



**MINISTRY OF TOURISM, CULTURE AND CREATIVE ARTS**

**MEDIUM –TERM DEVELOPMENT PLAN  
(2014– 2017)**

**OCTOBER, 2014**

## TABLE OF CONTENT

Table of Contents.....	i
<i>List Acronyms.....</i>	<i>v</i>
<i>EXECUTIVE SUMMARY.....</i>	<i>i</i>
<i>CHAPTER ONE .....</i>	<i>1</i>
1.0 PROFILE / CURRENT SITUATION/ BASE LINE.....	1
1.1 <i>Description of the Vision, Mission and Functions</i> .....	1
1.1.1 Vision .....	1
1.2.2 Mission .....	1
1.1.3 Functions of the Ministry .....	1
1.2 <i>Analysis of the performance of the MDAs in implementing programmes and projects under the seven pillars of GSGDA themes 2010 – 2013 and other interventions from 2010 to 2013.....</i>	<i>1</i>
1.2.1 <b>Performance Review of the Ministry for 2010 under Thematic Area II: Enhancing Competitiveness of Ghana’s</b> .....	2
1.2.2 <b>2010 APR/ Creative Arts</b> .....	8
Governance .....	13
1.2.4 <b>2012 APR/ Culture</b> .....	14
1.2.3 <b>Performance Review of the Ministry for 2013 under Thematic Area II: Enhancing Competitiveness of Ghana’s Private Sector</b> .....	14
1.2.4 <b>Performance Review of the Ministry for 2013 under Thematic Area VII: Transparent and Accountable</b> .....	17
1.3 <i>Analysis of Current Sector Development Situation and Profile of the MDA.....</i>	<i>20</i>
1.3.1 <b>Sector Profile of the MDA</b> .....	20

1.3.2 Institutional Capacity .....	21
<b>1.3.3 Logistics Capacity of the Ministry of Tourism, Culture and Creative Arts and Agencies .....</b>	<b>21</b>
<b>1.3.4 Characteristics of the Sector of the MDA .....</b>	<b>22</b>
1.3.5 Analysis of Cross Cutting Issues .....	23
1.4.1 The Lessons learnt which have implications for TCCASMTDP (2014-2017).....	25
<b>1.4.2 Statement of Income and Expenditure .....</b>	<b>26</b>
<b>CHAPTER 2.....</b>	<b>26</b>
<b>2.0 PRIORITISATION OF DEVELOPMENT ISSUES .....</b>	<b>27</b>
<b>2.1 Key development problems/issues identified from the NMTDPF (2014 – 2017) .....</b>	<b>27</b>
<b>2.2 Prioritization of Identified Issues.....</b>	<b>28</b>
<b>CHAPTER 3.....</b>	<b>30</b>
<b>3.0 DEVELOPMENT GOAL, ADOPTED OBJECTIVES AND STRATEGIES.....</b>	<b>30</b>
<b>3.1 Adopted Relevant Thematic Goals of the Medium-Term Development Policy Framework (2014- 2017).....</b>	<b>30</b>
<b>3.2 Adopted National Development Projections for 2014-2017 (National Indicators and Targets) .....</b>	<b>30</b>
<b>3.3 Development Projections of the Ministry for 2014-2017 (Indicators and Targets).....</b>	<b>30</b>
<b>3.3.1Ministry of Tourism, Culture and Creative Arts Projections for 2014 – 2017 .....</b>	<b>31</b>
<b>3.5 Adopted Policy Objectives and Strategies from the National Medium-Term Plan 2014 – 2017.....</b>	<b>32</b>
<b>1) Policy Objective 1: Diversify and expand the tourism industry for Economic Development.....</b>	<b>32</b>
<b>2) Policy Objective 2: Intensify the Promotion Domestic Tourism .....</b>	<b>34</b>
<b>3) Policy Objective 3: Promote sustainable and responsible tourism in such a way to preserve historical, cultural and natural heritage.....</b>	<b>35</b>
<b>4) Develop a competitive Creative Arts Industry .....</b>	<b>36</b>
<b>CHAPTER 4.....</b>	<b>42</b>
<b>4.0 DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE MDA.....</b>	<b>42</b>
<b>4.1 Programme 1- Management and Administration .....</b>	<b>42</b>

4.2. Programme 2- Tourism Product Development.....	43
4.3. Programme 3 - Tourism Research and Marketing.....	43
4.4 Programme 4- Tourism Quality Assurance .....	44
4.5. Programme 5- Culture, Creative Arts and Heritage Management.....	44
4.6 Prioritization of Programmes and Sub Programmes .....	47
<b>4.7 Development Programmes/ Sub-Programmes Linked to MTEF.....</b>	<b>48</b>
<b>4.7.1 Items Linked to MTEF.....</b>	<b>48</b>
4.8 SWOT Analysis of the Tourism, Culture and Creative Arts Sector.....	49
4.9 Application of SWOT.....	54
4.9.1 Application of Sustainability Tools .....	54
4.9.2 Internal Consistency Matrix for the Analysis of Tourism, Culture and Creative Arts Sector Programmes .....	54
<b>4.9.3 Consistency Matrix - Record Sheet .....</b>	<b>55</b>
<b>4.9.4 Sustainability Test Matrix .....</b>	<b>55</b>
<b>4.9.5 Sustainability Test Record Sheet .....</b>	<b>56</b>
4.10 <b>Indicative Financial Plan.....</b>	<b>57</b>
4.10.1 Resource Requirement .....	58
<b>4.11 Indicative Financial Plan of the TCCASMTDP – 2014 – 2017.....</b>	<b>60</b>
<b>CHAPTER 5.....</b>	<b>66</b>
<b>5.0 ANNUAL ACTION PLAN OF THE MDA.....</b>	<b>66</b>
<b>5.1 The Composite Programme of Action (PoA) 2014-2017.....</b>	<b>66</b>
<b>5.2 Annual Action Plan for 2014 .....</b>	<b>96</b>
<b>5.3 Annual Action Plan for 2015 .....</b>	<b>114</b>
<b>5.4 Annual Action Plan for 2016 .....</b>	<b>139</b>
<b>5.5 Annual Action Plan for 2017 .....</b>	<b>164</b>
<b>CHAPTER 6.....</b>	<b>186</b>

<b>6.0 MONITORING AND EVALUATION PLAN.....</b>	<b>186</b>
<b>6.1 Monitoring &amp; Evaluation of the TCCASMTDP 2014-2017.....</b>	<b>186</b>
<b>6.2 Purpose of the M&amp; E Plan.....</b>	<b>186</b>
<b>6.3 Structure of M&amp;E Plan.....</b>	<b>187</b>
<b>6.4 Tourism, Culture and Creative Arts Sector M &amp; E Indicators.....</b>	<b>187</b>
<b>6.4.1 Ministry of Tourism, Culture and Creative Arts Projections for 2014 – 2017 .....</b>	<b>188</b>
<b>6.5 M&amp;E Calendar.....</b>	<b>189</b>
<b>6.6 M&amp;E Institutional Architecture.....</b>	<b>191</b>
<b>6.7 Organizational Structure of the Ministry.....</b>	<b>191</b>
<b>6.8 Process of Preparing the M&amp;E Plan.....</b>	<b>193</b>
<b>6.9 M&amp;E Budget.....</b>	<b>193</b>
<b>CHAPTER 7.....</b>	<b>196</b>
<b>7.0 COMMUNICATION STRATEGY FOR THE TOURISM, CULTURE AND CREATIVE ARTS SECTOR MEDIUM-TERM DEVELOPMENT PLAN (TCCASMTDP) 2014 -2017.....</b>	<b>196</b>

### List Acronyms

AESL	Architectural and Engineering Services Limited	IT	Information Technology
AG	Attorney General	IGF	Internally Generated Fund
AMA	Accra Metropolitan Assembly	KNMP	Kwame Nkrumah Memorial Park
APR	Annual Progress Report	LI	Legislative Instrument
AR	Ashanti Region	M&E	Monitoring and Evaluation
ASTA	American Society of Travel Agents	MCC	Ministry of Chieftaincy and Culture
ATA	Africa Travel Association	MCTA	Ministry of Chieftaincy and Traditional Affairs
AVIC	Accra Visitor Information Centre	MDA	Ministries Departments and Agencies
BAR	Brong Ahafo Region	MFARI	Ministry of Foreign Affairs and Regional Integration
BGL	Bureau of Ghana Languages	MLGRD	Ministry of Local Government and Rural
BUSAC	Business Advisory Centre	MMDA	Development
CAF	Commission for Africa	MOE	Metropolitan Municipal and District Assemblies
CEDECOM	Central Regional Development Cooperation	MOF	Ministry of Education
CEPS	Customs Excise and Preventive Service	MOH	Ministry of Finance
CMO	Collective Management Organisation	MOT	Ministry of Tourism
CNC	Centre for National Culture	MOTCCA	Ministry of Tourism, Culture and Creative Arts
CNN	Cable News Network	MOTI	Ministry of Trade and Industry
COSGA	Copyright Society of Ghana	MTEF	Medium -Term Expenditure Framework
COTVET	Council for Technical and Vocational Education and Training	MTDP	Medium Term Development Plan
CR	Central Region	MUSIGA	Musicians Association of Ghana
CYCC	Community Youth Cultural Centre	NAFAC	National Festival for Arts and Culture      National
DCE	District Chief Executive	NDPC	Development Planning Commission
DP	Development Partners	NFB	National Folklore Board
EDAIF	Export Development Agriculture Investment Fund	NGOs	Non-Governmental Organisations      National
ER	Eastern Region	NMTDPF	Medium Term Development Policy Framework
F&A	Finance and Administration	NORCODE	Norwegian Copyright Organization
FGM	Female Genital Mutilation	NR	Northern Region
FITUR	Feria Internacional du Turismo en Espana(Int.	NSO	National Symphony Orchestra
GAPI	Tourism Fair in Spain)	NTG	National Theatre of Ghana
		PPME	Policy Planning Monitoring and Evaluation

GAR	Greater Accra Region	PPP	Public Private Partnership
GAVA	Ghana Association Visual Artists	PANAFEST	Pan-African Festival for Arts and Culture
GCF	Ghana Cultural Fund	PAWA	Pan-African Writers Association
GDE	Ghana Dance Ensemble	PPMED	Policy Planning Monitoring and Evaluation Division
GSDE	Ghana Integrated Financial Management	RCC	Regional Coordinating Council
GIFMIS	Information Systems	RSI	Research Statistics and Information
GHAMRO	Ghana Association of Music Rights Owners	SME	Small and Medium-size Enterprise
GIFEC	Ghana Investment Fund for Electronic	ST-EP	Sustainable Tourism Eliminating Poverty
GDP	Communication	STI	Science, Technology and Innovation
GOGA	Gross Domestic Product	TA	Traditional Authority
GTDC	Ghana Tourism Development Company	TDC	Tema Development Cooperation
GHATOF	Ghana Tourism Federation	TFO	
GEPA	Ghana Export Promotion Authority	TMA	Tema Metropolitan Assembly
GMMB	Ghana Museums and Monuments Board	TOR	Terms of Reference
GES	Ghana Education Service	TSMTDP	Tourism Sector Medium Term Development Plan
GAC	Ghana AIDs Commission	TVET	Technical, Vocational, Education and Training
GSGDA	Ghana Shared Growth and Development Agenda	UER	Upper East Region
GoG	Government of Ghana	UNCTAD	United Nations Conference on Trade and Development
GTA	Ghana Tourism Authority	UNESCO	United Nations Educational Scientific and Cultural Organisation
HOTCATT	Hotel Catering and Tourism Institute	UNIDO	United Nations Industrial Development Organisation
HR	Human Resource	UNWTO	United Nation World Tourism Organisation
HIV/AID	Human Immuno- Deficiency Virus/ Acquired Immune Deficiency	UWR	Upper West Region
HOMOFEST	Homowo Festival	VR	Volta Region
HCIMA	Hotel, Catering and Institutional Management Association	WR	Western Region
IEC	Information Education and Communication		
IMC	International Music Council		
ICMT	Interim Copyright Management Team		
ITB	Internationale Tourismus Borse		

## **EXECUTIVE SUMMARY**

### **1.0 General Background of the MDA**

The Ministry of Tourism which was created in 1993 was realigned in 2013 through Executive Instrument E.I.1 Civil Service (Ministries) instrument, 2013 by His Excellency the President as the new Ministry of Tourism, Culture and the Creative Arts to provide a firm, stable policy environment for effective mainstreaming of Ghanaian culture into all aspects of national life and to ensure the strong emergence of a vibrant creative economy to improve and advance the tourism industry.

The Ministry is to facilitate the interface between government, implementing bodies in tourism, culture and the creative industries as well as international and civil society partners. Currently, the agencies under the Ministry has increased from two (2) to fourteen (14).

The Ministry has developed this Tourism, Culture and Creative Arts Sector Medium-Term Development Plan (2014-2017) to enable it achieve the laudable goals and objectives of the Ghana Shared Growth Development Agenda Policy Framework.

#### **1.1 Vision**

To develop sustainable tourism pivoted on Ghanaian culture and creative arts as a key driver to accelerated national development

#### **1.2 Mission**

The Ministry exists to create a conducive environment for sustainable growth and development of the sector to enable it contribute enormously to GDP through effective and efficient use of appropriate policies, plans, programmes and projects. It is also to develop and sustain public-private-partnership with the Diaspora for resource mobilization and investment.

#### **1.3 Functions of the Ministry**

- 1) Formulation of policy, planning and programming for the development and promotion of domestic, regional and international Tourism, Culture and Creative Arts
- 2) Promulgation of legislation and regulations on Tourism, Culture and Creative Arts development, including investment policies and incentives
- 3) Conducting research into regional and global trends in Tourism, Culture and Creative Arts
- 4) Development of the human resource within the private and public sectors to effectively promote Tourism, Culture and Creative Arts
- 5) Co-ordination and collaboration with other Government Agencies, Development Partners, the Private Sector and Non-Governmental organizations on matters concerning Tourism, Culture and Creative Arts
- 6) Development of policies and programmes to link up with Africans including Ghanaians in the Diaspora for Tourism, Culture and Creative Arts and investment promotion for the country
- 7) Monitoring and Evaluation of sector's performance.



#### **1.4 Processes of Preparing the MTDP of the MDA and Participation of Key Stakeholders**

The Tourism, Culture and Creative Arts Sector Medium-Term Development Plan (TCCATMDP) (2014-2017) is the result of extensive consultation and corroboration of development policies, objectives and strategies from its agencies and key stakeholders.

Prior to the preparation of the Tourism, Culture and Creative Arts Sector Medium-Term Development Plan there had been extensive consultations among the key stakeholders and considerations from existing 15 Year National Tourism Development Plan (2013-2027), Creative Arts Sector Medium Term Development Plan 2012-2013 and the Cultural Policy of Ghana.

Referring to the National Development Planning Commission's Guidelines for the Preparation of the Sector Medium-Term Development Plan 2014-2017, the Ministry constituted a Tourism, Culture and Creative Arts Sector Medium-Term Development Planning Team with membership comprising the following individuals:

- Chief Director, MOTCCA
- Director, PPME, MOTCCA
- Director, F&A, MOTCCA
- Director, HR, MOTCCA
- Director, PROJECTS, MOTCCA
- Director, RSI, MOTCCA
- Director, PPME, NCC
- Deputy Directors, PPME and staff
- Manager, RSI, (GTA)
- Chief Project Officer (GTA)
- Asst. Programmer, IT, (MOTCCA)
- Heads of Agencies

The Terms of Reference (ToR) for the Tourism, Culture and Creative Arts Sector Medium-Term Development Planning Team was to factor all the major concerns and development objectives and paradigms of the Sector into a Four-Year Medium-Term Development Plan (2014-2017) consistent with the GSGDA II Policy Framework 2014-2017.

#### **1.5. A Brief Insight into the Scope and Direction of Development Programs, Sub Programs and Activities for 2014-2017**

##### **1.5.1 Strategic Direction**

The Strategic direction of the Ministry with regard to its core functions is to work towards the attainment of GSGDA Policy Framework 2014-2017 which focuses attention on the following areas:

**1) Enhancing Competitiveness of Ghana's Private Sector** – To achieve this, the Ministry would concentrate on two (2) key focus areas;

**a) Key Focus 1- Developing the Tourism Industry**

**Policy Objective 1-Diversify and Expand the Tourism Industry for Economic Development**

The prescribed strategies are:

- Market Ghana as a competitive tourist destination
- Increase efforts to improve the quality of tourism personnel at all levels
- Promote public private partnership for investment in the sector
- Attract health care entrepreneurs to establish medical facilities offering clinical and surgical services to promote wellness facilities, i.e. natural Spas, to ensure long- term stay of convalescents at selected tourism attraction sites
- Strengthen collaboration and coordination among key stakeholders to develop the tourism sector

**Policy Objective 2- Intensify the Promotion of Domestic Tourism**

The prescribed strategies are:

- Pursue the incorporation of tourism development into district development plans
- Engage the local media and other stakeholders in the promotion of domestic tourism:
- Encourage private investment in the development of affordable facilities for use of domestic tourists:

**Policy Objective 3- Promote Sustainable and Responsible Tourism to preserve Historical, Cultural and Natural heritage**

The prescribed strategies are:

- Develop sustainable eco-tourism, culture and historical sites
- Ensure the reduction of sex abuse and spread of sexually transmitted diseases and HIV/Aids associated with tourism

**b) Key Focus 2 -Promoting the Culture and Creative Industry for Economic Development**

**Policy Objective- Develop a competitive creative arts industry**

The prescribed strategies are:

- Develop and strengthen the creative industry to enable the country actively engage in world trade in creative goods and services
- Provide appropriate legal and regulatory framework for promoting the creative arts and for protecting intellectual property rights
- Promote research into the industry and access to data to inform evidence based policy making
- Facilitate the establishment of a Trust fund to support the industry
- Strengthen established collection societies to become effective and efficient

- Facilitate the establishment of a National Commission on Films
- Strengthen the copy rights office and related institutions
- Promote coordination among key MDAs on the development of the Creative Industry
- Facilitate access to finance and the export market for products of Ghanaian Creative Industry
- Facilitate the establishment of a designated unit within the relevant MDAs to facilitate the growth of the Creative economy
- Facilitate the establishment process of a creative industry Centre to serve as a creative space and enclave for SMEs in the Creative Industry
- Strengthen the National Commission on Culture to support the creative Industry.

**2) Transparent and Accountable Governance-** To achieve this, the Ministry would concentrate on:

### **Key Focus Area- National Culture for Development**

#### **Policy Objective- Harness Culture for National Development**

The prescribed strategies are:

- Strengthen the existing regulatory and institutional framework on culture
- Mainstream culture in the nation's social and economic development agenda
- Assist less endowed traditional authorities to document their culture and history
- Complete the establishment of fully-functional Centers for National Culture at all levels and enhance their capacity to promote culture
- Restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative Arts.

To this end, the Ministry is embarking on the following programmes and all energies and resources must be harnessed towards their realization:

#### **1) Programme 1 - Management and Administration**

To provide overall management of the Ministry in accordance with the National Policy Framework for the development and promotion of the tourism, culture and the creative arts sector

#### **2) Programme 2 - Tourism Product Development**

- To facilitate the development of tourism, culture and creative arts products and link them with appropriate infrastructure (transport, accommodation, interpretation) and visitor facilities.
- To provide high quality, diverse, complementary and well serviced Tourism, Culture and Creative Arts facilities and products that are essential for tourists to lengthen their stay in Ghana and to increase their spending.

### **3) Programme 3 - Tourism Research and Marketing**

- To research, document, publish and develop Ghanaian languages to promote mass communication for economic growth.
- To research, document, conserve, preserve and promote tourism, culture and creative arts.
- To market Ghana as a destination of choice globally.

### **4) Programme 4 - Tourism Quality Assurance**

- To ensure quality service standards in the tourism, culture and creative arts industries and increase consumer satisfaction and spending.
- To develop, review, and update tourism, culture and creative arts industry regulations.

### **5) Programme 5 - Culture, Creative Arts and Heritage Management**

To achieve the overall development and promotion of Ghana's Culture, and Heritage Assets as capital to accelerate poverty reduction, create wealth and impact on National Development.

#### **1.1 Indicative Budget – Financial Plan and Expected Outcomes**

The estimated total resources required to implement the Tourism, Culture and Creative Arts Sector Medium Term Plan (2014-2017) is GH¢ 146,798,000 comprising the following: GoG- GH¢64,653,000.00 (44.1%) ; IGF- GH¢ 21,484,000.00 (14.6%) ; Donor- GH¢60,661,000.00 (41.3%). This cost excludes wages and salaries.

Out of the total, the estimated resources required to implement the thematic area Enhancing Private Sector Competitiveness is GH¢81,370,000.00 representing 55.43% while resources required to implement Transparent and Accountable Governance is GH¢65,428,000.00 representing 44.57%.

Resource flow on annual basis is expected to differ with allocation ranging from GH¢22,199,000.00 in 2014 to GH¢ 46,807,000.00 in 2015, GH¢40,139,000.00 in 2016, and GH¢37,653,000.00 in 2017 representing 15.12%, 31.89%, 27.34% and 25.65% respectively. The highest allocation in 2015 is due to the numerous projects to be implemented

The projected resources required calls for mobilizing new finances sources outside GoG particularly identifying new donor sources and partnership and collaboration with the private sector under public private partnership(PPP) interventions. Every effort has to be made by the Ministry and agencies to expand IGF generation to support funding of programmes.

The expected outcomes include the following;

- The development of sector policies and plans to expand the industry
- Increase in domestic tourism activities and job creation opportunities
- Sustainable tourism to preserve historical, cultural and natural heritage
- Development of Tourism, Culture and Creative Arts Infrastructure
- Increased investment opportunities in the sector

- Increase in quality service and standards in the Tourism, Culture and Creative Arts industry leading to increased consumer satisfaction and revenue
- Promoting Ghana internationally as the preferred tourist destination in Africa
- increase in Tourism arrivals and receipts
- Interest and appreciation of Ghanaian culture rejuvenated and inculcated in Ghanaians especially the youth
- Ghana Culture Indicator suite developed to inform policy and planning at all levels
- Increased revenue generation from the promotion of performing Arts Disciplines
- National cultural heritage preserved for national identity and income generation
- Legal and Regulatory framework for the Creative industry developed
- Comprehensive Data on the 10 domains of the creative Arts collected
- Improved copyright protection for the creative industry

## **CHAPTER ONE**

### **1.0 PROFILE / CURRENT SITUATION/ BASE LINE**

#### **1.1 Description of the Vision, Mission and Functions**

##### **1.1.1 Vision**

To develop sustainable tourism pivoted on Ghanaian culture and creative arts as a key driver to accelerated national development

##### **1.2.2 Mission**

The Ministry exists to create a conducive environment for sustainable growth and development of the sector to enable it contribute enormously to GDP through effective and efficient use of appropriate policies, plans, programmes and projects. It is also to develop and sustain public-private-partnership with the Diaspora for resource mobilization and investment.

