assembly level reduces its effective operation at the district level</li> <li>• Regular commodity stock-outs in the public sector undermine sustainability of family planning programmes.</li> </ul>
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From the PEST and SWOT analyses, the following are the key drivers of NPC's operations:

- (n) A sustained political and economic stability in the country
- (o) An effective and operational decentralised political administration that engenders broad-based inclusiveness and grassroots participation at all levels in the country
- (p) A national population and related policies that are reviewed periodically to reflect changing and emerging issues of development at national and international levels
- (q) An effective and committed Governing Board that is abreast with population issues and capable of influencing government at the highest level of decision making on population and related issues of development
- (r) An enabling socio-cultural environment that favours effective population policy implementation in the country at all levels
- (s) A rapidly expanding technological environment that supports the effective dissemination of population policy and programme implementation throughout the country
- (t) Improved methods of data collection, harmonisation, analysis and dissemination which promote evidence-based advocacy on population-development interrelationships
- (u) An active electronic and print media as partners in public education on population and related issues
- (v) Effective partnership between NPC and all stakeholders involved in population and related programme implementation in the country
- (w) High level political commitment towards population and related programmes in Ghana
- (x) Strong funding and programme support for population activities from development partners
- (y) National consensus on the need to harness the benefits of the demographic dividend that has characterised Ghana's current demographic transition
- (z) A harmonious relationship between traditional and religious leadership that promotes tolerance and peaceful dialogue on population-related issues in the country.

## Chapter Four: NPC Strategic Identity

### 4.1 Corporate Identity

NPC is the coordinating agency for all population-related activities in Ghana and the advisor of government on population programmes to achieve effective population management. It is a public organisation that has been established by law under Act 485, 1994. It is located in the Office of the President of the Republic of Ghana and has a national and 10 regional secretariats. It subsists on Government of Ghana annual budgetary support and mobilises resources from development partners and the private sector for its activities.

### 4.2 Vision Statement

Improved and sustained quality of life for the people of Ghana through effective management of population and related issues in Ghana.

### 4.3 Mission Statement

Effectively coordinate and advise Government on population-related policy implementation, and undertake evidence-based advocacy, research, monitoring and evaluation and capacity-building in partnership with other agencies to engender improved quality of life.

### 4.4 NPC Core Values

Our core values define our cherished principles which we will uphold to propel us to deliver on our mandate. We believe in:

- (a) **team-work** and **partnership** with all public and private sector agencies involved in population-related programmes to work towards a common cause;
- (b) providing **resourceful and dynamic leadership** with **integrity** and **honesty** that is focused on projecting the population-development discourse at the heart of development planning activities at all levels in the country;
- (c) **technical competence** and high-level **professionalism** to effectively manage the multifaceted interplay of population with economic, socio-cultural, environmental and technological factors that shape our determination for enhanced quality of life for all people in Ghana;
- (d) being **people-centred** in upholding and developing our human resources to exhibit and provide human-centred services to all.
- (e) **results-oriented** to demonstrate our high-level commitment to deliver on our mandate.

## 4.5 Goals

The strategic plan is driven by three main goals:

Goal 1: Population assumes central place in Ghana's development planning at all levels

Goal 2: Effective coordination of all population-related programmes in the country

Goal 3: High-level political commitment to population issues in Ghana

## 4.6 Strategic Objectives

The strategic objectives reflect the main goals that the strategic plan aims at achieving during its lifespan. Each goal has strategic objectives to be realised as well as priority activities and implementation strategies to be adopted to realise the objectives. The strategic objectives are presented under each of the three goals.

Under Goal 1 (Population assumes central place in Ghana's development planning at all levels), the following strategic objectives (SOs) are proposed to be achieved:

SO1: Strong advocacy initiatives adopted targeting high-level political decision-makers, civil society, faith-based and community actors to ensure that population variables are integrated into the annual programmes of Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs).

SO2: Civil Society Organisation (CSO) activities in the country are informed by population dynamics at all levels (national, regional, district and community).

SO3: NPC is represented on the NDPC as a commissioner.

SO4: NPC is represented on the RPCUs.

In respect of Goal 2 (Effective coordination of all population-related programmes in the country), the following strategic objectives are to be achieved:

SO5: Strong partnerships established between NPC and all stakeholders involved in population-related activities in Ghana.

SO6: Effective communication between NPC and partners in population-related issues established

SO7: Enhanced capacity and skills of all staff for effective coordination of population programmes.

