GOVERNMENT OF GHANA

MINISTRY OF LOCAL GOVERNMENT
AND RURAL DEVELOPMENT



GHANA NATIONAL URBAN POLICY
ACTION PLAN

MAY 2012

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Table of Contents

Foreword **03**

Acknowledgement **05**

Abbreviations and Acronyms **07**

1.0 Introduction **10**

2.0 Action Areas **12**

Action Area 1: Balanced Re-Distribution of Urban Population **12**

Action Area 2: Spatially Integrated Hierarchy of Urban Centres **14**

Action Area 3: Urban Economic Development **16**

Action Area 4: Environmental Quality of Urban Life **20**

Action Area 5: Planning and Management of Urban Growth and Sprawl **26**

Action Area 6: Urban Infrastructure and Services **29**

Action Area 7: Adequate and Affordable Housing **32**

Action Area 8: Urban Safety and Security **34**

Action Area 9: Urban Governance **37**

Action Area 10: Climate Change Adaptation and Mitigation Mechanisms **42**

Action Area 11: Research in Urban and Regional Development **44**

Action Area 12: Urban Development Finance **45**

Foreword

The process of urbanization holds great promise for economic and social progress of the nation. On the other hand this process is confronted with a lot of challenges. Urbanisation is one of the most significant processes that have affected human societies especially since the last century. It is an inter-sectoral phenomenon involving all aspects of human society and economy.

Towns and cities perform various functions not only for the space economies they serve, but increasingly the importance of some of them extends to the regional and global levels. However, urbanisation poses certain challenges if not properly managed. It needs to be stressed that the challenges posed by urbanisation would not simply go away without conscious efforts and interventions. The close association between urbanisation and socio-economic development requires that every effort must be made to minimise the challenges, and thus enhance or maximise the benefits of the process.

The National Urban Policy has been formulated to address these challenges confronting urban development. It is instructive therefore to note that the National Urban Policy, published separately, represents a bold attempt to comprehensively intervene in the urban sector to facilitate and promote the sustainable development of Ghanaian cities and towns – a development process which is all-inclusive and takes account of the needs of disadvantaged and vulnerable groups.

The policy will be implemented progressively through Ghana National Urban Policy Action Plan. This Action Plan defines key activities that need to be pursued in order to achieve **twelve (12) policy objectives and related initiatives**, which are defined in the National Urban Policy. The Action Plan presents every initiative and related activities within a given five-year time frame that may roll over, as well as responsible agencies.

Over time, all the policy initiatives with related activities will need to be fully carried out, but in a situation of limited resources, it is crucial that priorities are clearly identified and actively pursued by all implementing bodies. Plan co-ordination, monitoring and review will be under the auspices of inter-ministerial body, which will operate as Cabinet Sub-Committee.

Finally, I would like to commend all the various stakeholders for their cooperation, commitment and diligent efforts in developing this action plan as an implementation tool of the national urban policy framework.



HON. SAMUEL OFOSU AMPOFO
Minister for Local Government and Rural Development

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The document was also developed under the able leadership and strategic guidance of Hon. Samuel Ofosu Ampofo, Minister for Local Government and Rural Development. The significant contributions from both Hon. Elvis Afriyie-Ankrah and Hon. S.M.E.K. Ackah, Deputy Ministers for Local Government and Rural Development needs to be acknowledged with great gratitude. The Ministry appreciates the considerable support and inputs from all the Sector and Regional Ministers.

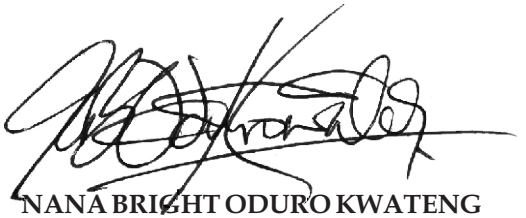
We extend our thankfulness to the entire Directors and staff of the Ministry, especially Mrs. Levina Owusu, Acting Director of Policy, Planning, Monitoring and Evaluation for their inputs and cooperation. Our gratitude extends to the Technical Backstopping Team members; Mr. Richard Acquaah-Harrison, a retired Senior Human Settlements Advisor, UN-HABITAT and Mr. C.N.K. Boateng, a retired National Director of Town and Country Planning Department, who provided valuable guidance throughout the process.

The Ministry is particularly thankful to Professor Paul W. K. Yankson and Professor George Owusu from the Institute of Statistical, Social and Economic Research (ISSER), Legon, who technically facilitated the entire process in coming out with this document. The national urban policy action plan has been informed and enriched through extensive and valuable discussions by the Technical Working Group. The unstinting efforts of Mr Kwadwo Yeboah, Principal Town Planning Officer at the Ministry of Local Government and Rural Development who effectively coordinated the entire process of developing this Action Plan is highly appreciated.

Finally, the contents of this Action Plan is a true reflection of the views and aspirations of the good people of Ghana who in diverse ways have

demonstrated their commitment to work with governments for the improvements in their lives. To all these gallant citizens whose comments and inputs have enriched the Action Plan, I say "Ayekoo" and thank you so much.

The views, comments and inputs received during the stakeholder consultations are reflected in the action plan document.



NANA BRIGHT ODURO KWATENG
Chief Director
Ministry of Local Government and Rural Development

Abbreviations and Acronyms

AGI	Association of Ghana Industries
ATTC	Accra Technical Training Centre
BRT	Bus Rapid Transit
BOT	Build, Operate and Transfer
BRI	Building Research Institute
CBO	Community-Based Organisation
CERSGIS	Centre for Remote Sensing and Geographic Information System
CLO	Customary Land Owners
CSIR	Centre for Scientific and Industrial Research
CSOs	Civil Society Organisations
DACF	District Assemblies Common Fund
DFR	Department of Feeder Roads
DGW	Department of Game and Wildlife
DUR	Department of Urban Roads
DVLA	Driver and Vehicle Licensing Authority
EPA	Environmental Protection Agency
FI	Financial Institutions
GAR	Greater Accra Region
GCC	Ghana Chamber of Commerce
GCAA	Ghana Civil Aviation Authority
GHA	Ghana Highway Authority
GIMPA	Ghana Institute of Management and Public Administration
GIPC	Ghana Investment Promotion Council
GIS	Geographic Information Systems
GIZ	German International Cooperation
GLSS	Ghana Living Standard Survey
GOG	Government of Ghana
GPRTU	Ghana Private Road Transport Union
GPS	Global Position System
GRC	Ghana Railway Company
GRSC	Ghana Road Safety Commission
GSD	Geological Survey Department
GSS	Ghana Statistical Service

ICT	Information Communication Technology
IGF	Internally Generated Funds
ILGS	Institute of Local Government Studies
ISMA	Infrastructure and Services Ministries and Agencies
LAP	Land Administration Project
LED	Local Economic Development
LC	Lands Commission
LGS	Local Government Service
KNUST	Kwame Nkrumah University of Science and Technology
MC	Minerals Commission
MDA	Ministries, Departments and Agencies
MEST	Ministry of Environment, Science and Technology
MESW	Ministry of Employment and Social Welfare
MFA	Municipal Finance Authority
MiDA	Millennium Development Authority
MIS	Management Information System
MLNR	Ministry of Lands and Natural Resources
MLGRD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan, Municipal and District Assemblies
MOC	Ministry of Communication
MOE	Ministry of Education
MOFA	Ministry of Food and Agriculture
MOFEP	Ministry of Finance and Economic Planning
MOI	Ministry of Interior
MoI	Ministry of Information
MOT	Ministry of Tourism
MOT	Ministry of Transport
MOTI	Ministry of Trade and Industry
MOWAC	Ministry of Women and Children Affairs
MRH	Ministry of Roads and Highways
MTTU	Motor Transport and Traffic Unit
MWRWH	Ministry of Water Resources, Works and Housing
NAB	National Accreditation Board
NADMO	National Disaster Management Organisation
NBSSI	National Board for Small Scale Industries
NCCE	National Commission for Civic Education
NCTE	National Council for Tertiary Education

NDPC	National Development Planning Commission
NGOs	Non-Governmental Organisation
NUP	**National Urban Policy**
NVTI	National Vocational Training Institute
OHCS	Office of the Head of Civil Service
PPD	Physical Planning Department
PPP	Public Private Partnership
PURC	Public Utilities Regulatory Commission
R&D	Research and Development
RCC	Regional Coordinating Councils
RPCU	Regional Planning Coordinating Unit
RS/GIS	Remote Sensing and Geographic Information Systems
SEA	Strategic Environmental Assessment
SfDR	Support for Decentralization Reform
SIF	Social Investment Fund
T&CPD	Town and Country Planning Department
UDB	Urban Development Bank
UDU	Urban Development Unit

Note: The acronym ISMA, covers public and semi – public bodies that are involved in the provision of infrastructure and services that include: -

a. economic infrastructure: transportation, communication, electricity, water
b. environmental services: sanitation, waste management, drainage
c. social services: education, health, social welfare,
d. economic services: markets, banking, insurance
e. justice and security: judiciary, police, disaster management (fire, natural hazards)

1.0 INTRODUCTION

Urbanisation is one of the most significant processes that have affected human societies especially since the last century. It is an inter-sectoral phenomenon involving all aspects of human society and economy. Towns and cities perform various functions not only for the space economies they serve, but increasingly the importance of some of them extends to the regional and global levels. However, urbanisation poses certain challenges if not properly managed. It needs to be stressed that the challenges posed by urbanisation would not simply go away without conscious efforts and interventions. The close association between urbanisation and socio-economic development requires that every effort must be made to minimise the challenges, and thus enhance or maximise the benefits of the process.