##### **1.1.3 Functions of the Ministry**

- 1) Formulation of policy, planning and programming for the development and promotion of domestic, regional and international Tourism, Culture and Creative Arts
- 2) Promulgation of legislation and regulations on Tourism, Culture and Creative Arts development, including investment policies and incentives
- 3) Conducting research into regional and global trends in Tourism, Culture and Creative Arts
- 4) Development of the human resource within the private and public sectors to effectively promote Tourism, Culture and Creative Arts
- 5) Co-ordination and collaboration with other Government Agencies, Development Partners, the Private Sector and Non-Governmental organizations on matters concerning Tourism, Culture and Creative Arts
- 6) Development of policies and programmes to link up with Africans including Ghanaians in the Diaspora for Tourism, Culture and Creative Arts and investment promotion for the country
- 7) Monitoring and Evaluation of sector's performance.

#### **1.2 Analysis of the performance of the MDAs in implementing programmes and projects under the seven pillars of GSGDA themes 2010 – 2013 and other interventions from 2010 to 2013**

For the period under review the Ministry of Tourism Culture, and Creative Arts implemented programmes and projects from two pillars of GSGDA themes:

- 1) Enhancing the competitiveness of the Private Sector
- 2) Transparent and Accountable Governance.

**1.2.1 Performance Review of the Ministry for 2010 under Thematic Area II:  
Enhancing Competitiveness of Ghana's  
Private Sector**

**1.2.1.1 2010-2012 APR/ Tourism**

**Developing the Tourism Industry**

In the medium-term, the priority interventions in this focus area were aimed at increasing the sector's contribution to GDP and foreign exchange earnings, as well as high value employment and incomes.

These are expected to be achieved through:

- diversifying and expanding the tourism industry for revenue generation
- promoting domestic tourism to foster national cohesion as well as redistribute income
- promoting sustainable and responsible tourism in such a way as to preserve historical, cultural and natural heritage.

The attainment of these broad objectives are anchored on improving the legal and institutional framework for managing the sector, improving human resource capacity of the industry, improving the infrastructure base of the industry, and reducing credit constraints associated with the sector.

In order to track progress towards the attainment of the objectives outlined in this focus area the following indicators were adopted:

- Change in tourist arrivals
- Change in tourism receipts
- Percentage change in accommodation establishment (Hotels, Guest Houses, Lodges, etc.)
- Percentage change in domestic tourism.

**1.2.1.2 Status of Selected Indicators**

The tourism sector's performance was impressive with all the performance indicators exceeding their targets. In 2010, the World Travel and Tourism Council ranked Ghana 18 out of 181 countries in terms of forecasted growth in the tourism and travel economy and also ranked 6 out of 42 countries in sub-Saharan Africa.

The number of tourists that visited the country which was estimated at 932,829 in 2010 increased to 993,600 in 2013 representing 16.2% increase. Accordingly, tourist receipts increased from US\$1,878 million in 2010 to US\$1,093 million, representing 16.3% increase in revenue.

Accommodation establishments (Hotels, Guest Houses and Lodges) to support the development of tourism in the country increased significantly from 1,784 in 2010 to 2312 in 2013.

The Ministry of Tourism and the Ghana Tourist Board undertook a number of programmes to promote domestic tourism to vigorously promote domestic tourism and encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities. As a

result the number of domestic tourists visitation to tourist sites increased from 725,006 in 2010 to 774,151 in 2013. The revenue that accrued from entrance fees increased from GH¢1,652,064.65 in 2010 to GH¢2,109,881.35.

In terms of employment, jobs created by the tourism sector rose from 291,202 in 2010 to 319,000 in 2013.

The following specific measures were pursued in 2010 -2013 to develop the tourism industry towards realizing the goal of making Ghana the preferred tourist destination in Africa

#### **1.2.1.3 Diversify and Expand the Tourism Industry for Economic Development**

In pursuance of the above objective in 2010;

- The Ministry of Tourism participated in seven (7) International Tourism Exhibitions in key markets overseas and four (4) local fairs to showcase Ghana's tourist products to the international market and to place Ghana on the World Tourist Map
- The Ministry of Tourism organized four (4) major events on the Tourism Calendar to boost international and domestic tourism in the country namely; the National Chocolate Day Celebration, the 5th Okwahu Hang & Paragliding Festival, Emancipation Day Celebration and the World Tourism Day at Nchiraa Waterfalls, Wenchi, B/A
- The Ministry of Tourism advertised in both international and local journals and media including:
  - Producing documentary on "Sights and Sounds from Ghana" for Spanish Media
  - Placing advertisements on the International Euro Sport Channel during the 2010 FIFA World Cup
  - Producing a documentary on Ghana for DEEP Magazine to promote Ghana in China
  - Organized the International Tourism Investment Forum to facilitate investments in the sector
  - Upgraded the official tourism website [www.touringghana.com](http://www.touringghana.com) as well as [www.Travel.com](http://www.Travel.com) of Ghana Tourist Board to enhance global access to Ghana's tourism product.

In 2011;

#### **1.2.1.4 Diversify and Expand the Tourism Industry for Economic Development**

- The National Tourism Bill was passed by Parliament into Law (i.e. Tourism Act 2011, Act 817). The Act establishes the Ghana Tourism Authority which aims to promote the sustainable development of the tourism industry internationally and within the country. The Act also establishes the Tourism Development Fund whose object is to provide funding for tourism and tourism-related projects and programmes
- The Ministry of Tourism participated in the following six (6) international conferences to showcase Ghana's tourism and also adopt best practices for product development and packaging of Ghana's tourism:
  - UNWTO Commission for Africa (CAF) 51st Meeting in Burkina Faso, 6 - 8 June, 2011
  - 36th African Travel Association (ATA) Annual World Congress, Dakar, Senegal 27th April-2nd May, 2011



- UNWTO Executive Council Ninetieth (90th) Meeting, Mombasa, Kenya, 19th – 22nd June 2011
- G8/G20 Global Parliamentary Summit, Paris, 16th–17th May, 2011
- Joint Commission Meeting on Co-operation with South Africa, Pretoria, 5th–7th April, 2011
- 19th Session UNWTO General Assembly Meeting in Gyeongju, Korea, 8-14th October 2011
- The Ghana Tourism Authority (GTA) participated in the following seven (7) International Fairs to showcase Ghana's tourist products in the international market and to place Ghana on the world tourist map:
  - Vakantiebeurs in Utrecht, Netherlands, 11-16th January, 2011
  - FITUR in Madrid, Spain, 19-23rd January 2011
  - ITB in Berlin, Germany, 9th-13th March, 2011
  - Second (2nd) Edition of the International Exhibition of Tourism (TICAA) in Dakar, Senegal, 27th–2nd May, 2011
  - American Society of Travel Agents (ASTA) Fair, in the Las Vegas, USA, 11th - 13 September, 2011
  - Akwaaba African Travel Market, Nigeria, 21st-23rd October 2011
  - World Travel Market Fair, in London, UK, 8th-12th November 2011
- The GTA printed and distributed 1,000 calendars and 5,000 promotional brochures to target institutions and Ghana Missions abroad to publicize Ghana's tourism products for patronage
- As part of improving global access to Ghana's tourism products, the GTA activated E-Tourism Marketing by establishing its presence on Facebook, Youtube, and google
- Additionally, the official Tourism Website of the Ministry - [www.touringghana.com](http://www.touringghana.com) was upgraded and made more interactive
- The Ministry of Tourism initiated action to reposition the Hotel Catering and Tourism Training Centre (HOTCATT) as a basic level hospitality training institute to ensure quality service delivery and ensuring professionalism in the industry at the lower and middle level
- The Ministry of Tourism held inter-ministerial/agency meetings with Ministry of Transport, Ministry of Foreign Affairs, and Ghana Airport Company, Ghana Civil Aviation, and Board of Airlines to strategize towards improving airport facilities and services; improving access to tourist sites; streamlining visa procedures including exploring visa processing on line; forging partnership and bilateral protocols between Ghana and host countries in the field of tourism etc.

In 2012;

- The Ministry of Tourism facilitated the passage of Tourism (Levy) Regulations leading to the establishment of the Tourism Development Fund. Sensitization programmes were organized throughout the ten regions of Ghana on the Tourism Act, 2011 (Act 817) and the implementation of the Tourism Levy Regulation (L.I 2185)
- The Ghana Tourism Authority and the Ministry of Tourism participated in four (4) International Fairs in Netherlands, Spain, Germany and South Africa to showcase Ghana's tourism products to the international market and to place Ghana on the World Tourist Map
- Ghana Tourism Authority produced 'Ghana at a Glance Brochures', Tourism Magazines, Tourist Maps of Ghana, Tourist Guides of Ghana, Posters and DVDs to assist Ghana Missions Abroad to publicize Ghana's tourism products as well as target institutions to patronage Ghana's Tourism products
- As part of improving global access to Ghana's tourism products, GTA activated e-Tourism Marketing by establishing its Facebook page, created and uploaded promotional videos on YouTube and advertised on the web through Google

- Additionally, The Ministry has initiated action to partner CNN to promote Ghana through its network as well as improve global information access to the country on tourism.

#### **1.2.1.5 2010 Promoting Domestic Tourism to foster National Cohesion as well as Redistribution of Income**

In pursuance of the above objective in 2010;

The Ministry re-launched Domestic Tourism Promotion Drive by:

- Organising "Explore Ghana Family Fun Games at Aburi Botanical Gardens and Boti Falls on 6th March and 1st July respectively
- Using the print and electronic media to create public awareness on domestic tourism
- Inaugurating 25 Tourist Clubs in some tertiary and basic schools as part of promoting students excursions, youth travel and exchange programmes
- Launching the District Tourism Cadets to support data collation, planning and development of tourist sites in the districts
- Organising familiarization tour of tourist sites and facilities for decision makers including members of the Parliamentary Select Committee for Trade, Industry & Tourism and the Media and
- The Ministry of Tourism also developed 35 Signages to enhance tourist sites in all 10 regions, while the Ghana Tourist Board prepared investment profiles for the following areas: Wli waterfalls in Volta Region; Tetteh Quarshie Cocoa farm in Eastern Region; Assin Manso Slave Market in Central Region ; Volta Estuary, Ada in Greater Accra Region; Kwame Nkrumah's birth place Nkroful in Western Region; Lake Bosotwi, in Asanti Region; Nchraa waterfalls in Brong-Ahafo Region; Wechau Hippo sanctuary in Upper west; Paga crocodile pond in Upper East Region; and Mole National Park in Northern Region.

#### **1.2.1.6 Promoting Domestic Tourism to foster National Cohesion as well as Redistribution of Income**

In pursuance of the above objective in 2011;

- The Ministry of Tourism engaged the media to create public awareness about tourism during the Meet the Press and participated in the 2nd Ghana Policy Fair in Accra, as well as three (3) Regional Policy Fairs in Ho, Kumasi and Tamale
- The 6th Okwahu Hang and Paragliding Festival during the Easter festivities at Kwahu
- The event attracted over 200,000 local and foreign tourists and 27 pilots from seven different countries;
- Activities were undertaken to mobilize funding for the organization of the 2011 PANAFEST which prepared the ground for the Grand Celebration of the 10th edition of the event in 2012
- The World Tourism Day, was celebrated in the Volta Region to showcase the region's potentials to the general public as well as the prospective investors
- The GTA facilitated the organization and also participated in 7 traditional festivals across the country including the Hobgetsetso in Anloga; Kurubi in Kintampo; Kutumbe in Daboya; Kakube in Nandom; Akwantutenten in Worawora; Sankyiba in Nkonya Wurupong; and Amu Festival in Avatime; and

- The Ministry of Tourism in collaboration with the Ministry of Education organized a sensitization seminar to introduce the Schools Tour Programme.

In pursuance of the above objective in 2012;

- The Ministry of Tourism and the Ghana Tourism Authority intensified their Public education and awareness on tourism through Meet-the-Press Series, and National and Regional Policy Fairs
- The Ghana Tourism Authority and the Ministry of Tourism organized the following events to boost both domestic and international tourism the Okwahu Hang & Paragliding Festival during the Easter festivities at Kwahu
- The event attracted over 50,000 local and foreign tourists and 21 pilots from seven different countries
- PANAFEST 2012 organized to consolidate Ghana as the gateway/ homeland for people of African descent and to promote tours and investment from the Diaspora
- Celebration of World Tourism Day under the theme "Tourism and Sustainable Energy Promoting Sustainable Development" at Akosombo, Eastern Region to showcase the regions potentials to the general public as well as prospective investors
- Ghana Tourism Authority facilitated the organization of two (2) festivals as well as participated in seven (7) traditional festivals; and
- The Ministry of Tourism piloted a tour of 600 students from the Greater Accra, Volta, Northern and Upper West Regions to tourist sites outside their respective regions under the School Travel Programme to encourage more Ghanaian participation in domestic tourism. Ghana Tourism Authority also facilitated the formation and inauguration of two Tourist Clubs: Mummy's Darl Tourist Club and Nandom Secondary School Club.

#### **1.2.1.7 Promote Sustainable and Responsible tourism in such a way to preserve Historical, Cultural and Natural**

##### **Heritage**

In pursuance of the above objective in 2010;

- In line with ensuring that hospitality service providers maintained standards and improved service delivery to tourists in the country, the Ghana Tourist Board conducted inspections of, and licensed tourism plants in all regions. About 75% of the targeted 6,000 units in both formal and informal sectors were covered under re - inspections and mid-year inspections. The Board re-inspected 4,500 accommodation and catering units in both formal and informal sectors
- The UNIDO-UNWTO Demonstration project at Ada, which is aimed at reducing environmental impacts from coastal tourism as well as promoting eco-tourism to improve living conditions of the communities in Ada took off with training programmes for all stakeholders from the community
- Additionally, the Ministry of Tourism organized HIV/AIDS sensitization workshop for public and private industry stakeholders on HIV/AIDS prevention and control
- As part of deepening on-going institutionalization and internalization of policy formulation, planning, and M&E at all levels for Good Governance the Ministry of Tourism established and institutionalized quarterly meetings of: Inter-Ministerial Committee on Tourism;

Ministerial Advisory Board; and Public- Private Partnership Forum. To ensure wider involvement and participation of MDAs and the private sector in the provision of infrastructure, investment promotion and marketing of the destination Ghana and its tourism products was undertaken. Also the Ministry of Tourism facilitated the construction of the Movenpick- Ambassador Hotel which completed construction of 1<sup>st</sup> phase and expected to be opened in June, 2011 as well as the Kempinski Hotel which is under construction.

#### **1.2.1.8 2011 Promote Sustainable and Responsible tourism in such a way to preserve Historical, Cultural and Natural Heritage**

In pursuance of the above objective in 2011;

- Tourist receptive facilities were constructed at Adasewase and Akwamufie to enhance tourist sites and increase patronage. The construction of receptive facilities in Saltpond, Agogo, Axim and Kpetoe are ongoing; while the construction of the Accra visitors' information centre is at advanced stage
- Four (4) "Thank You Small Libraries" were developed in 4 deprived communities, namely Sempe cluster of schools at Mamprobi, Accra, Avatime-Vane, Ejisu, and Cape Coast by the Ministry of Tourism
- Ten (10) "Discover Ghana" billboards were developed and mounted by the Ministry of Tourism at the entry and exit points in the Central, Greater Accra and Volta regions to enhance patronage of tourist sites in the regions
- The establishment of the UNIDO-UNWTO Collaborative Actions for Sustainable Tourism (Coast Project) at Ada was continued and
- The Ghana Tourism Authority inspected and licensed 3,243 tourism plants to ensure quality service delivery to tourists for continuous patronage

#### **1.2.1.9 2012 Promotion Sustainable and Responsible Tourism in such a way to preserve Historical, Culture and Natural Heritage**

The following Tourist Receptive Facilities were under construction to enhance and increase their patronage by tourist:

- Saltpond, Agogo, Axim and Kpetoe tourist receptive facilities which was at various stages of completion
- The Accra Visitor Information Centre, a one-stop shop information centre which will ensure efficient tourism information dissemination to all tourists was at the roofing stage
- As part of tourism product diversification, the Ministry of Tourism in partnership with the Ministry of Sports initiated the process to establish Sports Hall of Fame in Accra in the Accra Visitor Information Centre (AVIC)
- The Ministry of Tourism, with the support of UNWTO ST-EP Funding, developed four (4) "Thank You Small Libraries" in five (5) deprived communities at Mamprobi, Prampram, Akwatia, Anfoega-Wuve and Tema New-Town.
- The Ministry continued the UNIDO-UNWTO Collaborative Actions for Sustainable Tourism (Coast Project) at Ada which seeks to promote environmental management of smaller hotels

along the Volta River as well as promoting eco-tourism in Ada and its environs. The Ministry in collaboration with the Ministry of Environment trained 103 beneficiaries comprising Twenty Eight (28) Tour Guides, Twenty Five (25) local Boat Operators and 50 hoteliers, food vendors and vegetable growers

- The Ministry initiated action for United Nations World Tourism Organization to include Ghana in the West Africa Cross Border Parks Project for 11 West African Countries. The project is expected to promote eco-tourism around the parks, conserve park resources and improve livelihoods of communities.

### **1.2.2 2010 APR/ Creative Arts**

#### **1.2.2.1 Promote the Creative Arts Industry for Economic Development**

Over the past decade, the creative economy has become an important subject for discourse in international economic development, craving for effective policy responses in both developed and developing countries. According to UNCTAD, trade in cultural goods and services worldwide was valued at \$2.2 trillion in 2000 and continues to grow at 5% annually.

The development of cultural villages as critical appendages to tourism, for instance, is fast gaining economic relevance. Therefore, adequately nurturing the creative economy holds high prospect for job creation, innovation and trade, as well as contributing to social inclusion and human-centered development, cultural diversity and environmental sustainability.

In this regard, the strategies implemented in 2010 in this focus area were aimed at developing and strengthening Ghana's Creative industry in such a way as to compete effectively in the world trade in creative goods and services. In order to track progress towards the attainment of the objectives outlined in this focus area the following indicators were identified:

- Size of the Creative Arts Industry; and
- Number of Jobs Created by the Music and Films Industry.

#### **1.2.2.2 Status of Selected Indicators**

The United Nations Creative Economy Report 2010 indicates that though the world financial and economic crisis has led to dwindling global demand and a contraction of 12% in international trade, world exports of creative goods and services continued to grow, reaching \$592 billion in 2008, and sustaining an annual growth rate of 14% over six consecutive years. Though, comprehensive data is not available to show how much of the global trade in creative goods and services accrued to Ghana in 2010, trade statistics on total exports of handicraft shows an increase of 31.6% from US\$2.1 million in 2009 to US\$2.76 million. These constitute 0.17% and 0.18% of the share of the value of non-traditional exports in 2009 and 2010 respectively.

To obtain current and comprehensive data to inform policy decision-making and implementation, the Ministry of Trade and Industry in collaboration with the Foundation for the Creative Industries has initiated a process to conduct a study on the size of the Creative Arts

Industry in Ghana. The outcome of this study is expected to provide more information on how much of the global trade in creative goods and services is accrued to Ghana, and help make informed policy choices for the growth and development of the Creative Industry.

Meanwhile, the Copy Right Society of Ghana (COSGA) registered a total of 1,047 creative works in 2010, compared to 855 registered in 2009, representing 22.5% increase over the 2009 level. This include 589 musical works, 303 literary works, 133 audio visual works, 11 artistic work, 11 logos and 3 software. Subsequently the Interim Management Board of COSGA supervised the collection of a total of Gh¢150,000 in royalties due owners of creative arts, which is about 44% lower than the amount collected in 2009, while the Custom, Excise and Preventive Service (CEPS) collected a total of Gh¢509,930 levies on material for home taping (Blank Cassette or CD) for onward distribution to rights owners. Also a total of US\$15,000 in revenues accrued and received by right through on-line music shops and portals (including iTunes and Nokia music).

#### **1.2.2.3 Key Policy Measures and Strategies**

The following specific activities were undertaken in 2010 to promote the creative industry:

- The stakeholders in the creative industry including the Foundation for Creative Industries, Institute for Music and Development, MUSIGA, GAPI, and other NGOs and Civil Society Organization organized a number of consultative meetings to review the draft GSGDA to ensure that the concerns of the creative industry are integrated in the document
- A new Legislative Instrument (LI) to operationalize the Copyright Act 2005, (Act 690) was passed in 2010
- The Ministry of Trade and Industry identified and supported organizations with Creative Arts potential to develop the industry
- The Interim Management Board was enlarged into an Interim Copyright Management Team (ICMT) chaired by the Attorney General to collect royalties on behalf of right holders following the challenge to the legal legitimacy of Copyright Society of Ghana (COSGA) in 2009 to collect royalties on behalf of right holders as a result of the passage of the Copyright law in 2005
- COSGA organized a workshop on Collective Management Organizations (CMO's)
- The Foundation for the Creative Industries was registered as a prelude to the formation of Council for Creative Industries envisaged under the GSGDA
- The Africa Awake project was incorporated as a company limited by guarantee with MUSIGA, GAPI and TFO as funding institutions. The project steering Committee members include representatives of Ministry of Chieftaincy and Culture, Ministry of Trade, Ministry of Tourism, Ghana Investment Promotion Center, Musicians union of Ghana (MUSIGA), GAPI, Arts and Craft Producers and Exporters Associations, Film Producers Association, Council for Independent Artistes Organization, True Freedom Organization and Fashion Designers Association of Ghana
- Training and Teaching of Ghanaian Music and Musical instruments in Basic schools pilot project started in Accra
- MUSIGA organized ICT training for 50 musicians at the Kofi Annan Training Centre and thirty (30) participants learnt how to use search engines, promotion of music through the

World Wide Web, usage of software for the enhancement and creation of ringtones and social networking

- A music software known as Music DNA was developed to track music and video usage and exploitation locally and internationally. The software was developed with the support of BACH Technology, a Norwegian firm to help collect royalties due right owners
- On-line music shops and portals such iTunes and Nokia music were developed for the marketing of Ghanaian music internationally
- Two workshops were organized with the support of BUSAC to advocate for the revision of the Cultural Policy as well as make input into the five (5) year strategy of Ministry of Chieftaincy and Culture
- The Accra Arts and Culture Network (Accra Can) in collaboration with Accra Metropolitan Assembly (AMA) initiated the Accra Cultural Capital/African Creative Cities project. Fora and discussions have already been held involving other African cities to look at ways to turn Accra into a creative City on the way to become a Cultural Capital in Africa and to involve other African Cities to implement an African Creative Cities project. This project will expand local and international audiences for cultural activities and art events, form alliances and partnerships with local and international authorities to improve cultural infrastructure, promote creativity and innovation, and assist in developing the careers and talents of art professionals in the city
- The Ghana Cultural Fund (GCF) continues to support the creative industries with grants and Danish Embassy agreed to continue funding the GCF
- The New Music Ghana project launched in 2009 continued to be implemented in 2010. The New Music Ghana is a national competition that invites young musicians to compose, create, play and promote contemporary African music, using styles and instruments rooted in their respective traditions. It enables young musicians between the ages of 15 to 25 years to develop artistic skills and creates avenues for personal development. More than a hundred young musicians from all the regions of Ghana has taken part in New Music Ghana; and
- A GH¢ 400,000 Arts Village project was initiated by Government at Aburi in the Eastern Region in an effort to bring all artists in the vicinity under one roof for effective marketing of their products.