On Goal 3 (High-level political commitment to population issues in Ghana), there are three strategic objectives as follows:

SO8: Full complement of annual Government of Ghana approved budget for NPC as well as population-related programmes in other sectors released timely for programme activities.

SO9: NPC regional secretariats assume high level visibility in championing population-related activities in the regions and districts.

SO10: The NPC Act (485, 1994) revised to reflect emerging issues in the revised population policy

## **Chapter Five: Strategic Direction**

### **5.1. Introduction**

The NPC as a public agency is established by an Act of Parliament (Act 485, 1994) to coordinate all population-related activities and programmes in Ghana and to advise government on policy decisions aimed at factoring population into development planning activities at all levels. It derives its strength from Article 37(4) of the 1992 Constitution of Ghana which enjoins the State to maintain a population policy consistent with the aspirations and development needs and objectives of Ghana. The implementation of this Eight-Year Strategic Plan takes cognisance of this constitutional provision to continue to work towards consolidating the gains made in respect of declining fertility that has ushered the country into a position to harness the benefits of the demographic dividend that has characterised Ghana's recent demographic transition. To achieve this requires strong partnership with all stakeholders in population both in the public and private sector including CSOs operating in the country and development partners.

### **5.2 Thematic Areas**

The thematic areas NPC will focus on include:

- i. Advocacy for high-level political commitment for population-related programmes
- ii. Coordination of population-related programmes
- iii. Integration of population into development planning
- iv. harnessing the benefits of the demographic dividend
- v. Young people's sexual and reproductive health
- vi. Enhancing the socio-economic status of women
- vii. Research and information provision
- viii. Data management
- ix. Resource mobilisation
- x. Technical support and capacity building in population
- xi. Information, Communication and Technology.

### 5.3 Implementation of Strategic Activities

#### Strategic Outcome Goal 1: Population assumes central place in Ghana's development planning at all levels

<p><b>Strategic Objectives (SOs)</b></p>	<p><b>SO1: Strong advocacy initiatives adopted targeting high-level political decision-makers, civil society, faith-based and community actors to ensure that population variables are integrated into the annual programmes of Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs).</b></p>	<p><b>SO2: Civil Society Organisation (CSO) activities in the country are informed by population dynamics at all levels (national, regional, district and community)</b></p>	<p><b>SO3: NPC is represented on the NDPC as a commissioner.</b></p>	<p><b>SO4: NPC is represented on the RPCUs.</b></p>
<p><b>Strategic Activities</b></p>	<ul style="list-style-type: none"> <li>• Undertake high-level advocacy on the integration of population into development planning at all levels and provide continuous advisory services to government on population issues</li> <li>• Provide technical support to MDAs and MMDAs to integrate population variables into their development plans</li> </ul>	<ul style="list-style-type: none"> <li>• Produce technical papers and fact sheets on population issues for dissemination among stakeholders</li> <li>• Provide technical and capacity-building training to CSOs on population issues</li> <li>• Collate and analyse reports submitted by CSOs and establish feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate the inclusion to be a member of NDPC Board</li> <li>• Develop proposal on the inclusion of NPC on NDPC Board</li> <li>• Initiate dialogue on the inclusion of NPC as member of NDPC Board</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate the inclusion of NPC on the RPCUs</li> <li>• Develop concept paper on the inclusion of NPC on RPCUs</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide technical and capacity-building training to MDAs and MMDAs on population issues</li> <li>• Collaborate with the RCCs to integrate population variables into regional and district development plans</li> <li>• Advocate the integration of population and development modules into Institute of Local Government Studies curriculum</li> <li>• Collate and analyse reports submitted by MDAs/NGOs/CSOs, and other stakeholders to establish feedback mechanisms to influence programme activities</li> <li>• Sensitise MMDAs to commit at least 0.5% of their Common Fund to support specific population issues identified in their areas of operation</li> <li>• Design programmes to make MMDAs, traditional and religious leaders and</li> </ul>	<p>mechanisms to influence programme activities</p>		
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	<p>communities to take ownership of population programmes</p> <ul style="list-style-type: none"> <li>• Open and sustain a national debate on the population and social and economic development nexus</li> <li>• Keep track of trends in key population variables vis-à-vis major socio-economic indicators through regular publications (e.g. State of Ghana's Population Report)</li> <li>• Identify, define and initiate evidence-based advocacy and sensitisation actions to influence policy change in the population sector</li> <li>• Initiate the process to regularly study, review and harmonise all population-related policies to make recommendations to guide the integration of population into development</li> </ul>			
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**Strategic Outcome Goal 2: Effective coordination of all population-related programmes in the country**

