REPUBLIC OF GHANA

MINISTRY OF LOCAL GOVERNMENT,
CHIEFTAINCY AND RELIGIOUS AFFAIRS

NATIONAL URBAN POLICY AND IMPLEMENTATION PLAN (2026 - 2035)



MAY 2026



REPUBLIC OF GHANA

MINISTRY OF LOCAL GOVERNMENT, CHIEFTAINCY AND RELIGIOUS AFFAIRS

NATIONAL URBAN POLICY AND IMPLEMENTATION PLAN (2026-2035)

Towards Inclusive, Resilient, Safe and Sustainable Urban Settlements

MAY 2026

ACKNOWLEDGEMENT

The Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA) wish to extend profound gratitude to all individuals and institutions whose dedication, expertise, and collaboration made possible the review and finalisation of the National Urban Policy (NUP) and Implementation Plan (2026 -2034).

We acknowledge with deep appreciation the Consortium, led by the Institute of Local Government Studies (ILGS) with the invaluable support of the K wame Nkrumah University of Science and Technology (KNUST), for steering the technical processes that culminated in the development of this policy.

We are equally grateful to all former appointees of Government and staff of the Ministry who during their term of office provided leadership for the processes towards the review of the Policy. A special appreciation also goes for two (2) former Chief Directors of the Ministry, Mr. C. K. Dondieu and Dr. Mariam W. A. Kpakpah for their administrative oversight and support during the formative stages of this policy.

Most importantly, the Ministry acknowledges the invaluable leadership of His Excellency John Dramani Mahama, President of the Republic and his Cabinet for the final approval of this Policy. We are grateful also to the Minister for Local Government, Chieftaincy and Religious Affairs, Hon. Ahmed Ibrahim (MP), the Deputy Minister Hon. Rita Naa Odoley Sowah (MP) and the Chief Director, Alhaji Amin Abdul-Rahaman, for their steadfast guidance, further review and facilitation of the approval of this Policy. We also wish to acknowledge the invaluable role played by the Director responsible for Local Governance and Decentralisation, Pin. Samuel Seth Passah, for coordinating his team from the Ministry towards the realisation of this policy.

Finally, we wish to express our sincere gratitude to the various institutions and members of the Technical Working Group on Urban Development, our Development Partners, especially UNHabitat, the World Bank, the European Union Delegation to Ghana, Expertise France and United Kingdom Foreign Commonwealth and Development Office (UK FCDO), for their invaluable technical and financial support. Their partnership and commitment have been central to the successful review and finalisation of this National Urban Policy.

This policy is a testament to the collective vision and determination of all stakeholders to secure sustainable, resilient, and inclusive urban development for Ghana.



AMIN ABDUL-RAHAMAN
CHIEF DIRECTOR
MINISTRY OF LOCAL GOVERNMENT,
CHIEFTAINCY AND RELIGIOUS AFFAIRS

FOREWORD

Urbanisation is one of the most transformative forces shaping Ghana's development trajectory. With over half of the population now residing in urban areas, the opportunities and challenges presented by this demographic shift demand a bold, inclusive, and forward-looking response. The **National Urban Policy (NUP) and Implementation Plan (2026-2035)** is Ghana's strategic blueprint for harnessing the potential of urbanisation to drive sustainable development, improve livelihoods, and create resilient, safe, and inclusive urban environments.

This Policy builds on the foundation laid by the 2012 National Urban Policy, integrating lessons learned, addressing emerging challenges, and aligning with global and regional development frameworks such as the Sustainable Development Goals (SDGs), the New Urban Agenda, and the African Union's Agenda 2063. It reflects the Government of Ghana's commitment to transforming urban settlements into engines of economic growth, social inclusion, and environmental sustainability.

The preparation of this Policy has been a collaborative and participatory process, involving extensive consultations with stakeholders across government, academia, civil society, the private sector, and development partners. Their insights and contributions have enriched the Policy and ensured its relevance to the diverse realities of Ghana's urban landscape.

The Policy outlines eight strategic objectives and a comprehensive implementation plan that spans a decade. It provides clear guidance on institutional roles, resource mobilisation, monitoring and evaluation, and communication strategies to ensure effective execution and accountability. Central to its vision is the creation of urban spaces that offer equal opportunities, safeguard the rights of all residents especially the vulnerable and promote prosperity through innovation, good governance, and strategic partnerships.

As Ghana continues its journey toward inclusive and sustainable urban development, this Policy serves as a compass for coordinated action, shared responsibility, and transformative change. We invite all stakeholders to embrace this vision and work collectively to realise the aspirations of the National Urban Policy (NUP) and its Implementation Plan (2026-2035).



HON. AHMED IBRAHIM (MP)
MINISTER FOR LOCAL GOVERNMENT,
CHIEFTAINCY AND RELIGIOUS AFFAIRS

TABLE OF
CONTENT

ACKNOWLEDGMENT	4
LIST OF TABLES	10
LIST OF FIGURES	11
ABBREVIATIONS AND ACRONYMS	12
EXECUTIVE SUMMARY	17
CHAPTER ONE	21
INTRODUCTION	21
1.1 Background to the Urban Policy	21
1.2 Situational Analysis	22
1.3 Scope of the Policy	23
1.4 Process of Preparing the Policy	24
1.5 Structure of the Policy	24
CHAPTER TWO	25
POLICY CONTEXT	25
2.1 Context and Foundation for Policy Action	25
2.2 Conceptual Drive of the Policy	25
2.3 International Commitments and Obligations	27
2.4 Legislative and Policy Frameworks	28
CHAPTER THREE	30
POLICY FRAMEWORK	30
3.1 Vision	30
3.2 Goal	30
3.3 Objectives	30

3.4 Core Values and Guiding Principles	31
CHAPTER FOUR	32
POLICY OBJECTIVES AND STRATEGIES	32
4.1 Promote spatially balanced and sustainable growth of urban population	32
4.2 Promote effective land use planning and management	32
4.3 Promote climate resilience and environmental quality of life	33
4.4 Enhance urban economic development and city competitiveness	33
4.5 Promote diversified financing for urban infrastructure and services	34
4.6 Promote investment in affordable and social housing	34
4.7 Promote urban safety and security	35
4.8 Expand access to urban infrastructure and services	36
CHAPTER FIVE	37
POLICY IMPLEMENTATION FRAMEWORK	37
5.1 Institutional Arrangements for Implementation	37
5.2 Institutional Roles and Responsibilities	38
5.3 Policy Coordination and Monitoring	43
5.4 Policy Implementation	45
5.5 Partnerships	45
5.6 Policy Performance Review of Key Milestones (Baseline, Annual, Mid-term, End-stage)	45
5.7 Resource Mobilisation	46

CHAPTER SIX	47
MONITORING AND EVALUATION ARRANGEMENTS	47
6.1 Content and Scope of the NUP M&E System	47
6.2 Baseline Data	48
6.3 M&E Data Collection	48
6.4 NUP M&E Manual	49
6.5 Targets and Indicators	49
6.6 Web-based M&E System	50

CHAPTER SEVEN	51
COMMUNICATION STRATEGY	53
IMPLEMENTATION PLAN (2026 - 2035)	57

LIST OF TABLES

Table 1: Institutional Roles	38
Table 2: Framework for the Communication Strategy	53

LIST OF FIGURES

Figure 1: Institutional Arrangements	37
Figure 2: Communication Objectives at Various Stages of Public Policy Making	52

ABBREVIATIONS AND ACRONYMS

AAP	Annual Action Plan
AGI	Association of Ghana Industries
AU	African Union
BoG	Bank of Ghana
CBOs	Community Based Organisations
CSIR	Centre for Scientific and Industrial Research
CSIR-BRRI	Centre for Scientific and Industrial Research – Building and Road Research Institute
CSIR-FRI	Centre for Scientific and Industrial Research - Food Research Institute
CSOs	Civil Society Organisations
DAs	District Assemblies
DACF	District Assemblies Common Fund
DFR	Department of Feeder Roads
DoC	Department of Co-operatives
DoP	Department of Planning
DP	Development Partner
DP&G	Department of Parks and Gardens
DRH	Department of Rural Housing
DUR	Department of Urban Roads
ECG	Electricity Company of Ghana
EC	Energy Commission
EPA	Environmental Protection Authority
FBOs	Faith Based Organisations
FC	Forestry Commission
FDA	Food and Drugs Authority
GAMA	Greater Accra Metropolitan Area

GAPTE	Greater Accra Passenger Transport Executive
GAS	Ghana Audit Service
GDP	Gross Domestic Product
GEA	Ghana Enterprises Agency
GEPA	Ghana Export Promotion Authority
GGSA	Ghana Geological Survey Authority
GHA	Ghana Highway Authority
GIFEC	Ghana Investment Fund for Electronic Communications
GIIF	Ghana Infrastructure and Investment Fund
GIPC	Ghana Investment Promotion Centre
GIS	Geographic Information System
GKMA	Greater Kumasi Metropolitan Area
GMMB	Ghana Museums and Monuments Board
GMet	Ghana Meteorological Agency
GoG	Government of Ghana
GPS	Global Positioning System
GREDA	Ghana Real Estate Developers Association
GSA	Ghana Standards Authority
GSS	Ghana Statistical Service
GTA	Ghana Tourism Authority
GWL	Ghana Water Limited
HYDRO	Ghana Hydrological Authority
ICT	Information and Communication Technology
IEC	Information, Education and Communication
ILGS	Institute of Local Government Studies
ISD	Information Services Department
KNUST	Kwame Nkrumah University of Science and Technology
LC	Lands Commission

LED	Local Economic Development
LUSPA	Land Use and Spatial Planning Authority
LVD-LC	Land Valuation Division of the Lands Commission
M&E	Monitoring and Evaluation
MEST	Ministry of Environment, Science and Technology
MFA	Ministry of Foreign Affairs
MINT	Ministry of the Interior
MLGCRA	Ministry of Local Government, Chieftaincy and Religious Affairs
MLGRD	Ministry of Local Government and Rural Development
MLNR	Ministry of Land and Natural Resources
MoCDTI	Ministry of Communication, Digital Technology and Innovations
MoEnGT	Ministry of Energy and Green Transition
MoGCSP	Ministry of Gender, Children and Social Protection
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MoFAD	Ministry of Fisheries and Aquaculture Development
MoLJE	Ministry of Labour, Jobs and Employment
MoT	Ministry of Transport
MoTCCA	Ministry of Tourism, Culture and Creative Arts
MoYDE	Ministry of Youth Development and Empowerment
MRH	Ministry of Roads and Highways
MSMEs	Micro, Small and Medium Enterprises
MTDP	Medium Term Development Plan
MTNDPF	Medium-Term National Development Policy Framework
MWHWR	Ministry of Works, Housing and Water Resources
NADMO	National Disaster Management Organisation
NALAG	National Association of Local Authorities of Ghana

NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organisations
NITA	National Information Technology Agency
NS	National Security
NSRA	National Road Safety Authority
NSDF	National Spatial Development Framework
OHLGS	Office of the Head of Local Government Service
OAG-MOJ	Office of the Attorney General and Ministry of Justice
ORC	Office of Registrar Companies
PEF	Private Enterprise Federation
PPBME	Policy, Planning, Budget, Monitoring & Evaluation
PPP	Public-Private Partnership
PURC	Public Utilities Regulatory Commission
PWDs	Persons with Disabilities
RCCs	Regional Coordinating Councils
RGs	Religious Groups
RSDFs	Regional Spatial Development Frameworks
SDFs	Spatial Development Frameworks
SDGs	Sustainable Development Goals
SSNIT	Social Security and National Insurance Trust
TAs	Traditional Authorities
TUC	Trades Union Congress
TVET	Technical and Vocational Education and Training
TWGoU	Technical Working Group on Urban
UGBs	Urban Growth Boundaries
UN	United Nations
WHO	World Health Organisation

WRC	Water Resources Commission
YEA	Youth Employment Agency

EXECUTIVE SUMMARY

Ghana crossed the urban divide in 2010 with 50.9% of its population residing in urban areas (Ghana Statistical Service, 2014). In 2021, this increased to 56.7%, with an average growth rate of 4.2% and is projected to reach 65% by 2030.