#### **1.2.2.4 2011 Promote the Creative Arts Industry for Economic Development**

##### **1.2.2.4.1 Status of Selected Indicators**

Though, comprehensive data is not available to show how much of the global trade in creative goods and services accrued to Ghana in 2011, trade statistics on total exports of handicraft shows an increase of 28.6% from US\$2.78 million in 2010 to US\$3.57 million. This constitutes 0.17% and 0.15% of the share of the value of non-traditional exports in 2010 and 2011 respectively.

To obtain current and comprehensive data to inform policy decision-making and implementation, the initiative by the Ministry of Trade and Industry and the Foundation for the Creative Industries to conduct a study on the size of the Creative Arts Industry in Ghana continued in 2011 with collection of data. The outcome of this study is expected to provide more information on how much of the global trade in creative goods and services is accrued to Ghana, and help make informed policy choices for the growth and development of the Creative Industry.

Meanwhile, the Copyright Society of Ghana (COSGA) registered a total of 1,087 creative works in 2011, compared to 1,047 registered in 2010, representing 3.8% increase over the 2010 level. This includes 541 musical works, 387 literary works, 133 audio visual works, 11 artistic work, 11 logos and 4 software.

#### **1.2.2.4.2 Key Policy Measures, Strategies and Activities**

The following specific activities were undertaken in 2011 to promote the creative art industry: The Interim Copyright Management Team (ICMT) overseeing the Copyright Society of Ghana (COSGA) distributed levies accruing from blank media to copyright owners in musical and audiovisual works. Revenue from levies allocated for literary works were expected to be used for building the capacity of literary and other artistic rights owners.

The exercise was the final to be carried out by ICMT before a new stakeholder controlled Collective Management Organizations (CMO's) in the musical, audiovisual and literary sectors to take over from COSGA. The ICMT was observed as one of the most efficient and effective teams to manage COSGA since its inception in 1986. Established under Section 2 of Copyright (Amendment) Act, 2009, Act 788, the ICMT commenced operations in April 2010 with the primary objective of restructuring the copyright sector, collecting and distributing royalties, overseeing COSGA's liquidation and finally ushering in the new collecting societies;

- The Ghana Music Rights Organization (GHAMRO) was launched as a newly certified royalty collective society for musicians and owners of creative works to replace the Copyright Society of Ghana (COSGA)
- For the first time in the history of the country direct budgetary resources of GH¢2 million was allocated to the creative arts industry for their activities in 2012
- In an effort to promote and enhance the internal and external marketing of Ghanaian music, the Musicians Union of Ghana (MUSIGA) with support from NORCODE (Norwegian Copyright Organization, digitized over five thousand (5,000) songs under the digital meta-data library initiative. In addition, MUSIGA received support from partners to build their capacity in designing a new internet portal which will serve as a platform for reference and marketing of MUSIGA and digitized Ghanaian music. The digital project when completed, will allow the Ghana Music Industry to participate in the global music market. The project will also serve the needs of future collective management organization for the music industry



- A music streaming service delivered to mobile phones, known as Streemio, was launched in Ghana. Ghanaian artistes whose music are used through this service are expected to get 10% royalty share of the gross revenue generated by the service
- The New Music Ghana project launched in 2009 continued to be implemented in 2011. The New Music Ghana is a national competition that invites young musicians to compose, create, play and promote contemporary African music, using styles and instruments rooted in their respective traditions. It enables young musicians between the ages of 15 to 25 years to develop artistic skills and creates avenues for personal development
- To recognize the effort of women who have contributed to the creative arts industry in Ghana, but who are not recognized, especially the elderly, 20 women and two institutions were honored under the women in creative arts initiative of MUSIGA; and
- The Arts Village project initiated by Government in 2010 at Aburi in the Eastern Region to bring all artists in the vicinity under one roof for effective marketing of their products and generate employment was completed in 2011. The total cost of the rehabilitation of the Village is estimated at GH¢700,000. Experts have initiated the preparation of proposals to upgrade other craft villages in the country including Odumasi Abrakwa Craft Centre under CEDECOM (Handicraft Development Centre).

#### **1.2.2.5 2012 Promote the Creative Arts Industry for Economic Development**

The strategies implemented in 2012 in this focus area were aimed at developing and strengthening Ghana's Creative Arts industry in such a way as to compete effectively in the world trade in creative goods and services. In order to track progress towards the attainment of the objectives outlined in this focus area the following indicators were identified:

- Size of the Creative Arts Industry; and
- Number of jobs created by the Music and Films Industries.

##### **1.2.2.5.1 Status of Selected Indicators**

Though comprehensive data on the size of the Creative Arts Industry is still not available, the industry is estimated to be impacting positively on the job creation efforts, economic growth, and poverty reduction, through trade in creative works and services. Available trade statistics on total exports of handicraft in 2012 shows an increase in value from US\$3.57 million in 2011 to US\$4.099 million in 2012, representing a 15% increase compared to 28.6% in 2011

This has led to a marginal increase in the share of creative arts in overall non-traditional exports from 0.15% in 2011 to 0.16% in 2012. Also the total number of Creative Works registered by the Copyright Office of Ghana increased by 12% from 1,047 in 2011 to 1,172 in 2012. This includes 609 musical works, 459 literary works, 71 audio visual works, 29 artistic work and logos and 4 computer software.

#### **1.2.2.5.2 Key Policy Measures, Strategies and Activities**

The following specific activities were undertaken in 2012 to promote the creative art industry:

- A Creative Sector Medium-Term Development Plan was prepared to provide the framework for coordinating the implementation of interventions towards the development of the creative arts industry
- MUSIGA received funding support of US\$100,000 from a Ghanaian individual to develop a strategic blue print to enable Ghana participate in the booming on-going global music business
- MUSIGA was admitted into the International Music Council (IMC) in the category of National and Specialized Organizations
- With support from the Ministry of Communication through the Ghana Investment Fund for Electronic Communication (GIFEC), a new ICT resource centre was established at the MUSIGA head office. The facility also came with 20 additional computers for the ten regional offices of the Union nationwide. The centre is to be used to build the capacities of members on ICT;
- Artistes' development fora were organized for members of MUSIGA in all the ten regions of the Ghana to build their capacities to understand some of the industry fundamentals needed in developing their career in the music industry;
- With funding support from ECOBANK Ghana, a new website and a digital portal was launched by MUSIGA with the objective of distributing Ghanaian music on this platform to the global world;
- MUSIGA in collaboration with Midland Savings & Loans established a Loan scheme for musicians to access and grow their business

#### **1.2.3. Performance Review of the Ministry for 2010 under Thematic Area VII: Transparent and Accountable Governance**

##### **1.2.3.1 2010 APR/ Culture**

The following specific policy measures were pursued in 2010 to promote national culture for development:

##### **1.2.3.1.1 Key Policy Measures, Strategies and Activities**

To strengthen the regulatory and institutional framework for the development of national culture, the then Ministry of Chieftaincy and Culture organized the biennial National Festival of Arts and Culture (NAFAC) in Tamale to promote cultural diversity as a rich asset which the nation can exploit for growth, employment and wealth creation.

#### 1.2.4 2012 APR/ Culture

##### 1.2.4.1 Promotion of National Culture for Development

The strategies implemented under this focus area in 2012 were aimed at achieving the following key policy objectives:

- Strengthen the regulatory and institutional framework for the development of national culture
- Develop a comprehensive legal framework for the tourism sector.

In order to track progress towards the attainment of the objectives outlined in this focus area the following indicator was adopted: Percentage change in resources to national culture development

##### 1.2.4.2 Status of Selected Indicators

One of the problems that have persistently faced the key government institutions responsible for coordinating and implementing interventions aimed at strengthening and promoting national culture is lack of adequate resources to implement planned activities. The total budgetary resources allocated and released to the then Ministry of Chieftaincy and Culture for implementation of programmes in 2012 amounted to GH¢1.833 million.

The following specific policy measures were pursued in 2012 to promote national culture for development:

- The then Ministry of Chieftaincy and Culture continued to organise cultural exchange programmes and joint cultural commissions to display the rich cultural diversity of the country and market them internationally
- The biennial National Festival of Arts and Culture (NAFAC) was to be organized in Sunyani under the theme "harnessing our diverse human capital and traditional knowhow to add value to the creative arts industry and agriculture for sustainable national development".

##### **1.2.3 Performance Review of the Ministry for 2013 under Thematic Area II: Enhancing Competitiveness of Ghana's Private Sector**

No.	Objective(s)	Activities	Achievement(s)	Remarks
20501	Diversify and expand the tourism industry for revenue generation	Participate in 5 UNWTO and other International conferences by 31st December 2013	Participated in 2 international conferences	Non release of funds
		Promote Ghana in the International Media (CNN Eye On Ghana Project)	Ministry secured CNN's readiness to undertake the project	Due to lack of funds project could not take off.
		Organize PANAFEST 2013	Event attracted high profile African statesmen	Successfully organised
		Improve website Infrastructure by 31st Dec 2013	New website developed and made interactive (motcca.gov.gh)	On-going

		Organism World Tourism Day Celebration 2013	Familiarization tour was organised for Diplomats and Parliamentarians to Nzulezu and a durbar at Nkroful was also used to climax Kwame Nkrumah's Birthday	Event was organised in the Western Region in collaboration with the Ministry of Energy
		Payment of subscription (UNWTO & ATA)	-	Outstanding due to non-release of funds
		Participate in National and Regional Policy Fairs	Ministry's policies, programs and projects showcased at the Accra International Conference Centre	No Regional Policy Fairs were organised
		Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others)	Discussions initiated with GUMA (South Africa) and other stakeholders	On-going
		1) Re-structure, Coordination and Oversight of Ministry and Agencies programmes	Draft report on Ministry's Re-alignment prepared	On-going
		2) Attend Joint Commission For Cooperation Meetings (South Africa, Turkey, Brazil & Zimbabwe)	MoU on Tourism and Handicraft signed with Iran	Bilateral Meetings attended at the MFARI
		3) Provide Administrative Support (MOTCCA)	Administrative support provided	40% of budget released
		4) Promotion of Tourism in the International Media	The Ministry engaged the International Media at World Travel Market in London, UK	The Minister granted audience to the International Media
		5) Tourism and cultural promotion	Tourism and culture promoted-Emancipation Day, Chocolate Day, Paragliding Festival etc.	On-going
		6) Other capital expenditure	-	Non-release of funds
		7) Organize sensitization programs for tourism consumers, operators, Trade Practitioners and Media	<ul style="list-style-type: none"> <li>• Five sensitizations program organised on the Tourism Law Act 817 for stakeholders</li> <li>• IEC dummies developed</li> </ul>	Greater Accra, Volta, Central, Ashanti and Northern Regions
		Organize the implementation of the Tourism Law through production and printing of invoice, receipt and summary sheet etc.	Printed the following materials <ul style="list-style-type: none"> <li>• 3,000 certificates</li> <li>• 4,500 invoices</li> <li>• 3,000 returns sheet</li> </ul>	
		Development software for the collection of National Tourism Levy	Procurement initiated	On-going
		Outstanding Liabilities /arrears for 2012	-	On-going
		Develop Standards for new Tourism enterprises (conference centers, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and Tourist attractions by 31st March, 2013	Drafts developed	On-going
		Monitor extension service schemes and returns that will improve quality standards by 31st Dec. 2013	Extension services provided to tourism operators	On-going
		Prepare the annual budget, both Revenue and Expenditure (GOG& IGF) for the MDAs	Annual Budget prepared	
		Establish and operate enforcement Task Force for Revenue generation by Dec. 2013	Task Force established and made operational	
		Establish Task Force for collection of data by Dec. 2013	Task Force established and made operational	
		Establish tourism Youth Corps in hundred (100) Districts with relevant stakeholders by 31st Dec. 2013	Pilots schemes initiated in 5 districts	On-going
		Establish and Operate enforcement Task force for service standards by 31 Dec. 2013	Task Force established and made operational	On-going
		Organize special event programmes by Dec. 2013	Collaborated with the Wangara Community to organise Kurubi Festival in Kintampo	
		Purchase of software and equipment	-	Non-release of funds
		Public awareness on tourism created through newspaper, articles and TV programmes by 31st Dec 2013	Feature articles on tourism published and series of TV interviews aired	

		Outstanding liabilities	-	On-going
		Develop new standards and conduct inspections and license tourism plants in eleven (11) regional offices by 30th Sept 2013	Inspected and licensed 5,535 tourism enterprises (including 56 new tourism enterprises)	On-going
		Organise Arts Skuul (School) and half yearly choral music competition for work place by Dec. 2013	-	Non-release of funds
		Organise Arts Skuul (School) and half yearly choral music competition for work place by Dec. 2013 –IGF	Pappoe Thompson Choral Festival Organised for corporate choirs	
		Develop new high value option in the leisure market cultural heritage and ecotourism components	<ul style="list-style-type: none"> <li>• Bi- Weekly Baajoe programme</li> <li>• Kpaatashie Programme on Indigenous Ghanaian Cuisines</li> </ul>	Funded from IGF
020502	Promote domestic tourism to foster national cohesion as well as redistribution of income	Organise 2 familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	-	Non-release of funds
		Organize sensitization programmes to empower women entrepreneurs in the tourism sector by 31st December, 2013	-	Non-release of funds
		Promote Domestic Tourism through Schools in 10 Regions	-	
		Participate in International fairs and exhibitions	Participated in 2 international fairs, 3 local fairs	
020503	Promote sustainable and responsible tourism in such a way to preserve historical, cultural and natural heritage	Establish Accra Tourism Visitor Centre by 31st December 2013	The structure is about 95% complete	Two boys quarters to be relocated
		Develop Ghana's Creative Industry (Carnival, Handicrafts, Music) by 31st December 2013	Ghana Carnival was organised and patronised by both domestic and foreign tourists	
		Implement UNIDO/UNWTO Integrated COAST Project	125 boat operators, vegetable growers, tour guides and hoteliers were trained in environmental management and customer care services.	
		Sensitization and Implementation of the New Ghana Tourism Law 817 of 2011	The Ministry collaborated with GTA to organise the program in 5 regions	
		Organize HIV/AIDS sensitization workshop for both private and public stakeholders by 31st December, 2013	-	Non-release of funds
		Complete the cultural village project by Dec. 2013	-	Non-release of funds
		Organize Regional Cultural week to showcase the potential in Eastern Region by Dec. 2013	-	Non-release of funds
		Organize Regional Cultural week to showcase the potential in Eastern Region by Dec. 2013 -IGF	Cultural week organised	Organised with funds from IGF
060201	Develop and retain human resource capacity at national, regional and district levels	Organize mid-year performance review for the sector by 31st December, 2013	-	Non-release of funds
		Participate in MTEF/GIFMIS programs	Participated in MTEF/GIFMIS programs	
		Build Capacity and entrepreneurial skills of 2000 unemployed youth & women at tourist sites.( MOT- Pro-Craft PPP arrangements )	Proposal under review by AG's office	
		Promote quality service delivery and investment at 23 tourist sites( MOT-ZOIL PPP arrangements)	Proposal under review by AG's office	
		Undertake various academic programmes for GTA staff by 31st Dec.2013		
		Organise Monthly meetings on MTEF budget 31st Dec.2013	-	Non-release of funds
		Hold Quarterly corporate management meetings /workshops by 31st Dec.2013	Quarterly meetings organised	

		Hold monthly meetings for Board of Directors by Dec.2013	Monthly meetings organised	
		Participate in Ghana Integrated Financial Management Information System(GIFMIS) training programmes by 31st Dec.2013	Participated in GIFMIS training	
		Participate NDPC and MOFEP pilot (Programme Based Budgeting)programme by 31st Dec.2013	Participated in NDPC and MOFEP pilot (Programme Based Budgeting) programme	
		Quarterly visits to the regions by Finance, Audit and revenue Dept annually by 31st	Quarterly visits to the regions undertaken by the Finance, Audit and Revenue Dept.	
		Organise End of year activities and staff awards by Dec. 2013	-	Non-release of funds
		Provide administrative support – GTA	Administrative support provided	
		Provide Administrative Support-HOTCATT	Administrative support provided	
		Purchase Plant & Equipment	-	Non-release of funds
		Train ten Staff in computer skills by 31st December 2013	-	Non-release of funds
070404	Deepen on-going institutionalization and internalization of policy formulation, planning, and M&E system at all levels	Training of Hospitality service providers in the regions	Trained 100 hospitality operators in the Volta region, 20 stewards at the Office of the President trained	
		Conduct research and collate data for tourism statistics (Tourism Satellite Account)	Discussions initiated	
		Organise quarterly Inter-Ministerial Committee on Tourism meetings and Familiarization tours	-	Non-release of funds
		Organize quarterly Public Private Partnership forum	-	Non-release of funds
		Undertake Monitoring & Evaluation	Monitoring and Evaluation undertaken	
060201	Develop and retain human resource capacity at national, regional and district levels	Purchase plants, equipment and vehicles	-	Non-release of funds
		Train 50 staff in administrative, ICT, tourism and tourism-related skills	15 staff trained in competency based programs, 1 on scheme of service training	
		Purchase plant, equipment and vehicles	-	Non-release of funds
		Commitments/Arrears	-	Non-release of funds
020601	Develop and strengthen Ghana's Creative economy in ways that would enable the nation to actively engage in the world trade in Creative goods and services	Complete tourist receptive facilities under construction	-	Non-release of funds
		Procure moveable assets by Dec. 2013	Moveable assets procured	IGF source of funding
		Implement its goods and service activities by Dec. 2013	Goods and service activities implemented	IGF source of funding
		Publish Ghana Language books to enhance learning of National Language by Dec. 2013	-	Non-release of funds
		Complete 2-Storey Office Building for Bureau of Ghana Language at Kanda works by Dec. 2013	-	Non-release of funds
		To promote the creative industry in Ghana by Dec. 2013	A 9 member committee was constituted to prepare the regulatory and legislative framework for the Creative Arts industry	

#### 1.2.4 Performance Review of the Ministry for 2013 under Thematic Area VII: Transparent and Accountable Governance

No.	Objective(s)	Activities	Achievement(s)	Remarks
071201	Strengthen the regulatory and institutional framework for the development of national culture	Implement goods and services activities by Dec. 2013	Goods and services implemented	IGF source of funding
		Procure small machinery and goods to support the productive sectors of the cultural sectors	-	Non-release of funds
		Organize workshop for 100 persons in various Artistic Discipline by Dec. 2013	-	Non-release of funds
		Organize workshop for 100 persons in various Artistic Discipline by Dec. 2013-IGF	50 persons trained	Funded from IGF
		Train 50 persons in batik tie and dyeing by Dec. 2013	-	Non-release of funds
		Organize workshop on investment promotion for made in Ghana products and cultural goods by Dec. 2013)	-	Non-release of funds
		Organize Joe De Graft Student Drama Festival and workshop for 30 2nd Cycle schools by Dec. 2013	-	Non-release of funds
		Organize Joe De Graft Student Drama Festival and workshop for 30 2nd Cycle schools by Dec. 2013-IGF	Joe De Graft Student Drama Festival held for 2nd Cycle schools	
		Train 45 students on artistic disciplines by Dec. 2013	45 students trained	Funded from IGF
		Organize workshop for visual and Performing Artists and Production techniques by Dec. 2013	Workshop for Visual and Performing Artists on Production techniques organised.	Funded from IGF
		Promote the implementation of a dynamic culture development programme	-	Non-release of funds
		Organize workshop/seminars to educate youth on the negative effect of foreign culture in the oil producing areas by Dec. 2013)	Jointly organised NCC and Nubuke Foundation	Funded by Tullow Oil Company
		Organize Handicraft and Export Production workshop from Craftsmen by Dec. 2013	-	Non-release of funds
		Organize Handicraft and Export Production workshop from Craftsmen by Dec. 2013-IGF	Handicraft and Export Production workshop organised	Funded from IGF
		Organize Seminars/Conferences for stakeholders to showcase the potential in the Region by Dec. 2013	-	Non-release of funds
		Organize Seminars/Conferences for stakeholders to showcase the potential in the Region by Dec. 2013-IGF	Seminars/Conferences for stakeholders to showcase the potential in the Region organised	Funded from IGF
		Train 35 persons on artistic disciplines by Dec. 2013	35 persons on artistic disciplines trained	Funded from IGF
		Provide the required materials for training skills of Cultural Officers and Artisans by Dec. 2013	-	Non-release of funds
		Provide the required materials for training skills of Cultural Officers and Artisans by Dec. 2013	Required materials for training skills of Cultural Officers and Artisans provided	Funded from IGF
		Train 50 persons in smock weaving Dec. 2013	50 persons in smock weaving trained	Funded from IGF
		Organize Seminars to effectively promote cultural programmes by Dec. 2013	-	Non-release of funds
		Organize Seminars to effectively promote cultural programmes by Dec. 2013-IGF	Seminars to effectively promote cultural programmes organised	Funded from IGF
		Train 55 persons in smock weaving by Dec. 2013	55 persons in smock weaving trained	Funded from IGF