<b>Strategic Objectives (SOs)</b>	<b>SO 5: Strong partnerships established between NPC and all stakeholders involved in population-related activities in Ghana.</b>	<b>SO 6: Effective communication between NPC and partners in population-related issues strengthened.</b>	<b>SO7: Enhanced capacity and skills of all staff for effective coordination of population programmes.</b>
<b>Strategic Activities</b>	<ul style="list-style-type: none"> <li>• Create platforms for the discussion of population-related issues at all levels of governance.</li> <li>• Create a platform for dialogue among persons identified as population champions/ambassadors in the country.</li> <li>• Build effective networks with stakeholders in population and strengthen existing ones.</li> <li>• Develop specific action plans for the Divisions and Units based on core responsibilities.</li> <li>• Redefine and reorganise RPACs and DPACs to be effective in operating at the regional and district levels</li> </ul>	<ul style="list-style-type: none"> <li>• Produce technical papers, policy briefs and fact sheets and other documents on population issues for dissemination among stakeholders and partners.</li> <li>• Institute regular information updating based on population reports, national census, national demographic surveys, research, etc., for further analysis on specific issues and sectors</li> <li>• Identify areas of research for commissioning</li> <li>• Compile annotated bibliography and researches on population and related issues for dissemination</li> <li>• Undertake monitoring visits to provide technical support at the district level</li> <li>• Forge and strengthen partnership with the media on population issues</li> <li>• Organise training workshops for editors of media organisations on key population issues</li> </ul>	<ul style="list-style-type: none"> <li>• Organise training workshops for all staff both at national and regional levels</li> <li>• Provide adequate logistical support at all levels for population programming activities</li> </ul>

	<ul style="list-style-type: none"><li>• Forge stronger partnership with NPC programme beneficiaries and stakeholders for a comprehensive support for population-related activities</li></ul>	<ul style="list-style-type: none"><li>• Advocate for the establishment of position of population coordinators in each media organisation</li><li>• Advocate for regular air time slots with the media for public population education</li></ul>	
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### Strategic Outcome Goal 3: High-level political commitment to population issues in Ghana

<b>Strategic Objectives (SOs)</b>	<b>SO8:</b> Full complement of annual Government of Ghana approved budget for NPC as well as population-related programmes in other sectors released timely for programme activities.	<b>SO9:</b> NPC regional secretariats assume high level visibility in championing population-related activities in the regions and districts.	<b>SO10:</b> The NPC Act (485, 1994) revised to reflect emerging issues in the revised population policy
<b>Strategic Activities</b>	<ul style="list-style-type: none"> <li>• Present position papers to Cabinet on NPC’s mandate</li> <li>• Present briefing notes on relevant population-related issues to the President</li> <li>• Organise advocacy and sensitisation meetings on population and development targeting the Presidency, the Parliamentary Caucus on Population and MMDCEs</li> <li>• Organise advocacy and sensitisation meetings on population and development targeting MDAs, MMDAs and other stakeholders</li> <li>• Target the private sector with relevant population information and well-packaged messages to mobilise additional resources to support population programmes</li> <li>• Train staff to develop concept papers and project proposals for assistance from development partners, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilise resources to step up the operations of NPC regional secretariats</li> <li>• Develop a feedback mechanism between NPC, MDAs, Partners and other stakeholders to inform Council’s decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the Ministry of Justice and Attorney General’s Department to revise the NPC Act to reflect the national population policy as revised in 2016</li> <li>• Lobby for the creation of population desks at all relevant ministries to oversee population-related issues and to advise on incorporation of population variables into all programme activities</li> </ul>

## **5.4 Organisational Development, Effectiveness and Governance**

The successful implementation of this Strategic Plan will require its full ownership by the Governing Board and staff of the NPC secretariats for its effective implementation. There is also the need for efficient and functioning institutional operational systems, commitment to good institutional governance, effective resource mobilisation and sustained institutional capacity building to equip personnel of the NPC and its partners to achieve objectives of the Strategic Plan.