Globally, urbanisation has spurred economic and infrastructural transformation, presenting opportunities for both high-income and developing countries. Ghana's case is also associated with benefits such as increased Gross Domestic Product (GDP) and growth over the past two decades with the economy growing from 5.9% in 2005 to 7.9% in 2010 and declined to 5.7% in 2024. Despite the benefits, rapid urbanisation has put a strain on the fiscal and management capacities of central and local governments. Urban settlements face several challenges, including unplanned spatial expansion of urban localities, poor environmental sanitation; pollution; increasing housing deficit; traffic congestion leading to higher transportation cost and commuting time; and limited access to essential urban services.

In 2012, a National Urban Policy and accompanying Action Plan was formulated to manage Ghana's rapid urbanisation. The main goal was to promote sustainable and orderly development of urban settlements with adequate housing, infrastructure, services, and institutions for all.

The National Urban Policy and Implementation Plan (2026-2035) is a visionary framework aimed at transforming urban settlements into prosperous, safe, and inclusive habitats of sustainable development. It is structured to address the complexities of urban governance, infrastructure, housing, and environmental challenges which align with both national development goals as well as international commitments.

The vision of the NUP is to build *Inclusive, Safe, Resilient and Sustainable Urban Settlements*. Specifically, the policy envisages the emergence of inclusive urban spaces with equal opportunities to basic infrastructure and services to safeguard the future of all urban dwellers, with a greater focus on disadvantaged urban settlements.

The goal of the policy is to ***"promote Ghanaian urban centres as habitats for a prosperous, healthy, safe population and globally competitive engines of sustainable development by 2035".***

To achieve this goal, the NUP will pursue the following specific objectives:

i. Promote spatially balanced and sustainable growth of urban population.

ii. Promote effective land use planning and management.

iii. Promote climate resilience and environmental quality of life.

iv. Enhance urban economic development and city competitiveness.

v. Promote diversified financing for urban infrastructure and services.

vi. Promote investment in affordable and social housing.

vii. Promote urban safety and security.

viii. Expand access to urban infrastructure and services.

The 2026 NUP proposes on ***eight (8) objectives, twenty-nine (29) strategies and one hundred and thirty-eight (138)*** activities to achieve inclusive, safe, resilient, and sustainable urban settlements in Ghana. While the Policy is extensive and covers various aspects of urban governance and development, it does not claim to be exhaustive.

The NUP stands on core values and guiding principles which include *sustainability, inclusivity, good governance, climate resilience and mitigation, ownership as well as coordination, collaboration, and coherence*.

The 2026 NUP aims to provide a clear direction to all stakeholders and institutions involved in transforming urban settlements and their surroundings in Ghana. These stakeholders include the national government, sectoral Ministries, Departments and Agencies (MDAs), District Assemblies (DAs), private enterprises, residents, Non-Governmental Organisations (NGOs) and traditional authorities.

The conceptual drive of the 2026 NUP include enhancing democratic urban governance through downward accountability; digitalisation, citizen participation and inclusion; adopting circular economy for sustainable development; strategic public-private partnerships; systems approach to urban governance and management; prioritising sustainable urban mobility; metropolitan governance and coordination across jurisdictions; and fostering child-friendly urban environments.

The Policy is backed by several international commitments and obligations as well as national development and policy frameworks such as the Sustainable Development Goals, AU Agenda 2063, the New Urban Agenda, Guidelines on People Centred Smart Cities and the Medium-Term National Development Policy Framework (MTNDPF) 2026-2029.

Key experts and stakeholders such as sector Ministries, Departments and Agencies (MDAs), District Assemblies (DAs), Academia, Civil Society Organisations (CSOs), Private Sector, and Professional Bodies were consulted on emerging urban issues and their vision for Ghana's urban landscape over the medium to long term. The consultations included zonal-based regional consultations and a national validation workshop to reach a consensus.

Globally, the definition of urban areas is influenced by population size, density, economic activity, and level of infrastructure development. Ghana defined its urban areas since 1960 as localities with 5000 people or more. With significant population growth, this definition is inadequate considering the complexities with urban development. The situation has called for a more nuanced, multidimensional definition which considers quantitative and qualitative sets of criteria to redefine, reclassify, recalibrate urban population share and establish a hierarchy of settlements to guide sustainable urban development in Ghana.

The 2026 NUP and Implementation Plan consist of two parts. Part I includes seven (7) chapters: Introduction, Policy Context, Policy Framework, Policy Objectives and Strategies, Policy Implementation Framework, Monitoring and Evaluation Arrangements, and Communication Strategy. Part II provides a detailed Implementation Plan for the 10-year policy cycle.

The institutional arrangements for implementing this policy are driven by resource optimisation and leverage, identifying key national, regional and local level stakeholders, and assigning distinct responsibilities in the policy implementation. The arrangements detail the principal role of the key stakeholders in Policy steering, advisory, coordination, monitoring, and performance review.

The Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA) is the lead entity responsible for coordinating and monitoring the implementation of the Policy. The Inter-Ministerial Coordinating Committee on Decentralisation (IMCCoD); the National Development Planning Commission (NDPC); Ministries, Departments and Agencies (MDAs) and the Regional Coordinating Councils (RCCs) will play active

roles in coordination and monitoring the implementation of the Policy.

Relevant Ministries, Departments and Agencies (MDAs); District Assemblies (DAs) are responsible for implementation of the 2026 NUP.

A Monitoring and Evaluation (M&E) Framework will be developed to cover the Policy implementation cycle, based on the guidelines provided by the NDPC. This framework will enable the Ministry report on Policy interventions, achievements, and challenges as evidence for decision-making. It includes a system for tracking implementation schedules and key activities in line with the Implementation Plan. The M&E framework will incorporate electronic data collection to monitor activities across MDAs and DAs.

The Communication Strategy for this NUP is intended to provide a policy-driven approach to the documentation and dissemination of accurate, timely and relevant information among stakeholders that play key roles in the transformation of urban settlements in Ghana. These stakeholders include sector MDAs; RCCs; DAs; private enterprises; CSOs, and more importantly urban residents.

1
CHAPTER ONE
INTRODUCTION

1.1 Background to the Urban Policy

In Ghana, an urban settlement is defined as an area with at least 5,000 inhabitants. According to the 2010 Population and Housing Census, over half (50.9%) of the country's population were living in urban areas. As of 2021, this has increased to 56.7%, with an average urban growth rate of 4.2%, and is projected to reach 65% by 2030.

Urbanisation has contributed to economic and infrastructural transformation, creating development opportunities for urban areas in Ghana. Urbanisation is generally associated with benefits such as increased Gross Domestic Product (GDP) and growth. Over the past two decades, Ghana's economy grew from 5.9% in 2005 to 7.9% in 2010 but declined to 5.7% in 2024.

Urbanisation has also contributed to poverty reduction, with significant improvements occurring in urban areas compared to rural areas. The seventh round of the Ghana Living Standard Survey (GLSS7) revealed that poverty incidence has reduced from 12.4% to 7.8% in urban areas compared to rural areas (43.7% to 39.5%) between 2005/2006 and 2016/2017. This significantly demonstrates the disparities in poverty levels across the rural and urban divide and the relationship between urbanization and poverty reduction. Ghana's urbanisation can be leveraged as a strategic driver for national development, improving lives and opening new development pathways.

Ghana's urbanisation trajectory has put a strain on the fiscal and management capacities of central and local governments leading to unplanned spatial expansion of urban localities. This is reflected in increased transportation cost, higher commuting times, poor environmental sanitation, and increasing housing deficit. For instance, the housing deficit in 2021 was estimated at 1.8million. According to the 2024 Ghana Housing Profile, the housing deficit is expected to increase to about 2.3million dwelling units by 2031 based on the current rate of population growth in a business-as-usual scenario.

All the aforementioned challenges have resulted in sub-optimal and disjointed urban settlements, although some gains have been made over the years. Consequently, the level of economic development anticipated on the back of urbanisation have generally been slow-paced.

The National Urban Policy (2026-2035) builds on the successes of the previous Policy (NUP 2012) and proposes strategies to address challenges of Ghana's urbanisation. The NUP (2026-2035) embodies the response of the Government of Ghana to address urban challenges and transform urban settlements for accelerated national development.

1.2 Situational Analysis

The NUP (2012) was developed to coordinate and manage the process of urbanisation and to respond to urban challenges in the country. The goal of the Policy was "*to promote a sustainable, spatially integrated and orderly development of urban settlements with adequate housing, infrastructure and services, efficient institutions, and a sound living and working environment for all people to support the rapid socio-economic development of Ghana*".

The NUP (2012) aimed to achieve 12 objectives, 76 initiatives, and 277 activities, of which about half were implemented. Some considerable achievements were made in promoting urban safety and security. However, other objectives such as strengthening research in urban and regional development; promoting adequate and affordable housing; and mobilising and expanding urban development finance experienced marginal gains. The low-level of implementation was partly attributed to the absence of consistent monitoring of the policy; limited institutional collaboration; limited integration into sectoral plans and budgets; and ownership of the policy.

Furthermore, the complexities and emerging urban challenges as well as the adoption of some critical international protocols and agreements (Sustainable Development Goals, Agenda 2063, New Urban Agenda) necessitated the review of the Urban Policy.

1.2.1 Key Policy Issues

The Policy identifies the following issues as barriers to urban development and management:

i. Outdated definition and classification of urban settlements

ii. Spatial imbalances

iii. Urban sprawl

iv. Weak rural-urban linkages

v. Poor land use planning and management

vi. Weak urban economy

vii. Environmental degradation and climate change

viii. Weak adoption of digital tools, technology and innovations

ix. Increasing housing deficit

x. Poor revenue mobilisation for infrastructure and service delivery

xi. Poor urban governance and social accountability

xii. Increased incidence of crime

xiii. Increased disaster risk

xiv. Inadequate provision of critical infrastructure and services

xv. Weak urban food safety and security

1.3 Scope of the Policy

The object of the NUP (2026-2035) is to provide clear direction for all key stakeholders and institutions involved in transforming urban settlements and their surrounding areas. These stakeholders include sectoral Ministries; Departments and Agencies (MDAs); District Assemblies (DAs); Private Sector; Civil Society Organisation (CSOs); Traditional Authorities (TAs) and residents.