Therefore, the National Urban Policy, published separately, represents a bold attempt to comprehensively intervene in the urban sector to facilitate and promote the sustainable development of Ghanaian cities and towns – a development process which is all-inclusive and takes account of the needs of disadvantaged and vulnerable groups.

The National Urban Policy adheres to the country's environmental policy by advocating for all environmental concerns to be incorporated in all decision-making about urban development. More importantly, it makes far-reaching proposals in the Action Plan, which follows, for implementation in order to arrest rising inequalities in socio-economic development.

This Action Plan defines key activities that need to be pursued in order to achieve twelve (12) Policy Objectives and related Initiatives, which are defined in the National Urban Policy. The Action Plan presents every initiative and related activities within a given five-year time frame that may roll over.

The thematic areas of concern and related policy initiatives and activities are:

1. Re-distribution of urban population (3 Initiatives and 17 Activities)
2. Integrated hierarchy of urban centres (4 Initiatives and 17 Activities)

3. Urban economic development (8 Initiatives and 31 Activities)
4. Environmental quality of urban life (12 Initiatives and 51 Activities)
5. Planning and management of urban growth and sprawl (4 Initiatives and 18 Activities)
6. Infrastructure and services (8 Initiatives and 27 Activities)
7. Adequate and affordable housing (6 Initiatives and 19 Activities)
8. Urban safety and security (8 Initiatives and 21 Activities)
9. Urban governance (8 Initiatives and 27 Activities)
10. Climate change and adaptation (6 Initiatives and 17 Activities)
11. Research in urban and regional development (3 Initiatives and 8 Activities)
12. Urban development finance (6 Initiatives and 24 Activities)

Over time, all the Policy Initiatives with related activities will need to be fully carried out, *but in a situation of limited resources, it is crucial that priorities are clearly identified and actively pursued by all implementing bodies.*

The next pages present an Action Plan to begin and steer a coordinated implementation of the National Urban Policy. In the action chart, the bold font regarding the "Implementing Bodies" indicates the lead agency; where there are two or more lead agencies the activity should be jointly initiated; the light font indicates the collaborating body or bodies.

2. ACTION AREAS

Action Area 1: Balanced Re-distribution of Urban Population
Policy Objective: To facilitate a balanced re-distribution of urban population

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
1.1 Create and develop new growth points as counter-magnets to fast growing cities such as Accra and Kumasi	1.1.1 Study and document the national urban system to identify functions and gaps within the urban hierarchy	X					**NDPC, MLGRD (UDU)MEST (TCPD)**
	1.1.2 Identify potential growth points within the urban hierarchy	X					**NDPC, MLGRD (UDU)**MEST (TCPD)
	1.1.3 Make appropriate investments in infrastructure and services in the identified growth points		X	X	X	X	**MMDAs, ISMAs**, MLGRD, GIPC, MOFEP
	1.1.4 Enhance employment and income generation in strategically selected growth points.		X	X	X	X	**MDAs,** SIF, NBSSI
	1.1.5 Prepare national/regional/district Spatial Development Frameworks to guide the location of economic investments, infrastructure and services into new growth areas		X	X	X	X	**NDPC, MEST (TCPD)MMDAs (PPD), RCCs**
1.2 Promote accelerated growth of small and medium-sized towns (including district and regional capitals)	1.2.1 Identify potential and vibrant small and medium sized towns	X					**NDPC, MLGRD (UDU)MEST (TCPD),** MMDAs
	1.2.2 Make enhanced investments in infrastructure, services and economic activities in the identified towns.		X	X	X	X	**ISMA** , MDAs, MMDAs, GIPC
	1.2.3 Promote employment and income generation, including support for SMEs		X	X	X	X	**MMDAs**, MDAs, NBSSI, SIF, **Private Sector**
	1.2.4 Strengthen linkages (transport, communication) among and between the towns and their hinterlands		X	X	X	X	**MMDAs**, **MOC**, **MRH** (GHA, DFR, DUR) MOT

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	1.2.5 Create new markets centres (esp. agriculture products) for growth of local/regional economy		X	X	X	X	**MOFA**, RCC (RCPU, TCPD,) MMDAs, MiDA
	1.2.6 Enhance and exploit tourism potentials of the towns.	X	X	X	X	X	**MoT, MMDAs** ,Private Sector
1.3 Ensure that existing and newly created centres adhere to best environmental and land management practices	1.3.1 Develop structure plans to guide urban development	X	X	X	X	X	**MMDAs** (TCPD), NDPC
	1.3.2 Develop and implement proper waste management focusing on the 3 Rs (Reduction, Recycle and Reuse) and drainage systems	X	X	X	X	X	**MMDAs**, EPA
	1.3.3 Acquire and develop well engineered landfills/composte units	X	X	X	X	X	**MMDAs**, EPA
	1.3.4 Develop and implement integrated land use management systems	X	X	X	X	X	**MMDAs** (PPD) EPA, Customary land owners
	1.3.5 Protect natural sensitive ecological sites	X	X	X	X	X	**MMDAs, EPA**
	1.3.6 Protect cultural sensitive sites, such as sacred groves						**MMDAs, Traditional Authorities**

Action Area 2: Spatially Integrated Hierarchy of Urban Centres
Policy Objective: To Promote a Spatially Integrated Hierarchy of Urban Centres

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
2.1 Undertake a study and establish a hierarchy of urban centres for defined functions and levels of services	2.1.1 Study the national urban system based on defined functions, unique resources and potential , and identify the different, meaningful grades of urban settlements	X	X				**NDPC, MLGRD (UDU), MEST (TCPD), ILGS**
	2.1.2 Define the levels of services for every grade of urban centre.	X	X				**NDPC**, MLGRD (UDU), ISMAs,, MEST (TCPD)
	2.1.3 Prepare Spatial Development Frameworks and Structure plans to guide the integration and long term development of the various grades of urban centres.		X	X	X	X	**NDPC, MEST (TCPD) RCC, MMDAs**
	2.1.4 Improve economic base and provide appropriate infrastructure and services for the defined grades of urban centres.			X	X	X	NDPC, **MDAs (MOTI, MOFA, ISMA**), **MMDAs**
2.2 Spatially integrate regional and district capitals by transportation and communications facilities and other relevant services	2.2.1 Build/maintain a network of efficient, reliable surface transportation to (a) interlink regional capitals, (b) link district capitals to their regional capitals, (c) interlink district capitals in the region, and (d) link Special Development Areas to functionally-related regional and district capitals	X	X	X	X	X	**MRH** (GHA, DFR, DUR) **MOT**, **MMDAs (**Works Department**)**
	2.2.2 Assess and develop needed suburban transport system including BRT, railway services and other modes within greater metropolitan areas.	X	X	X	X	X	**MOT, GRC,** MOFEP**,** MMDAs
	2.2.3 Provide Kumasi, Sekondi-Takoradi and Tamale with the highest level of air transportation	X	X	X	X	X	**GCAA**, **MoC,** MOT