### **5.4.1 Institutional Governance**

The successful implementation of this Strategic Plan will thrive on good institutional governance, which hinges on transparency, team work and accountable financial management. It is expected that the Strategic Plan shall be well disseminated among the rank and file of NPC staff and their partners in population-related activities in the country. The Strategic Plan should be the main reference manual or document during its period of implementation for all Units and Departments of the NPC's National and Regional secretariats. There should be a special orientation of all staff of the NPC currently at post and others that would be subsequently recruited on the implementation of the Strategic Plan. This will ensure excellent understanding of the Strategic Plan in order to facilitate effective cooperation among the rank and file of staff for its effective implementation.

### **5.4.2 Resource Mobilisation**

Population policy implementation requires huge financial and technical human resources to achieve success. However, as has already been noted in this Strategic Plan, funding for population programmes has suffered inadequacies over the years. It has, therefore, been depended largely on donor-driven funding support. The NPC has on year-to-year basis, suffered seriously from inadequate funding from Government of Ghana annual budgetary support. This is reflected in the poor release of approved budget for programme activities leaving the regional secretariats in particular incapacitated to operate in accordance with their annual programme activities for inadequate funds. Implementation of all population-related programmes in the country has been donor-driven with negative implications for sustainability of programme activities in the country. This obviously calls for the need for the NPC to evolve strategies for increased resource mobilisation to support population programme activities in the country considering the donor fatigue syndrome that is fast becoming associated with donor funds for population programmes.

### **5.4.3 Institutional Capacity-Building**

As with all strategic plans, the successful implementation of this Strategic Plan will require a strong and efficient institutional capacity. There is need for both the national and regional secretariats of the NPC to have a full complement of professionally trained staff in all the divisions and units on sustainable basis. This means that required resources for staff to implement all annual programme activities are sourced to forestall the high staff turn-over that has engulfed the Council in the recent past. Alongside the professional competence of staff is equipment and logistical support for the

NPC's activities including vehicles and technological equipment. It is expected that NPC will fully implement its new Scheme of Service throughout the lifespan of this Strategic Plan. All newly recruited staff would be required to go through orientation to equip them with full knowledge of this Strategic Plan to be part of its successful implementation. Staff should also be fully informed and equipped to demonstrate all the core values of NPC to realise the organisational Vision and Mission within the Strategic Plan time frame.

# Our Vision: Improved and sustained quality of life for the people of Ghana through effective management of population and related issues in Ghana

**GOAL 1**  
Population assumes central place in Ghana's development planning at all levels

Strong advocacy initiatives adopted targeting high-level political decision-makers, civil society, faith-based and community actors to ensure that population variables are integrated into the annual programmes of MDAs and MMDAs

NPC is represented on the RPCUs

CSO activities in the country are informed by population dynamics at all levels (national, regional, district and community)

NPC is represented on the NDPC as a commissioner

**GOAL 2**  
Effective coordination of all population-related programmes in the country

Strong partnerships established between NPC and all stakeholders involved in population-related activities in Ghana

Effective communication between NPC and partners in population-related issues established

Enhanced capacity and skills of all staff for effective coordination of population programmes

**GOAL 3**  
High-level political commitment to population issues in Ghana

Full complement of annual Government of Ghana's approved budget for NPC as well as population-related programmes in other sectors released timely for programme activities

NPC regional secretariats assume high level visibility in championing population-related activities in the regions and districts

The NPC Act (485, 1994) revised to reflect emerging issues in the revised population policy

**NPC's Mission:** Effectively coordinate and advise Government on population-related policy implementation, and undertake evidence-based advocacy, research, monitoring and evaluation and capacity-building in partnership with other agencies to engender improved quality of life

**Our Values:** Team-work; partnership; resourceful and dynamic leadership; integrity; honesty; technical competence; professionalism; people-centred and results-oriented

## Chapter Six: Implementation Plan

### Goal 1: Population assumes central place in Ghana's development planning processes

Strategic Activity	Impact/Outcome Indicator	Time Frame (Year)								Target	Responsibility	
		1	2	3	4	5	6	7	8			
<b>SO1: Strong advocacy initiatives adopted targeting high-level political decision-makers, civil society, faith-based and community actors to ensure that population variables are integrated into the annual programmes of Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs)</b>												
Undertake high-level advocacy on the integration of population into development planning at all levels and provide continuous advisory services to government on population issues	Number of high-level advocacy programmes organised										At least two advocacy programmes held per year each targeting the Presidency, Parliament and MMDAs	Chairperson of NPC/Executive Director, NPC
Provide technical support to MDAs and MMDAs to integrate population variables into their development plans	Number of MDAs and MMDAs provided with skills and technical backstopping to integrate population variables into their development plans										4 MDAs and 5 MMDAs per year	Executive Director, NPC
Provide technical and capacity-building training to MDAs and MMDAs on population issues	Number of technical support and capacity building workshops organised										4 MDAs and 5 MMDAs per year	Executive Director, NPC
Collaborate with the RCCs to integrate population variables into regional and district development plans	RCCs and MMDAs supported to integrate population variables into their plans										All RCCs and MMDAs	Executive Director, NPC/Regional Population Officers, NPC