The Policy focuses on eight (8) policy objectives, 29 strategies, and 138 activities to achieve inclusive, safe, resilient, and sustainable urban settlements. Its success would depend on the cooperation, collaboration, and coordinated action of all stakeholders involved in urban development. The Policy clarifies stakeholders' responsibilities and emphasises the importance of shared responsibility in achieving prosperous urban settlements. This way, stakeholders can identify challenges and opportunities to mobilise investments in a coherent and coordinated manner.

1.4 Process of Preparing the Policy

The Policy preparation process was conducted in a participatory manner. It involved extensive consultations comprising technical reviews and validation workshops with District Assemblies (DAs), Regional Coordinating Councils (RCCs), MDAs, Development Partners (DPs), CSOs and private sector organisations.

These consultations provided the platform to obtain stakeholder inputs, buy-in and ownership of the policy. Some major issues that emerged from the consultative process are redefinition/reclassification of human settlement; incorporating strategies that promote child friendly cities; propose strategies to improve urban mobility and accessibility; take cognisance of environmental and climate change issues; and adopt a cross-sectoral approach to coordinate and implement the NUP. The Policy incorporates strategies and activities in line with the issues that emerged from the consultations.

1.5 Structure of the Policy

The Policy document consists of two parts. Part I has seven (7) chapters: Introduction; Policy Context; Policy Framework; Policy Objectives and Strategies; Policy Implementation Framework; Monitoring and Evaluation Arrangements; and Communication Strategy.

Part II presents a detailed Implementation Plan for the Policy.

2

CHAPTER TWO

POLICY CONTEXT

2.1 Context and Foundation for Policy Action

The National Urban Policy (2026-2035) builds on the achievements of the previous policy, addresses its shortcomings, and responds to emerging challenges and opportunities. It also focuses on international protocols and agreements, such as Sustainable Development Goals (SDGs), New Urban Agenda (NUA), and Agenda 2063.

2.2 Conceptual Drive of the Policy

i. Urban Governance and Social Accountability

The 1992 Constitution of Ghana, through its Directive Principles of State Policy (Article 35 (6)(d)), mandates the promotion of democratic decentralisation and downward accountability. However, governance and management often lack downward accountability in critical areas such as revenue mobilisation, urban planning, service delivery, and local economic development, with city leaders typically accountable to central authorities rather than to their constituents. This policy reinforces social contracts between local governments and urban residents to ensure a responsive governance system.

ii. Digitalisation, Citizen Participation, and Inclusion

This Policy aims to revolutionise urban service delivery by integrating digital technologies, to foster active citizen participation in implementation and decision-making while embracing diversity and inclusivity. The advent of ICT platforms has transformed the interaction between governments and citizens, facilitating political exchange and democratic processes online. This digital shift allows citizens to access alternative information sources, enhancing participation and social accountability. The Policy proposes leveraging digital platforms to strengthen participation, transparency, and accountability in local governance.

iii. Circular Economy

Urban consumption patterns necessitate a shift from the traditional linear economy to a circular economy, where recycling and repurposing of materials to prolong resource life cycles. The urban circular economy optimises resource use and favours labour-intensive practices over mechanisation to reduce environmental impact. The NUP (2026-2035) considers solid waste management a key driver of/for circular economic practice. It encourages urban planning to promote such practices through strategic allocation of space and industry co-location.

iv. Public-Private Partnerships

Government is only one of many actors in urban development. Public-private and public-community partnerships emerge as a pivotal strategy for addressing economic and infrastructure challenges in urban areas. Pragmatic and seamless regulatory frameworks that enable PPP in the delivery of critical urban infrastructure are required to address the infrastructure gap at the local level.

v. Systems Approach to Urban Governance and Management

Urban governance and management are complex systems involving multiple stakeholders, institutions and actors. A systems perspective reveals that managing cities requires diverse and interconnected interventions, recognising the interdependencies in urban areas. The Policy proposes system analysis of urban issues, and integrated approaches to addressing urban challenges.

vi. Sustainable Urban Mobility

The Policy champions the fulfilment of mobility needs for individuals and businesses, advocating for comprehensive urban planning that integrates various transportation modes across functional urban areas. This approach promotes enhanced quality of life by addressing mobility needs within single jurisdictions and across entire metropolitan regions.

vii. Redefinition/Reclassification of Urban Areas

Over the years, urban areas have largely been defined as areas with 5,000 or more people. While this threshold has provided a basis for the classification of urban centres, complexities of human settlement patterns, socioeconomic development, and spatial planning dynamics

coupled with global standards and variables do not support this approach. Rapid urbanisation, peri-urban growth, and evolving development needs have highlighted the limitations of this definition, necessitating a more nuanced and context-appropriate framework.

viii. Metropolitan Governance and Coordination Across Jurisdictions

The expansion of municipalities into metropolitan areas requires coordinated governance and service delivery. Decision-makers must balance the benefits of smaller, more accountable district structures against the efficiency gains of larger metropolitan areas. Regardless of the chosen balance, metropolitan governance will require collaborative planning, resource mobilisation, and service delivery strategies.

ix. Fostering Child-Friendly Urban Environments

In a commitment to leaving no one behind, urban policies must cater for the unique needs of all population segments, especially children who often lack political and economic clout. With a significant portion of Ghana's population under 25, urban transformations must create opportunities for children and youth, safeguard their rights and foster their development. This includes addressing the vulnerabilities of children in low-income urban families who face challenges such as insanitary conditions and limited access to education and healthcare.

Cities worldwide have committed to initiatives such as "child-friendly cities" to improve the lives of young residents. Similarly, Ghanaian urban centres will strive to deliver sustainable outcomes for children, encourage meaningful participation, and combat discrimination against young people. The NUP prioritises the concept of "child-friendly cities," which are dedicated to the well-being of children as outlined in the United Nations Convention on the Rights of the Child, ensuring that children's perspectives, needs, and rights are central to public policies and decisions. A city that is friendly to children is a city that is welcoming to all.

2.3 International Commitments and Obligations

Ghana is a signatory to many international conventions and agreements that have obligations to the government. The NUP (2026-2035) is committed to aligning and localising these international obligations in its policy objectives. In particular, the following global and regional commitments underpin the NUP:

- Sustainable Development Goals (SDGs)
- AU Agenda 2063
- New Urban Agenda (Habitat III Agenda)
- Paris Agreement
- Sendai Framework
- UN Convention on the Rights of the Child
- Guidelines on People Centred Smart Cities

2.4 Legislative and Policy Frameworks

National Development Plans and Policy Frameworks

Ghana has established an array of long and medium-term development frameworks that are integral to governance and economic development. These frameworks lay the foundation for Ghana's journey toward becoming a high-income, self-reliant country while focusing on social welfare and spatial planning. These frameworks address various aspects of development, including economic growth and social equity, as well as urban planning and environmental sustainability. Specifically, the following national frameworks serve as the backbone for the NUP (2026-2035):

- Long-term National Development Plan (2018-2057): Vision 2057
- Medium-Term National Development Policy Framework (MTNDPF) 2026-2029
- Industrial Policy for Local Economic Transformation
- Nationally Determined Contributions (2021)
- Ghana National Spatial Development Framework (2015-2035)
- Climate Action Roadmap for Buildings and Construction in Ghana (2024).
- The 24 Hour Economy and Accelerated Export Development (24H+) Programme, 2025
- Ghana Infrastructure Plan (2018-2047)

Relevant Legislative Acts

Other relevant legislations that provide the impetus for the implementation of the urban policy include the following:

- National Development Planning (System) Act 1994, (Act 480)
- Local Governance Act, 2016 (Act 936) as amended
- Land Use and Spatial Planning Act, 2016 (Act, 925)
- Land Act, 2020 (Act 1036)
- Children's Act, 1998 (Act 560)

Relevant Policies

- National Land Policy (1999)
- Environmental Sanitation Policy (2012)
- National Social Protection Policy (2015)
- National Housing Policy (2015)
- National Population Policy (2017)
- Transport Policy (2020)
- National Decentralisation Policy and Strategy (2020 - 2024)
- Local Economic Development Policy and Implementation Plan (2024-2029)

3

CHAPTER THREE

POLICY FRAMEWORK

3.1 Vision

To achieve an inclusive, safe, resilient and sustainable urban settlements. Specifically, the policy *envisages the emergence of inclusive urban spaces with equal opportunities to basic infrastructure and services to safeguard the future of all urban dwellers, with a greater focus on those living in disadvantaged urban settlements.*

3.2 Goal

To promote Ghanaian urban centres as habitats for a prosperous, healthy, safe population and as globally competitive engines of sustainable development by 2035.

3.3 Objectives

The policy seeks to achieve the following specific objectives:

1. Promote spatially balanced and sustainable growth of urban population;
2. Ensure effective land use planning and management;
3. Promote climate resilience and environmental quality of life;
4. Enhance urban economic development and city competitiveness;
5. Promote diversified financing for urban infrastructure and services;
6. Promote investment in affordable and social housing;
7. Promote urban safety and security; and
8. Expand access to urban infrastructure and services.

3.4 Core Values and Guiding Principles

The core values and principles of the policy include the following:

i. Inclusivity

All residents are guaranteed equal rights, opportunities, participation, and sustainable living conditions in Ghanaian urban centres. The Policy adopts an inclusive approach, catering for a broad range of actors recognising their respective interests and capabilities in the implementation.

ii. Sustainability

The Policy proposes interventions that meet the present social, economic, environmental, governance and spatial needs without compromising the ability of future generations to meet their own needs.

iii. Good Governance

Cities and towns are governed by democratic principles, and people's constitutional rights to participate in the governance process are guaranteed, while promoting transparency and accountability in the planning and management of urban development.

iv. Climate Resilience

Cities and towns can absorb, recover and prepare for environmental and climate stresses and shocks while reducing carbon footprints.

v. Ownership

The allocation of functions and responsibilities for implementing the Policy is based on the principles of decentralisation and subsidiarity. Hence, expenditure and revenue assignments will be aligned with responsibilities.

vi. Coordination, Collaboration and Coherence

The Ministry will coordinate and facilitate collaborative actions of multi-actors and interests to ensure policy coherence. It will also explore the most advantageous organisational capacity for the implementation of the policy to guarantee its success.

4

CHAPTER FOUR

POLICY OBJECTIVES AND STRATEGIES

To achieve the policy objectives, 29 strategies and 138 activities have been identified for implementation. Each policy objective and corresponding strategy addresses specific urban development challenges.

4.1 Promote spatially balanced and sustainable growth of urban population

This objective seeks to manage human settlements, population distribution and related demographic challenges by promoting spatial planning and reclassification human settlements and directing growth-oriented investments to other urban areas outside Accra and Kumasi.

Strategies:

4.1.1 Redefine/Reclassify human settlements;

4.1.2 Guide urban growth and development using spatial development plans; and

4.1.3 Promote action research in urban development.

4.2 Promote effective land use planning and management

This policy objective seeks to promote effective land use planning and management for sustainable urban development. It adopts innovation in digital technologies as an enabler to improve the quality of life.