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	and telecommunication links with Accra and international centres						
	2.2.4 Assess and develop/upgrade needed local airports (a) to interlink the major cities, and (b) at specially endowed socio-economic centres in remote locations.	X	X	X	X	X	**MOT**, **GCAA**, NDPC, MOFEP
	2.2.5 Provide all regional and district capitals with integrated telecommunication links to domestic and international destinations	X	X	X	X	X	**MoC**, and private telecom companies
	2.2.6 Develop a new and bigger airport for Accra to complement the existing airport as a hub or gateway in the West African sub-region	X	X	X	X	X	**MOT, GCAA**, MOFEP
2.3 Minimize the travel time between service centres of all sizes and their hinterlands	2.3.1 Improve transport networks (Physical access and integrated modes of transport)	X	X	X	X	X	**MOT**, **MRH** (GHA, DFR, DUR) GRC, MMDAs (Works Dept.)
	2.3.2 Improve intra and inter-urban traffic management and maintenance systems	X	X	X	X	X	**MRH (GHA, DUR)**, MTTU, MMDAs
	2.3.3 Improve inter-urban rail transport system	X	X	X	X	X	**MOT**, **GRC**
2.4 Establish rural service centres and strengthen rural-urban linkages to promote agriculture and the development of agro-based industries	2.4.1 Study and identify existing and potential rural service centres	X					**MOFA**, **MLGRD (UDU),** MEST (TCPD), NDPC
	2.4.2 Provide appropriate infrastructure and services	X	X	X	X	X	**MMDAs, ISMA**
	2.4.3 Promote investment in agriculture, agro-based and other industries in rural service centres and their hinterlands	X	X	X	X	X	**MOFA**, MMDA, MOTIGIPC, MiDA, NBSSI
	2.4.4 Train human resources to acquire relevant skills to support emerging industries						**MOE** (NVTI, ATTC) **MOTI** , NBSSI, MMDAs

Action Area 3: Urban Economic Development
Policy Objective: To Promote Urban Economic Development

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
3.1 Promote local economic development (LED)	3.1.1 Undertake a comprehensive study of the local economy – its challenges and prospects – covering industry, tourism, commerce, services, agriculture, employment and related land requirements	X	X				**MMDAs**, MLGRD (UDU) NDPC, GSS, ISSER
	3.1.2 Prepare comprehensive urban information and key facts, including (i) investment/development/business prospects; (ii) existing and proposed business establishments by year, and by industrial classification; (iii) available vacant land, by land-use category; and make them available to prospective investors, MDAs and existing entrepreneurs	X	X	X	X	X	**MMDAs**, GIPC, GSS, AGI, GCC
	3.1.3 Formulate a LED Framework to guide MMDAs		X	X			**MLGRD - UDU**, NDPC, MOFEP
	3.1.4 Develop and implement LED strategies based on best practices and the peculiar circumstances of the local areas		X	X	X	X	**MMDAs,** MDAs
	3.1.5 Promote both international and domestic tourism in line with the National Tourism Development Plan	X	X	X	X	X	**MoT**, MMDAs
	3.1.6 Provide serviced land for industry and business	X	X	X	X	X	**MMDAs**, LC, MOTI
	3.1.7 Upgrade inner city areas in order to revitalise social and economic activities	X	X	X	X	X	**MMDAs, Private Sector**

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
3.2 Improve urban services and infrastructure to support and advance industrial investments and production	3.2.1 Identify and address gaps in urban infrastructure and services in the different hierarchies of urban centres, especially in industrial zones	X	X	X	X	X	**MMDAs**, ISMA, MOTI, AGI
	3.2.2 Provide a portfolio of investments in urban services and infrastructure at the different levels of the urban hierarchy		X	X			**MMDAs**, ISMA, NDPC, GIPC (Private Sector), MOFEP
	3.2.3 Mobilise resources for investments in priority areas identified		X	X	X	X	**MMDAs**, MDAs (MOFEP), Private sector (AGI, GCC)
3.3 Target growth centres as choice destination for infrastructural development and economic activities	3.3.1 Identify growth centres and infrastructural needs of these centres	X	X				**NDPC**, **MMDAs**, ISMA, MLGRD (UDU), MEST (TCPD)
	3.3.2 Develop a portfolio of potential investments in these centres		X	X			**MMDAs, NDPC**, **GIPC**, MOFEP, MDAs (MOTI, MoT, ISMA)
	3.3.3 Mobilize resources for investment and infrastructural needs		X	X	X	X	**MMDAs**, **MOFEP** , ISMA, GIPC (Private sector)
3.4 Enhance the competitiveness of Ghanaian cities in regional and international context	3.4.1 Provide adequate social services and infrastructure	X	X	X	X	X	**MMDAs**, **ISMA**, MOFEP, SIF
	3.4.2 Develop innovative financial schemes and incentives to attract investments		X	X			**MOTI, MOFEP,** MMDAs, FI
	3.4.3 Brand Ghanaian key cities as possible investment destinations in a globalized world by establishing public-private economic development partnership to (i) market the attractions of the Assembly area or city region internationally and (ii) maintain local economic performance	X	X	X	X	X	**MoT, MOFEP, MMDAs,** GIPC, MoI (Media)
	3.4.4 Reduce the cost of doing business by eliminating institutional bottlenecks	X	X	X	X	X	**MMDAs, MDAs** (that process, permits and licenses), GIPC

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
3.5 Change official attitude towards informal enterprises – from neglect to recognition and policy support	3.5.1 Initiate regular dialogue and consultations between city/municipal authorities and informal economy operators	X	X	X	X	X	**MMDAs,** NBSSI, The Informal Operators
	3.5.2 Register informal economy enterprises by designated zones and group activities	X					**MMDAs**, NBSSI, SMEs
	3.5.3 Carry out needs assessment by location and enterprise group to determine peculiar assistance required		X	X			**MMDAs**, NBSSI, SMEs
	3.5.4 Set up and resource the new Department of Trade and Industry (established under L.I. 1961 of 2009) to promote and service the whole urban economy, including the informal sector	X	X	X			**LGS**, **MMDAs**, MLGRD
3.6 Ensure that urban planning provides for the activities of the informal economy	3.6.1 Incorporate in planning legislation, standards and zoning regulations, provisions that protect and facilitate informal economic activities	X	X				**MEST (TCPD),** MMDAs
	3.6.2 Involve SMEs in providing for informal economic activities in urban structure and local plans	X	X	X	X	X	**MMDAs, SMEs**, NBSSI
	3.6.3 Provide small and medium-scale enterprises with industrial and business estates in strategically selected places with necessary urban facilities and services	X	X	X	X	X	**MMDAs, SSNIT**, SMEs, NGOs
	3.6.4 Regulate the informal trading activities and intrusions in congested streets by providing operators with alternative serviced sites that have competitive locations and ancillary facilities	X	X	X	X	X	**MMDAs**, **The Informal Operators**, NGOs

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	(transport terminal, pedestrian accessibility, storage and banking facilities, water, electricity, sanitary facilities)						
3.7 Build up and upgrade the operational capacities of the informal enterprises	3.7.1 Educate and encourage informal economy operators to train for improved skills, adopt improved production methods, explore market potentials, and receive institutional financial credit.	X	X	X	X	X	**NBSSI**, MMDAs, NVTI, NGOs
	3.7.2 Undertake extension training and service programmes to enhance the technical, managerial and productive capacities of SMEs	X	X	X	X	X	**NBSSI**, MMDAs, NVTI, NGOs, Other Private Sector
	3.7.3 Encourage group development to facilitate information dissemination, supply of material inputs, mobilization of credit and savings, marketing of products and services and formation of joined ventures.	X	X	X	X	X	**NBSSI, MOTI,** MMDAs, NGOs, **The Informal Operators.**
3.8 Improve funding support for the informal economy	3.8.1 Establish a special fund to support the informal economy, with contributions from Government Poverty Reduction Programme Funds, the MMDAs and the private sector	X	X				**MLGRD (UDU), MOFEP, NBSSI**, MMDAs, SMEs and Other Private Sector Establishments
	3.8.2 Appoint an independent body to organise and manage the special fund			X			MLGRD, Cabinet
	3.8.3 Utilize part of the Fund to support the operational capacities of informal enterprises			X	X	X	**MLGRD**, **NBSSI,** MMDAs, SMEs, MOFEP

Action Area 4: ENVIRONMENTAL QUALITY
Policy Objective: To Improve Environmental Quality of Urban Life

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
4.1 Develop and manage infrastructure systems with appropriate technology to provide basic hygienic conditions in towns and cities	4.1.1 Institute appropriate waste management systems	X	X				**EPA** ,MEST,, MMDAs
	4.1.2 Improve treatment and safe disposal of liquid and solid waste using appropriate technology	X					**EPA** , MEST, MMDAs
	4.1.3 Develop and manage engineered landfills in all major urban and metropolitan areas as per the Ghana Landfills Guidelines of the EPA	X	X	X	X	X	**MMDAs** , EPA, MEST
4.2 Prepare and implement sanitation action plans for all leading urban centres, including related statutory regulations and bye-laws ensuring effective collection, disposal and treatment of solid, liquid and toxic waste	4.2.1 Undertake a detailed evaluation of the sources of waste and their impact on the natural and human living environment	X	X				**MMDAs** , MEST, EPA
	4.2.2 Prepare an inventory of industries and their waste types and outputs			X			**MMDAs** , MEST, EPA
	4.2.3 Prepare a comprehensive programme, to eliminate or decrease waste management problems			X	X		**MMDAs** , MEST, EPA
	4.2.4 Develop a programme for the provision of waste disposal facilities based on low-cost technologies				X	X	**EPA** , MEST, MMDAs
	4.2.5 Provide incentives for private sector development and use of innovative technologies in sanitary waste management	X	X	X	X	X	**MEST**, **EPA,** MLGRD, MMDAs
	4.2.6 Review and strengthen legal instruments for enforcement of waste management standards and regulations	X					**EPA, MLGRD**, MMDAs