Advocate the integration of population and development modules into Institute of Local Government Studies curriculum	Population and Development Modules integrated into Institute of Local Government Studies curriculum										Institute of Local Government Studies and MMDAs	Executive Director, NPC
Collate and analyse reports submitted by MDAs/NGOs/CSOs, and other stakeholders to establish feedback mechanisms to influence programme activities	Number of MDA/NGO/CSO and other stakeholder reports submitted and analysed to inform establishment of feedback mechanisms										3 MDAs, 2 NGOs and 2 CSOs per year	Director, Technical Services, NPC
Sensitise MMDAs to commit at least 0.5% of their Common Fund to support specific population issues identified in their areas of operation	Number of MMDAs committing at least 0.5% of their Common Fund to population issues										50% of MMDAs	Executive Director, NPC/Regional Population Officers, NPC
Design programmes to make MMDAs, traditional and religious leaders and communities to take ownership of population programmes	Number of MMDAs, traditional and religious leaders and communities taking ownership of population programmes										50% of MMDAs and 5 each of traditional and religious leaders	Executive Director, NPC/Regional Population Officers, NPC
Open and sustain a national debate on the population and social and economic development nexus	Population Information Network in operation										One national population conference every two years	Executive Director
Keep track of trends in key population variables vis-à-vis major socio-economic indicators through regular publications (e.g. State of Ghana's Population Report)	Number of State of the Ghanaian Population and other related documents published										One Publication every 2 years	Head, Research
Identify, define and initiate evidence-based advocacy and sensitisation actions to influence	A copy of Guidelines for Population										A document of guidelines	Executive Director



policy change in the population sector	Communication developed										targeting the Presidency	
Initiate the process to regularly study, review and harmonise all population-related policies to make recommendations to guide the integration of population into development	Number of MDAs and MMDAs benefitting from recommendations made based on harmonised population-related policies										4 MDAs and 5 MMDAs per year	Executive Director
<b>SO2: Civil Society Organisation (CSO) activities in the country are informed by population dynamics at all levels (national, regional, district and community)</b>												
Produce technical papers and fact sheets on population issues for dissemination among stakeholders	Number of technical papers and fact sheets produced										One technical paper and one fact sheet targeting MDAs, Parliamentary Caucus on Population each year	Divisional Directors
Provide technical and capacity-building training to CSOs on population issues	Number of CSOs given training on population issues										Personnel of at least two CSOs trained each year	Director, Technical Services, NPC
Collate and analyse reports submitted by CSOs and establish feedback mechanisms to influence programme activities	Number of CSOs whose reports are analysed and feedback given										At least two CSO reports per year	Director, Technical Services, NPC
<b>SO3: NPC is represented on the NDPC as a commissioner</b>												
Advocate the inclusion of NPC on NDPC Board	Amendment of NDPC Act to include NPC on NDPC										At least one advocacy meeting per year targeting The	NPC Board Chairperson/Executive Director

												Presidency and Parliament	
Develop proposal on the inclusion of NPC on NDPC	Amendment of NDPC Act to include NPC on NDPC											One proposal targeting The Presidency and Parliament	NPC Board Chairperson/Executive Director
Initiate dialogue on the inclusion of NPC as member of NDPC Board	Amendment of NDPC Act to include NPC on NDPC											At least 3 dialogues engaged each targeting The Presidency, Parliamentary leadership and NDPC Board	NPC Board Chairperson/Executive Director
<b>SO4: NPC is represented on RPCUs</b>													
Advocate the inclusion of NPC on the RPCUs	NPC is included on RPCUs											At least one advocacy meeting targeting each RCC	Executive Director/Regional Population Officers
Develop concept paper on the inclusion of NPC on RPCUs	NPC is included on RPCUs											One concept paper targeting the RCCs	Executive Director/Regional Population Officers