Strategies:

4.2.1 Promote effective spatial planning;

4.2.2 Strengthen joint spatial development planning for contiguous urban areas;

4.2.3 Promote smart growth and environmental sustainability;

4.2.4 Promote smart city strategies; and

4.2.5 Ensure effective human settlement planning through the use of digital technology.

4.3 Promote climate resilience and environmental quality of life

This objective aims to enhance the resilience of urban areas to rising air, soil, water, and noise pollution resulting from rapid and unplanned urban growth that is increasingly posing challenges to the quality of life. For instance, air quality monitoring results between 2008 and 2018 exceeded the guideline levels of WHO (50µg/m3) monitoring and the Environmental Protection Authority (70µg/m3) by more than twice (106 -356 µgm3) (GSS/EPA, 2020). Limited and ineffective development control in hazard-prone areas has increased the population exposed to flooding and high temperatures exacerbated by climate change. Reducing environmental degradation and risk exposure of the population, particularly the urban poor and vulnerable groups, to extreme climatic impacts promotes inclusion and helps protect lives and livelihoods. Thus, strengthening the resilience and improving the quality of life of urban residents.

Strategies:

4.3.1. Promote innovation, institutional capacity and technology transfer for climate change adaptation and mitigation mechanisms;

4.3.2. Improve energy efficiency in buildings and public infrastructure;

4.3.3. Improve climate resilience of urban forms; and

4.3.4. Improve mechanisms for monitoring and managing environmental pollution.

4.4 Enhance urban economic development and city competitiveness

This objective intends to promote functional urban economies that demonstrate administrative efficiency, have greater autonomy and offer an equitable allocation of public/private resources and competitive opportunities. It takes cognisance of issues that distinguish one city from another and makes each attractive to investors and residents.

Strategies:

4.4.1. Harmonise and strengthen governance for effective urban economic development;

4.4.2. Integrate, support and optimise opportunities for the growth of micro, small and medium enterprises (MSMEs);

4.4.3. Promote urban tourism; and

4.4.4. Strengthen partnerships for enhanced urban competitiveness.

4.5 Promote diversified financing for urban infrastructure and services

This objective requires government to pursue an urban finance strategy that involves establishing a sustainable finance system that can generate sufficient revenue to substantially fund improvements in infrastructure and services in towns and cities. Central and local governments will identify, explore and mobilise diverse traditional and new sources of funds locally and internationally to finance urban infrastructure and services. While government expects that DAs would finance and drive some urban investment, the urban finance strategy will be grounded in a meaningful partnership with central government and private investors. Government will strengthen cities' ability to mobilise resources, create and maintain infrastructure and pay for these costs over time.

Strategies:

4.5.1. Improve District Assemblies' financing;

4.5.2. Promote public-private and other partnerships for urban infrastructure provision and service delivery; and

4.5.3. Improve democratic, accountable budgeting and revenue generation capacity of District Assemblies.

4.6 Promote investment in affordable and social housing

The housing sector needs to accommodate new households. As of 2021, there was a housing demand of 11,806,420 dwelling units as against a supply of 10,006,420 dwelling units. This brings the housing deficit to 1.8 million as at 2021 (GSS, 2021). The 2024 Ghana Housing Profile estimates that the housing deficit will reach about 2,290,127 dwelling units by 2031, based on the current rate of population growth in a business-as-usual scenario. This policy objective seeks to create an enabling environment that is conducive for investing in affordable and social housing.

Strategies:

4.6.1. Increase access to low-income rental housing for low-income households;

4.6.2. Increase access to quality and new housing opportunities in slums and informal settlements;

4.6.3. Improve administrative procedures to facilitate housing development and accessibility; and

4.6.4. Facilitate participation of non-state actors in the supply and delivery of affordable and social housing.

4.7 Promote urban safety and security

The objective on safety and security seeks to implement and scale up efforts to address natural and man-made disasters such as fire hazards, flooding, emergencies including pandemics, etc. Other challenges such as crime, threats of terrorism, vigilantism, conflicts from spatial and infrastructural inadequacies, public health concerns, illicit economic activities (including underage gambling, drug use, cyber fraud and commercial sex work), insecurity of tenure (land & housing), and forced evictions also exist. The linkage between income security, welfare, social inclusion, and safety must be addressed. Achieving safety, security, and resilience requires actively involving vulnerable, at-risk groups in decisions that affect them, including persons differently abled, internally displaced person and persons who are homeless, the aged, migrants and children. Therefore, a broader, people-centred and more inclusive approach to urban safety and security is required to address these Fragilities, Conflict and Violence (FCV).

Strategies:

4.7.1. Ensure the protection of the public with a focus on vulnerable groups against crime, violence and other man-made disasters;

4.7.2. Promote the effective management of risk-prone areas; and

4.7.3. Promote social protection for at-risk and vulnerable groups and individuals.

4.8 Expand access to urban infrastructure and services

The objective seeks to improve infrastructure and services within urban areas to promote the orderly development of urban space and equitable distribution of the population across strategic and targeted growth centres. It focuses on mobility and accessibility, water, environmental health and sanitation, energy, drainage, and urban waste management.

Strategies:

4.8.1. Promote urban-wide mobility systems, including integrated road, public transport, and non-motorised transport networks with linkages between residential, production and market centres;

4.8.2. Improve governance and financing for urban mobility and accessibility; and

4.8.3. Promote access to energy, water, environmental health and sanitation services.

5

CHAPTER FIVE

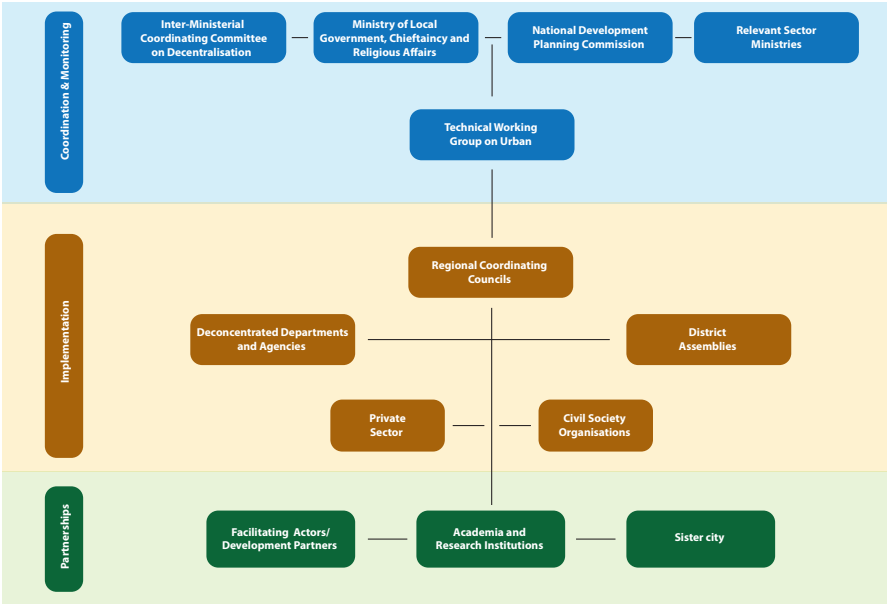
POLICY IMPLEMENTATION FRAMEWORK

5.1 Institutional Arrangements for Implementation

The institutional arrangements for implementing this Policy are driven by institutional mandate, resource optimisation and leverage, and by the identification of key national and community stakeholders and the assignment of distinct responsibilities for the policy implementation. The arrangements detail the principal roles of key stakeholders in steering, advisory, coordination, monitoring, and performance review. The Ministry will provide oversight responsibility and coordination in the implementation of the NUP.

Figure 1 below depicts the institutional arrangements for the implementation of the Policy.

Figure 1: Institutional Arrangements



5.2 Institutional Roles and Responsibilities

Table 1: Institutional Roles

Institution	Expected Roles and Responsibilities
Ministry of Local Government, Chieftaincy and Religious Affairs	• Overall implementation and coordination of the Policy; • Institutionalise a Technical Working Group composed of experts, practitioners, technocrats and advocates in urban governance to ensure coherence and strategic implementation of programmes and projects within urban areas • In collaboration with NDPC, RCCs and other relevant bodies ensure coordination of planned activities and initiatives in line with the targets of the policy implementation plan. • Collaborate with NDPC to mainstream policy actions into work plans of MDAs and DAs • Ensure regular monitoring, reporting and verification of results from policy actions • Ensure timely and comprehensive dissemination of the policy to citizens • Ensure adequate engagement of the policy actors and key interest groups in implementation and review • Provide requisite reports for submission to mandated bodies by the Sector Minister.

Institution	Expected Roles and Responsibilities
Inter-Ministerial Coordinating Committee on Decentralisation	• Ensure alignment of the policy implementation process with the overarching national goals and aspirations for decentralisation • Ensure effective coordination and collaboration among ministries in relation to the implementation of the NUP; • Foster and encourage inter-ministerial investment into NUP initiatives at all levels
National Development Planning Commission	• Be represented on the Technical Working Group • Ensure alignment of the policy implementation process with the long-term national development direction as well as international commitments • Ensure integration of the NUP initiatives in the formulation, implementation, monitoring and evaluation of MTDPs/AAPs and reporting by MDAs and DAs • Ensure effective coordination and collaboration among development actors in relation to the NUP and other related policies • Undertake and encourage research and innovation in urban development and socio-economic issues among stakeholders
Ministry of Finance	• Integrate urban investments and services into guidelines for preparation of budgets by MDAs and DAs • Ensure timely release of the allocated funds for implementation • Provide budgetary oversight and support robust public financial management

Institution	Expected Roles and Responsibilities
Ministries, Departments and Agencies	• Make adequate budgetary provision for the implementation of the initiatives of the NUP; • Incorporate initiatives from the NUP into the preparation of MDTP/AAPs; • Provide updates on the actions and investments implemented to attain the objectives specified in the NUP.
Land Use and Spatial Planning Authority	• Ensure the incorporation of policy activities within urban spaces in spatial plans • Provide for sustainable development of human settlements through a decentralised planning system • Ensure judicious use of land • Create an enabling environment for DAs to better perform the spatial planning and human settlements management functions
Office of the Head of Local Government Service	• Ensure adequate human resource support for the implementation of the NUP especially Spatial Planning, Environmental Management and Engineering; • Collaborate with other entities to identify and address performance management issues in relation to the implementation of NUP; • Integrate service delivery standards into performance measures; • Identify capacity needs of staff and facilitate their development.

Institution	Expected Roles and Responsibilities
Regional Coordinating Councils (RCCs)	• Coordinate, monitor and supervise implementation of the NUP by the DAs and other actors at the district level; • Facilitate information sharing among DAs, and decentralised agencies to promote effective governance of the NUP implementation.
Metropolitan / Municipal/ District Assemblies	• Identify and integrate policy initiatives into their MTDP/AAPs; • Mobilise and allocate resources to support local initiatives and projects that align with the NUP; • Monitor and report on the implementation of the NUP to the RCCs and sector Ministries; • Integrate local initiatives aligned with the NUP into the spatial plans of DAs; • Collaborate and promote stakeholder engagement, including traditional authorities, civil society organisations, private sector entities, and development partners, towards implementation of local initiatives.