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	4.2.7 Enforce EPA Guidelines, standards and measures governing toxic waste disposal from hospitals and industries	X	X	X	X	X	**EPA, MMDAs**
	4.2.8 Institute/enforce polluter pay policy in waste management	X	X	X	X	X	**MMDAs** / EPA
4.3 Generate environmental awareness	4.3.1 Mainstream and strengthen awareness in school curricular, particularly with respect to attitudinal change.	X	X	X	X	X	**MOE/GES**, MEST
	4.3.2 Institute public programmes for awareness creation on a continuous basis with special reference to waste management and sanitation	X	X	X	X	X	**NCCE**, MEST/EPA, **MLGRD**, MMDAs
	4.3.3 Hold regular workshops and seminars on environmental issues to be attended by appropriate staff of MMDAs and MDAs.	X	X	X	X	X	**MEST/EPA**, MLGRDMMDAs, MDAs
4.4 Provide adequate equipment and operational funds to support waste management activities	4.4.1 Audit equipment and sources of funds for waste management	X					**MMDAs**
	4.4.2 Identify deficiencies in equipment and funding options of waste management		X				**MMDAs**
	4.4.3 Develop investment portfolio for equipment based on appropriate technology			X			**MMDAs**
4.5 Protect open spaces, green belts, forest reserves, water bodies, wetlands, water catchment areas and other ecologically sensitive areas from physical	4.5.1 Prepare structure plans with clear definition of protection measures for open spaces, green belts and other ecologically sensitive areas				X		**MMDAs**, (PPD), RCC
	4.5.2 Secure designated open lands by purchase, legislation or other legal means					X	**MMDAs**, MLGRD, LC
	4.5.3 Develop and use open spaces, green belts and other ecologically sensitive areas (i) for appropriate recreation and urban farming; (ii) to	X	X	X	X	X	**MMDAs** (PPD), Private Sector

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
development and urban encroachment	enhance visual amenity; and (iii) to promote micro climate control as appropriate						
4.6 Develop and implement a systematic programme of flood control measures in urban communities	4.6.1 Review existing flood control and management situation and develop, as necessary, drainage/flood control management plans for cities and towns	X	X	X			**MMDAs** (Works Dept), MWRWH (Hydro Unit)
	4.6.2 Monitor, evaluate and revise plans on a regular basis	X	X	X	X	X	**MMDAs**, MWRWH (Hydro Unit)
	4.6.3 Prepare a technical manual on urban drainage schemes to guide MMDAs			X			**MWRWH (Hydro Unit),**MLGRD (UDU)
	4.6.4 Institute regular inspection and maintenance of drains; and enforce strict land use controls to prevent building encroachments on drainage channels and nature reserves	X	X	X	X	X	**MMDAs** (Works Dept)
	4.6.5 Strengthen the technical capacities of MMDAs for drainage planning, development and management; and flood disaster prevention, preparedness and management	X	X	X	X		**MMDAS**, **LGS**, MLGRD, MWRWH
4.7 Pursue rigorous public education and law enforcement against reprehensive public attitude and conduct that induce environmental degradation	4.7.1 Advise and assist MMDAs to train local communities in environmental protection, conservation, management, and monitoring	X	X	X	X	X	**MEST/EPA**, MMDAsMLGRD
	4.7.2 Institute publicity and incentives for community initiatives for improving the environment	X	X	X	X	X	**MMDAs**, MEST, MLGRD
	4.7.3 Undertake regular public campaigns against (i) the reckless dumping of rubbish into drains, water bodies; and (ii) other undesirable acts that pollute or degrade the urban environment	X	X	X	X	X	**MMDAs, MEST**, MLGRD

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	4.7.4 Delegate performance and sanction responsibilities to registered community associations and draw up appropriate guidelines for the vested powers and duties	X	X	X	X	X	**MLGRD**, MMDAs, MEST
	4.7.5 Prosecute defaulters in sanitation courts and apply severe sanction	X	X	X	X	X	**MMDAs**, AG's Department
4.8 Establish adequate measures against natural hazards in urban areas	4.8.1 Ensure a well established institutional preparedness for rapid response and action in heavily populated urban areas	X					**NADMO**
	4.8.2 Increase citizen awareness of natural hazards and familiarize local urban population with citizen emergency response for rescue, safety and refuge	X	X	X	X	X	**NADMO**, MMDAs, MEST
	4.8.3 Provide and protect emergency refuge sites in disaster-prone urban areas	X	X	X	X	X	**MMDAs**, NADMO, EPA
	4.8.4 Enforce compliance of all physical development in accordance with the established planning and building codes	X	X	X	X	X	**MMDAs**
4.9. Prepare and implement coastal management plans to effect coastal re-vegetation and erosion control of denuded and neglected coastal towns	4.9.1 Identify coastal towns with special environmental problems and prepare technical manuals on conservation and restoration for the advice of MMDAs and local communities	X	X				**MEST**/EPA, MMDAs **MWRWH** (Hydro Division)
	4.9.2 Prepare and implement management plans, with community and private sector involvement, following guidelines and technical manuals	X	X	X	X	X	**MMDAs**, MWRWH, Local Communities, Private Sector
	4.9.3 Build up professional and technical capacities in appropriate departments of MMDAs to lead and ensure sustainable coastal management	X	X	X	X		**LGS ,MMDAs**, , MLGRD

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	4.9.4 Seek funding support from industries, Development Partners and private sector sources for coastal management schemes and measures	X	X				**MMDAs**, **MLGRD**, MOFEP
4.10 Protect environmental quality of mining towns and their hinterlands	4.10.1 Prepare for the advice of MMDAs, technical manuals on practical and effective local controls of environmental degradation and pollution		X	X			**MEST/EPA**, MLGRDMMDAs
	4.10.2 Involve the district planning authority and appropriate MMDA departments in the processing of applications for mining operations	X	X	X	X	X	**MEST, MLNR** (Minerals Commission), **MLGRD**
	4.10.3 Subject all mining operations to local planning controls	X	X	X	X	X	**MMDAs** ,MEST, MLNR (M C), MLGRD,
	4.10.4 Build up essential professional technical capacities in MMDAs to ensure effective local planning and environmental enforcements in mining settlements	X	X	X			**LGS**, **MMDAs,** MEST
	4.10.5 Provide for regular workshops and seminars on planning and environmental issues in mining settlements for appropriate MMDAs' staff	X	X	X	X	X	**MEST** (EPA, TCPD) MMDAs
4.11 Educate the general public and communities on the appropriate use of marine, coastal and wetlands resources	4.11.1 Prepare and disseminate manuals and simplified handouts on the identification, conservation and sustainable utilization of marine, coastal and wetlands resources	X	X				**MEST/EPA**, MMDAs, MLGRD
	4.11.2 Organize regular, practical stakeholder consultations and dialogue with coastal communities on the management and sustainable utilization of marine, coastal and wetlands resources	X	X	X	X	X	**MMDAs**, MEST/EPA, MLGRD

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	4.11.3 Establish information units in appropriate departments of coastal MMDAs and ensure availability and supply of essential information to communities and the public	X	X				**MMDAs**, MEST/EPAMLGRD
	4.11.4 Build up essential capacities in coastal MMDAs to offer needed services to the public			X	X	X	**MMDAs**, **LGS,** MLGRD
4.12 Attend to the hygiene and quality of food for the urban public.	4.12.1 Appraise the hygiene and sanitary conditions of the storage, preservation, preparation, handling, presentation, and related surroundings of foods offered for sale and consumption in urban public places (markets and shops, restaurants and chop bars, street and transport terminals, alleys and other places)	X	X				**MMDAs**
	4.12.2 Conduct regular public education on food hygiene and public health to sensitize consumers and provider – sellers of public foods.	X	X	X	X	X	**MMDAs**
	4.12.3 Strengthen and enforce regulations to ensure safe public foods and protection of consumer health.		X	X	X	X	**MMDAs,** MLGRD
	4.12.4 Build up inspectorate capacity and initiate rigorous field inspection and control	X	X	X	X	X	**LGS, MMDAs**

Action Area 5: Planning and Management of Urban Growth and Sprawl
Policy Objective: To Ensure Effective Planning and Management of Urban Growth and Sprawl, especially of Primate Cities and other Large Urban Centres.