**Goal 2: Effective coordination of all population-related programmes in the country**

Strategic Activity	Impact/Outcome Indicator	Time Frame (Year)								Target	Responsibility		
		1	2	3	4	5	6	7	8				
SO 5: Strong partnerships established between NPC and all stakeholders involved in population-related activities and programmes in Ghana.													
Create platforms for the discussion of population and	Partnership between NPC and stakeholders											One national dialogue targeting	NPC Board Chairperson/

related issues at all levels of governance											MMDAs, MDAs and Stakeholders	Executive Director
Create a platform for dialogue among persons identified as population champions/ambassadors in the country	Number of meetings held among population champions/ambassadors										At least one breakfast meeting per year	NPC Board Chairperson/ Executive Director
Build effective networks with stakeholders in population and strengthen existing ones	NPC's network with stakeholders strengthened										Network with all Stakeholders	Executive Director, PR Unit
Develop specific action plans for the Units and Divisions based on core responsibilities.	Units operate efficiently										One Action Plan for each Unit	Unit Heads
Redefine and reorganise RPACs and DPACs to be effective in operating at the regional and districts levels	RPACs and DPACs actively involved in population and related programmes										All RPACs and DPACs reorganised with redefined mandate	NPC Board Chairperson/ Executive Director and all Directors
Forge stronger partnership with NPC programme beneficiaries and stakeholders for a comprehensive support for population-related activities	Stronger feedback mechanism with partners and stakeholders developed										All MMDAs, MDAs and Stakeholders	Executive Director
<b>SO 6: Effective communication between NPC and partners in population-related issues strengthened.</b>												
Produce technical papers, policy briefs and fact sheets on population issues for dissemination among stakeholders and partners.	Stakeholders involved in population-related activities become well-informed										At least one technical paper, one fact sheet and one policy brief per year targeting all Stakeholders	Director, Technical Services
Institute regular information updating based on population reports, national census, national demographic surveys, research,	Number of training workshops undertaken for NPC staff										At least one training workshop for	Director, Technical Services

etc., for further analysis on specific issues and sectors													NPC staff per year	
Identify areas of research for commissioning	Number of research commissioned												One Research commissioned every two years	Executive Director/ Director, Technical Services
Compile annotated bibliography and researches on population and related issues for dissemination	Number of annotated bibliography on population published												One annotated bibliography published every two years	Executive Director/ Director, Technical Services
Undertake monitoring visits to provide technical support at the district level	Number of monitoring visits undertaken at the district level												At least 3 district level visits per year	Regional population Officers
Forge and strengthen partnership with the media on population issues	Number of media organisations with partnership with NPC												At least 5 media organisations with partnership with NPC per year	Executive Director/PRO
Organise training workshops for editors of media organisations on key population issues	Number of training workshops organised												At least one training workshop per year	Executive Director/Director, Technical Services
Advocate for the establishment of position of population coordinators in each media organisation	Number of media organisations with population coordinators												At least 10 media organisations in a year	Executive Director/Director, Technical Services
Advocate for regular air time slots with the media for public population education	Number of partnership agreements signed with media organisations												At least one media organisation per year	Executive Director/PRO
<b>SO7: Enhanced capacity and skills of all staff for effective coordination of population programmes.</b>														

Organise training workshops for all staff both at national and regional levels	Number of training workshops undertaken for NPC staff													At least one training workshop for NPC staff per year	Executive Director/ Director, Technical Services
Provide adequate logistical support at all levels for population programming activities	Number of NPC secretariats with full logistical support													All NPC secretariats with full logistical support	Executive Director/ Director, Technical Services

**Goal 3: High-level political commitment to population issues in Ghana**

Strategic Activity	Impact/Outcome Indicator	Time Frame (Year)								Target	Responsibility			
		1	2	3	4	5	6	7	8					
<b>SO8: Full complement of annual Government of Ghana approved budget for NPC as well as population-related programmes in other sectors released timely for programme activities.</b>														
Present position papers to Cabinet on NPC's mandate	Number of position papers on NPC's mandate presented												At least one position paper presented to Cabinet per year	Executive Director/ Director, Technical Services
Present briefing notes on relevant population-related issues to the President	Number of briefing notes presented												At least two briefing notes in a year	NPC Board Chairperson/ Executive Director and all Directors
Organise advocacy and sensitisation meetings on population and development targeting the Presidency and the Parliamentary Caucus on Population and MMDCEs	Number of Meetings with the Presidency, Parliamentary Caucus on Population and MMDCEs organised												At least one advocacy/sensitisation meeting organised targeting The Presidency,	Executive Director/ Director, Technical Services