No.	Objective(s)	Activities	Achievement(s)	Remarks
		Organize 2-day orientation for District Cultural Officers on the relevant of sacred and ritual music to National heritage and development by Dec. 2013	-	Non-release of funds
		Organize 2-day orientation for District Cultural Officers on the relevant of sacred and ritual music to National heritage and development by Dec. 2013-IGF	2-day orientation for District Cultural Officers on the relevant of sacred and ritual music	Funded from IGF
		Train 45 persons in smock weaving by Dec. 2013	45 persons in smock weaving trained	Funded from IGF
		Implement its goods and service activities by Dec. 2013	Goods and services activities implemented	Funded from IGF
		Undertake construction, renovation and rehabilitation works by Dec. 2013	-	Non-release of funds
		Implement its goods and service activities by Dec. 2013	Goods and services activities implemented	Funded from IGF
		Procure moveable assets by Dec. 2013	Moveable assets procured	Funded from IGF
		Organize quarterly visit to fort and castles by Dec. 2013	Quarterly visit to forts and castles organised	Funded from IGF
		Implement its goods and service activities by Dec. 2013-NTG	Goods and services activities implemented	Funded from IGF
		Undertake construction, renovation and rehabilitation works by Dec. 2013	-	Non-release of funds
		Undertake construction, renovation and rehabilitation works by Dec. 2013-IGF	Construction, renovation and rehabilitation works undertaken	On-going, Funded from IGF
		Implement its goods and service activities by Dec. 2013- GDE	Goods and services activities implemented	Funded from IGF
		Procure moveable assets by Dec. 2013 - KNMP	-	Non-release of funds
		Implement its goods and service activities by Dec. 2013	Goods and services activities implemented	Funded from IGF
		Increase access to Nkrumah Memorial Park by 20% Dec. 2013	Publicity and marketing campaigns for the park intensified	On-going
		Implement its goods and service activities by Dec. 2013	Goods and services activities implemented	Funded from IGF
		Implement its goods and service activities by Dec. 2013- W.E.B. DuBois	Goods and services activities implemented	Funded from IGF
		Organize Workshop/Seminars on the relevant of W. E. B. DuBois by Dec. 2013	Black History Month / W. E. B. DuBois Memorial Lectures organized.	Funded from IGF
		Implement its goods and service activities by Dec. 2013-NSO	Goods and services activities implemented	Funded from IGF
		Procure moveable assets by Dec. 2013	-	Non-release of funds
		Implement its goods and service activities by Dec. 2013	Goods and services activities implemented	Funded from IGF
		Organize orchestra songs to promote its relevance by Dec. 2013	<ul style="list-style-type: none"> <li>Joint performance with German-British and French Groups.</li> <li>Collaboration with Agya Koo Nimo</li> </ul>	
		Procure Computers and accessories-GDE	-	Non-release of funds
		Implement its goods and service activities by Dec. 2013 –GDE	Goods and services activities implemented	Funded from IGF



No.	Objective(s)	Activities	Achievement(s)	Remarks
		Undertake international foreign tours to six Countries by Dec. 2013	Undertook international tour to Japan to promote Ghanaian	Funded by NGO
		Investment activities	-	Non-release of funds
		Implement its goods and service activities by Dec. 2013- Abibigromma	Goods and services activities implemented	Funded from IGF
		Undertake construction, renovation and rehabilitation works by Dec. 2013	-	Non-release of funds
		Organise outreach programmes for 3 Regions by Dec. 2013	Theatre for development programmes organised	
		Procurement of other capital expenditure by Dec. 2013	-	Non-release of funds for purchase of bus
		Implement its goods and service activities by Dec. 2013-NFB	Goods and services activities implemented	Funded from IGF
		Procure moveable assets by Dec. 2013 -NFB	-	Non-release of funds
		Organize workshop/seminars with stakeholders on the potential of folklore by Dec. 2013	Accra Brewery Company Limited sensitized on the use of Folkloric Symbols	Funded from IGF
		Procurement of other capital items	-	Non-release of funds
		Implement its goods and service activities by Dec. 2013-PAWA	Goods and services activities implemented	Funded from IGF
		Undertake construction, renovation and rehabilitation works by Dec. 2013-PAWA	-	Non-release of funds
		Organize Pan African Writer's week by Dec. 2013	Participated in Poetry Day activities	

### **1.3 Analysis of Current Sector Development Situation and Profile of the MDA**

#### **1.3.1 Sector Profile of the MDA**

The Ministry of Tourism, Culture and the Creative Arts is to provide a firm, stable policy environment for effective mainstreaming of Ghanaian culture into all aspects of national life and to ensure the strong emergence of a vibrant creative economy to improve and advance the tourism industry.

The Ministry is to facilitate the interface between government, implementing bodies in tourism, culture and the creative industries as well as international and civil society partners. Currently, the 14 agencies under the Ministry are:

- 1) Ghana Tourism Authority (GTA)
- 2) Hotel Catering and Tourism Training Centre (HOTCATT)
- 3) National Commission on Culture and Regional Centers for National Culture
- 4) Bureau of Ghana Languages

- 5) Ghana Museums and Monuments Board
- 6) National Theatre of Ghana
- 7) Kwame Nkrumah Memorial Park
- 8) W.E.B. Dubois Memorial Centre
- 9) National Symphony Orchestra
- 10) Ghana Dance Ensemble
- 11) Abibigromma Theatre Company
- 12) National Folklore Board
- 13) Pan African Writers Association
- 14) Ghana Tourist Development Company (GTDC)

### 1.3.2 Institutional Capacity

The staff strength of the Ministry and its agencies are as indicated in the table below:

MDA	Number of Staff		Remarks
	Required	Existing	
Ministry of Tourism, Culture and the Creative Arts	127	57	Inadequate Human Resource
Ghana Tourism Authority	380	259	-do-
Hotel, Catering and Tourism Training Institute	20	6	-do-
National Commission on Culture	910	850	-do-
Ghana Museums and Monuments Board	366	252	-do-
National Folklore Board	5	5	-do-
Kwame Nkrumah Memorial Park	25	16	-do-
National Symphony Orchestra	41	41	-do-
Ghana Dance Ensemble	66	39	-do-
National Theatre of Ghana	95	82	-do-
Pan African Writers Association	N/A	N/A	-do-
W.E.B Du Bois Memorial Centre for Pan African Culture	21	16	-do-
Bureau of Ghana Languages	63	33	-do-
<b>TOTAL</b>	<b>2,119</b>	<b>1,656</b>	

### 1.3.3 Logistics Capacity of the Ministry of Tourism, Culture and Creative Arts and Agencies

Item	Number		Remarks
	Required	Existing	
1) Office Accommodation	15	15	Need to construct new offices because most agencies are in rented premises
2) Residential Accommodation	1,035	N/A	Need to construct more
3) Regional Cultural Complex	10	7	Need to construct more and complete the on-going
4) Office Furniture <ul style="list-style-type: none"> <li>• Tables</li> <li>• Chairs</li> <li>• Sofa</li> <li>• Desks</li> <li>• Executive Swivel Chairs</li> <li>• Filing Cabinets</li> <li>• Room Dividers</li> <li>• Cupboards and Drawers</li> </ul>	2116 sets	1500 sets	Need to purchase more and replace existing sets with new ones
5) Air conditioners	450	250	Need to procure more
6) Refrigerators	400	150	Need to procure more
7) Desktop Computers	500	200	Need to procure more
8) Laptop Computers	70	25	Need to procure more
9) LCD Projectors	24	5	Need to procure more

Item	Number		Remarks
	Required	Existing	
10) Amplified Theatre Musical Equipment	17	-	Need to procure more
11) Brass Band Instruments	12	3	Need to procure more
12) Stage Lighting Equipment	12 sets	3	Need to procure more
13) Saloon Cars	100	20	Need to procure more
14) Land cruisers	30	13	Need to procure more
15) Pick ups (4x4 Wheel Drives)	30	20	Need to procure more
16) Mini Buses	18	5	Need to procure more
17) Motorbikes	60	20	Need to procure more
18) Bicycles	50	N/A	Need to procure more
19) LAN Facilities	35	1	Need to procure more
20) Fax Machines	15	2	Need to procure more
21) Photocopier Machines	40	17	Need to procure more
22) Video Cameras	35	5	Need to procure more
23) Editing Suite Equipment	3	-	Need to procure more
24) DVD/VCD Equipment	35	10	Need to procure more
25) Television Sets	25	20	Need to procure more
26) Radio/Tape Recorders	35	25	Need to procure more
27) Power Amplifiers	35	10	Need to procure more
28) Public Address Systems	35	10	Need to procure more

#### **1.3.4 Characteristics of the Sector of the MDA**

The Ministry of Tourism, Culture and Creative Arts and its agencies are by law established to develop and promote tourism and safeguard the tangible and intangible cultural heritage assets of the nation. Apart from developing the commercial viability of touristic resources, culture and creative arts to promote and ensure a good standard of living for all Ghanaians, the Ministry is enjoined among other things to safeguard, preserve, protect and conserve the following national cultural assets:-

- 1) Natural and eco-tourism resources (National Parks, Waterfalls, Scenic Attractions, Beaches, etc.)
- 2) Chieftaincy and regalia associated with the institution
- 3) Traditional Architecture, preservation and production techniques
- 4) Traditional Culinary Arts, Food preservation and processing
- 5) Traditional Medicine, its acceptance, production techniques and efficacy
- 6) Traditional Theatre/Drama – a vehicle for transmission of virtues, values, good practices etc. and to mirror in terse, issues of morality and injustices in the society
- 7) Traditional Music, Nwomkro, Adowa, Fontomfrom, etc.
- 8) Indigenous Art Technologies – Art and Crafts
- 9) Indigenous Dances-Kpanlogo, Borborbor, Takai, etc.
- 10) Festival and Durbars/Religious Ceremonies
- 11) Rites of Passage – birth, outdoor, early adolescence, puberty/initiation wedding/marriage, life achievements, death/funerals
- 12) Folklore, Mythology, Legends, Ethno-psychology, and Linguistics typical of the people.
- 13) Oral History and Epics

- 14) Development of Historic, Cultural and Heritage Sites – Mausolia, Sacred Groves, Forts and Castles, Museums, etc.
- 15) Rationalization classification of National Cultural Assets

#### 1.3.5 Analysis of Cross Cutting Issues

##### **(a) HIV/AIDS**

The Ministry carried out workshops and conferences to sensitize staff and industry practitioners on HIV/AIDS prevention and control. Among others it distributed IEC materials and condoms to hospitality service providers particularly in hotels, night clubs and other tourism enterprises. Furthermore, it used events such as traditional durbars and festivals to sensitize communities to be wary of cultural practices and behavior patterns that induce the transmission of HIV and AIDS.

##### **(b) Gender**

Being, predominantly a service industry tourism products, programmes and activities over the period was gender friendly, service delivery in the area of food production housekeeping tour guiding customer care etc. were provided by women.

##### **(c) Environment, Climate Change and Green Economy**

Policies, programmes and events over the period were environmentally friendly. Most of the interventions such as community based eco- tourism development were sought to promote traditional methods for the conservation of the environment, bio-diversity, climate change and green economy. Attractions like the Kakum National Park, Buabeng-Fiema Monkey Sanctuary and other community protected areas (sacred groves, rivers and Lakes) received considerable attention.

##### **(d) Vulnerability**

Interventions in the tourism, culture and creative arts industry created job opportunities for the vulnerable and excluded groups. Hospitality and Cultural occupations in particular, provided decent incomes for the group.

##### **(e) Population**

Over the period a number cultural interventions such as community durbars was used to sensitize traditional authorities and other bearers of temporal power and justice to address inimical issues concerning population growth.

**(f) Decentralization**

In view of the fact that most of the tourism, culture and creative arts resources are located in the communities, the Ministry solicited active community involvement and participation in the development and protection of the resources.

**(g) Science, Technology and Innovation (STI)**

Culture provides the basis for development of Science, Technology and Innovation. Indigenous knowledge practices like bone setting, traditional dyeing techniques, Kente weaving, smithing etc. are all informed by industrial and scientific applications. The Ministry and its agencies in conjunction with other MDAs have promoted the development of indigenous knowledge through sector policies and programmes.

**(h) Security**

Given the fact that Tourism thrives on security and safety environments, the Ministry and its agencies work closely with all national security and other security agencies to ensure holistic, secure and safe environment for all visitors and industry players.

**(j) Disaster**

Disaster is a major disincentive to the development and promotion of tourism. The Ministry and its agencies worked closely with the National Road Safety Commission, National Disaster Management Organization and the other MDAs to address issues of disaster- road accidents, air transport and other environmental disasters.

**1.4 Summary of Key Development Issues Identified from the Situational Analysis**

The Key Development Problems/Issues that the Ministry and its departments and agencies encountered during the implementation of Ghana Shared Growth and Development Agenda (2010-2013) included the following:

- Inadequate office accommodation for the Ministry and agencies for requisite man-power
- Inadequate human resource particularly technical staff
- Inadequate office machinery, equipment and transport for effective service delivery
- Insufficient budgetary allocation, slow pace of releases or non-releases to implement Tourism, Culture and Creative Arts programmes, projects and events
- Poor standards and quality of service and product delivery in the sector resulting in low patronage
- Inadequate transport infrastructure particularly, poor road network coupled with congestion inhibit convenient and rapid movement of tourists around the country and major cities
- Inadequate capacity building programmes and training facilities for staff, practitioners and the unemployed youth in Tourism, Culture and Creative Arts
- Inadequate incentives/ concessions/ tax holidays resulting in limited investment in Tourism, Culture and Creative Arts by the private sector
- Low appreciation and support of tourism, culture and creative arts sector by policy and decision makers including MDA's and MMDA'S

- Lack of reliable data on contribution of the Sector ( tourism, culture and creative arts) to national development
- Lack of adequate tourism, culture and creative arts infrastructure (Receptive facilities, information offices, museums, production workshops, exhibition spaces and craft villages)
- Inadequate mainstreaming of cross-cutting issues (HIV/AIDS, Sanitation, Gender, etc.)
- Inadequate education programmes on Tourism, Culture and Creative Arts and Corporate Management Practices, MDGs, issues related to FGM, Servitude in Trokosi Shrines, witchcraft, child betrothals, early marriages, Widowhood Rites and Inheritance, unhindered influx of foreign cultures
- High cost of destination (High airfares and accommodation, utility services, etc.).

#### 1.4.1 The Lessons learnt which have implications for TCCASMTDP (2014-2017)

The lessons within the Tourism, Culture and Creative Arts Sub-Sectors which have implications for TCCASMTDP (2014 – 2017) are to:

- Secure assistance from Development Partners to support implementation of programmes
- Intensify and expand IGF collection
- Developing adequate and reliable statistics for policy formulation
- Strengthen collaboration with relevant MDAs for development of Tourism, Culture and Creative Arts infrastructure (airports, roads, communication, water & electricity, etc.)
- Mobilize private sector participation in the provision and completion of Tourism, Culture and Creative Arts Infrastructure, i.e – reception facilities, tourist information offices, highway rest-stops, theatres, museums, production studios, cultural villages, offices etc.
- Exploit the commercial viability of the Sector by organizing investment fora as well as developing bankable tourism, culture and creative arts profiles for potential investors
- Increase access to credit through collaboration with relevant organizations (MOTI, MOF, Development Partners, Financial Institutions)
- Phase the implementation of the 15 Year National Tourism Development Plan and the Cultural Policy of Ghana into manageable units
- Engage Development Partners to support in the provision of logistics for the Ministry and its agencies (vehicles, computer equipment and accessories, photocopiers, etc.)
- Implement a Local Area Network infrastructure with Internet to link the Ministry with its agencies nationwide
- Recruit/ replace and build capacity for the Ministry and agencies staff and industry practitioners and also train youth with employable skills to service the industry
- Engage corporate Ghana in the packaging, marketing and promotion of Tourism, Culture and Creative Arts products
- Strengthen collaboration and encourage District Assemblies to incorporate Tourism, Culture and Creative Arts in their Medium Term Development Plans and annual budgets
- Establish District Tourism, Culture and Creative Arts offices
- Take an inventory of National Tourism, Culture and Creative Arts Assets in the regions
- Conduct quarterly M&E visits to all organizations, departments and agencies under the Ministry

#### **1.4.2 Statement of Income and Expenditure**

##### **1.4.2.1 Analysis of Budget for the Ministry of Tourism, Culture and Creative Arts within the Planned Period (2010-2013)**

##### **2010-2012 (Ministry of Tourism)**

MDA	Financial Year	Approved Budget in GH¢ (GoG)	Actual Release in GH¢	Remarks
Ministry of Tourism	2010	7,757,089		
Ministry of Tourism	2011	17,225,166	5,168,181.6	
Ministry of Tourism	2012	9,658,622	3,176,149.5	
Ministry of Tourism, Culture and Creative Arts	2013	18,585,375		

## CHAPTER 2

### 2.0 PRIORITISATION OF DEVELOPMENT ISSUES

#### 2.1 Key development problems/issues identified from the NMTDPF (2014 – 2017)

The Key development problems/issues identified by the Ministry from the NMTDPF (2014 – 2017) are as indicated in the table below:

THEMATIC AREA	DEVELOPMENTAL ISSUES
<b>Enhancing Competitiveness of Ghana's Private Sector</b>	
<b>Key Focus Area 1:</b> Developing the Tourism Industry	<ol style="list-style-type: none"> <li>1) Limited exploitation of potentials in the tourism sector</li> <li>2) Inadequate investment in the tourism sector</li> <li>3) Limited attention to the development of tourism at the local level</li> <li>4) Poor tourism services and low quality standards in the industry</li> <li>5) Inadequate numbers of professionally trained personnel in the industry</li> <li>6) High cost of hospitality services</li> <li>7) Inadequate promotion of domestic tourism</li> </ol>
<b>Key Focus Area 2:</b> Culture and Creative Arts Industry	<ol style="list-style-type: none"> <li>1) Lack of a policy framework</li> <li>2) Weak enforcement of copyright laws</li> <li>3) Weak coordination among the MDAs on issues related to the creative arts industry</li> </ol>
<b>TRANSPARENT AND ACCOUNTABLE GOVERNANCE</b>	
<b>Key Focus Area 1:</b> <b>National Culture for Development</b>	<ol style="list-style-type: none"> <li>1) Lack of a comprehensive National Culture Policy</li> <li>2) Limited attention to issues of culture in national development</li> <li>3) Limited documentation on Ghanaian culture and history</li> <li>4) Few well-equipped Centers for National Culture across the regions and districts</li> <li>5) Low patronage of local creative industry</li> </ol>



## 2.2 Prioritization of Identified Issues

Assessment Criteria	High	H
	Medium	M
	Low	L

No.	Identified Key Development Issues/Problems	Ranking	Impact on Population poor and vulnerable			Impact on Basic Human Needs			Multiplier Effects on Economy			Impact on Even Development			Remarks
			H	M	L	H	M	L	H	M	L	H	M	L	
1	Limited exploitation of potentials in the tourism sector	1	X			X			X			X			NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 5
2	Inadequate investment in the tourism sector	9		X			X		X			X			NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 5
3	Limited attention to the development of tourism at the local level	2	X			X			X			X			NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 5
4	Poor tourism services and low quality standards in the industry	13			X			X	X				X		NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 5
5	Inadequate numbers of professionally trained personnel in the industry	7		X		X			X			X			NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 5
6	High cost of hospitality services	3	X			X			X			X			NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 5
7	Inadequate promotion of domestic tourism	10		X			X		X			X			NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 5
8	Lack of a policy framework	11		X			X		X			X			NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 6

No.	Identified Key Development Issues/Problems	Ranking	Impact on Population poor and vulnerable			Impact on Basic Human Needs			Multiplier Effects on Economy			Impact on Even Development			Remarks
9	Weak enforcement of copyright laws	14		X			X			X			X		NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 6
10	Weak coordination among the MDAs on issues related to the creative arts industry	4	X			X			X			X			NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 6
11	Lack of a comprehensive National Culture Policy	12		X			X		X			X			NMTDPF (2014 – 2017) Thematic Area 7: Key Focus 12
12	Limited attention to issues of culture in national development	5	X			X			X			X			NMTDPF (2014 – 2017) Thematic Area 7: Key Focus 12
13	Limited documentation on Ghanaian culture and history	15			X		X			X			X		NMTDPF (2014 – 2017) Thematic Area 7: Key Focus 12
14	Few well-equipped Centers for National Culture across the regions and districts	8	X				X		X			X			NMTDPF (2014 – 2017) Thematic Area 7: Key Focus 12
15	Low patronage of local creative industry	6	X			X			X			X			NMTDPF (2014 – 2017) Thematic Area 2: Key Focus 6

## CHAPTER 3

### 3.0 DEVELOPMENT GOAL, ADOPTED OBJECTIVES AND STRATEGIES

#### 3.1 Adopted Relevant Thematic Goals of the Medium-Term Development Policy Framework (2014- 2017)

The Ministry has adopted thematic area II - Enhancing Competitiveness of Ghana's Private Sector and thematic area VII - Transparent and Accountable Governance

<b>Goal for Thematic Area II:</b> Enhancing Competitiveness of Ghana's Private	To partner Government and other stakeholders in the transformation of the economy through modernized agriculture, and the exploitation and processing of Ghana's natural resource endowments
<b>Goal for Thematic Area VII:</b> Transparent and Accountable Governance	To empower state and non-state bodies to participate in the national development process and collaborate effectively to achieve national development goals and objectives.

#### 3.2 Adopted National Development Projections for 2014-2017 (National Indicators and Targets)

Indicators	Targets						Average annual growth Rate (%)
	2012	2013	2014	2015	2016	2017	
International Arrivals	903,300	993,600	1,093,000	1,202,200	1,322,500	1,454,700	10
Receipts (Mil US\$)	1,704,700	1,876,900	2,066,500	2,275,200	2,505,000	2,758,000	10.1
Tourism Related Employment	287,000	319,000	354,000	392,000	438,000	487,000	10
Hotel Rooms	32,266	34,906	36,427	38,572	40,450	42,513	5.6
Domestic Tourists (At 25 Sites Only):	1,118,745	1,168,990	1,227,440	1,288,812	1,353,253	1,420,915	4.8
- Arrivals							
- Receipts (GH¢)	1,247,093	1,867,914	2,801,871	2,918,695	3,210,565	3,531,622	20

Sources: MOTCCA, NCC & GTA

NB: 2009 and beyond are projections

#### 3.3 Development Projections of the Ministry for 2014-2017 (Indicators and Targets)

The overall outcome of the implementation of the strategies above is to contribute to addressing the economic imbalances, re-stabilize the economy and placing it on the path of sustained accelerated

economic growth and poverty reduction over the period 2014-2017, through increasing the sector's contribution to GDP and foreign exchange earnings, as well as employment and incomes.