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
5.1 Ensure that investments and development will consistently and increasingly be directed towards targeted counter-magnet growth areas	5.1.1 Highlight investment prospects and their location in prepared spatial development frameworks (national, regional and district), with special emphasis on targeted growth areas	X	X	X			**NDPC, MEST(TCPD), RCC, MMDAs**
	5.1.2 Constantly give out comprehensive information on investment, development and business prospects in the target growth areas	X	X	X	X	X	**GIPC**, MMDAs, MOFA, MOTI and other MDAs
	5.1.3 Guide prospecting investors and developers to the highlighted investment prospects and location in targeted growth areas	X	X	X	X	X	**GIPC**, MMDAs, MOFA, MOTI and other MDAs
	5.1.4 Offer tax and other incentives to attract investors to the identified growth areas	X	X	X	X	X	**MOFEP,** GIPC
	5.1.5 Direct significant public investments, especially infrastructure and services, to the targeted growth areas, through medium-term national and sectoral development programmes and the public budgetary instrument	X	X	X	X	X	**NDPC, MOFEP**, MDAs
5.2 Probe and establish an effective integrated planning system for greater metropolitan areas, which embrace different political districts	5.2.1 Study and define a contiguous greater metropolitan area in respect of Accra, Kumasi, Sekondi-Takoradi and other eligible contiguous urban areas, in terms of needed strategic planning and coordinated development management	X					**NDPC, MLGRD (UDU)**MEST (TCPD), RCC MMDAs
	5.2.2 Submit study findings with alternative recommendations for stakeholders review		X				**NDPC, MLGRD,** RCCMEST (TCPD)
	5.2.3 Designate defined greater metropolitan area			X			**NDPC**, Presidency

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	and establish appropriate strategic planning and management framework for each considered area, under the guidelines of Act 480, Sections 12, 13 and 14 and LUPMP recommendations						
	5.2.4 Revisit the once explored proposal of a National Capital District within the Greater Accra Region (in response to the Regional Minister's recommendation to the National Decentralization Review Conference)	X	X	X			**RCC (GAR), MLGRD,** MEST (TCPD)
5.3 Ensure adoption and implementation of the recommendations of the LUPMP regarding planning legislation and development guidelines	5.3.1 Conclude, adopt and apply the emerging planning and development instruments under the LUPMP, comprising legislation, planning models, standards and land use controls	X	X	X	X	X	**MEST (TCPD), NDPC,** MMDAs, MLNR,. MDAs,
	5.3.2 Strengthen professional/technical capacity and logistic support for the enforcement of the existing and emerging planning instruments	X	X	X	X	X	**MMDAs, LGS**, MEST (TCPD)
	5.3.3 Prepare and manage/implement spatial development frameworks, structure plans and local plans for metropolitan, municipal and other urban settlements	X	X	X	X	X	**MMDAs** (PPD), **RCC** (TCPD, RCU)
	5.3.4 Provide and constantly revise all geodetic data necessary for efficient total development of human settlements in the country	X	X	X	X	X	**LC (Survey Division)**MEST
	5.3.5 Enhance public and professional practice education on the existing and emerging planning legislation, standards and development guidelines	X	X	X	X	X	(TCPD), MLNR, MLGRD (UDU, MMDAs,)

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	5.3.6 Incorporate as appropriate the emerging planning instruments in the curricula of professional urban planning and management courses in local higher institutions of learning	X					**MEST (TCPD)**Professional Associations that deal with the built environment
5.4 Strengthen the use of remote sensing (such as aerial photo-graphs, satellite imag-eries) and Geographic Information System (GIS) to enhance urban development and management.	5.4.1 Invest more funds in remote sensing, GIS technology and skills training in the relevant institutions	X	X	X	X	X	**KNUST** , Other relevant institutions
	5.4.2 Establish remote sensing and GIS as decision-making tools in all relevant departments and Agencies in the public sector	X	X	X	X	X	**CERSGIS** , Other relevant bodies **MMDAs, MDAs,**
	5.4.3 Upgrade the skills of existing relevant human resources in the MMDAs and MDAs in RS/GIS applications	X	X	X	X	X	**CERSGIS, MMDAs, MDAs**,

Action Area 6: Urban Infrastructure and Services
Policy Objective: To ensure efficient urban infrastructure and service delivery

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
6.1 Assess infrastructure needs of urban areas and mobilise resources to support infrastructural development	6.1.1 Audit urban infrastructure, services and needs	X					**ISMA**, MMDAs, MLGRD/UDU
	6.1.2 Prepare the necessary investment portfolios for the various levels of urban centres	X					**MMDAs**, ISMA
	6.1.3 Improve resource mobilisation towards infrastructure and service delivery	X	X	X	X	X	**MMDAs**, ISMA, MOFEP, Revenue Collection Agencies
	6.1.4 Enhance the capacity of the revenue collection agencies	X	X	X	X	X	**MMDAs, MOFEP,** MDAs
	6.1.5 Ensure prompt release of regular payment of statutory funds to the MMDAs	X	X	X	X	X	**MLGRD**, MOFEP, Common Fund Administration
6.2 Improve delivery and management of urban services, social and economic infrastructure and services (including education, health, water, sanitation, energy, transport)	6.2.1 Strengthen Public Private Partnership (PPP) with appropriate legislative framework	X	X	X	X	X	**MLGRD**, MOFEP, AG's Department MMDAs, MDAs, Private sector, PURC,
	6.2.2 Institute a culture of maintenance and develop a maintenance plan with budget and institutional capacity for service providers and managers to deliver services	X	X	X	X	X	**MMDAs**, MDAs, MOFEP, MoI, Private Sector, NCCE,
	6.2.3 Build a consensus on cost recovery initiatives for urban service delivery and infrastructure provision	X	X	X	X	X	**MOFEP,** MMDAs, ISMA, PURC, NCCE, CSO, MoI
6.3 Guide and manage investments in all relevant transport modes for an efficient and effective intra and inter-city transport development	6.3.1 Develop a portfolio for investment in all transport modes	X					**MOT, MRH**, MMDAs, MLGRD
	6.3.2 Establish mechanisms for institutional collaboration in implementing and managing investment in transport modes		X	X			**MOT, MRH**, MLGRD, Private Sector
	6.3.3 Identify all sources of funds for investments in transport modes.	X					**MRH, MOT, MDDAs,** MOFEP, Private Sector

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
6.4 Promote efficient and effective public transport systems	6.4.1 Implement Bus Rapid Transit	X	X				**MOT, MRH** MMDAs, GPRTU, Private sector
	6.4.2 Promote integrated public transport system (e.g. link between road, rail)		X	X	X	X	**MOT, MRH**, MMDAs, GPRTU, Private sector
	6.4.3 Improve and maintain the transport system (roads, rail, vehicles and non-motorized transport)	X	X	X	X	X	**DUR, GHA, GRC, MMDAs**, GPRTU, Private sector
	6.4.4 Promote PPP and BOT in public transport systems	X	X	X	X	X	**MOT, MRH**, MMDAs GPRTU, GRC, Private sector
	6.4.5 Intensify education and sensitisation of private operators on safety, maintenance, customer care	X	X	X	X	X	**MTTU, GPRTU**, DVLA, Media, Private sector
6.5 Develop and manage infrastructure systems with appropriate technology and standards to suit the peculiarities of urban communities	6.5.1 Establish variable technologies and standards for different urban communities on basis such as income levels, residential densities and affordability	X	X				**ISMA, MMDAs,**
	6.5.2 Promote and guide development of urban residential communities with appropriate minimum standards of basic services such as roads, drains, water and sanitation	X	X	X	X	X	**ISMA MMDAs,**
6.6 Provide adequate technical capacity equipment and operational funds to support waste management activities	6.6.1 Audit equipment and sources of funds for waste management in all urban centres	X					**MMDA**s, MLGRD
	6.6.2 Identify deficiencies in equipment and funding options of waste management	X					**MMDAs**, MLGRD
	6.6.3 Develop investment portfolio for equipment based on appropriate technology	X	X				**MMDAs**, MLGRD
6.7 Provide infrastructure and	6.7.1 Identify and prioritise, in spatial development frameworks, the key infrastructure and services that	X	X	X	X	X	**MMDAs**, **ISMA** , NDPC, RCC, , MEST (TCPD)