											Parliament and MMDAs	
Organise advocacy and sensitisation meetings on population and development targeting MDAs, MMDAs and other stakeholders	Number of meetings with MDAs, MMDAs and stakeholders										At least one advocacy/sensitisation meeting organised targeting MDAs, MMDAs and stakeholders	Executive Director/ Director, Technical Services/Regional Population Officers
Target the private sector with relevant population information and well-packaged messages to mobilise additional resources to support population programmes	Additional resources mobilised for population										At least one fact sheet produced and one fund-raising activity organised targeting the Private Sector	Executive Director/ Directors, Technical Services and F&A/Regional Population Officers
Train staff to develop concept papers and project proposals for assistance from development partners, etc.	Number of staff trained on concept paper and project proposal development										At least one training programmes targeting all staff organised per year	Executive Director/ Director, Technical Services
<b>SO9: NPC regional secretariats assume high level visibility in championing population-related activities in the regions and districts.</b>												
Mobilise resources to step up the operations of NPC regional secretariats	Additional resources mobilised for regional secretariats' operations										At least one fund raising activity carried out per year outside GoG	Executive Director/Regional Population Officers
Develop a feedback mechanism between NPC, MDAs, Partners and other to inform Council's decisions	Number of meetings held with MDAs, Partners and stakeholders										At least one meeting held per year targeting MDAs, Partners and Stakeholders	Executive Director

<b>SO10: The NPC Act (485, 1994) revised to reflect emerging issues in the revised population policy.</b>												
Work with the Ministry of Justice and Attorney General's Department to revise the NPC Act to reflect the national population policy as revised in 2015	NPC Act revised										NPC Act revised latest in the second year	Executive Director/Attorney General
Lobby for the creation of population desks at all relevant ministries to oversee population-related issues and to advise on incorporation of population variables into all programme activities	Number of population desks created to facilitate the overseeing of population-related issues at relevant ministries										At least two population desks created each year	NPC Board Chairperson/ Executive Director

## ANNEXES

### Annex 1: Logical Framework

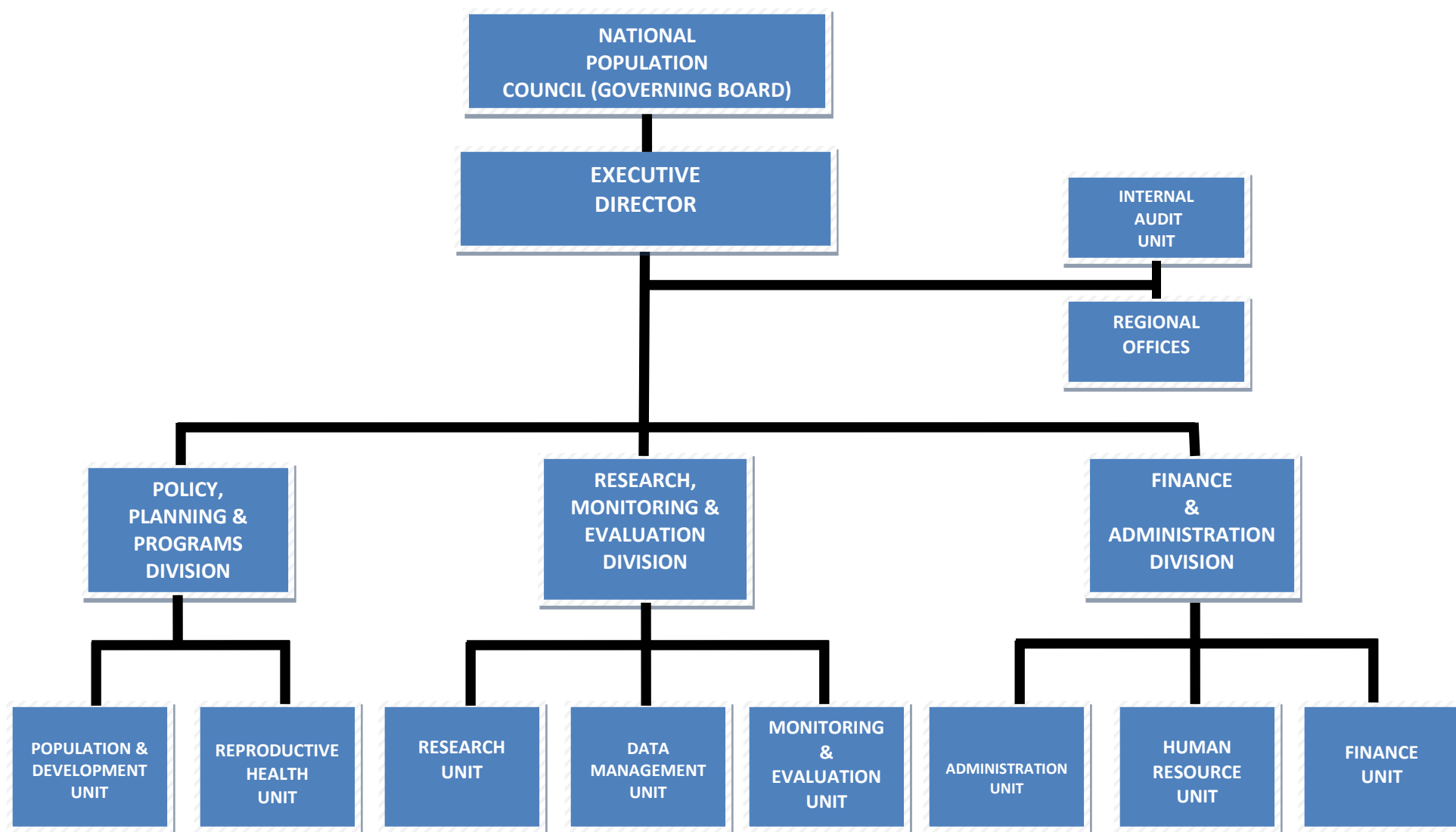
<b>Narrative Summary</b>	<b>Objectively Verifiable Indicators</b>	<b>Sources and Means of Verification</b>	<b>Key Assumptions/Risks</b>
<b>Goal 1: Population assumes central place in Ghana's development planning at all levels</b>			
SO1: Strong advocacy initiatives adopted targeting high-level political decision-makers, civil society, faith-based and community actors to ensure that population variables are integrated into the annual programmes of Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs).	Number of high-level advocacy activities undertaken in a year and the number of annual programmes of MDAs and MMDAs with population variables integrated	NPC annual reports and annual programmes of MDAs and MMDAs	Acceptability of population and development integration advocacy by government, MDAs and MMDAs