The specific sectoral development projections are therefore outlined in table below. The tourism sector contribution to GDP is expected to increase from 4.7% to 5.0%, while remaining in the top four contributors to foreign exchange earnings. International tourism arrivals and receipts are expected to increase at an average of 10% and 10.1% over the period 2014 – 2017, while employment generated from the tourism sub-sector is projected to increase from 354,000 in 2014 to 487,000 by 2017 representing 10% annual growth rate.

On the other hand, employment generated from the culture and creative arts sub-sector is projected to increase from 784,149 in 2014 to 1,148,072 in 2017 representing 10% annual growth rate, with corresponding projected income of GH¢ 42,793, 237 in 2014 to GH¢ 74,845,639 in 2017, representing 15% annual growth rate.

In terms of hotel accommodation, hotel rooms is projected to increase at the rate of 5.6 % per annum, while number of hotel establishment is expected increase at the rate 1% per annum. On the other hand domestic tourist arrivals and receipt are expected to increase by an average annual rate of 15% and 26% respectively.

### 3.3.1 Ministry of Tourism, Culture and Creative Arts Projections for 2014 – 2017

#### 3.3.1.1: Projections for Arrivals, Receipts, Tourism Related Employment and Hotel Accommodation

Indicators	Targets						Average annual growth Rate (%)
	2012	2013	2014	2015	2016	2017	
International Arrivals	903,300	993,600	1,093,000	1,202,200	1,322,500	1,454,700	10
Receipts (Mil US\$)	1,704,700	1,876,900	2,066,500	2,275,200	2,505,000	2,758,000	10.1
Tourism Related Employment	287,000	319,000	354,000	392,000	438,000	487,000	10
Hotel Rooms	32,266	34,906	36,427	38,572	40,450	42,513	5.6
Hotels	2,205	2,228	2250	2,421	2445	2469	1
Domestic Tourists (At 25 Sites Only):	1,118,745	1,168,990	1,227,440	1,288,812	1,353,253	1,420,915	4.8
- Arrivals							
- Receipts (GH¢)	1,247,093	1,867,914	2,801,871	2,918,695	3,210,565	3,531,622	20

Sources: MOTCCA & GTB.

### 3.3.1.2 Projected Employment Generated in the Tourism Sector, 2014 – 2017

Indicators	Targets					Average Annual Growth
	2013	2014	2015	2016	2017	
Direct Employment	91,000	101,000	112,000	125,000	139,000	
Indirect Employment	228,000	253,000	280,000	313,000	348,000	
<b>Total</b>	<b>319,000</b>	<b>354,000</b>	<b>392,000</b>	<b>438,000</b>	<b>487,000</b>	
% Growth						

### 3.4.1.3 Projections for Culture & Creative Arts, 2014-2017

Indicators	Targets						Average annual growth Rate (%)
	2012	2013	2014	2015	2016	2017	
Jobs Creation through Cultural and Creative Arts Occupations	-	784,149	862,564	948,820	1,043,702	1,148,072	10
Handicrafts Exported (USD \$)	4,248,000	4,673,000	5,140,000	5,654,000	6,220,000	4,248,000	10
Projected incomes from Cultural and Creative Arts Occupations	-	42,793,237	49,212,222	56,594,055	65,083,164	74,845,639	15

Source: NCC (891 Culture/Creative Industries) & GEPC (Handicrafts Section)

## 3.5 Adopted Policy Objectives and Strategies from the National Medium-Term Plan 2014 – 2017

The Policy Objectives and Strategies from the National Medium-Term Plan 2014 – 2017, adopted by the Ministry are as follows:

### 1) Policy Objective 1: Diversify and expand the tourism industry for Economic Development

To diversify and expand the tourism industry for revenue generation, Ghana will be marketed as a competitive tourist destination; new, high-value options in the leisure market, and the culture, heritage and eco-tourism sub-sectors will be developed, while enhancing the attractiveness of the existing products. Tourism services and standards will be enhanced through inspection, licensing and classification of formal and informal tourism establishments; and human resource capacity of skilled and unskilled personnel in the hospitality industry will be enhanced.

Programmes will also be designed to promote the development of more high value accommodation and condominiums by the private investors; attract health care entrepreneurs to establish medical facilities offering clinical and surgical services to promote wellness facilities (i.e. natural SPAs) in order to ensure long-term stay of convalescents at selected tourism sites. These are expected to improve and strengthen the infrastructure base of the industry.

To improve the overall financing of the sector, interventions will be designed to reduce the credit constraint facing operators in the sector including granting “export” status to hotels so that tourism sub-sector players can also enjoy the benefits and concessions enjoyed by other exports.

The overall legal and institutional framework to support the industry, and the development of national parks and other high-rated natural attractions will be enhanced and strengthened.

**i) Market Ghana as a competitive tourist destination**

The Ministry will work closely with its stakeholders from the public and private sectors to vigorously market Ghana as a competitive tourist destination and indeed one of the preferred tourist destinations in Africa. In this regard, efforts will be made to showcase Ghana's tourism products for increased patronage of tourists through participation in international tourism exhibitions and fairs in key traditional and emerging markets in America, Europe, Asia and Africa. Other marketing initiatives will include advertising tourism products in the international media to improve global visibility of Ghana and its products, production and distribution of promotional materials to prospective tourists through Ghana's Missions abroad, hosting familiarization tours for journalists and travel trade practitioners, regular upgrading of official tourism website and making it more interactive and hosting of international cultural events with a view to attract more tourists into the country. Furthermore emphasis will be placed on innovation and creativity as part of re-packaging and adding value to the tourism products to improve the competitiveness of Ghana as a tourist destination.

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**ii) Increase efforts to improve the quality of tourism personnel at all levels**

Interventions geared towards improving the quality of tourism personnel and hospitality service providers at all levels will be embarked upon to maintain international standards and provide quality services so as to ensure the competitiveness of Ghana's tourism. These interventions will include: promoting public-private partnerships in the establishment of professional tourism and hospitality training institutes; developing and enforcing national training regulations, minimum qualification levels for all tourism positions, linked to licensing of tourism enterprises; establishing accreditation of training institutes, standardized across the entire tourism training sector, linked with international accreditation systems, in line with the national Technical, Vocational, Educational, and Training Policy (TVET); improving access to training opportunities through a system of scholarships, fellowships, incentive schemes supporting internships and practical attachments and study tours at best practice tourism destinations.

**iii) Promote Public Private Partnership for investment in the sector**

The Ministry will promote public private partnerships to mobilize both local and foreign investment in the development of requisite tourism infrastructure and facilities notably; hotels ,resorts, eco-lodges, motels and highway rest stops, restaurants, entertainment and recreational facilities, tourist transport, shopping, conference & exhibition centers etc. This is not only to bridge the tourism infrastructure gap but also to improve standards while creating employment and facilitating economic growth. Key interventions in this regard will include: Creation of Land banks as government's equity contribution to private partnerships; Creation of incentives including tax holidays and exemption of import duties on identified industry equipment and accessories; hosting and participation in investment conferences/ meetings; preparation of a national tourism investment prospectus to guide prospective investors; provision of technical support to industry practitioners in preparing corporate and business plans for tourism projects among others.

**iv) Attract health care entrepreneurs to establish medical facilities offering clinical and surgical services to promote wellness facilities, i.e. natural Spas, to ensure long-term stay of convalescents at selected tourism attraction sites**

As part of improving health and wellness of special niche tourist markets, efforts will be made to attract health and wellness entrepreneurs to establish health and wellness facilities such as Spas, Sanatorium ,Fitness clubs etc at selected tourist sites especially in the rural areas .Such facilities will offer a mixture of orthodox and alternative health treatment to tourists with various chronic diseases, while at the same time providing opportunities to provide supervised recuperation and convalescence.

**v) Strengthen collaboration and coordination among key stakeholders to develop the Tourism Sector**

The multi-faceted nature of tourism development comprising of provision of tourism infrastructure and facilities, re-packaging, marketing and management of tourist attractions/sites and events and development of service culture for the industry among others, requires collaboration and effective coordination with all stakeholders from both the public and private sectors. Action will be taken to sustain the Public- Private-Partnership Forum Inter- Ministerial Committee on Tourism quarterly meetings and other one-on one engagements with relevant stakeholders.

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**2) Policy Objective 2: Intensify the Promotion Domestic Tourism**

To promote domestic tourism and foster national cohesion, the specific strategies identified for implementation include: vigorous promotion of domestic tourism to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities; and develop domestic tourism infrastructure including tourist receptacles.

**i) Pursue the incorporation of tourism development into district development plans:**

In line with decentralizing tourism administration and ensuring that Metropolitan, Municipal and District Assemblies play a key role the development and promotion of tourism at the local level and MMDA's will be

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encouraged to incorporate tourism into their District Development Plans in line with national policies and plans. This will provide the basis for MMDA's to mobilise investment for tourism infrastructure and facility development and market tourist sites while creating opportunities for greater involvement and participation of local communities in tourism micro, small and medium scale enterprises and activities and thus improve their livelihoods.

**ii) Engage the local media and other stakeholders in the promotion of domestic tourism:**

The media have a crucial role to play in the promotion of domestic tourism in any country where tourism development is taken seriously. The Ministry will therefore engage the local media to ensure that popular and emerging tourist sites, events, facilities, services and experiences of tourists around the country are brought to the limelight. It has to be underscored that tourism is highly dependent on media reporting because the vast majority of travel decisions are made by people who have never seen the destination first hand for themselves. Media reporting of tourism activities and events will therefore generate more interest in the citizenry to patronize tourism activities and events while creating opportunities for entrepreneurs to invest in various tourism businesses and promote domestic tourism. This will help boost local economies by creating employment and generating incomes for Ghanaians in the communities.

**iii) Encourage private investment in the development of affordable facilities for use of domestic tourists:**

One of the major constraints to the development and growth of domestic tourism is the limited size of discretionary income at the disposal of the citizenry particularly for lodging, food and transport. High hotel rates and transport is a deterrent to greater involvement and participation therefore of the Ghanaians in domestic tourism activities and events. To address this efforts will be made to promote private investments into affordable facilities such as standard budget hotels, eco-lodges, tourist camps, hostels, motels and highway rest stops in and around tourist sites and cultural centers.

**3) Policy Objective 3: Promote sustainable and responsible tourism in such a way to preserve historical, cultural and natural heritage**

The specific strategies identified under this policy objective include developing sustainable ecotourism, culture and historical sites; and ensuring the elimination of incidence of sex abuse and the spread of sexually transmitted diseases via the tourism industry.

**i) Develop sustainable eco-tourism, culture and historical sites**

Efforts will be made to develop tourism sustainably in a manner to make positive contributions to the conservation of natural and cultural heritage while at the same time, generating greater economic benefits for local people and enhancing the well-being of host communities. This will ultimately not only minimize negative economic, environmental, and social impacts from tourism activities but also provide more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues.



## **ii) Ensure the reduction of social vices and HIV/AIDS associated with Tourism**

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The growth of tourism in any country is associated with not only positive economic benefits such as revenue generation and employment creation among others but also has attendant negative social impacts such as increase sexual exploitation and abuse and HIV/AIDS especially among the youth who may be lured into commercial sex trade for financial gains from tourists. To address such social vices that may arise, the Ministry will work closely with stakeholders including host communities who engage tourists to put measures in place to mitigate and curb such vices.

## **4) Develop a competitive Creative Arts Industry**

The linkage between the Creative industry - namely Cultural Sites, Visual Arts, Traditional Cultural Expressions, Performing Arts, Music, Publishing, Audio Visuals, New Media, Design and Creative Services - and economic development is gradually becoming clearer. According to recent UNCTAD statistics, World trade in creative goods and services totalled a record US\$624 billion in 2011. Overall, global trade in creative products more than doubled from 2002 to 2011. The average annual growth rate during that period was 8.8 per cent. There is need to forge a holistic and integrated approach towards enhancing the economic viability of our cultural institutions and the resourcefulness of practitioners, reviving traditional technologies, developing local markets and gaining access to internal markets. The development of cultural villages as critical appendages to tourism is fast gaining economic relevance as a source of revenue generation and employment creation.

Over the medium term, Government will put in place measures to develop, promote and strengthen Ghana's Culture and Creative industry to support economic development and compete effectively in world trade. Key policy interventions and strategies to be pursued include:

### **i) Provide appropriate legal and regulatory framework for promoting the creative arts and for protecting intellectual property rights**

The existing legal and regulatory framework for the development of the Creative Industry is weak. This could be attributed to weak sector-related laws which do not conform to the tenets of copyright law, and copyright contract, neighboring rights, collecting societies and enforcement, and also not conforming to global standards. Furthermore, there exists a weak institutional framework for the development of the Creative Industry. To address this the Ministry will facilitate the engagement of industry practitioners and appropriate government agencies to pass appropriate laws and ensure their enforcement while strengthening the organizational framework. In doing this sensitization programmes will be carried out for industry practitioners to heighten awareness on intellectual property rights.

### **ii) Promote research into the industry and access to data to inform evidence based policy making**

The Ministry will facilitate the establishment of a Culture and Development Indicator Suite as an initiative to provide development actors with a tool demonstrating how Culture and the Creative Industry impact on development processes from the grass root to the national level.

Furthermore, the Ministry will facilitate research and a profile study on the following; Cultural Sites, Visual Arts, Traditional Cultural Expressions, Performing Arts, Music, Publishing, Audio Visuals, New Media, Design

and Creative Services etc. as baseline data for the Culture and Development Indicator Suite to inform decision and policymaking.

**iii) Facilitate the establishment of a Trust fund to support the industry**

There is an urgent need to mobilize resources from public, private, local and foreign sources to support cultural programmes. The 2004 Cultural Policy of Ghana states that to secure adequate funding for the implementation of the Policy and supplement Government funding for the promotion of Cultural events, the National Commission on Culture shall establish a Cultural Trust Fund. The Cultural Trust Fund shall be sourced from the following: Special Government contribution; Earnings from a Special Cultural Lottery; A ten percent (10%) earnings from the National Lottery; Earnings from exhibitions, promotions and commercial activities; Grants from International Agencies and Organizations; A percentage from Copyright earnings; and Donations.

The Commission shall also receive funding for the promotion and development of the arts and culture from other sources such as: Government subvention; Contributions and/or grants from District/Municipal/Metropolitan Assemblies; A designated percentage from the District Assemblies Common Fund; Sponsorship and donations from private individuals, industry, business organizations, commercial houses and other groups; and any other sources.

The Government shall enact laws to give tax relief to organizations and business concerns that make donations to and sponsor arts and cultural activities. The National Commission on Commission shall take the necessary measures to ensure that funds from the Cultural Trust Fund and other cultural promotion and development resources are judiciously applied and accounted for.

**iv) Strengthen established collection societies to become effective and efficient**

The sector Ministry would sensitize key stakeholders and other players in the creative industry subsector on the need to form a collection society for their respective domains in line with the UNCTAD groupings. These domains would register with the Registrar General's Department to facilitate the legality of collection. The sector Ministry will facilitate the inauguration of the collection societies to commence business.

**v) Facilitate the establishment of a National Commission on Films**

The Ministry will ensure that key stakeholders and other players in the creative industry subsector are sensitized on the Films Bill and will also engaged the appropriate agencies on the urgency to pass the films bill into law. The bill will provide the appropriate institutional mandate for the establishment of the National Commission on Films.

**vi) Strengthen the Copyright Office and related institutions**

The Ministry will collaborate with appropriate agencies to strengthen the Copyright Office and related institutions to combat piracy from all fronts. This is to ensure that artists and producers get returns on their

investments. In this vein, the Copyright Office must be positioned to assess foreign and local creative works in order to prevent the encroachment of values that are inimical to our own.

**vii) Promote coordination among key MDAs on the development of the Creative Industry**

A major constraint to the development of the creative industry is the weak coordination among key MDAs. To address this, the Ministry will establish appropriate linkages with other sectors on the development of the Creative Industry for the attainment of national cultural goals.

**viii) Facilitate access to finance and the export market for products of Ghanaian Creative Industry**

A key challenge to the growth of the creative industry is access to finance and export market for products of Ghanaian Creative Industry. To address this the Ministry will work closely with financial institutions and corporate benefactors to support long term financing of the creative industry. The Ministry will collaborate with Ghanaian Missions abroad to facilitate the participation of industry players in international fairs and exhibitions in order to explore markets for creative industry products.

**ix) Facilitate the establishment of a designated unit within the relevant MDAs to facilitate the growth of the Creative economy**

The Ministry will establish a Creative Arts Directorate at the Ministry and at the National Commission on Culture, to facilitate the growth of the creative economy.

**x) Facilitate the establishment process of a creative industry Centre to serve as a creative space and enclave for SMEs in the Creative Industry**

The Ministry will facilitate the establishment process of a Creative Industry Centre to serve as a creative space and enclave for SMEs in the Creative Industry. The enclave will include facilities such as Enclosed Theatre/Multipurpose, Open Air Theatre, Museum, Art Gallery, Craft Village, Souvenir Sales Shops, Musical Studios, Restaurant, Administration Block, Car Park etc. at the most appropriate location within the medium-term in conjunction with the private sector. This enclave would provide market and the requisite exposure for the industry players.

**xi) Strengthen the National Commission on Culture to support the creative Industry**

In line with Government's commitment to use Tourism as an instrument for the full realization of the economic potential of our culture and creative arts, the Ministry will restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative Arts in the

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medium term. To this end the Ministry will facilitate the interface between government, implementing bodies in tourism, culture and the creative industries as well as international and civil society partners.

#### **Policy Objective 5 : Promote Culture For National Development**

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Culture must be recognised as the basis of, and the most important factor in the nation's human and material development. It manifests in the aesthetic quality and humanistic dimension of our literature, music, drama, architecture, carvings, paintings and other artistic forms. The strategies to promote culture for national development are: Strengthen the existing regulatory and institutional framework on culture; Mainstream culture in the nation's social and economic development agenda; Assist less endowed traditional authorities to document their culture and history; Complete the establishment of fully-functional Centres for National Culture at all levels and enhance their capacity to promote culture; and, Restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative Arts.

##### **i) Strengthen the existing regulatory and institutional framework on culture**

The existing regulatory and institutional mandates of all existing pro-cultural organizations have to be reviewed to accommodate modern aspects of cultural administration and management. The Cultural Policy of Ghana which received cabinet approval in 2004 still has an arduous task to accomplish. The policy document will require a review in order to accommodate modern development trends as a result of our constant interaction with other cultures vis-à-vis globalization, digital revolution etc. This is to reflect current ways of doing things to become a living document. Eminent shortfalls and weaknesses in the culture sector continue to prevail and these underscore the need for continuous support for the development of the sector.

##### **ii) Mainstream culture in the nation's social and economic development agenda**

The Ministry will establish appropriate linkages with other sectors of the economy for the attainment of national cultural goals. The Ministry will work closely with all sectors to ensure that cultural inputs are incorporated in the planning of development programmes.

##### **iii) Assist less endowed traditional authorities to document their culture and history**

Our history, cultural values and institutions must continue to exercise a deep influence on the nation's destiny and play a key role in governance and national life. The Ministry will collaborate with Chiefs, Community Elders, Scholars, Artistic Groups, and other cultural advocates to disseminate information and promote understanding of our history, heritage and cultural practices. This will stimulate public interest and assist in the process of conserving and developing our history and culture.

##### **iv) Complete the establishment of fully-functional Centers for National Culture at all levels and enhance their capacity to promote culture**

There is a compelling need to provide commensurate cultural infrastructure for the attainment of the objectives of the Cultural Policy of Ghana. To this end, the Ministry will facilitate the completion of abandoned cultural projects in the regions and districts and enhance their capacity to promote culture.

**v) Restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative Arts**

In line with Government's commitment to use Tourism as an instrument for the full realization of the economic potential of our culture and creative arts, the Ministry will restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative Arts in the medium term.

To this end the Ministry will facilitate the interface between government, implementing bodies in tourism, culture and the creative industries as well as international and civil society partners.

Key Focus Area	Issues	Policy Objectives	Strategies
Developing the Tourism Industry	<ul style="list-style-type: none"> <li>Limited exploitation of potentials in the tourism sector</li> <li>Inadequate investment in the tourism sector</li> <li>Limited attention to the development of tourism at the local level</li> <li>Poor tourism services and low quality standards in the industry</li> <li>Inadequate numbers of professionally trained personnel in the industry</li> <li>High cost of hospitality services</li> </ul>	Diversify and expand the tourism industry for economic development	<ul style="list-style-type: none"> <li>Market Ghana as a competitive tourist destination</li> <li>Increase efforts to improve the quality of tourism personnel and services at all levels</li> <li>Promote Public Private Partnerships for investment in the sector</li> <li>Encourage health care providers to promote health tourism</li> <li>Strengthen collaboration and coordination among key stakeholders to develop the tourism sector</li> <li>Encourage the expansion of tourist event attractions</li> <li>Accord export status to the tourism industry to enable it benefit from the EDAIF facility</li> </ul>
		Promote sustainable tourism to preserve historical, cultural and natural heritage	<ul style="list-style-type: none"> <li>Ensure tourism planning in District Development plans to promote tourism development</li> <li>Develop sustainable eco-tourism, culture and historical sites</li> <li>Eradicate emerging threats to tourism particularly sex tourism</li> </ul>
	<ul style="list-style-type: none"> <li>Inadequate promotion of domestic tourism</li> </ul>	Intensify the promotion of domestic tourism	<ul style="list-style-type: none"> <li>Promote the establishment of tourism clubs in all educational institutions</li> <li>Engage the local media and other stakeholders in the promotion of domestic tourism</li> <li>Encourage private investment in the development of affordable facilities for use of domestic tourists</li> </ul>
Culture and Creative	<ul style="list-style-type: none"> <li>Lack of a policy framework</li> </ul>	Develop a competitive	<ul style="list-style-type: none"> <li>Develop a policy framework and enforce existing</li> </ul>

Key Focus Area	Issues	Policy Objectives	Strategies
<b>Arts Industry</b>	<ul style="list-style-type: none"> <li>Weak enforcement of copyright laws</li> <li>Weak coordination among the MDAs on issues related to the creative arts industry</li> </ul>	creative arts industry	<p>legal and regulatory frameworks for the development of the creative arts industry</p> <ul style="list-style-type: none"> <li>Promote research into the industry to establish data to inform evidence-based policy formulation</li> <li>Encourage industry participants to establish a Trust Fund to support the industry</li> <li>Undertake capacity building among the industry players to sharpen their business orientation</li> <li>Strengthen the copyrights office and its related institutions</li> <li>Promote coordination among key MDAs on the development of the creative arts industry</li> <li>Facilitate access to finance and the export market for products of Ghana's creative arts industry</li> <li>Strengthen the National Commission on Culture to support the creative arts industry</li> <li>Establish a council for the creative arts industry</li> </ul>
<b>National Culture for Development</b>	<ul style="list-style-type: none"> <li>Lack of a comprehensive National Culture Policy</li> <li>Limited attention to issues of culture in national development</li> <li>Limited documentation on Ghanaian culture and history</li> <li>Few well-equipped Centers for National Culture across the regions and districts</li> <li>Low patronage of local creative industry</li> </ul>	Harness culture for national development	<ul style="list-style-type: none"> <li>Strengthen the existing regulatory and institutional framework on culture</li> <li>Mainstream culture in the nation's social and economic development agenda</li> <li>Assist less endowed traditional authorities to document their culture and history</li> <li>Accelerate the establishment of fully-functional Centers for National Culture in all regions and enhance their capacity to promote culture</li> <li>Restructure the National Commission on Culture</li> </ul>

## CHAPTER 4

### 4.0 DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE MDA

The programmes and sub programmes formulated by the Ministry and its Agencies towards the realization of policy objectives and strategies are in tandem with the Ministry programme based budget. This programmes and sub programs embraces activities/operational services and projects that deliver on the Ministry's core functions and assigned mandate. The Ministry has five core programmes as indicated below.