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
services on the basis of national, regional and district spatial development frameworks and urban structure plans	are required in selected growth areas to bolster investment prospects in those areas						
	6.7.2 Adopt and translate recommendations and priorities in spatial development frameworks into national and sectoral medium-term development plans and programmes	X	X	X	X		**MMDAs**, **ISMA**, NDPC, MOFEP
6.8 Strengthen the capacity and institutional coordination of utility companies and other service and infrastructure providers	6.8.1 Review and identify deficiencies in institutional capacity	X					**MMDAs**, MLGRD/UDU, NDPC
	6.8.2 Establish mechanisms for addressing deficiencies in institutional capacity	X					**MMDAs**, MLGRD/UDU, ISMA
	6.8.3 Develop mechanism for institutional coordination including information sharing			X			**MMDAs**, MLGRD/UDU, ISMA
	6.8.4 Develop mechanisms for monitoring and evaluating performance of utility companies and service providers			X	X	X	**MLGRD/UDU**, MMDAs, PURC,

Action Area 7: Adequate and Affordable Housing
Policy Objective: To Improve Access to Adequate and Affordable Low-Income Housing

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
7.1 Provide a congenial environment for private sector delivery of affordable housing	7.1.1 Update housing needs of the various categories of individuals and households across all settlement hierarchies	X		X		X	**MWRWH** , MMDAs, MLGRD-UDU)
	7.1.2 Review incentive mechanisms for private sector participation in the delivery of affordable housing		X	X			**MOFEP, MWRWH,** MMDAs
	7.1.3 Finalise, pass and implement the various provisions relating to private sector participation in the National Housing Policy	X	X	X	X	X	**MWRWH**, Parliament, MMDAs, GREDA
	7.1.4 Provide access to land, preferably sites and services, for low-income people, with secured tenure	X	X	X	X	X	**MWRWH, MMDAs**, LC
7.2 Implement recommendations on the promotion of indigenous building materials and appropriate construction technologies	7.2.1 Review policies on, and embrace the use of, indigenous building materials in public and private housing	X	X	X	X	X	**MWRWH**, MMDAs, GREDA
	7.2.2 Promote commercialisation of research findings on indigenous building materials	X	X	X	X	X	**CSIR/BRI**, MWRWHs,
	7.2.3 Educate and create awareness on the quality and use of local building materials	X	X	X	X	X	**MWRWH**, MMDAs, CSIR/BRI
7.3 Promote the provision of social or low-income rental housing through public and private partnership arrangements	7.3.1 Review regulatory framework for PPP	X					**MWRWH**, MMDAs
	7.3.2 Enhance incentive mechanisms for PPP	X	X				**MWRWH**, MMDAs
	7.3.3 Finalise, pass and implement the various provisions relating to PPP arrangements in the Draft National Housing Policy	X	X	X	X	X	**MWRWH**, MMDAs Private sector
7.4 Upgrade slums and dilapidated	7.4.1 Identify slum areas for upgrading	X					**MMDAs** , MWRWH,
	7.4.2 Educate and create awareness on the need	X	X				**MMDAs** , MWRWH,

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
housing stock especially in urban areas selected as growth poles	for slum upgrading						MoI/Information Service
	7.4.3 Improve density through appropriate zoning regulations	X	X	X	X	X	**MMDAs** , MWRWH
	7.4.4 Encourage private sector participation in slum upgrading and redevelopment	X	X	X	X	X	**MMDAs** , MWRWH, Private Sector
7 7.5 Explore the introduction of non-conventional housing finance and strategies that benefit low income groups	7. 7.5.1 Identify and promote viable group credit unions to support member self help low-income housing	X	X	X	X	X	**MWRWH**, MMDAs
	7.5.2 Study the credit unions with best practices in organisation and credit support for wider application in urban low-income housing initiatives	X	X	X	X	X	**MWRWH**, MMDAs
	7. 7.5.3 Provide generous tax incentives to promote and support initiatives for developing low-income housing	X	X	X	X	X	**MOFEP**, **MWRWH**MMDAs
	7. 7.5.4 Revise current tax incentives for real estate development to favour low-income housing initiatives and not the high-income housing as obtains now	X					**MOFEP**, MWRWH
7.6 Encourage the formulation of housing cooperatives	7.6.1 Assist low-income groups to establish housing cooperatives to employ non-conventional strategies involving:	X	X				**MWRWH/MMDAs**
	(i) access to land with secured tenure;	X	X	X	X	X	MMDAs, LC, **MWRWH** CBOs, CLO
	(ii) informal credit/savings schemes and the use of revolving funds;	X	X	X	X	X	**CBOs**
	(iii) the use of local building materials and low-cost building technologies;	X	X	X	X	X	**CSRI (BRI),** MWRWH
	(iv) aided self-help housing; and	X	X	X	X	X	**MWRWH**
	(v) community participation in the planning and management of housing schemes	X	X	X	X	X	**CBOs,** MMDAs

Action Area 8: Urban Safety and Security
Policy Objective: To Promote Urban Safety and Security

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
8.1 Incorporate specific security measures in urban planning and management	8.1.1 Finalise the review process of urban planning and management system under LUPMP to be sensitive to the land use requirements for security and disaster prevention	X					**MEST (TCPD)**
	8.1.2 Mainstream security and disaster prevention into urban planning and management systems	X	X				**MEST (TCPD)MMDAs (PPD)**
	8.1.3 Provide adequate sites in planning schemes for security agencies	X	X	X	X	X	**MMDAs (PPD)**
	8.1.4 Acquire ecologically sensitive areas, and flood prone areas and designate and protect them as nature reserves	X	X				**MMDAs**, LC
8.2 Improve social and economic development of neighbourhoods as measures towards promoting urban security.	8.2.1 Provide a portfolio of appropriate investments in the social and economic sectors of neighbourhoods of different socio economic status.	X	X				**MMDAs,** Private Sector
	8.2.2 Mobilize adequate funds for investments in security and safety measures.	X	X	X	X	X	**MMDAs,** Security Agencies
	8.2.3 Promote community based security service	X	X	X	X	X	**MMDAs,** Security Agencies, NNCE, CBOs, Residents Associations
	8.2.4 Promote and maintain street light in all urban communities.	X	X	X	X	X	**MMDAs,**
8.3 Intensify education on individual and community responsibility and	8.3.1 Enhance the capacity of NADMO and all the security agencies for mass education on community safety and security	X	X				**NADMO**, MMDAsAll Security Agencies

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
initiative in urban safety and security							
8.4 Introduce a more effective property addressing system (House numbering and street naming) to enhance security and safety in communities	8.4.1 Implement the National Policy Framework and Operational Guidelines for Street Naming and Property Addressing System.	X	X	X			**MLGRD (UDU),** MMDAs
8.5 Enforce standards and regulations on the provision of fire hydrants	8.5.1 Review standards and regulations on fire hydrants in public and private buildings	X					**GNFS,** EPA, MMDAs
	8.5.2 Undertake mass education on the need to adhere to and apply the regulations on fire hydrants	X	X	X	X	X	**GNFS**, MMDAs, NCCE, MoI (Media)
	8.5.3 Apply appropriate sanctions to people who encroach on fire hydrants in all areas	X	X	X	X	X	**MMDAs, GNFS,** AG's Department
8.6 Strengthen emergency rapid response to disaster and emergency situations	8.6.1Develop mechanism to strengthen institutional coordination with well defined mandates	X	X				**MOI**, NADMO, MMDAs
	8.6.2 Provide adequate resources (human and material) to handle emergencies and disasters	X	X	X	X	X	**MOFEP**, NADMOMMDAs
	8.6.3 Provide mass education and sensitisation on disaster response	X	X	X	X	X	**NADMO**, NCCE, MLGRD, MMDAs, MoI (Media)
8.7 Promote the use of Urban Surveillance Systems to assist in identifying illegal conduct	8.7.1 Establish and install Urban Surveillance Systems in major urban streets and appropriate public places to monitor illegal conduct	X	X				**MMDAs**
	8.7.2 Provide for the continued maintenance of the system.	X	X	X	X	X	**MMDAs**

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
8.8 Promote the use of remote sensing (RS) and GIS to enhance urban security	8.8.1 Establish remote sensing and GIS in all relevant agencies as monitoring tools for urban safety and security	X	X				**MMDAs**, Security Agencies
	8.8.2 Develop or strengthen the human and logistic capacities in relevant agencies for the RS and GIS applications	X	X	X			**MMDAs**, Security Agencies
	8.8.3 Provide adequate budgetary resources to sustain applications	X	X	X	X	X	**MMDAs** , MOFEP