SO2: Civil Society Organisation (CSO) activities in the country are informed by population dynamics at all levels (national, regional, district and community).	Number of CSOs incorporating population issues in their activities	CSO annual programmes and reports	Strong partnership between the NPC and the CSO Community in the country
SO3: NPC is represented on the NDPC as a commissioner	Membership of the NDPC	NDPC Revised Act	Government appreciates the relevance of NPC serving on NDPC
SO4: NPC is represented on the RPCUs	Membership of RPCUs	Revised guidelines on the composition of RPCUs	Government endorses the relevance of NPC serving on the RPCUs
<b>Goal 2: Effective coordination of all population-related programmes in the country</b>			
SO5: Strong partnerships established between NPC and all stakeholders involved in population-related activities in Ghana	Number of stakeholders whose activities are coordinated by the NPC	Annual stakeholder reports submitted to the NPC	The NPC's coordinating role of population activities in the country acknowledged by all stakeholders in the country
SO6: Effective communication between NPC and partners in population-related issues established	Number of annual reports of partner organisations submitted to NPC	Annual partner organisation reports submitted to NPC	Strong partnership established between NPC and partner organisations
SO7: Enhanced capacity and skills of all staff for effective coordination of population programmes.	Percent of staff of the NPC provided with relevant skills training	Annual reports of NPC	Resources for relevant skills training made available
<b>Goal 3: High-level political commitment to population issues in Ghana</b>			
SO8: Full complement of annual Government of Ghana approved budget for NPC as well as population-related programmes in other sectors released timely for programme activities	Percent of annual Government of Ghana approved budget for the NPC and other sectors for population activities released	Annual financial reports of the NPC and partner organisations	The Government of Ghana appreciates the importance of population to national development
SO9: NPC regional secretariats assume high level visibility in championing population-related activities in the regions and districts	Number of population-related activities led by	Annual reports by NPC regional secretariats	NPC regional secretariats have full complement of financial, human and



	the NPC regional secretariats		logistical resources for programme activities
SO10: The NPC Act (485, 1994) revised to	NPC Act revised	NPC annual reports	Government acknowledges the need to revise the NPC Act

**Annex 2: Organogram of the National Population Council<sup>1</sup>**



<sup>1</sup> The organogram is based on the New NPC Scheme of Service which is yet to be fully operational