#### 4.1 Programme 1- Management and Administration

Through this program the Ministry provides the overall management and administration for the development and promotion of the tourism, culture and the creative arts sector in accordance with the National Policy Framework. The programme consists of four sub-programmes, namely:

- General Administration
- Finance
- Human Resource and
- Policy, Planning, Monitoring and Evaluation

The summary of core operations/ activities/ projects under the Management and Administration programme are as follows:

- Develop and manage a comprehensive annual budget
- Implement training programmes to upgrade the skills of staff for effective delivery in areas such as quality assurance, marketing and research, tourism policy, product development, management, administration and revenue generation
- Conduct logistic needs assessment to procure goods, services and undertake works to enhance service delivery
- Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy
- Ensuring the delivery of programme outputs and outcomes
- Restructuring the National Commission on Culture
- Restructuring the Ghana Tourism Authority
- Restructuring HOTCATT
- Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts
- Signing of International conventions and agreements
- To mobilize and manage funds as well as report on expenditures
- Preparation of cash-flow statements and final accounts.

## **4.2. Programme 2- Tourism Product Development**

The Product Development Programme seeks to facilitate the development of tourist attractions (i.e. Cultural, Historical, Natural and events) and link these with appropriate infrastructure (transport, accommodation, interpretation) and visitor facilities. High quality, diverse, complementary and well serviced Tourism plants and attractions are essential for tourists to lengthen their stay in Ghana and to increase their spending. This will maximize the benefits of tourism for both the national and local economies.

The Programme is delivered through collaboration with relevant stakeholders (i.e. MDAs, MMDAs, and the private sector) to provide the necessary infrastructure (roads, airports, ICT facilities, water, electricity) and visitor facilities (accommodation, rest stops, restaurants, entertainment venues, tourist transport, etc) to enhance the tourist experience.

The National Tourism Development Plan for Ghana (2013-2027) and the Tourism Sector Medium Term Development Plan (2010-2013) identifies key attractions in the country for promotion and development. The Ministry collaborates with MMDA's to incorporate tourism development in their District Medium Term plans and budgets.

The summary of core operations/ activities/ projects under the Tourism Product Development programme are as follows:

- Assess the marketability of the attraction
- Identify the infrastructure and superstructure gaps
- Promote tourism investment to improve the tourist experience
- Prepare schemes for the overall development of the attraction
- Maintaining a register of all tourist attractions and identify synergies and linkages between them (e.g. help them to identify viable tourism circuits)
- Facilitating cooperation between all stakeholders – the Metropolitan, Municipal & District Assemblies (MMDAs), attraction operators, infrastructure providers.

## **4.3. Programme 3 - Tourism Research and Marketing**

The programme intends to increase both domestic and foreign visitors, tourism facilities and services to make them internationally competitive. It aims to market Ghana as a destination of choice globally thereby increasing the number of visitors from 746,500 in 2010 to 1.5 Million in 2014. This is to increase the average spending per Tourist from US\$ in 2010 to US\$2,300 by 2014. A significant part of this drive would be done through a Public Private Partnership (PPP).

As part of marketing emphasis would be place on tourism research in view of the fact that tourism development relies heavily upon the availability of relevant and reliable data. This would enable policy makers, planners, potential investors, tour operators, and tourists themselves, to make informed decisions.

The summary of core operations/ activities/ projects under the Tourism Research & Marketing programme are as follows:

- Conduct surveys, analysis and compilation of tourism statistics



- Maintain a research library
- Produce publications and promotional materials ie brochures, maps, CDs, compendium of tourism statistics, directory, etc.
- Vigorously promoting domestic tourism - to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities
- Participating in international tourism fairs, exhibitions and conferences
- Planning and organizing international special events such as Paragliding, PANAFEST Emancipation, HOMOFEST, Carnival, World Tourism Day, etc.
- Promoting Ghana as a competitive destination for meetings, incentives, conferences and events
- Undertaking e-marketing through the official tourism websites (MOTCCA & GTA)
- Advertising Ghana in the major international and local media

#### **4.4 Programme 4- Tourism Quality Assurance**

The Quality Assurance Programme seeks to regulate and monitor compliance to ensure quality service standards in the tourism industry and increase tourist satisfaction and spending.

The summary of core operations/ activities/ projects under the Tourism Quality Assurance programme are as follows:

- Developing, reviewing, and updating industry regulations, classifications, registration and licensing of attractions and tourism infrastructure operators, routine inspections and capacity building Programmes for hospitality service providers
- Conduct inspections and license tourism enterprises in eleven-(11) regional offices
- Operationalise Task Force to enforce service standards and Revenue generation
- Operationalise the Tourism Levy collection by printing Invoices and Returns
- Provide extension services to plant developers in 10 regions
- Develop standards for new Tourism enterprises (conference centers, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions
- Procure software for the collection on National Tourism Levy
- Complete construction of training facilities
- Organize training for school leavers for the Hospitality Industry
- Organise capacity building Programmes for hospitality service providers

#### **4.5. Programme 5- Culture, Creative Arts and Heritage Management**

The Programme seeks to achieve the overall development and promotion of Ghana's Culture, and Heritage Assets as capital to accelerate poverty reduction, create wealth and impact on National Development.

Ghana's tourism prospects are over 70% culture driven and through this Programme, the Agencies and Organizations under the Ministry brand Ghana's cultural heritage as a veritable asset to attract foreign and local visitors. This will contribute immensely to economic growth.

The programme consists of 4 subprograms namely:

- 1) Cultural Development
- 2) Promotion of Arts and Culture

- 3) Research and Preservation of Culture
- 4) Creative Arts Management

The summary of core operations/ activities/ projects under the Culture, Creative Arts and Heritage Management are as follows:

- Organizing Black History Month to promote the cherished ideas and ideals of Dr. W. E. B. Dubois and his undying concept of Pan Africanism.
- Developing, promoting, preserving, presenting and conserving of Ghana's folklore through seminars, conferences, workshops and publications.
- Permanent exhibitions, provision of museum and library services to preserve the memory and the cherished ideas and ideals of Dr. Nkrumah and his concept of nationalism and Pan Africanism.
- Permanent exhibitions, museum services and the presentation of Ghana's material cultural heritage, inter alia, forts, castles, antiquities, mausoleum etc.
- Research, documentation, publication and the collective development of Ghanaian languages to promote mass communication for economic growth.
- Holistic development and promotion of Ghana's Creative arts through music, dance, drama, handicrafts, etc. and the provision of cultural infrastructure for performances.
- Research, documentation, presentation and promotion of Ghanaian and Pan African culture through literary texts and publications.
- Organization of Cultural Exchange programmes
- Establishment of Ghana Culture Development Indicator Suite
- Printing and publication of Magazine/Newsletter on Arts and Culture
- Organization of District, Regional and National Festivals of Dance, Music, Drama and Visual Arts
- Development of Cultural Heritage
- Development of Cultural/ Historic Sites
- Organization of Seminars and Workshops on Culture and Development,
- Investment promotion for made-in-Ghana products in-line with mainstreaming culture for national development
- Creation of spaces for exhibitions
- Development and completion of fully functional Centers for National Culture
- Training of Cultural Officers and Artists
- Organizes Cultural performances to educate, inform and entertain students on their literature books such as "In the Chest of a Woman". This is done by stage drama, visiting the schools and conducting drama performances.
- Performs sketches on new products to be launched on the market for corporate organizations.
- Organizes Ghanaian traditional theatre and drama workshops for professional dramatists/artistes to improve production quality.
- Organize awareness creation seminars on Ghanaian traditional theatre and drama.
- Creation and development of national heritage and artistic forms through research and creative experiment in the form of theatrical presentations, that is, stage performances to depict the life style of a people, as in. "Bukom", Ahengoro (Durbar of Chiefs) and historic presentation as in "Musu" – Saga of the Slave Trade, etc.
- Organization of workshops, teaching of dances, Collaborative Programmes with Renowned Choreographers both local and international and also among the resident troupes of the Theatre and Regional Tours to showcase what we have to others.
- Participate in State Programmes (State of the Nation's Address, Banquets & Functions of Visiting Heads of State & other Dignitaries etc.), National Festival of Arts and Culture (NAFAC), Kiddafest – a National Theatre Festival for Kids and others

- Organize Museum interaction programmes
- Collect, Conserve & Document Artifacts / Sites for Museums
- Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)
- Organize exhibition on our Cultural Heritage
- Organize educational Programs for Schools and Communities
- Conduct feasibility studies on Christiansborg Castle Cultural Enclave -
- Complete Regional Cultural Complexes through PPP
- Complete National Craft village
- Establish Museums in 4 Regions
- Complete Museum of Science and Technology through PPP
- Establish a Creative Arts desk at the Ministry
- The Feasibility study for the establishment of a multi-purpose enclave for the creative industries.

#### 4.6 Prioritization of Programmes and Sub Programmes

##### Prioritization Model

##### Definition of Score

Definition	Score
Very Strong Results	3
Results	2
Weak Results	1
No Results	0

No.	Programmes	National Impact e.g. Employment Generation, Economic Enhancement, Health, Poverty Reduction etc.	Spatial Impact e.g. Nationwide – Selected Region etc.	Source of Programme (Cabinet Decision, International Agreement, Civil Society, Executive etc.)	Source of Funding	Total Score	Rank
1.	Management and Administration	2	2	2	1	7	3
2.	Tourism Product Development	3	3	2	1	10	1
3.	Tourism Research and Marketing	3	3	2	1	9	2
4.	Tourism Quality Assurance	2	1	3	1	7	3
5.	Culture, Creative Arts and Heritage Management	3	3	2	1	10	1

#### 4.7 Development Programmes/ Sub-Programmes Linked to MTEF

	2014(GH¢)	2015(GH¢)	2016(GH¢)	2017(GH¢)	TOTAL(GH¢)
Compensation	21,591,499	22,886,923	23,573,530	24,987,942	93,039,894
Goods & Service (Admin. Cost)	4,679,000	4,699,000	4,885,000	5,160,000	19,423,000
Cost of Service Delivery					
Programme 1	2,594,000	2,273,000	3,035,000	2,420,000	10,322,000
Programme 2	1,220,000	1,681,000	1,453,000	1,703,000	6,057,000
Programme 3	9,241,000	10,273,000	10,189,000	10,980,000	40,683,000
Programme 4	496,000	2,597,000	2,378,000	990,000	6,461,000
Programme 5	3,969,000	25,287,000	18,199,000	16,400,000	63,855,000
<b>Sub Total</b>	<b>17,520,000</b>	<b>42,111,000</b>	<b>35,254,000</b>	<b>32,493,000</b>	
<b>Total Cost Centre</b>	<b>43,790,499</b>	<b>69,696,923</b>	<b>63,712,530</b>	<b>62,640,942</b>	<b>239,840,894</b>

##### 4.7.1 Items Linked to MTEF

Item	2014	2015	2016	2017	TOTAL
<b>Compensation</b>	21,591,499	22,886,923	23,573,530	24,987,942	<b>93,039,894</b>
<b>Goods&amp; Services</b>	19,902,000	21,208,000	22,227,000	23,520,000	<b>86,857,000</b>
<b>Assets</b>	2,297,000	25,602,000	17,912,000	14,133,000	<b>59,944,000</b>
<b>Total Cost Centre</b>	<b>43,790,499</b>	<b>69,696,923</b>	<b>63,712,530</b>	<b>62,640,942</b>	<b>239,840,894</b>

#### 4.8 SWOT Analysis of the Tourism, Culture and Creative Arts Sector

Strategy	Programme	Strengths	Weakness	Opportunities	Threats
Market Ghana as a competitive tourist destination	Tourism Research & Marketing	<ul style="list-style-type: none"> <li>Ghana has unique and diverse cultural and natural Resources</li> <li>Growing middle and higher income domestic market segment</li> </ul>	<ul style="list-style-type: none"> <li>Lack of financial and human resource to market destination</li> <li>Limited research on tourism</li> <li>Low promotion of tourism products</li> <li>Under-developed tourist products</li> <li>High attrition of Ministers</li> </ul>	<ul style="list-style-type: none"> <li>Political stability, safe and secure environment for visitors</li> <li>Proverbial hospitality and friendliness of Ghanaians</li> <li>Ghana has a well connected flight network</li> </ul>	<ul style="list-style-type: none"> <li>High cost of air fares</li> <li>Outbreak of epidemics (Ebola, cholera etc.)</li> <li>Low interest and commitment of policy and decision makers</li> <li>Competition from emerging tourism destination in Africa</li> </ul>
Increase efforts to improve the quality of tourism personnel and services at all levels	Tourism Quality Assurance	Existence of HOTCATT and other training facilities	<ul style="list-style-type: none"> <li>Lack of training facilities and infrastructure</li> <li>Inadequate budgetary allocations for capacity building in the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>Youthful and vibrant population</li> <li>Growing trained and skilled manpower</li> </ul>	<ul style="list-style-type: none"> <li>Disregard for global best practices by unscrupulous tourism professionals</li> <li>Low investment in hospitality training institutions.</li> </ul>
Promote Public Private Partnerships for investment in the sector	Tourism Product Development	Government enabling environment( e.g. PPP Framework	Bureaucratic system cumbersome land acquisition process	Political stability, safe and secure environment for visitors	<ul style="list-style-type: none"> <li>Instability of the Ghanaian cedi</li> <li>Unreliable energy supply</li> <li>High cost of Utility services</li> </ul>
Encourage health care providers to promote health tourism	Tourism Product Development	<ul style="list-style-type: none"> <li>Policy framework to promote health tourism</li> <li>Traditional healing centers( bone treatment centers)</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate number of health resorts and spas</li> <li>Lack of conducive environments for leisure and health tourism</li> <li>Lack of skilled personnel</li> </ul>	<ul style="list-style-type: none"> <li>Traditional healing experts</li> <li>Growing interest in health fitness among the population</li> </ul>	Poaching of existing skilled personnel by neighboring countries
Strengthen collaboration and coordination among key stakeholders to develop the tourism sector	Management and Administration	Cordial working relationship between the Ministry RCCs and MDAs	Lack of understanding about tourism potential to national development among major stakeholders	<ul style="list-style-type: none"> <li>Existence of tourism development committees in the RCCs and MDAs</li> <li>Existence of private sector industry players(GHATOF and Ghana Cultural Forum)</li> </ul>	High attrition rate of Regional Ministers and DCEs
Encourage the	Tourism Product	Existence of tourism events	<ul style="list-style-type: none"> <li>Lack of Funds and logistics</li> </ul>	Growing interest by	Frequent traditional and

expansion of tourist event attractions	Development	annual calendar	<ul style="list-style-type: none"> <li>for promotion of events</li> <li>Inadequate publicity on Ghanaian events</li> <li>Lack of support from corporate Ghana towards local events</li> </ul>	communities to celebrate their local festivals	community unrest
Accord export status to the tourism industry to enable it benefit from the EDAIF facility	Tourism Research & Marketing	Existence of Framework	Low awareness by industry players on assessment of existing funds	Continuous contribution of tourism to the national economy	Competition by other sectors
Ensure tourism planning in District Development plans to promote tourism development	Tourism Product Development	Ongoing sensitization of District Assemblies about the contribution of tourism to the district	Lack of tourist promotional materials in Districts	Availability of natural, cultural, and historic attractions in the Districts	<ul style="list-style-type: none"> <li>Poor sanitation</li> <li>Degradation of the environment( illegal mining, felling of trees, bush fires etc)</li> </ul>
Develop sustainable eco-tourism, culture and historical sites	Tourism Product Development	Existing unique, natural and diverse resources	<ul style="list-style-type: none"> <li>Inadequate logistics to monitor development</li> <li>Low enforcement of regulations and standards</li> </ul>	<ul style="list-style-type: none"> <li>Availability of natural, cultural, and historic attractions</li> <li>Private sector participation and involvement</li> <li>Initiatives by local tourism development committees</li> </ul>	<ul style="list-style-type: none"> <li>Lack of collaboration by key stakeholders</li> <li>Lack of framework for revenue sharing within communities where attractions are located.</li> <li>Non-compliance of tourism laws in tourism generation communities</li> </ul>
Eradicate emerging threats to tourism particularly sex tourism	Management and Administration	<ul style="list-style-type: none"> <li>Ghana is signatory to the international convention on child labour exploitation</li> <li>The Ministry seriously frauds on sex tourism related tendencies</li> </ul>	Logistics for enforcement	Sex education in schools	<ul style="list-style-type: none"> <li>High influx of tourist</li> <li>Pounced poverty in communities</li> <li>Availability of internet and social media</li> </ul>
Promote the establishment of tourism clubs in all educational institutions	Tourism Product Development	Existing GTA regional offices to facilitate students excursions	Inadequate buses for excursions	Growing interest by students to undertake excursions	High Transportation and accommodation cost
Engage the local media and other stakeholders in the promotion of domestic tourism	Tourism Research & Marketing	<ul style="list-style-type: none"> <li>Enthusiastic and vibrant media</li> <li>Existing award scheme for media houses who promote tourism</li> </ul>	Inadequate promotional materials	Growing interest by local media to be associated with tourism programmes and events	Negative publicity of tourism events and programmes by local press

Encourage private investment in the development of affordable facilities for use of domestic tourists	Tourism Product Development	Available land for development	Unreliable data on tourism sites	Incentives, concession and tax holidays	<ul style="list-style-type: none"> <li>• Hostile communities</li> <li>• Land litigation</li> </ul>
Develop a policy framework and enforce existing legal and regulatory frameworks for the development of the creative arts industry	Management and Administration	<ul style="list-style-type: none"> <li>• Commitment by government and industry players to develop the creative industry</li> <li>• Re-alignment of the Ministry of Tourism with the Creative Arts industry is a policy decision to develop the creative arts industry</li> </ul>	<ul style="list-style-type: none"> <li>• Unreliable data on the creative Arts domains</li> </ul>	<ul style="list-style-type: none"> <li>• International attention and focus on the contribution of Creative Arts</li> </ul>	<ul style="list-style-type: none"> <li>• Non-cooperation of relevant stakeholders</li> </ul>
Promote research into the industry to establish data to inform evidence-based policy formulation	Tourism Research & Marketing		<ul style="list-style-type: none"> <li>• Lack of funds for data collection</li> <li>• Inadequate research officers</li> <li>• Lack of research materials for data collection</li> </ul>		
Encourage industry participants to establish a Trust Fund to support the industry	Culture & Creative Arts Management	Draft Establishment Proposal for the fund prepared	Lack of cohesion within the creative arts domains	Existence of artistic groups and associations	Lack of comprehensive data on the creative arts domains to inform policy
Undertake capacity building among the industry players to sharpen their business orientation	Culture & Creative Arts Management	Existence of training facilities and capacity building programmes for industry players	Inadequate logistics and the human resource capital for training	Availability of training modules and expertise for skills update/upliftment	Proliferation of substandard training facilities
Strengthen the copyright office and its related institutions	Culture & Creative Arts Management	<ul style="list-style-type: none"> <li>• Existence of Copyright Office and related institutions</li> <li>• Existence of Copyright administrator</li> </ul>	Inadequate Copyright enforcement	<ul style="list-style-type: none"> <li>• Existence of anti-piracy tax force</li> <li>• High level commitment from law enforcement agencies</li> </ul>	Unauthorized access to works under copyright protection via the internet and other media