Action Area 9: Urban Governance
Policy Objective: To Strengthen Urban Governance

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
9.1 Review, strengthen and resource the decentralisation structures and sub-structures to make them effective in local governance in line with the policy recommendations contained in the new Decentralization Policy Framework and its Action Plan (April 2010)	9.1.1 Implement the recommendations and policies on the decentralised structures as contained in the new Decentralisation Policy Framework and Action Plan	X	X	X	X	X	**MLGRD**, Inter-Ministerial Coordinating Committee
	9.1.2 Institute effective funding mechanisms for all the various functions assigned to the decentralised structures	X	X	X	X	X	**MLGRD, MOFEP**
	9.1.3 Institute capacity building programmes for all actors involved in the decentralised structures	X	X	X	X	X	**MLGRD**, LGS, ILGSGIMPA, Universities
9.2 Involve relevant state and non-state agencies and institutions in the governance of cities and towns	9.2.1 Identify the extent to which state and non-state bodies participate in urban governance	X					**MLGRD**, MMDAs
	9.2.2 Develop and implement effective mechanisms for ensuring greater private sector participation in urban governance		X	X	X	X	**MLGRD**, MMDAs, ILGS, Private Sector, CSOs
9.3 Improve and enforce legislations and standards on urban development,	9.3.1 Finalise the review process under LUPMP regarding legislations and standards for urban land use planning and management	X					**MEST (TCPD),** MLNR
	9.3.2 Review MMDAs bye-laws to make them more deterrent and effective		X				**MMDAs**, MLGRD

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
including the validation and adoption of those developed and recommended by the LUPMP	9.3.3 Prepare/ initiate mass education programme on urban land use planning and management legislations and standards		X	X	X	X	**MMDAs**, NCCE
	9.3.4 Apply appropriate sanctions to defaulters as stipulated in MMDAs' reviewed bye-laws		X	X	X	X	**MMDAs**, AG's Department
9.4 Ensure effective coordination, monitoring and review of the NUP	9.4.1 Establish an inter-ministerial body to operate as cabinet sub-committee to oversee the coordination, monitoring and evaluation of the NUP and any national human settlements policy	X					**MLGRD**, Presidency
	9.4.2 Strengthen the Urban Development Unit in the MLGRD, to also serve as a secretariat of the Cabinet Sub-Committee, and to liaise with relevant MDAs, including NDPC (Spatial Policy Division) and TCPD (National level) in the coordination, evaluation and review of the NUP	X	X	X			**MLGRD**
	9.4.3 Develop and strengthen the UDU to effectively (i) relate to stakeholders at the national level; and (ii) identify, relate to and technically advice the core NUP coordinating institutions and players at the local level	X	X	X			**MLGRD**
	9.4.4 Strengthen the capacity of the Spatial Policy Division of the NDPC and entrench the establishment of the Division in the provisions of the NDPC Act, 1994 (Act 479), Section 9	X	X				**NDPC**, Presidency
9.5 Probe and	9.5.1 Study, evaluate and strengthen the	X	X				**MLGRD**, ILGS, GIMPA, LGS

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
strengthen the institutional framework at the local level for effective coordination of urban development in the light of the provisions of the Local Government Act, 1993 (Act 462) and its subsidiary legislation	operational processes and practices of the Metropolitan/Municipal Assembly Executive Committee with its Sub-Committees, and the Metropolitan Boards as integrated management units for effecting planning, coordination, programming and implementation of urban development						
	9.5.2 Integrate the district TCPD (Physical Planning Department) into DPCU and regional TCPD into the RPCU, or effect close functional collaboration of each pair to facilitate coordination of the NUP implementation at the local level.	X					**LGS**, **RCC,** NDPC, **MMDAs,** MLGRD
	9.5.3 Establish needed training programmes and develop essential guidelines and manuals to streamline and strengthen the coordination process and practices operating at the local level, especially in the metropolitan and municipal assemblies	X	X	X			**MLGRD, ILGS, GIMPA**
9.6 Strengthen institutional arrangements and measures to ensure efficient implementation of the NUP at the local level	9.6.1 Assess critical personnel needs and undertake a series of capacity building measures to strengthen/upgrade managerial, professional and technical competences in MMDAs for urban planning, development and management	X	X	X	X		**MMDAs**, **LGS, ILGS** MLGRD-UDU **,** GIMPA**,** KNUST
	9.6.2 Strengthen DPCU and RPCU staff in particular	X	X				**MMDAs**, **RCC,** MLGRD, LGS,
	9.6.3 Upgrade skills in urban settlement planning and urban management in particular	X	X				**MMDAs**, **ILGS,** KNUST, MEST (TCPD)
	9.6.4 Undertake staff transfer, training or recruitment at national and local levels that are	X	X	X			**OHCS, LGS,** MLGRD, MDAs, MMDAs

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
	critically essential for efficient implementation of the NUP						
	9.6.5 Establish required managerial, professional, technical, mid-carrier and sandwiched courses in human settlements planning, urban management, environmental management, infrastructure planning and urban information system to meet national staffing needs	X	X				**MLGRD(UDU)MEST (TCPD),** ISMAUniversities, ILGS, GIMPA, Polytechnics, Professional Associations (Built Environment)
	9.6.6 Foster greater public-private partnerships for greater efficiency and output in the provision and delivery of urban infrastructure and services	X	X	X	X		**ISMA**,**MLGRD-UDU**, **MMDAs**, Private Sector
	9.6.7 Undertake regular stakeholder dialogue for public and private providers of urban services to deliberate on the challenges of planning, coordination and execution of urban infrastructure and services	X	X	X	X	X	**MMDAs**, MLGRD (UDU), **ISMA**, Private Service Providers
	9.6.8 Develop guidelines and manuals to facilitate stakeholder consultations, corporate accountability, community participation, private sector involvement and public/private partnerships in urban governance	X	X				**MLGRD (UDU),** ILGS, GIMPA , UG Business School
9.7 Institute practical measures to continually enrich the capacities and outlook of key actors in urban	9.7.1 Organize regular periodic urban fora for stakeholder consultations and deliberations, through the collaboration of the UDU, professional associations, the civil society and development partners	X	X	X	X	X	**MLGRD (UDU), ILGS, KNUST,** Professional Associations (Built environment), Development Partners

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
development and management	9.7.2 Undertake local, regional and international study tours, seminars and conferences for capacity enhancement, and outlook broadening of key stakeholders, through sharing of experiences and learning from best practices	X	X	X	X	X	**MLGRD (UDU)**Development Partners
9.8 Establish special courts to handle issues pertaining to urban development	9.8.1 Strengthen existing special courts, (land, sanitation) and develop new ones in urban areas without them and apply appropriate punitive measures to defaulters	X	X	X	X	X	**Judicial Service**, **MLGRD** MMDAs, Ministry of Justice

Action area 10: Climate Change Adaptation and Mitigation
Policy Objective: To Promote Climate Change Adaptation and Mitigation Mechanisms

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
10.1 Intensify public awareness campaigns on energy conservation, climate change and mitigation strategies	10.1.1 Institute public programmes for awareness creation on the benefits and costs of energy conservation	X	X	X	X	X	**NCCE, MoI,** Ministry of Energy/Energy Commission
	10.1.2 Adopt energy conserving systems/technologies in public and private buildings	X	X	X	X	X	**MMDAs**, MDAs, Private sector
	10.1.3 Introduce or strengthen school curricula awareness on climate change and its mitigation and adaptation strategies	X	X				**MOE/GES**, MEST
	10.1.4 Intensify public education programmes (including video clips) for awareness creation on climate change, mitigation and adaptation strategies	X	X	X	X	X	**MEST**, NCCE
10.2 Encourage progressive reduction of hazardous substances by industry	10.2.1 Enhance capacity (human and equipment) of agencies responsible for monitoring emissions and discharge of waste	X	X	X	X	X	**EPA,** MEST, Ministry of Energy
	10.2.2 Provide incentives and rewards for adoption of cleaner and efficient technologies	X	X	X	X	X	**MEST**, **MOTI,** EPA, Ministry of Energy
	10.2.3 Apply appropriate and deterrent sanctions to defaulting firms/companies	X	X	X	X	X	**EPA** , MEST, AG's Department
10.3 Promote settlement structure plans designed to achieve a high level of amenity as well as the prevention of effluent	10.3.1 Develop structure plans with clear provision for open spaces, green belts and other amenity values	X	X	X	X	X	MMDAs (PPD)
	10.3.2 Develop and enforce guidelines regarding tolerable noise levels, smoke, effluent, refuse and visual pollution and apply appropriate punitive and	X	X	X	X	X	**MMDAs**, MEST, MOTI, **EPA**