Institution	Expected Roles and Responsibilities
Civil Society Organisations/ Non-Governmental Organisations	• Advocate and create awareness on urban development issues, rights and interests of marginalised and vulnerable groups. • Monitor NUP initiatives and projects to ensure transparency, accountability, and adherence to best practices; • Facilitate community engagement and participation in NUP implementation processes; • Enhance the capacity of communities and local stakeholders by providing platforms for effective engagement in the implementation of NUP activities; • Provide financial support for the implementation of policy activities
Professional Associations/ Training & Research Institutions	• Conduct policy analysis and evidence-based studies to inform implementation and review of the NUP; • Serve as platforms for information sharing and knowledge management relating to the NUP; • Encourage research and innovation among members in critical areas of urban development;
Private Sector / Development Partners	• Partner with government for resources mobilisation, expertise, and innovation in implementation of the NUP activities; • Play critical role in developing urban infrastructure - transportation systems, utilities, housing, commercial complexes, and public-private partnership (PPP) projects; • Drive innovation and the application of new technologies (smart cities) in urban development.

5.3 Policy Coordination and Monitoring

The MLGCRA shall be the lead entity for coordinating and monitoring policy implementation. IMCCoD, NDPC, the MDAs and the RCCs will also play active roles in coordination and monitoring.

i. Coordination

The MLGCRA shall work with the IMCCoD and NDPC to engage the relevant sector MDAs whose mandate, policies and activities are within urban areas to ensure effective harmonisation of the policy implementation. As part of these engagements and for ease of attribution, the MLGCRA will present key milestones that demonstrate progress in the policy implementation of urban sector policies. These milestones will be directly linked to specific policy objectives, ensuring that actions and outputs are clearly aligned with overarching goals. MLGCRA will conduct quarterly interactive sessions with relevant MDAs to gain insights into the implementation of the activities specified in the policy.

The Ministry will periodically outline impacts and implications of national priorities on urban development and subsequently design tasks, measures, and implement activities as response to these impacts.

MLGCRA shall institutionalise a Technical Working Group on Urban (TWGoU) with representation from relevant ministries and government agencies, private sector, civil society organisations, professionals and practitioners, scientific and academic community, and other relevant stakeholders.

The TWGoU will convene semi-annually to offer guidance in the implementation of the urban policy and evaluate the progress of policy actions undertaken by key stakeholders. The report from these semi-annual meetings will be extensively disseminated and will provide clear directives to relevant agencies regarding future actions aligned with the policy and other pertinent government policies. During Policy implementation, the TWGoU will be sub-divided into the under listed thematic sub-groups to support the work on programme implementation based on the mandate of representatives:

a. Spatial Development
b. Economy and Finance
c. Digitisation, Smart Cities and Housing
d. Urban Governance, Safety and Security

e. Infrastructure Development and Climate

The MLGCRA will coordinate the work of the TWGoU and ensure that analyses and recommendations from the technical group are considered during decision-making.

ii. Monitoring

Working with the NDPC, the MLGCRA and relevant MDAs shall oversee the monitoring of the implementation of the Policy from a supply-side perspective. The MLGCRA shall particularly track the delivery actions of the MDAs from their regular statutory reports.

Additionally, the general public and the media shall participate in monitoring policy implementation from a demand-side perspective, focusing on the extent to which the needs of urban residents are being met and impacts of policy interventions. The MLGCRA shall work with the media to collate, on a quarterly basis, audience and citizens' feedback on the outcomes of the implemented strategies as inputs for policy review.

At the sub-national level, the RCCs shall undertake regular monitoring of the implementation by the District Assemblies and report to the NDPC through the Annual Progress Reports. These monitoring reports will be consolidated and synthesised by the MLGCRA for submission to NDPC as part of its periodic review of the urban policy.

The framework guiding the monitoring and progress reporting of the implementation of the policy will be guided by the NDPC in collaboration with MLGCRA. The key indicators for monitoring the urban policy implementation, as outlined in Chapter 6 of this policy, shall be developed by MLGCRA for all stakeholders.

To affirm public perception of, and satisfaction with progress of policy implementation, coalitions of Civil Society Organisations (CSOs), in cooperation with the MLGCRA, shall undertake annual performance tracking and results monitoring initiatives to complement other monitoring initiatives.

Lastly, MLGCRA shall create a user-friendly web-based digital platform to allow urban residents and citizens to participate in monitoring the implementation of activities.

5.4 Policy Implementation

The following are the principal actors in the implementation of the various strategies and activities in the Policy:

- District Assemblies (DAs)
- Ministries, Departments and Agencies (MDAs)

They shall be responsible for initiating and coordinating actions, designing and executing relevant tasks, directly overseeing practical arrangements, linking prospective partners, mobilising, deploying and/or leveraging resources that would now culminate in the realisation of the proposed initiatives outlined in the urban policy.

Besides the primary implementing actors, there are allied parties whose actions are essential for the implementation of the urban policy and must be necessarily involved for successful outcomes. These include, but are not limited to, the following:

a. Private sector and Not-for-profit sector

b. International Development Organisations

c. Traditional Authorities

d. Religious Groups

e. Community Groups

f. Civil Society Organisations (CSOs)

5.5 Partnerships

Urban residents and associations (neighbourhood associations, property owners, Religious Groups, Civil Society Organisations (CSOs), etc.) will not only be beneficiaries of the interventions, programmes and activities, but they will also become facilitators and partners in implementing and monitoring policy-related activities.

5.6 Policy Performance Review of Key Milestones (Baseline, Annual, Mid-term, End-stage)

From the Policy's inception, the MLGCRA, in collaboration with the NDPC, will commission baseline studies for key indicators. Subsequently, annual performance reviews of the Policy will be conducted, as well as at mid-term and completion stages.

5.7 Resource Mobilisation

i. **GoG budgetary support** - The activities captured in the implementation plan will be incorporated and costed into the annual work plans and budgets of implementing agencies and submitted to the Ministry of Finance.

ii. **Development Partners** - DPs may contribute financial, human and technical resources to implement Policy actions.

iii. **Access to international money market** - DAs can access bonds and loans on the international market to undertake investment activities within their jurisdiction.

iv. **Corporate bodies** - Corporate organisations may identify specific activities in the implementation plan which fall within their goals and objectives and provide requisite funding for its implementation.

v. **Public Private Partnerships** - Given the high demand for public infrastructure and the limited public resources available to bridge the gap, PPPs will provide the opportunity to develop innovative financing mechanisms to mobilise private-sector funding to support the development and management of urban-related programmes and projects.

vi. **Metropolitan, Municipal and District Assemblies' Internally Generated Fund (IGF)** - DAs will be able to fund some Policy-related activities with funds generated from the operations of the districts.

vii. **Community Self-Help Initiatives**- Community members may fund specific urban-related activities identified by communities through contributions or other similar means in collaboration with DAs.

6

CHAPTER SIX

MONITORING AND EVALUATION ARRANGEMENTS

6.1 Content and Scope of the NUP M&E System

A Monitoring and Evaluation (M&E) Framework will be designed to report implementation results and lessons learned. The Framework will encompass all facets of the Policy implementation cycle. It will enable the MLGCRA to provide evidence to key stakeholders on policy interventions, achievements, shortfalls and remedies. Apart from providing information on the performance of the Policy, the M&E Framework will also make room for monitoring the implementation schedules and key activities within the timeframe provided in the Implementation Plan. It is expected that MDAs and DAs involved in operationalising the Policy will integrate the activities into their MTDPs (which include AAPs) and MTEFs for budgetary support.

As part of the M&E Framework, an electronic data collection platform would be designed to track all interventions/activities across implementation agencies (MDAs) and jurisdictions (DAs). The Framework will be based on the policy result chain and key actions regarding the 8 policy objectives, 29 strategies and 138 activities in the Implementation Plan and clarifies the responsibilities of the stakeholders as described in Chapter 5. It is also envisaged that an assessment of interventions would be used to secure potential revision and further development of policy initiatives and actions.

The M&E Framework, designed based on the NDPC's guidelines, will provide the means to robustly analyse the relevant urban datasets and information systematically to:

i. Visualise implementation results;

ii. Comprehensively track policy implementation in terms of inputs, activities and outputs using a set of indicators (or milestones) for each of the activities in the action plan;

iii. Establish communication and knowledge/information sharing mechanisms among the sector ministries, DAs, CSOs and private sector players that would inform them of any adjustments to the Policy;

iv. Outline the flow of data and information from the relevant institutions (public and private) to the various stakeholder platforms to inform decision-making and for use by the general public.

Other components of the M&E Framework will include:

i. A manual for defining input, output and outcome indicators and for operationalising the Framework

ii. Web-based applications with decentralised data entry and real-time access to summary reports;

iii. Timely feedback of information mechanism to partners and stakeholders requiring information;

iv. Centralised integration of output/outcome indicators;

v. Routinely collected disaggregate inputs, activities, results and outcome data for analysis and operational research.

vi. Dashboard to display some performance indicators

6.2 Baseline Data

The M&E Framework will begin with collecting baseline data to benchmark the 8 policy objectives. The baseline data will include value indicators at the beginning of the policy interventions. They will subsequently serve as benchmarks to measure changes in urban settlements during the policy implementation period.

6.3 M&E Data Collection

The MLGCRA will develop an adequate and reliable M&E data collection framework, taking cognisance of the NDPC framework and liaise with stakeholders to define the following:

i. Standard forms and methods for data collection;

ii. Data reporting responsibility and accountability between institutions at all levels;

iii. Data flow mechanisms from different sources; and

iv. Data verification into the data collection process.

The sources of data collection would reference the institutions and locations. Data sources will be identified and vetted for all the indicators established with stakeholders listed in the Policy Implementation Plan. Process monitoring data will generally be obtained from various sources, including the Sector Ministries, DAs, and service providers.

The MLGCRA will also use the existing District Data Development Platform (DDDP) to collect data about urban interventions, programmes and activities.

6.4 NUP M&E Manual

The MLGCRA will design and operationalise an M&E manual for the NUP. The manual will serve as a guide for monitoring the implementation of Policy-related programmes and related activities. It will provide practical information that the MLGCRA and other stakeholders need to operationalise a functional M&E Framework that uses results for decision-making. The manual will define the following:

i. Output indicators that will be used as 'signposts of achievement' of the Policy implementation;

ii. Data sources for the output indicators;

iii. Products (reports and other written documentation) that the ministry will produce and disseminate to all stakeholders;

iv. Modality for disseminating information on the NUP implementation and outcomes to stakeholders and

v. Management arrangements for the M&E system, including data auditing and supervision, roles of the MLGCRA and stakeholders in the M&E system.

6.5 Targets and Indicators

The outcome and output targets and indicators for measuring the success of the Policy intervention measures will be determined through a consultative process with relevant stakeholders. The MLGCRA will facilitate this consultative process. The outcome and output targets and indicators will be derived from the 8 policy objectives and 29 strategies.

For each strategy, there will be intermediate outcome and output indicators. The output indicators would measure the accomplishment of the planned activities (in percentages) while the outcome indicators will measure the expected benefits of the intervention to urban residents. A matrix showing the planned output targets for each year and the level of achievement will be provided.

6.6 Web-based M&E System

To ensure efficient data management and security, the M&E Framework being developed will be adopted as a web-based platform to enable authorised users to access and work on it. This will include tasks such as data entry, editing, viewing, and reporting and will incorporate multiple levels of security and user authentication. To enhance usability, flexible IT tools incorporating graphics and internet technologies, such as a dashboard will be utilised.