Promote coordination among key MDAs on the development of the creative arts industry	Culture & Creative Arts Management	Existence of key MDAs for the development of the creative arts	<ul style="list-style-type: none"> <li>Lack of effective inter-sartorial coordination for the creative arts industry</li> <li>Lack of legal framework for the creative arts industry</li> </ul>	Existence of a sector Ministry and designated Creative Arts desk	<ul style="list-style-type: none"> <li>Ineffective communication between MDAs and the creative industry</li> <li>Absence of joint sector coordinated programmes</li> </ul>
Facilitate access to finance and the export market for products of Ghana's creative arts industry	Culture & Creative Arts Management	<ul style="list-style-type: none"> <li>The existence of a sector Ministry, MOTI ,GEPA etc.</li> <li>Availability of EDAIF and other financial institutions</li> </ul>	<ul style="list-style-type: none"> <li>Weak capacity to market ideas/ proposals to generate funding</li> <li>Inability to position the industry to attract funding</li> </ul>	<ul style="list-style-type: none"> <li>Availability of new national, regional and international markets</li> <li>Availability of development partners, Banks, Lotteries, Charity organizations, endowment funds and tax breaks for arts funding</li> </ul>	Lack of effective responsiveness from financial institutions
Strengthen the National Commission on Culture to support the creative arts industry	Culture & Creative Arts Management	<ul style="list-style-type: none"> <li>Existence of institutional mandate/ legal frame work</li> <li>Existence of a Cultural Policy</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate cultural infrastructure</li> <li>Inadequate logistic and human resource capacity</li> <li>Inadequate budgetary allocation</li> </ul>	<ul style="list-style-type: none"> <li>Positioned as prima facie advisory and implementing body for culture and creative arts</li> <li>High level commitment from sector Ministry</li> </ul>	<ul style="list-style-type: none"> <li>Lack of full GOG commitment for culture and the creative arts</li> <li>Adulteration of foreign culture</li> </ul>
Establish a council for the creative arts industry	Culture & Creative Arts Management	<ul style="list-style-type: none"> <li>Existence of a sector Ministry</li> <li>Existence of designated creative arts domains</li> </ul>	<ul style="list-style-type: none"> <li>Lack of comprehensive data on the Creative Arts domains</li> <li>Ineffective inter-sectorial coordination for the creative arts industry</li> </ul>	Draft legal frame work for the establishment of a creative arts council developed	Lack of appropriate laws to govern new areas of the creative industry
Strengthen the existing regulatory and institutional framework on culture	Culture & Creative Arts Management	<ul style="list-style-type: none"> <li>Existence of a sector Ministry and the National Commission on Culture</li> <li>Existence of the Cultural Policy of Ghana</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate cultural infrastructure</li> <li>Inadequate logistic and human resource capacity</li> <li>Inadequate budgetary allocation</li> </ul>	<ul style="list-style-type: none"> <li>Review of the existing institutional mandates of national cultural organizations</li> <li>National cultural organizations positioned to attract support from both national and international organization</li> </ul>	<ul style="list-style-type: none"> <li>Lack of full GOG commitment for culture and the creative arts</li> <li>Adulteration of foreign culture</li> </ul>
Mainstream culture in the nation's social and economic development agenda	Culture & Creative Arts Management	<ul style="list-style-type: none"> <li>Existence of a sector Ministry and its implementing agencies</li> <li>Existence of the Cultural Policy of Ghana</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate cultural infrastructure</li> <li>Inadequate logistic and human resource capacity</li> <li>Inadequate budgetary allocation</li> </ul>	<ul style="list-style-type: none"> <li>Abundance of virtuous cultural education programmes</li> <li>Rich repository of indigenous and traditional knowledge experts</li> </ul>	<ul style="list-style-type: none"> <li>Lack of full GOG commitment for culture and the creative arts</li> <li>Adulteration of foreign culture</li> </ul>
Assist less endowed traditional authorities to	Culture & Creative Arts Management	<ul style="list-style-type: none"> <li>Existence of a sector Ministry and its implementing agencies</li> <li>Existence of the Cultural</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate cultural infrastructure</li> <li>Inadequate logistic and human resource capacity</li> </ul>	<ul style="list-style-type: none"> <li>Abundance of virtuous cultural education programmes</li> <li>Rich repository of</li> </ul>	<ul style="list-style-type: none"> <li>Lack of full GOG commitment for culture and the creative arts</li> <li>Adulteration of foreign</li> </ul>

document their culture and history		Policy of Ghana	<ul style="list-style-type: none"> <li>Inadequate budgetary allocation</li> </ul>	indigenous and traditional knowledge experts	culture
Accelerate the establishment of fully-functional Centres for National Culture in all regions and enhance their capacity to promote culture	Culture & Creative Arts Management	<ul style="list-style-type: none"> <li>Existence of a sector Ministry and its implementing agencies</li> <li>Existence of a designated Minister for PPP at the Office of the President</li> </ul>	<ul style="list-style-type: none"> <li>Abandoned incomplete cultural infrastructure</li> <li>Inadequate human resource for effective service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Complete outstanding cultural infrastructure through PPP</li> <li>Concept Paper for the completion of outstanding cultural infrastructure through PPP developed</li> </ul>	Issues likely to evolve from the Contractual Agreement between the MDAs and the private sector
Restructure the National Commission on Culture	Culture & Creative Arts Management	<ul style="list-style-type: none"> <li>Existence of institutional mandate/ legal frame work</li> <li>Existence of a Cultural Policy</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate cultural infrastructure</li> <li>Inadequate logistic and human resource capacity</li> <li>Inadequate budgetary allocation</li> </ul>	<ul style="list-style-type: none"> <li>Positioned as prima facie advisory and implementing body for culture and creative arts</li> <li>High level commitment from sector Ministry</li> </ul>	<ul style="list-style-type: none"> <li>Lack of full GOG commitment for culture and the creative arts</li> <li>Adulteration of foreign culture</li> </ul>

## 4.9 Application of SWOT

#### 4.9.1 Application of Sustainability Tools

#### 4.9.1.1 List of Sustainable Programmes

1. Management and Administration
2. Tourism Product Development
3. Tourism Research and Marketing
4. Tourism Quality Assurance
5. Culture, Creative Arts and Heritage Management

#### 4.9.2 Internal Consistency Matrix for the Analysis of Tourism, Culture and Creative Arts Sector Programmes

N o.		1	2	3	4	5
	<div>Sector Programmes</div> <div>Same Sector Programmes</div>	Management and Administration	Tourism Product Development	Tourism Research and Marketing	Tourism Quality Assurance	Culture, Creative Arts and Heritage Management
1	Management and Administration		x	x	x	x
2	Tourism Product Development	x		x	x	x
3	Tourism Research and Marketing	x	x		x	x
4	Tourism Quality Assurance	x	x	x		x
5	Culture, Creative Arts and Heritage Management	x	x	x	x	

#### 4.9.3 Consistency Matrix - Record Sheet

Programme No.	Score	Reasons for Inconsistency
1. Management and Administration	5	-
2. Tourism Product Development	5	-
3. Tourism Research and Marketing	5	-
4. Tourism Quality Assurance	5	-
5. Culture, Creative Arts and Heritage Management	5	-

#### 4.9.4 Sustainability Test Matrix

##### Policy Statements:

1.	Diversify and expand the tourism industry for economic development
2.	Promote sustainable tourism to preserve historical, cultural and natural heritage
3.	Intensify the promotion of domestic tourism
4.	Develop a competitive creative arts industry
5.	Harness culture for national development

Criteria – Basic Aims and Objectives	Indicators	Performance Measure				
<b>Effects on Natural Resources</b>						
Protected Areas and Wildlife: Sacred groves, forest reserves, totem animals etc. are preserved.	No. of Visitations, Statistical records of encroachers/poachers to sacred groves, wildlife reserves etc.	3	5	4	4	4
Degraded Land: Tourism investments, Sustainable exploitation of clay deposits, carvable wood, straw etc. to reduce land degradation.	Statistical records of degraded lands as a result of tourism investments, over-exploitation of resources for cultural industries.	3	3	3	3	3
Energy: Sustainable exploitation of wood fuel, petroleum, solar and other conventional energy Sources. Planting of wood lots for wood fuel etc.	Number of wood lots cultivated. Number of solar panels installed etc.	3	3	3	3	3
Pollution: Sustainable use of bye-products of tourism, cultural and creative arts industries as fertilizers, wood fuel and recycling into other useful products.	Number of uses to which bye-products are put to. Number of bye-products recycled.	2	1	3	4	5
Use of Raw Materials: Sustainable use of raw materials for good results and to ensure consistency in supply.	Number of Raw materials used over a period. Number of Raw materials destroyed as a result of non-usage	2	2	3	4	5
Rivers and Water bodies: Raw materials and other resources in the catchment areas of rivers and water bodies are sustainably harnessed.	Number of rivers and water bodies either preserved or dried up as a result of over-exploitation of resources in their catchment areas.	3	2	3	4	5
<b>Effects on Social and Cultural Conditions</b>						
Local Character: The policies and programmes ensure social cohesion and proper social control of resources, values and belief systems.	Number of rifts in the communities as a result of policies and programmes.	4	2	3	4	5
Health and Well-being: The policies and programmes provide for the basic necessities of life –recreation, food, clothing, shelter, Medicare, income etc.	Number of income-generating activities related to tourism, Culture creative arts and its development.	3	3	3	4	5
Gender: In most cases, gender attributes are socially constructed and thus interchangeable.	Number of culture related development programmes and projects being carried out.	2	2	3	4	5

Criteria – Basic Aims and Objectives	Indicators	Performance Measure				
Equal platforms are created for both sexes to contribute their maximum quota.						
Work for Local People: Most culture related industries are family-based in which case; the indigenous traditional technologies are handed over from one generation to the other – self employment ventures.	Number of people employed in Culture related industries. Number of family based cultural vocations.	1	3	3	4	5
Access: to land should be improved. Programmes are to impact positively on access to land.	Number of land tenure cases. Number of people assisted with lands.	1	2	2	2	3
Access: to water should be improved. The policies and programmes are to ensure sustainable harnessing of water resources	Number of culture related industries affected with drought. Number of people assisted.	3	4	3	4	5
Access: to transport should be improved. The policies and programmes are to ensure effective transportation of goods and services.	Number of people assisted. Number of Culture related industries affected with transport issues.	4	4	3	4	4
Sanitation: should be improved. The policies and programmes are to ensure environmental sanitation.	Number of culture related industries affected with environmental sanitation. Number of people assisted.	1	2	3	3	2
Vulnerability and Risk: Drought, bushfires, flood, conflicts, epidemics etc. should be reduced. The policies and programmes are to ensure reduction in the incidence of vulnerability and risk issues.	Number of communities affected by drought, bushfires, flood, conflicts etc. and the effects on culture related professions.	3	2	4	4	4
<b>Effects on the Economy</b>						
Growth: The policies and programmes are to ensure the prolific growth of culture, related professions and industries.	Financial plan showing projected growth and monitoring. Number. of culture related professions and industries created.	5	2	5	3	5
Use of local materials and services: Sustainable exploitation and use of available local materials and services.	Quantity of local materials harnessed for cultural goods and services.	4	4	3	4	5
Local Investment of Capital: The policies and programmes are to ensure increased investments in local culture related professions and industries.	Number of investments over the given period. No. of jobs created over a given period.	4	5	3	4	4

#### 4.9.5 Sustainability Test Record Sheet

##### Description of PPP/Activity

1.	Diversify and expand the tourism industry for economic development
2.	Promote sustainable tourism to preserve historical, cultural and natural heritage
3.	Intensify the promotion of domestic tourism
4.	Develop a competitive creative arts industry
5.	Harness culture for national development

Criteria-Basic Aims and Objectives	Score	Reasons
<b>Effects on Natural Resources</b>		
Protected Areas and Wildlife: Sacred groves, forest reserves, totem animals etc. are preserved.	4	Tourism developers, Artistic groups and associations and cultural workers jealously protect sacred groves and totemic wildlife etc.
Degraded Land: Sustainable exploitation of clay deposits, carvable wood, straw etc. to reduce land degradation.	3	Most brick and tile industries, wood carving guilds, and straw basket weaving industries do not degrade the land.
Energy: Sustainable exploitation of wood fuel, petroleum, solar and other conventional energy sources. Cultivation of wood lots to	3	Some communities have embarked on the cultivation of woodlots for fuel to power their cultural industries

<b>Criteria-Basic Aims and Objectives</b>	<b>Score</b>	<b>Reasons</b>
produce wood fuel etc.		
Pollution: Sustainable use of bye-products of cultural industries as fertilizers, wood fuel and recycling into other useful products.	3	Most Culture related professions and industries generate little or no bye-products.
Use of Raw Materials: Sustainable use of raw materials for good results and to ensure consistency in supply.	3	Raw materials for most culture related industries and professions are optimally used.
Rivers and Water-bodies: Raw materials and other resources in the catchment areas of rivers and water-bodies are sustainably harnessed.	3	Activities of most culture related industries rarely deplete rivers and water-bodies.
<b>Effects on Social and Cultural Conditions</b>	3	
Local Character: The policies and programmes ensure social cohesion and proper social control of resources, values and belief systems.	3	Culture is the lifeblood of society. It nurtures the undying soul of the communities.
Health and Well-being: The policies and programmes provide for the basic necessities of life - food, clothing, shelter, Medicare, income etc.	3	Culture provides the mode of adaptation of the communities to their God-given environment.
Gender: In most cases, gender attributes are socially constructed and thus interchangeable. Equal platforms are created for both sexes to contribute their maximum quota.	3	Culture to a greater extent provides socially acceptable vocations for both sexes as an impetus to community development.
Work for Local People: Most culture related industries are family based traditions, in which case, the indigenous traditional technologies are handed over from one generation to the other – self employment ventures.	3	Family based vocations equip most communities with employable skills and sustainable livelihood.
Access: to land must be improved. The programmes are to impact positively on access to land.	3	Proper community entry procedures enhance land acquisition.
Access: to water must be improved. The policies and programmes are to ensure sustainable harnessing of water resources.	3	Traditional methods of water conservation could increase access to water.
Access: to transport must be improved. The policies and programmes are to ensure effective transportation of cultural goods and services.	3	Animal transport could augment transport services within the northern fringes of the country.
Sanitation: Should be improved. The policies and programmes are to ensure environmental sanitation.	3	Creation of refuse dumps and places of convenience could impact positively on environmental sanitation.
Vulnerability and Risk: Drought, bushfires, flood, conflicts, epidemics etc. should be reduced. The policies and programmes are to ensure the reduction in the incidence of vulnerability and risk issues.	4	Association with benevolent spirits and agents of retribution could reduce incidence of vulnerability and risk.
<b>Effects on the Economy</b>		
Growth: The policies and programmes are to ensure the prolific growth of culture related professions and industries.	4	Creation of suitable marketing avenues for Cultural goods and services improves the economy.
Use of local materials and service; sustainable exploitation and use of available local raw materials and services.	4	Exclusive use of local raw materials as against importation of same improves the economy.
Local Investment of Capital: The policies and programmes are to ensure increased investments in local culture related professions and industries.	4	Increased investment in cultural goods and services impacts positively on Cultural Capital.

#### 4.10 Indicative Financial Plan

The implementation of the Ministry's MTDP 2014-2017 is premise on the availability of adequate fund and its predictability. Traditional sources of funding including GOG and Development Partners (DPs) is critical. The Ministry will involve innovative ways of attracting resources from the private sector through Public Private Partnership (PPP) arrangement.

The costing of the plan was based on identified policy objectives, strategies, programmes and sub-programmes, as well as operational activities and projects under each programme and sub-programmes .

#### 4.10.1 Resource Requirement

The matrix above presents a summary of the costing of programmes and sub-programmes under the plan. They are related to the thematic areas:

- Enhancing Private Sector Competitiveness
- Transparent and Accountable Governance

The estimated total resources required to implement the Tourism, Culture and Creative Arts Sector Medium Term Plan (2014-2017) is GH¢146,798,000.00 comprising the following: GoG-GH¢64,653,000.00 (44.1%) ; IGF-GH¢21,484,000.00 (14.6%); Donor- GH¢60,661,000.00 (41.3%). This cost excludes wages and salaries.

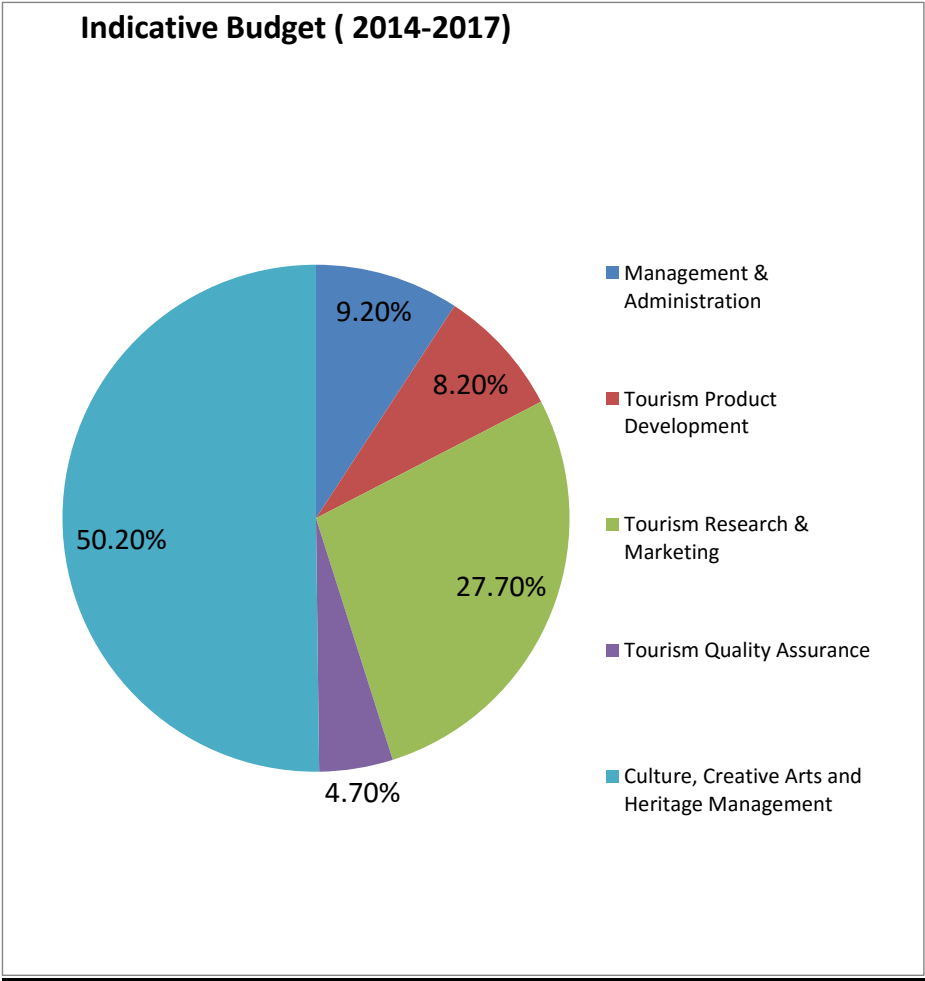
Out of the total, the estimated resources required to implement the thematic area Enhancing Private Sector Competitiveness is GH¢81,370,000.00 representing 55.43% while resources required to implement Transparent and Accountable Governance is GH¢65,428,000.00 representing 44.57%.

Resource flow on annual bases is expected differ with allocation ranging from GH¢22,199,000.00 in 2014 to GH¢ 46,807,000.00 in 2015, GH¢40,139,000.00 in 2016, and GH¢37,653,000 .00 in 2017 representing 15.12%, 31.89%, 27.34% and 25.65% respectively. The highest allocation in 2015 is due to the numerous projects to be implemented.

Allocation of resources for implementation of the five programmes during the planned period 2014-2017 are as shown in the tables and pie-charts below:

NO	PROGRAM	PROGRAM COST(000) (2014-2017)	PERCENTAGE
1	Management & Administration	13,542	9.2%
2	Tourism Product Development	11,987	8.2%
3	Tourism Research & Marketing	40,680	27.7%
4	Tourism Quality Assurance	6,906	4.7%
5	Culture, Creative Arts and Heritage Management	73,683	50.2%
<b>TOTAL</b>		<b>146,798</b>	<b>100%</b>

Diagram 1





#### 4.11 Indicative Financial Plan of the TCCASMTDP – 2014 – 2017

Thematic Area	Adopted Policy Objectives	Sector Programmes	Sector Sub-Programmes	Indicative Budget								Expected Outcomes	
				2014 (,000)		2015 (,000)		2016 (,000)		2017 (,000)			
Enhancing private sector competitiveness	Diversify and expand the tourism industry for accelerated job creation,  Intensify the promotion of domestic tourism,  Promote sustainable tourism to preserve historical, cultural and natural heritage	Management and Administration	General Administration	2,527		2,130		2,855		2,105		<ul style="list-style-type: none"><li>• Sector policies and plans developed to expand the industry</li><li>• Increase in job creation opportunities</li><li>• Boom in domestic tourism activities</li><li>• Sustainable tourism to preserve historical, cultural and natural heritage</li></ul>	
			Human Resource	460		570		575		690			
			Finance	267		273		280		295			
			PPME	90		100		145		180			
		Sub-Total				3,344		3,073		3,855		3,270	
		Tourism Product Development		2720	2,720	3,131	3,131	2,923	2,923	3,213	3,213	<ul style="list-style-type: none"><li>• Tourism Infrastructure Developed</li><li>• Increased investment opportunities</li><li>• Increased consumer satisfaction and revenue from visitations</li></ul>	
		Research and Marketing		9241	9,241	10,270	10,270	10,189	10,189	10,980	10,980	<ul style="list-style-type: none"><li>• Ghana promoted as the preferred tourist destination in Africa</li><li>• Tourism awareness created</li><li>• increase in Tourism arrivals and Receipts</li></ul>	
		Tourism Quality		596	596	2,707	2,707	2,493	2,493	1,110	1,110	Improved quality	

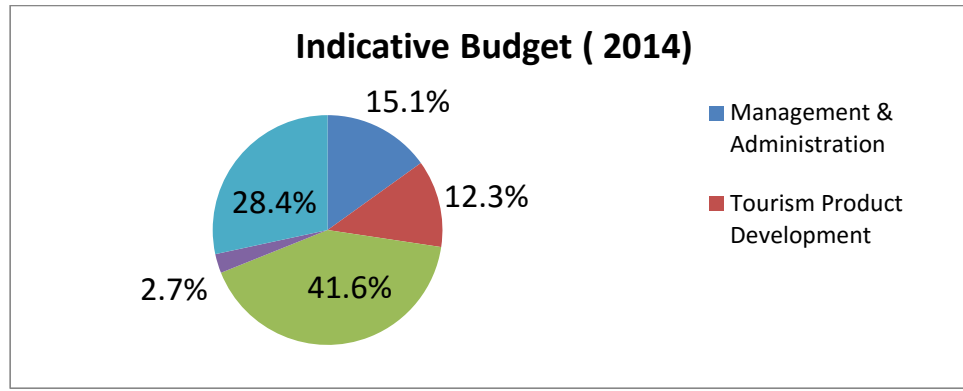
		Assurance										of service and standards in the hospitality industry
Transparent and Accountable Governance	Harness culture for national development	Culture, Creative Arts and Heritage Management	Cultural Development	2142		16,789		13,699		13,340		<ul style="list-style-type: none"> <li>Cultural infrastructure developed</li> <li>Interest and appreciation of Ghanaian culture rejuvenated and inculcated in Ghanaians especially the youth</li> <li>Ghana Culture Indicator suite developed to inform policy and planning at all levels</li> </ul>
			Promotion of Arts and Culture	1260		2,985		2,885		1,690		Increased revenue generation from the promotion of performing Arts Disciplines
			Research and Preservation of Culture	2281		2,547		2,760		3,050		National cultural heritage preserved for national identity and income generation
Enhancing private sector competitiveness	Develop a competitive creative Arts Industry		Creative Arts Management	615		5,305		1,335		1,000		<ul style="list-style-type: none"> <li>Legal and Regulatory framework for the Creative industry developed</li> <li>Comprehensive Data on the 10 domains of</li> </ul>