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
and refuse pollution	deterrent measures for defaulters						
10.4 Promote and strengthen cooperation of adjoining MMDAs in collaboration with traditional authorities and other relevant stakeholders in management of water bodies and other natural resources	10.4.1 Develop and implement an integrated water and environmental resource management plan covering and involving several districts and all relevant stakeholders	X	X	X	X	X	**MWRWH/Water Commission**, MMDAs, CSOs, RCC, Private sector
	10.4.2 Implement the recommendations and policies on spatial planning as contained in the new Decentralisation Policy Framework and Action Plan	X	X	X	X	X	**MLGRD**, **MEST (TCPD**), RCCs, NDPC, MMDAs, LGS
10.5 Impose and enforce more effective coastal zone and wetlands management regulations	10.5.1 Map and identify wetlands and ecologically sensitive areas especially for abatement of physical development	X	X				**MMDAs , DGW**, EPA MWRWH/Hydro Section,
	10.5.2 Review/update existing integrated coastal and wetlands management plans and prepare new ones as necessary	X	X				**MWRWH/Hydro section**, **DGW**,, **EPA,** MMDAs
	10.5.3 Ensure strict adherence to the implementation of coastal wetlands management plans			X	X	X	**MMDAs,** EPA, DGW
10.6 Strengthen the capacities of agencies that are charged with promoting environmental standards	10.6.1 Undertake needs assessment of agencies promoting environmental standards (EPA, GSD, Physical Planning Department, MMDAs)	X	X				**MEST**, EPA, MWRWH / Water Resources Commission, MMDAs
	10.6.2 Enhance appropriate training of agencies promoting environmental standards	X	X				**EPA**, MWRWH / Water Resources Commission, MMDAs
	10.6.3 Provide innovative ways of funding the activities of the agencies			X	X	X	**MMDAs**, EPA, MLGRD

Action Area 11: Research in Urban and Regional Development
Policy Objective: To Strengthen Applied Research in Urban and Regional Development

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
11.1 Strengthen the capacity of research institutions and other bodies concerned with urban and regional development	11.1.2 Enhance research capacity (human and material) of higher institutions and other bodies which focus on urban and regional development	X	X	X	X	X	**MOE/NCTE,** Institution of higher learning
	11.2.3 Develop innovative ways of funding research in urban and regional development			X	X		**Institutions of Higher Learning,** NCTE
11.2 Encourage urban research that has immediate bearing on urban development problems and needs	11.2.1 Undertake studies focussing especially on issues pertaining to the urban system, urban sociology, urban economy, local government finance, rural-urban migration, transportation planning and environment	X	X	X	X	X	**Universities and Research Institutions**, **ILGS**, GSS, MLGRD (UDU), NDPC
	11.2.2 Institute research capacity enhancement programme targeted at urban development issues	X	X	X	X	X	MLGRD-UDU, NDPC, **Institutions of Higher Learning**, Private sector, **ILGS**
	11.2.3 Establish innovative funding mechanisms to support urban research	X	X	X	X	X	**MLGRD (UDU)**, **Institutions of Higher Learning**, MOFEP, MOE, Private sector, NDPC
11.3 Promote public-private partnerships in funding research on urban development	11.3.1 Establish modalities for Private sector participation in urban research	X	X				**MOE**, **MLGRD (UDU**), NDPC, Institution of higher Learning, Private Sector
	11.3.2 Provide incentives for private sector participation	X	X	X	X	X	**MLGRD (UDU), Institutions of Higher Learning**, MMDAs, MOFEP,
	11.3.3 Promote and market urban research findings	X	X	X	X	X	**Institution of Higher learning ,** MLGRD (UDU), GSS,

Action Area 12: Urban Development Finance
Policy Objective: Expand Sources of Funding Urban Development and Strengthen Financial Management

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
12.1 Find new ways of mobilizing finance for investment in urban development	12.1.1 Implement the Fiscal Decentralisation proposal contained in the Decentralisation Policy Action Plan 2010	X	X	X	X	X	**MLGRD, MOFEP**
	12.1.2 Establish an Urban Development Bank as a long term institutional financial and banking mechanism for (a) promoting urban infrastructural development; and (b) providing technical assistance and consultancy services to MMDAs and other urban actors for the preparation, implementation, maintenance and management of priority urban projects	X	X				**MOFEP**, MLGRD
	12.1.2 Pass and implement the Municipal Financing Bill by establishing a fully functional municipal finance authority to borrow from international and domestic sources to on-lend to MMDAs	X	X				**MLGRD**, MOFEP, AG's Department
	12.1.3 Review and raise property taxes to provide additional funds	X	X				**MMDAs**, MLGRD
	12.1.4 Apply user charges to cover cost of infrastructure and service maintenance especially in middle and upper class residential neighbourhoods	X	X	X	X	X	**ISMA, MMDAs**
	12.1.5 Impose tax on the sale of land and unused land	X	X				**MLGRD**, **MMDAs** MOFEP, LC, AG's Dept
	12.2.1 Strengthen or establish legal and institutional arrangements for directing the PPP	X	X				**MLGRD**, MOFEP,ISMA, AGI, GCC
12.2 Promote Public-	12.2.2 Initiate consultations and dialogue between	X	X	X	X	X	**MLGRD**, **MMDAs** ISMA, GCC,

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
Private Partnership (PPP) as another means of funding for urban infrastructure and services.	the urban Assemblies and private entrepreneurs with respect to joint financing of infrastructure and services, including (toll) roads, markets, multi-storey car parks, waste management, sanitation and other public facilities.						AGI, MOFEP
12.3 Adopt best practices in municipal finance and non-conventional, innovative ways of revenue mobilisation.	12.3.1 Undertake a general study of best practices in urban government finance, covering taxation, service charges and cost recoveries, capital funding, financial management, and realistic budgeting as a policy instrument.	X					**MLGRD**, MMDAs
	12.3.2 Undertake specific case studies of the various means or methods by which tax revenues are collected to support urban services in selected countries which are pace setters.	X	X				**MLGRD**, MOFEP
	12.3.3 Undertake group study tours to cities and towns which have best practices in municipal finance.		X		X		**MLGRD**, MMDAs
	12.3.4 Share revenue mobilization experiences between MMDAs and apply lessons of good practices to draw strategic and action plans for improving mobilization of own revenue.	X	X	X			**MMDAs**, MLGRD
12.4 Support customary landowners in prime urban areas to negotiate and collaborate with SSNIT banking and	12.4.1 Identify major urban prime lands and link their customary owners with interested financial institutions and development consultants for the purpose of developing site and services projects to enhance industrial and residential development.	X	X	X	X	X	**MMDAs** (PPD), CLO, FI, Professional Associations (Built Environment)
	12.4.2 Promote schemes for the prospective executing stakeholders to take up as private	X	X	X	X	X	Ditto

Table Continued

Policy Initiative	Key Activities	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Implementing Bodies
institutions to develop site and services.	partnership investment and development						
	12.4.3 Offer official promotional and technical planning support, especially in respect of project initiation, site planning and access to basic services	X	X	X	X	X	**MMDAs**
12.5 Undertake the servicing of land for private development and recover the cost by levy of service charges from beneficiary landowners and development charges from beneficiary developers	12.5.1 Undertake site and services schemes as provided under the provisions of the Local Government Act 1993 (Act 462)	X	X	X	X	X	**MMDAs**, CLO
	12.5.2 Educate customary landowners on the specific provisions of Act 462 and the derivable benefits to landowners, developers and the general public	X	X	X			**MMDAs,** CLO
	12.5.3 Enter into agreements with beneficiary landowners as regards cost recovery	X	X	X			**MMDAs**, CLO
	12.5.4 Recover cost partly from beneficiary developers through levy of development charges on grants of planning and building permits	X	X	X	X	X	**MMDAs**
	12.5.5 Plan and implement the site and services schemes	X	X	X	X	X	**CLO**, **Consultants,** MMDAs,
	12.5.6 Build up required capacities in urban assemblies for efficient development and management of site and services schemes	X	X	X			**MMDAs**, **LGS**, MLGRD
12.6 Promote the use of Pensions and other investment funds as investments in specified urban development	12.6.1 Make a proposal to Pension Fund Institutions to make investments in urban development	X	X	X	X	X	**MLGRD (UDU),** MEST (TCPD), MMDAs
	12.6.2 Establish the required management structures of participating institutions to pursue urban investments	X	X	X	X	X	**Participating Investment Fund Institutions**
	12.6.3 Facilitate land access for participating institutions in urban investment.		X	X	X	X	**LC, TCPD/PPD**