7

CHAPTER SEVEN

COMMUNICATION STRATEGY

The Communication Strategy for this NUP is to provide a policy-driven approach to the documentation and dissemination of accurate, timely and relevant information among stakeholders that play key roles in the transformation of urban settlements in Ghana. These include sector Ministries, Departments and Agencies; Regional Coordinating Councils; Metropolitan, Municipal and District Assemblies; private enterprises; non-governmental organisations; media; resident or community-based associations, and more importantly urban residents.

The overall goal of this Strategy is to provide direction and understanding of:

- what communication channels will be used to deliver the information coming from the Policy implementation;
- who should be given what information;
- who has the responsibility to provide the requisite information;
- when that information should be delivered and how often.
- how feedback will be collected, incorporated and reflected in the Policy implementation process.

All actors will therefore be required to work together with policy implementers to determine other communication activities not specified but necessary for policy success.

The MLGCRA will be responsible for effectively communicating issues related to the NUP. A framework will be adopted for communication activities, including recommended channels and approaches, as well as the frequency, targeted audience and responsibility for communication.

The Communication Strategy for the NUP has been structured to cover the entire spectrum of the Policy making process as shown in Figure 2.

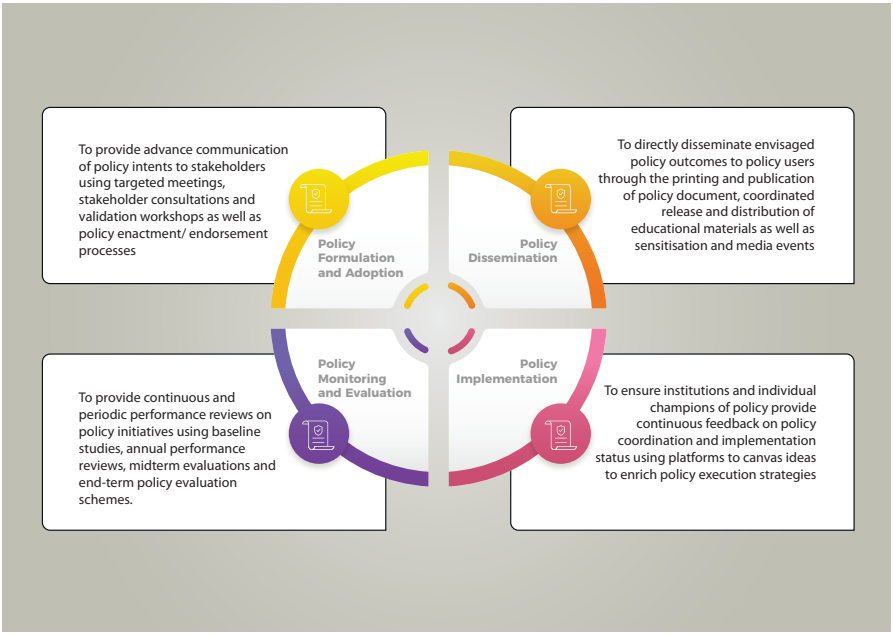


Figure 2: Communication Objectives at Various Stages of Public Policy Making

COMMUNICATION STRATEGY FOR NATIONAL URBAN POLICY (2026 – 2035)

Table 2: Framework for the Communication Strategy

Description of Communication Activity	Channel or Method of Communication	Frequency	Targeted Audience	Responsibility
Policy formulation and adoption				
Situational analysis and review the NUP (2012)	Situational analysis review workshop	Once	Academia, experts and consultants, practitioners, CSOs, traditional authorities and service providers	MLGCRA
Consultation and validation of the revised Policy (NUP 2026-2035)	National and zonal consultation and validation workshops	Nine (9) Number	Academia, experts and consultants, practitioners, traditional authorities, media and service providers	MLGCRA
Policy approval	Cabinet meeting/ retreat to endorse NUP (2026)	Once and as determined	Sector ministers and expert group	Minister, MLGCRA/ Cabinet
Policy dissemination				
Launch of the NUP (2026)	Forum organised to provide a platform to unveil and launch the Policy for implementation	Once	All stakeholders and interest groups from all levels of government	MLGCRA
Print and publish policy document	Printed NUP in hard and electronic formats published on Ministry's website	As and when required	All stakeholders and interest groups from all levels of government	MLGCRA

Description of Communication Activity	Channel or Method of Communication	Frequency	Targeted Audience	Responsibility
Design, develop, and disseminate publicity, training, and educational materials	Produce fliers, fact sheet, manuals, brochures, posters, handbills, social media messages and audio-visual materials	As and when required	All stakeholders and interest groups from all levels of government	MLGCRA
Nationwide dissemination and sensitisation workshops (5No.)	Hold regional based dissemination and sensitisation workshops on the NUP	Five times	State and non-state actors at all levels	MLGCRA
Policy implementation				
Conferences and meetings to coordinate and engage stakeholders on policy implementation	• Technical Working Group on Urban • Ghana Urban Forum • World Urban Forum • World Habitat Day celebrations • Policy/Results Fairs	• Semi-annually • Annually • Bi-Annually	Practitioners, academia, MDAs and DAs, professional associations, Development Partners and Civil Society Organisations, Media	MLGCRA
Disseminate outcomes from conferences and meetings to keep stakeholders informed on policy implementation	Electronic media	As and when necessary	All stakeholders, MDAs, DAs, media and interest groups as well as the general public	MLGCRA, NDPC, MDAs, DAs
Progress reports to review progress and emerging issues of policy implementation	Progress reports	Annually	DAs, Academia, NDPC, MDAs	MLGCRA, NDPC

Description of Communication Activity	Channel or Method of Communication	Frequency	Targeted Audience	Responsibility
Provide information on urban services	Various (Electronic/ other available platforms)	Continuous	All stakeholders, MDAs, DAs, media and interest groups as well as the general public	MLGCRA, NDPC, MDAs, DAs
Policy Monitoring and Evaluation				
Disseminate reports from the annual performance reviews	• Structured and formal platforms • Creative messages using appropriate media such as photographs, maps, audio-visual materials and info graphics, etc. • Annual General Meetings of built environment and local government professionals	Annually	All stakeholders, MDA, DAs, media and interest groups as well as the general public	MLGCRA, relevant MDAs, NDPC, RCCs, Development Authorities, Media
Disseminate reports from the midterm evaluation and reviews	• Monitoring and Evaluation Framework for policy implementation • Study reports • Creative and innovative messages for communicating results and lessons • Web-based M&E Dashboard	Midterm	All stakeholders, MDA, MMAs, media and interest groups as well as the general public	MLGCRA, relevant MDAs, TWGoU, NDPC, RCCs, Development Authorities and, MLGCRA

Description of Communication Activity	Channel or Method of Communication	Frequency	Targeted Audience	Responsibility
Disseminate reports on end-term evaluation and impact assessments	• Monitoring and Evaluation Framework for tracking policy success • Study reports • Creative messages for communicating results. • Web-based M&E Dashboard	Once	All stakeholders, MDA, MMAs, media and interest groups as well as the general public	Expert group, PPBME Departments of sector MDAs, NDPC, RCCs, and MLGCRA
Disseminate results from research undertaken	Publications	As and when required	Policy makers and implementers	Academia/ Research Institutions

IMPLEMENTATION PLAN (2026 - 2035)

Key

	Activity with existing action and require continuous implementation.
	Activity implementation year(s)
	Year(s) with no action on activity

Objective 1: Promote spatially balanced and sustainable growth of urban population

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
1.1 Redefine/ Reclassify human settlements	1.1.1 Develop a framework to redefine/ reclassify human settlements											**MLGCRA**, NDPC, GSS, LUSPA
	1.1.2 Build consensus on the new urban definition and human settlement framework											**MLGCRA** GSS, LUSPA, NDPC, CSOs, TAs
	1.1.3 Operationalise the new urban definition/ reclassified human settlements											**GSS** MLGCRA, NDPC, LUSPA, OAG-MoJ, IMCCoD, EC

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
1.2 Guide urban growth and development using spatial development plans.	1.2.1 Develop strategic infrastructure and services investments in 8 urban networks/ clusters identified in the National Spatial Development Framework to stimulate growth outside Accra and Kumasi regions (see NSDF 2015-2035) and emerging urban networks.											**MLGCRA** MoF, MWHWR, MRH, MoT, LUSPA, GIIF, RCCs, DAs, TAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	1.2.2. Complete the preparation of Regional Spatial Development Frameworks (RSDFs) for all 16 regions to direct investments to strategically selected regional growth centres.											**LUSPA** MLGCRA, NDPC, LC, RCCs, DAs
	1.2.3 Complete Spatial Development Frameworks (SDFs) for all DAs to direct spatial and economic growth in a sustainable manner.											**LUSPA** MLGCRA, NDPC, LC, RCCs, DAs
	1.2.4 Prepare Structure Plans for all DAs to direct spatial, infrastructure and economic growth in a sustainable manner.											**LUSPA** MLGCRA, NDPC, LC, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	1.2.5 Make investments in social and economic infrastructure and services in small and medium-sized towns identified in NSDF (2015-2035) and the various RSDFs.											**MLGCRA** MoF, MWHWR, MRH, MoT, LUSPA, RCCs, DAs
	1.2.6 Prepare city development strategies and capital improvement plans											**MLGCRA** IMCCoD, MWHWR, MoT, MRH, LUSPA
	1.2.7 Improve transportation connectivity between regional and district capitals and other small- and medium-sized towns by increasing investments in road, rail and water											**MoT/MRH** MLGCRA, MoF, LUSPA, NDPC, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
1.3 Promote action research in urban development	1.3.1 Build partnerships and strengthen capacities of research institutions to undertake urban research.											**MLGCRA** MDAs, Academic and Research Institutions, DPs
	1.3.2 Coordinate the conduct of relevant research and feed data into existing/new urban data platforms/ systems											**MLGCRA** GSS, MDAs, Academic and Research Institutions, DPs

Objective 2: Promote effective land use planning and management

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
2.1 Promote effective spatial planning	2.1.1 Support DAs to adopt the three-tier approach to spatial planning (i.e., preparation of spatial development frameworks, structure plans and local plans)											**LUSPA** MLGCRA, MoF, NDPC, RCCs, DAs
	2.1.2 Build capacities for institutions responsible for spatial and land use planning at regional and district levels.											**OHLGS** MLGCRA, LUSPA, ILGS, RCCs, DAs, DPs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	2.1.3 Strengthen human resource and logistical capacities of DAs to enforce compliance with planning and building regulations.											**OHLGS** MLGCRA, MWHWR, OAG-MoJ, MoF, ILGS, LUSPA, RCCs, DAs
	2.1.4 Update the curricula of higher institutions of learning that provide spatial planning education with new spatial planning models and frameworks											**LUSPA/NDPC** MoE, GIP, GTEC
	2.1.5 Intensify public education and sensitisation on spatial planning, permitting, and citizens access to public data rooms for transparency and compliance.											**LUSPA** MLGCRA, NCCE, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	2.1.6 Inventorise all public and government lands, particularly in urban areas											**MLNR/LC** MLGCRA, MRH, LUSPA, RCCs, DAs
2.2 Strengthen joint spatial development planning for contiguous urban areas.	2.2.1 Undertake metropolitan-wide spatial planning in existing metropolitan areas and emerging ones											**LUSPA** MLGCRA, NDPC, RCCs, DAs
	2.2.2 Periodically review implementation of metropolitan-wide spatial planning in Accra, Kumasi, Sekondi-Takoradi, and Tamale and other eligible greater metropolitan areas.											**LUSPA** MLGCRA, NDPC, RCCs, DAs
2.3 Promote smart growth and environmental sustainability	2.3.1 Update and enforce Planning Standards and Zoning Guidelines											**LUSPA** MWHWR, GHIE, GIA, GIP, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	2.3.2 Create and manage public spaces and parks in urban centres.											**MLGCRA** MLNR, LC, LUSPA, RCCs, DP&G, DAs, Private Entities
	2.3.3 Enforce inclusion of green infrastructure networks in urban centres.											**MEST/MLNR** MRH, MWHWR, MLGCRA, LUSPA, RCCs, DAs
	2.3.4 Identify, map out, and designate hazardous and high-risk areas.											**NADMO/LUSPA/ EPA** MEST, MWHWR, MLNR, FC, GGSA, RCCs, DAs, NGOs
	2.3.5 Introduce Green Certification as Part of permitting requirement											**LUSPA** EC, GSA, EPA, MEST, MLGCRA, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	2.3.6 Establish and enforce urban growth boundaries (UGBs) to constrain sprawl and manage the physical growth of cities and towns.											**MLGCRA** MEST, MWHWR, LUSPA, FC, DAs
	2.3.7 Update and protect historical and cultural heritage sites/structures through zoning regulations in major urban areas.											**MTCCA** MLGCRA, GTA, GMMB, RCCs
	2.3.8 Develop standards and regulations to protect and promote urban and peri-urban agriculture.											**MoFA** MLGCRA, LUSPA, CSIR, DAs, Academia
2.4 Promote smart cities strategies	2.4.1 Upgrade existing Land Use and Spatial Planning Information Systems with interoperability capabilities											**LUSPA** MLGCRA, MLNR, MoCDTI, MEST, MoF, NDPC, LUSPA

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	2.4.2 Integrate isolated common components (i.e. payment platforms, service delivery portals, security and data protection platforms) to avoid duplication and ensure coherent service delivery by DAs											**MLGCRA** MoCDTI, RCCs, DAs
	2.4.3 Operationalise a DA-level Single Window User System for businesses and citizens services											**MLGCRA** MoCDTI, RCCs, DAs
	2.4.4 Provide internet connections in selected public facilities and open spaces.											**NITA** MoCDTI, MoE, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
2.5 Ensure effective human settlement planning through the use of digital technology.	2.5.1 Expand and continually upgrade infrastructure for remote sensing, geographic information system (GIS) and other digital technology for planning at national, regional and district levels.											**LUSPA** MLGCRA, MLNR, LC, RCCs, DAs
	2.5.2 Train and upgrade skills of physical planners, surveyors and other professionals on the use of digital technology for effective human settlement planning and management.											**OHLGS** LUSPA, ILGS, MLGCRA, GIP, GIS, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	2.5.3 Create and continually update base maps and spatial/geodetic data to facilitate effective land use planning in all urban settlements in the country.											**LUSPA** LC, MLGCRA, MLNR, RCCs, DAs
	2.5.4 Harmonise and upgrade existing street naming and property addressing database with other databases.											**LUSPA** MLGCRA, MoCDTI, IMCCoD, RCCs, DAs
	2.5.5 Create geospatial data standards and sharing agreements.											**LUSPA** MLGCRA, MoCDTI, MEST, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	2.5.6 Develop and operationalise an urban data framework to inform logical and results-based formulation, implementation, monitoring and evaluation of urban policies and programmes											**MLGCRA** MoCDTI, LUSPA, RCCs, DAs

Objective 3: Promote climate resilience and environmental quality of life

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
3.1 Promote innovation, institutional capacity and technology transfer for climate change adaptation and mitigation mechanisms.	3.1.1 Build capacity at Regional and District levels to mainstream climate actions into requisite planning processes.											**OHLGS** MLGCRA, MEST, ILGS, EPA, NDPC, DAs
	3.1.2 Develop local climate action plans at the district level in line with GH-NDCs											**MLGCRA** MEST, EPA, NDPC, RCCs, DAs
	3.1.3 Mobilise resources and explore innovative financing mechanisms to support climate change initiatives.											**MEST/EPA** MoF, NDPC, MLGCRA, DAs, DPs Private sector

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	3.1.4 Provide research and training, to enhance access to private capital markets and build expertise needed for climate action.											**MEST** MoF, NDPC, EPA, MLGCRA, OHLGS, Academia
3.2 Improve energy efficiency in buildings and public infrastructure	3.2.1 Use licensing requirements to ensure adherence to energy efficiency standards											**MoEnGT** EC, GSA, DAs, GIA
	3.2.2 Develop and promote standards and labels for appliances											**MoEnGT** EC, GSA, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	3.2.3 Promote energy efficiency in buildings											**MoEnGT** MWHWR, EC, GSA, DAs, GIA, GREDA
	3.2.4 Provide tax incentives for energy-efficient technologies											**MoF** MEST, MoEnGT, MoT, EC, ECG, GSA
	3.2.5 Develop and implement programmes and measures to help consumers optimise their energy use											**MoEnGT** EC, PURC, ECG, DAs
	3.2.6 Provide permit rebates for developers who use energy efficient technologies											**MLGCRA** MoEnGT, GSA, EC, ECG, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	3.2.7 Develop and implement all-in-one solar street lighting scheme											**MoEnGT** MLGCRA, ECG, RCCs, DAs
3.3 Improve climate resilience of urban forms	3.3.1 Map out and develop action plan to revitalise blighted urban spaces in support of climate resilience objectives											**MLGCRA/LUSPA** MWHWR, MEST, NDPC, RCCs, DAs, EPA, NADMO
	3.3.2 Assess the vulnerability of existing urban infrastructure and undertake remedial action for extreme climatic events											**MWHWR** MLGCRA, MEST, EPA, MoT, MRH, RCCs, DAs
	3.3.3 Retrofit existing urban infrastructure to be climate resilient											**MWHWR** MRH, MoT, MLGCRA, LUSPA, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	3.3.4 Introduce Nature-based Solutions (NbS) such as street-side bioswales and permeable pedestrian walkways along arterial roads											**MLGCRA** MRH/MoT, LUSPA, DAs
	3.3.5 Develop and implement standards and regulations to encourage use of more energy-efficient modes of transport.											**MoT/MRH** MEST, MLGCRA, LUSPA, RCCs, DAs
	3.3.6 Mainstream conservation and sustainable use of biodiversity into urban planning tools											**NDPC/MEST** MLGCRA, LUSPA, EPA, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	3.3.7 Undertake vulnerability assessments on the natural and man-made risks and develop risk reduction plans											**NADMO** MLGCRA, NDPC, EPA, HYDRO, GMet, LUSPA
3.4 Improve mechanisms for monitoring and managing environmental pollution	3.4.1 Undertake annual audit of the sources of environmental pollution (air, water, soil and noise) within urban areas											**EPA** MEST, MLGCRA, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	3.4.2 Assess and enhance the capacity of District Assemblies and other relevant agencies to monitor emissions, waste discharge and enforce environmental standards in residential, commercial and industrial facilities											**EPA/RCCs** MLGCRA, MEST, OHLGS, DAs, ILGS
	3.4.3 Provide incentives and rewards for adoption of cleaner and efficient technologies for environmental management											**MoF/MEST/MLNR** MoEnGT, MoT, MoFA, FC

Objective 4: Enhance urban economic development and city competitiveness

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
4.1 Harmonise and strengthen governance for effective urban economic development.	4.1.1 Operationalise and resource Trade and Industry Department at the DAs to promote holistic and responsive urban economic development.											**OHLGS** IMCCoD, MLGCRA, RCCs, DAs, MoTAI
	4.1.2 Strengthen automated processing of business permits and business support activities to reduce turnaround time and grievance-handling/redress.											**MLGCRA, ORC** MoGCSP, MoF, MoTAI, GRA, RCCs, DAs
	4.1.3 Develop district and region-specific economic indicators											**GSS/NDPC** MLGCRA, MoF, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	4.1.4 Develop and regularly update investment prospectus and other relevant business information for the districts											**MLGCRA** MoTAI, NDPC, OHLGS, GIPC, GEPA, GEA, RCCs, IMCCoD, DAs
	4.1.5 Identify and map the comparative, competitive and collaborative advantages of districts based on resource endowment											**MLGCRA** MoF, NDPC, LUSPA, ILGS, RCCs, DAs
	4.1.6 Designate or upgrade special industrial and commercial zones linked to their comparative, competitive and collaborative advantage											**LUSPA** MLGCRA, MoF, NDPC, MoTAI, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	4.1.7 Develop Urban Agriculture for job creation and food safety											**MoFA, MoFAQ** MLGCRA, MoH, MoTAI, FDA, CSIR-FRI, YEA, MoGCSP, RCCs, DAs
	4.1.8 Design and rollout inclusive and targeted urban and peri-urban agriculture programmes											**MoFA, MoFAQ, DoC** MLGCRA, MoH, MoTAI FDA, CSIR/ FRI, MoGCSP, RCCs, DAs
	4.1.9 Develop and rollout comprehensive programmes for food value chain within urban food systems											**MoFA, MoFAQ** MLGCRA, MoH, MoTAI, FDA, CSIR/ FRI, MoGCSP, RCCs, DAs
4.2 Integrate, support and optimise opportunities for growth of micro, small and medium enterprises (MSMEs)	4.2.1 Develop and update a geo-referenced database of urban informal economic activities.											**MLGCRA, MoTAI** MLNR, GEA, LUSPA, GSS, RCCs, DAs, TUC, MoLJE, MoYDE, MoF

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	4.2.2 Establish enterprise development support hubs											**MoTAI** MLGCRA, GEA, RCCs, DAs, BACs, PEF
	4.2.3 Establish equipment pooling centres for servicing informal economy operators											**MLGCRA** MoF, RCCs, MoLJE, MoYDE, DAs, BACs
	4.2.4 Integrate spatial planning standards and zoning regulations that facilitate transformation of informal economic activities											**LUSPA** MLGCRA, MoLJE, NDPC, RCCs,

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
4.3 Promote urban tourism	4.3.1 Map historical, cultural and social resources that can be harnessed for tourism											**MoTCCA** MLGCRA, TAs, GTA, RCCs, DAs
	4.3.2 Develop DA tourism strategies											**MoTCCA** MLGCRA, TAs, LUSPA, GTA, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	4.3.3 Market cultural and creative resources of DAs through traditional and new media channels											**MoTCCA** MFA, TAs, GTA, RCCs, DAs
	4.3.4 Invest in and protect existing heritage, cultural, and ecological assets, recreational facilities, and other businesses of tourist value											**MoTCCA** GTA, Traditional Authorities, GIPC, RCCs, DAs
	4.3.5 Brand key Ghanaian cities as possible investment destinations in a globalised world											**MoF/GIPC** MFA, MoTCCA, GTA, RCCs,
4.4 Strengthen partnerships for enhanced urban competitiveness	4.4.1 Create platforms that facilitate learning exchanges among DAs for local level development											**NDPC/MLGCRA** IMCCoD, RCCs, DAs, OHLGS, ILGS

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	4.4.2 Establish partnerships between DAs, research institutions and business associations to promote value addition, innovation, and industrial development											**MLGCRA** MEST, MoCDTI, MoTAI, MoFA, RCCs, DAs, Academic and Research Institutions, PEF

Objective 5: Promote diversified financing for urban infrastructure and services

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
5.1 Improve District Assemblies' Financing	5.1.1 De-risking existing Banks to provide long- term financing for priority infrastructural development for DAs											**MoF** BoG, MLGCRA, MDAs, DAs, Private Sector
	5.1.2 Improve guidelines for strategic financing options of urban infrastructure											**MoF/MLGCRA** MWHWR, MoT, MRH, MoE, MoH, DAs, Private Sector, Financial Institutions
5.2 Promote public-private and other partnerships for urban infrastructure provision and services delivery	5.2.1 Develop PPP operational guidelines for DAs											**MLGCRA/MoF** IMCCoD, ILGS, RCCs, DAs, Private Sector

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	5.2.2 Build capacity of DAs on varied forms of partnerships for urban development financing and service delivery.											**MLGCRA/MoF** OHLGS, ILGS, RCCs, DAs
	5.2.3 Develop and pilot community self-help and crowdfunding micro infrastructural projects (drainage, street pavement and lights, parks and garden) in urban areas.											**MLGCRA** RCCs, MWHWR, DAs, CBOs/ NGOs/FBOs,
5.3 Improve democratic accountable budgeting and revenue generation capacity of District Assemblies	5.3.1 Update databases (registers) of assets, service subscribers, ratepayers and other revenue sources to adequately estimate DAs' revenue potentials.											**MLGCRA** MoF, MLNR, LUSPA, NDPC, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	5.3.2 Review and update property valuation rolls for effective property rating across the DAs.											**LVD-LC/ MLGCRA** IMCCoD, MoF, MLNR, RCCs, DAs
	5.3.3 Develop guidelines for operationalising land value capture mechanisms at DAs											**MLGCRA/LUSPA** MoF, MLNR, NDPC, RCCs, DAs
	5.3.4 Build capacities of DAs on land value capture instruments											**MLGCRA/OHLGS** MoF, MLNR, NDPC, LUSPA, ILGS, RCCs, DAs
	5.3.5 Scale-up digitalisation of urban revenue collection systems											**MLGCRA** MoF, MoCDTI, BoG, OHLGS, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	5.3.6 Conduct public awareness campaigns on local revenue mobilisation and its link to public infrastructure and services provision.											**MLGCRA** IMCCoD, ISD, MoF, NCCE, OHLGS, RCCs, DAs, Media, CSOs
	5.3.7. Scale-up social public expenditure and financial accountability mechanisms.											**MLGCRA** IMCCoD, MoF, MoGCSP, RCCs, DAs, CSOs

Objective 6: Promote investment in affordable and social housing

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
6.1 Increase access to low-income rental housing for low-income households	6.1.1 Conduct annual inventory and maintain a database of rental housing providers and rental stock.											**MWHWR** GSS, GRA, RCCs, DAs
	6.1.2 Establish incentives for voluntary participation by private rental providers in public rental housing voucher system.											**MWHWR/MoF**, RCCs, DAs
	6.1.3 Establish city-wide social housing programmes with appropriate regulations on access, maintenance, and upgrading.											**MWHWR** MoGCSP, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	6.1.4 Mobilise faith-based organisations and other social groups for provision of not-for-profit low-income shelters											**MLGCRA**/ **MWHWR**, MoGCSP, RCCs, DAs
	6.1.5 Establish a minimum premium for funds obtained from land value capture to affordable rental housing projects.											**MLGCRA** MWHWR, MoF, LC, RCCs, DAs
6.2 Increase access to quality and new housing opportunities in slums and informal settlements	6.2.1 Update and Implement the National Slum Upgrading and Prevention Strategy											**MLGCRA** MWHWR, LUSPA, NDPC, GSS, RCCs, DAs
	6.2.2 Update Information on slum areas in the country											**MLGCRA** MWHWR, GSS, LUSPA, MLNR

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	6.2.3 Conduct a study on the of state of slums and informal residential sites.											**MLGCRA** MWHWR, GSS, MoGCSP, RCCs, DAs
	6.2.4 Implement comprehensive slum upgrading interventions under district annual action plans											**MLGCRA** MWHWR, MoEnGT, MoGCSP, DUR, RCCs, DAs
	6.2.5 Undertake land pooling and land re-adjustment in slums and informal areas for low-income housing schemes											**MLGCRA/MLNR** MWHWR, DAs, RCCs
	6.2.6 Reorganise major transportation nodes for transit-oriented developments											**MoT/MRH** MLGCRA, LUSPA, RCCs, DAs, DUR, DFR

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
6.3 Improve administrative procedures to facilitate housing development and accessibility	6.3.1 Review and improve building regulations to include emerging building technologies and local materials											**MWHWR,** MLGCRA, LUSPA, DRH, CSIR-BRRI, RCCs, DAs
	6.3.2 Collect data annually on development permitting											**LUSPA** MLGCRA, RCCs, DAs
	6.3.3 Streamline the permitting procedures to make it affordable and less cumbersome											**MLGCRA/LUSPA** RCCs, DAs
6.4 Encourage participation of non-state actors in supply and delivery of affordable and social housing	6.4.1 Establish Housing Departments for all local governments in accordance with Local Governance Act, 2016 (Act 936)											**OHLGS** MLGCRA, MWHWR, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	6.4.2 Identify and work with vocation-based groups, credit unions and groups in communal land and housing development.											**MLGCRA** MWHWR, RCCs, DAs, TVET, TAs, TUC, MLNR
	6.4.3 Create incentives to support establishment of social housing groups and associations.											**MWHWR** MLGCRA, MOF, RCCs, DAs

Objective 7: Promote urban safety and security

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
7.1 Ensure the protection of the public, with a focus on vulnerable groups, against crime, violence and other man-made disasters	7.1.1 Extend and rehabilitate street lighting infrastructure especially in areas characterised by low visibility and high crime rate											**MLGCRA** MoEnGT, RCCs, DAs
	7.1.2 Install and expand surveillance systems in public spaces, transport terminals and other high-risk areas											**MINT** NS, MLGCRA, RCCs, DAs
	7.1.3 Implement drug prevention and treatment programmes aimed at addressing substance abuse issues at scale											**MoH** MoYDE, MLGCRA, MINT, MoGCSP, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	7.1.4 Implement rehabilitation programmes through skills training, education and mental health care for reintegration into society											**MoH** MoYDE, MoGCSP, MLGCRA, RCCs, DAs, TVET
	7.1.5 Undertake public awareness campaigns about safety measures and protection from crime											**MINT/NS** ISD, GPS, NCCE
	7.1.6 Conduct regular safety audit and maintenance of infrastructure with relevant state agencies											**GSA** MWHWR, MoEnGT, GAS, NRSA, GHA, CSIR-BRRI, GPS

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
7.2 Promote the effective management of risk-prone areas	7.2.1 Build capacities to strengthen and resource departments mandated to undertake disaster prevention, management and emergency-handling											**OHLGS** MLGCRA, NADMO, ILGS, RCCs, DAs
	7.2.2 Develop and deploy a unified early warning system and incidence command system to enhance disaster preparedness and management											**NADMO** MEST, MLGCRA, EPA, NDPC, G-MET, HYDRO, RCCs, DAs
	7.2.3 Develop and implement Disaster Response and Reduction Plans at the District level											**NADMO** MLGCRA, MEST, EPA, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	7.2.4 Strengthen public education on prevention and management of disasters											**NADMO** ISD, NCCE, RCCs, DAs
	7.2.5 Support mandated agencies to aid reconstruction of disaster areas and settlement of affected persons											**NADMO, MWHWR** Corporate entities, DAs
7.3 Promote social protection for at-risk and vulnerable groups and individuals.	7.3.1 Provide business incentives for vulnerable groups											**MLGCRA/MoF** MoTAI, MoGCSP, GEA, YEA, RCCs, DAs
	7.3.2 Expand the coverage of livelihood empowerment programmes											**MoGCSP** MLGCRA, MoTAI, MoLJE, GEA, RCCs, DAs

Objective 8: Expand access to urban infrastructure and services

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
8.1 Promote urban-wide mobility systems, including integrated road, public transport, and non-motorised transport networks with linkages between residential, production and market centres	8.1.1 Develop and integrate BRT systems into existing urban public transport networks of cities											**MRH/MoT** MoF, MLGCRA, RCCs, DAs
	8.1.2 Develop and construct prioritised road networks between major urban centres and secondary cities											**MRH** MLGCRA, MoT, RCCs, DAs
	8.1.3 Develop guidelines for mobility planning and management for District Assemblies											**MLGCRA/MoT** LUSPA, NDPC, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	8.1.4 Strengthen the capacity of local governments to manage public transport system											**MLGCRA/OHLGS** MoT, RCCs, DAs
	8.1.5 Mainstream transit-oriented urban development into spatial plans by making provision for necessary spaces and infrastructure for walking, cycling and public transport											**MRH/DUR** MLGCRA, LUSPA, RCCs, DAs
	8.1.6 Scale up city-wide Traffic Management Systems to enhance mobility and surveillance in urban centres with the use of ICT tools											**MRH/MOT** MoCDTI, MLGCRA, MINT, DUR, NRSA, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	8.1.7 Promote ICT-enabled reservation and payment systems, including transport and other services											**MLGCRA/MoT** MRH, GIFEC, MoCDTI
	8.1.8 Improve public and private investments and capacities for effective public mass transportation											**MoT** MoF, MLGCRA, MRH
	8.1.9 Prepare and implement Local Area Traffic and Parking Plans for DAs											**MLGCRA** MoT, MRH, DUR, GAPTE, RCCs, DAs
	8.1.10 Prepare and implement parking and traffic enforcement strategies											**MLGCRA** MoT, MRH, OAG-MOJ, GPS, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
8.2 Improve governance and financing for urban mobility and accessibility	8.2.1 Allocate funding for urban mobility operating costs and investments from the DAs and national budgets											**MoF** MLGCRA, MoT, MRH, RCCs, DAs
	8.2.2 Diversify and include other potential sources of financing for urban mobility and accessibility											**OHLGS** MWHWR, MRH, MLGCRA, ILGS, RCCs, DAs
8.3 Promote access to energy, water, environmental health and sanitation services	8.3.1 Delineate buffer zones around, and protect water abstraction points											**LUSPA** MWHWR, GWL, WRC, RCCs, DAs
	8.3.2 Provide support for low-income households to access adequate sanitation facilities and services											**MWHWR** MLGCRA, RCCs, DAs

Strategies	Activities	Timeframe (Year)										Responsibility
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	
	8.3.3 Construct medium-sized sewer systems in Districts.											**MWHWR** MLGCRA, RCCs, DAs
	8.3.4 Provide support for low-income households to access clean and affordable energy											**MoEnGT** MWHWR, MLGCRA, RCCs, DAs
	8.3.5 Provide guidelines for district engagements/ participation in the district housing schemes											**MLGCRA** MWHWR, RCCs, DAs