												<ul style="list-style-type: none"> <li>the creative Arts collected</li> <li>Creative Arts Enclave established</li> <li>Improved quality of service and standards in the creative arts industry</li> <li>Improved copyright protection for the creative industry</li> </ul>
		<b>Sub-Total</b>			<b>6,298</b>		<b>27,626</b>		<b>20,679</b>		<b>19,080</b>	
		<b>Program Total</b>			<b>22,199</b>		<b>46,807</b>		<b>40,139</b>		<b>37,653</b>	
		<b>Grand Total</b>					<b>146,798</b>					

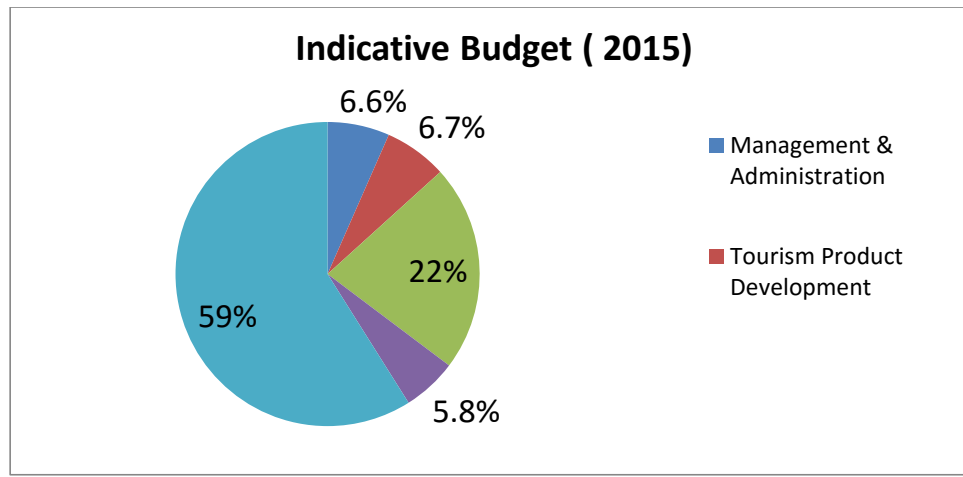
Allocation of resources for implementation of the five programmes in the respective years 2014,2015,2016 and 2017 are as in the table below. This is also illustrated in the pie-charts following the table:

NO	PROGRAM	Programme Cost GH¢(000)			
		2014	2015	2016	2017
1	Management & Administration	3,344 (15.1%)	3,073 (6.6%)	3,855 (9.6%)	3,270 (8.7%)
2	Tourism Product Development	2,720 (12.3%)	3,131 (6.7%)	2,923 (7.3%)	3,213 (8.5%)
3	Tourism Research & Marketing	9,241 (41.6%)	10,273 (22%)	10,189 (25.4%)	10,980 (29.2%)
4	Tourism Quality Assurance	596 (2.7%)	2707 (5.8%)	2,493 (6.2%)	1,110 (2.9%)
5	Culture, Creative Arts and Heritage Management	6,298 (28.4%)	27,626 (59%)	20,679 (51.5%)	19,080 (50.7%)
	<b>TOTAL</b>	<b>22,199</b>	<b>46,807</b>	<b>40,139</b>	<b>37,653</b>

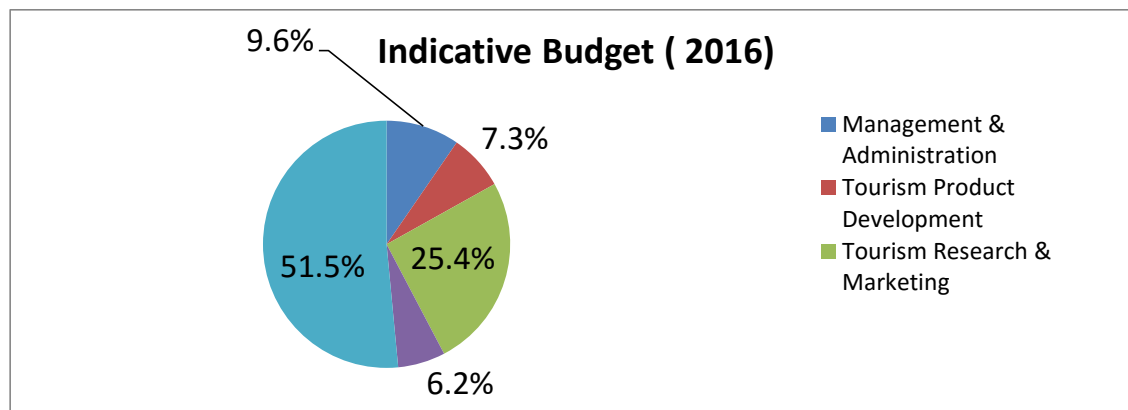
**Diagram 2**



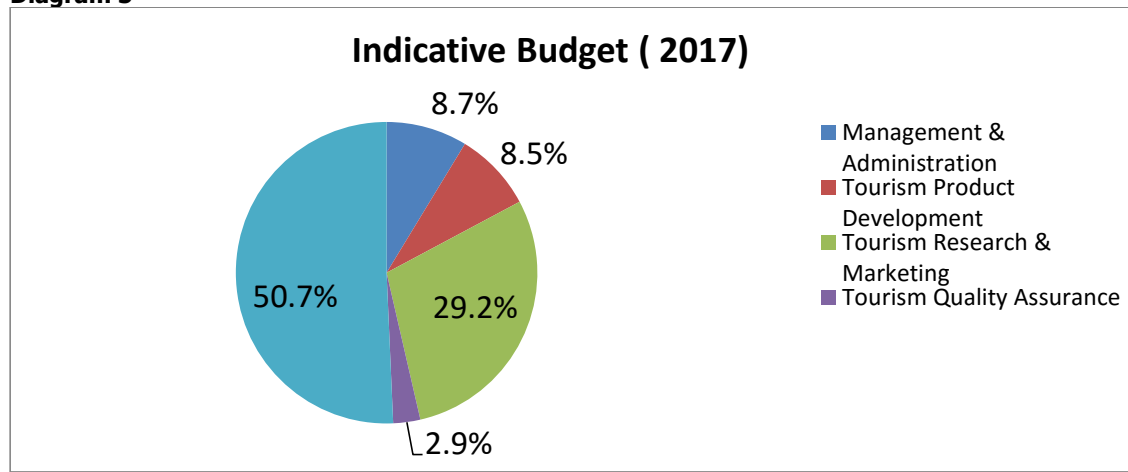
**Diagram 3**



**Diagram 4**



**Diagram 5**



The projected resources required to implement the Tourism, Culture and Creative Arts Sector Medium Term Plan (2014-2017) i.e. GoG-GHC64,653,000.00 IGF-GHC21,484,000.00 Donor-GHC60,661,000.00 calls for mobilizing new finances sources outside GoG particularly identifying new donor sources and partnership and collaboration with the private sector under public private partnership(PPP) interventions . Every effort has to be made by the Ministry and agencies to expand IGF generation to support funding of programme

## CHAPTER 5

### 5.0 ANNUAL ACTION PLAN OF THE MDA

#### 5.1 The Composite Programme of Action (PoA) 2014-2017

The Composite Programme of Action(PoA) 2014-2017 for the Ministry of Tourism, Culture and Creative Arts is as indicated below:

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
<b>Diversify and expand the tourism industry for accelerated job creation</b>	Market Ghana as a competitive tourist destination:	Management and Administration General Administration	Provision of General Administration service	Accra	General Administration service provided	1	1	1	1	3,220	-	-	MOTCCA	-
			Purchase of 20 Vehicles	Accra	Number of vehicles purchased	5	5	5	5	3,067	-	-	MOTCCA HQ	Purchase of 20 Vehicles
			Purchase of Plant and Equipment	Accra	Plant and Equipment Purchased	1	-	1	-	710	-	-	MOTCCA HQ	-
			Rehabilitate office building	Accra	No of office building rehabilitated	-	1	-	1	710	-	-	MOTCCA HQ	-
		Management and Administration Finance	Payment of subscriptions (UNWTO & ATA)	Accra	UNWTO & ATA subscriptions paid	1	1	1	1	880	-	-	MOTCCA	-
			Participate in 4 budget workshops preparation (MTEF/GIFMIS programs)	Accra	Budget workshops preparation (MTEF/GIFMIS programs) participated	1	1	1	1	235	-	-	MOTCCA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
		<b>Tourism Product Development</b>	<i>Provision of General Administration</i>	Accra	General Administration service provided	1	1	1	1	2,880	3,050	-	GTA	-
			Undertake feasibility study for marine drive tourism master plan	Accra	Marine drive feasibility study documents produced	1	-	-	-	50	-	-	MOTTCA HQ	
			Undertake feasibility study for Aburi Botanical Gardens	Aburi	Aburi Botanical Gardens feasibility document produced	-	1	-	-	30	-	-	MOTTCA HQ	-
			Undertake feasibility study for Hotcatt	Accra/ Koforidua	HOTCATT feasibility documents produced	1	-	-	-	35	-	-	MOTTCA HQ	HOTCATT
			<i>Complete two (2) new boys quarters for settlers on Accra Visitor Information Centre plot</i>	Accra	Boys quarters for settlers on Accra Visitor Information Centre completed	1	1	-	-	60	-	-	MOTCCA	-
			<i>Completion of Axim Receptive Facility</i>	Axim	<i>Axim Receptive Facility completed</i>	-	1	-	-	40	-	-	MOTCCA	-
			<i>Completion of Salaga Receptive Facility</i>	Salaga	<i>Salaga Receptive Facility completed</i>	-	1	-	-	30	-	-	MOTCCA	-
			<i>Completion of Gwollu Receptive Facility</i>	Gwollu	<i>Gwollu Receptive Facility completed</i>	-	1	-	-	35	-	-	MOTCCA	-



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			<i>Completion of Wli Receptive Facility</i>	Wli	<i>Wli Receptive Facility completed</i>	-	1	-	-	45	-	-	MOTCCA	-
			<i>Completion of Kpetoe Receptive Facility Kpetoe Receptive Facility</i>	Kpetoe	<i>Kpetoe Receptive Facility completed</i>	-	1	-	-	25	-	-	MOTCCA	-
			<i>Completion of Saltpond Receptive Facility</i>	Saltpond	<i>Saltpond Receptive Facility completed</i>	-	1	-	-	40	-	-	MOTCCA	-
			Undertake 50 investment feasibility studies to promote SMEs through PPP	Accra	<i>No. of tourism investment feasibility studies developed</i>	-	15	20	15	108	-	-	MOTCCA	-
		<b>Tourism Research and Marketing</b>	<i>Market Ghana through participation in 32 UNWTO/UNESCO International conferences</i>	Overseas	No. of International conferences participated	8	8	8	8	4,080	-	-	MOTCCA	-
			<i>Promote Ghana in the International Media</i>	Overseas	No. of adverts placed in international media	1	1	1	1	215	-	1,860	MOTCCA	DEV/P
			<i>Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure</i>	Accra	Official website upgraded and IT infrastructure improved	1	1	1	1	60	-	106	MOTCCA	-
			<i>Organise World Tourism Day Celebration</i>	Accra	World Tourism Day Celebrated	1	1	1	1	630	-	-	MOTCCA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			<i>Attend 20 Joint Commission For Cooperation Meetings</i>	Overseas	Joint Commission for cooperation meetings attended	5	5	5	5	2,030	-	-	MOTCCA	-
			<i>Conduct research and collate data for tourism statistics (Tourism Satellite Account)</i>	Regions	Data collated for tourism statistics	1	1	1	1	137	-	-	MOTCCA	-
			<i>Market Ghana through participation in 40 International and 20 Local Fairs &amp; Exhibitions</i>	Overseas	No. of International fairs and exhibitions participated	10	10	10	10	10,060	2,070	4,230	GTA	DP
				Local	No. of Local fairs and exhibitions participated	5	5	5	5	425	215	-	GTA	-
			Place 8 adverts in international media and 40 adverts in local media	Overseas	No. of adverts placed in International media	2	2	2	2	-	-	8,230	GTA	DP
				Locals	No. of adverts placed in local media	10	10	10	10	-	75	121	GTA	DEV/P
			Produce tourism promotional materials(brochures, maps CDs fliers )	Accra	Tourism promotional materials produced	1	1	1	1	125	135	180	GTA	GHATOF

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organise PANAFEST	Country wide	PANAFEST report produced	-	1	-	1	300	-	700	MOTCCA	PANAFEST FOUNDATION
			Organise Emancipation Day	Country wide	Emancipation Day report produced	1	1	1	1	227	35	235	GTA	PANAFEST FOUNDATION
			Facilitate the establishment of 60 Tourist Clubs to promote domestic tourism	Country wide	No. of tourist clubs established and made operational	15	15	15	15	135	-	-	GTA	MOE/GES
			Produce 20,000 copies of tourism directory	Accra	No. of copies Tourism directory produced	5,000	5,000	5,000	5,000	-	215	217	GTA	GHATOF
			Organize 8 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Country wide	No. of sensitization programmes organized	2	2	2	2	108	115	-	GTA	GHATOF
			Collect and analyze tourism data	Country wide	Data Collected	1	1	1	1	30	217	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organize 200 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Country wide	No. of awareness creation programmes organized	50	50	50	50	62	-	-	GTA	Media Houses
			Organize Meridian Festival to signify Ghana's position as the center of world.	Tema	Meridian Festival Report	-	-	1	1	-	-	210	GTA	TMA/TDC/ MESTI
			Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Country wide	Quarterly M&E Report	4	4	4	4	75	110	-	GTA	-
			Participate in Program Based Budget preparation	Accra	Budget Document Produced	1	1	1	1	100	40	-	GTA	-
			Erect 20 signages in regional capitals to promote tourists sites	Regional Capitals	No of signages erected	-	5	10	5	200	-	50	GTA	RCCs/ MMDAs

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Establish tourism library at Head Office	Accra	Tourism Library established	-	1	-	-	55	-	-	GTA	GLB
			Construct Monuments to locate the Greenwich Meridian	Tema	Greenwich Meridian monument constructed	-	1	1	-	-	-	400	GTA	TMA
	Increase efforts to improve the quality of tourism personnel at all levels:	Management and Administration	Train 200 staff in administrative, ICT, tourism and tourism-related skills	Accra	No. of Staff Trained	50	50	50	50	215	-	-	MOTCCA	-
		Tourism Product Development	Organize End of Year Programme	Accra	End of Year programme report	1	1	1	1	-	210	-	GTA	-
		Tourism Quality Assurance	Refurbishment of Head Office Building	Accra	Head office building refurbished	-	1	-	-	100	-	-	GTA	-
			Purchase of Plant and Equipment (HOTCATT)	Accra	Plant and Equipment Purchased	-	1	1	1	55	-	-	HOTCATT	-
			Complete construction of training facilities	Accra	Training facilities completed	-	1	-	-	50	-	-	HOTCATT	-
			Organize training for 1200 school leavers for the Hospitality Industry	Country Wide	No. of School Leavers trained	300	300	300	300	430	62	-	HOTCATT	-
			Develop and print 4000 new registration forms	Accra	No. of Registration Forms Printed	1000	1000	1000	1000	29	-	-	HOTCATT	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Provision of General Administrative services (HOTCATT)	Accra	General Administrative services provided	1	1	1	1	445	-	-	HOTCATT	MOTCCA
	Promote public private partnership for investment in the sector:	<b>Management and Administration</b>	Organize quarterly Ministerial Advisory Board Meetings	Accra	No. of Ministerial Advisory Board Meetings/ reports	4	4	4	4	165	-	-	MOTCCA	-
		<b>General Administration</b>	Organize eight(8) Public Private Partnership forums	Accra	No of quarterly Public Private Partnership forums	2	2	2	2	215	-	-	MOTCCA	-
		Tourism Product Development												
	Attract health care entrepreneurs to establish medical facilities offering clinical and surgical services to promote wellness facilities, i.e. natural Spas, to ensure long-term stay of convalescent		Organize two(2) wellness facilities investment promotion forums for key stakeholders	Accra & Tamale	No. of investment promotion forums organized	-	-	1	1	55	55	220	GTA	MOTCCA/MOH

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
	s at selected tourism attraction sites:													
			Develop profiles on wellness centres	Country wide	No. of profiles developed	-	1	-	-	-	50	100	GTA	MOTCCA/GHATOF
	Strengthen collaboration and coordination among key stakeholders to develop the tourism sector:	<i>Management and Administration</i> <i>Policy, Planning, Monitoring and Evaluation</i>	<i>Undertake quarterly Monitoring &amp; Evaluation</i>	Countrywide	Quarterly M&E Reports	4	4	4	4	185	-	-	MOTCCA	MOTCCA Agencies
			<i>Organise mid-year performance review for the sector</i>	Accra	Mid-Year report	1	1	1	1	260	-	-	MOTCCA	MOTCCA Agencies
<b>Intensify the promotion of domestic tourism</b>	Pursue the incorporation of tourism development into district development plans:	Management and Administration	Build Capacity and entrepreneurial skills of 2000 unemployed youth & women at Tourist sites.	Country wide	No of unemployed youth & women at tourist sites developed	400	500	500	600	-	-	2,000	MOTCCA	COTVET, Local Gov't Service & GHATOF
		Human Resource												
		2. Tourism Product Development	Organise Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)	Greater Accra	HOMOFEST report produced	1	1	1	1	240	-	1,230	MOTCCA	MILGRD, MCTA, MMDAS, RCC, Regional House of Chiefs Greater Accra, Private Sector
			Establish 50 District Tourism offices	Districts	50 District Tourism Offices established	5	15	15	15	190	350	-	GTA	-

Commented [E6]: Write up-Tourism

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Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Establish 50 District tourism development committees	Districts	No. of District tourism development committees established	5	15	15	15	35	85	-	GTA	MMDAs
			Train 150 District Tourism Officers in Resource Development	Districts	No. of District Tourism Officers trained	21	43	43	43	220	-	-	GTA	
	Engage the local media and other stakeholders in the promotion of domestic tourism:	2. Tourism Product Development	Organize Carnival to stimulate the local economy and tourism enterprises	Accra	Report on Carnival produced	1	1	1	1	225	105	325	MOTCCA	MOTCCA Agencies
			Organise familiarization tour for GTA staff	Regions	Familiarization Tour Report	1	1	1	1	-	200	-	GTA	-
			Train 250 staff in industry related disciplines	Accra	No. of staff trained	20	77	77	76	280	-	-	GTA	-
			Facilitate the organization of forty-four (44) festivals and special events in the regions	Regions	Festival / special events reports	11	11	11	11	20	80	-	GTA	MMDAs, TAs



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organize forty (40) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Countrywide	No. of seminars/durbars organized	10	10	10	10	135	-	75	GTA	TAs
		<i>Tourism Research and Marketing</i>	Participate in 4 National and 15 Regional Policy Fairs	Countrywide	No. of National Policy Fairs organised	1	1	1	1	230	-	-	MOTCCA	MOTCCA Agencies
					No. of Regional Policy Fairs organised	-	5	5	5	-	155	-	MOTCCA	MOTCCA Agencies
			<i>Promote Domestic Tourism through Schools in 10 Regions</i>	Regions	No. of Regions	-	3	3	4	100	-	110	MOTCCA	
			Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Countrywide	No. of sensitization programmes organized	4	4	4	4	115	-	75	MOTCCA	MOTCCA AGENCIES, GHATOF & CULTURE FORUM
			Organise 8 familiarization tours/ press trips for International Media	Countrywide	No. of familiarization tours organised	2	2	2	2	200	-	870	MOTCCA	MOTCCA AGENCIES, Private Sector

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
	Encourage private investment in the development of affordable facilities for use of domestic tourists:	<i>2. Tourism Product Development</i>	<i>Organise 4 familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats</i>	Country wide	No. of familiarization tours organised	1	1	1	1	230	-	200	MOTCCA	Diplomatic Corps, Members of Parliament, Corporate Ghana and Media
<b>Promote sustainable tourism to preserve historical, cultural and natural heritage</b>	Develop sustainable eco-tourism, culture and historical sites:	<i>Management and Administration</i>  <i>General Administration</i>	Monitor implementation of the National Tourism Development Plan (2013- 2017)	Accra	First phase of the National Tourism Development Plan (2013- 2017) implemented	-	1	1	1	100	-	-	MOTCCA	-
			<i>Organise the celebration of National Festival of Arts and Culture</i>	Regions	NAFAC report produced	1	-	1	-	1,400	-	-	MOTCCA	NCC
			<i>Prepare and submit the Travel Trade Enterprise regulations for approval of Parliament</i>	Accra	<i>Travel Trade Enterprise regulations document</i>	-	1	-	-	50	-	-	GTA	Parliament

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			<i>Prepare and submit the Accommodation and Catering Enterprises regulations for the approval of Parliament</i>	Accra	<i>Accommodation and Catering Enterprises regulations document</i>	-	1	-	-	50	-	-	GTA	Parliament
		Management and Administration												
		Policy, Planning, Monitoring and Evaluation												
		Tourism Product Development	Hold quarterly corporate management meetings	Accra	No. of meetings held/ reports	4	4	4	4	320	320	40	GTA	-
			Hold quarterly meetings for Board of Directors	Accra	No. of Board meetings held/ reports	4	4	4	4	389	-	-	GTA	-
		Tourism Quality Assurance	Conduct inspections and license 20,000 tourism enterprises in eleven-(11) regional offices	Country wide	No. of tourism enterprises inspected	5,000	5,000	5,000	5,000	215	220	-	GTA	-
			Operationalise Task Force to enforce service standards and Revenue generation	Country wide	Task force reports produced	1	1	1	1	70	159	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Operationalise the Tourism Levy collection - Print 84,000 Invoices and Returns	Country wide	No. of invoices and returns printed	21,000	21,000	21,000	21,000	820	-	-	GTA	
			Provide extension services to 200 plant developers in 10 regions	Regions	No. plant developers provided with extension services	50	50	50	50	55	55	-	GTA	-
			Develop standards for new Tourism enterprises (conference centres, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions	Accra	Enterprise standard document	-	1	-	1	55	-	-	GTA	-
	Ensure the reduction of social vices and HIV/Aids associated with tourism.	Management and Administration Human Resource	Organise HIV/AIDS sensitization workshop for both private and public stakeholders	Accra	HIV/AIDS sensitization Reports	1	1	1	1	45	-	35	MOTCCA	GAC
<b>Develop a competitive creative arts industry</b>	Provide appropriate legal and regulatory framework for promoting the creative	Culture, Creative Arts and Heritage Management Creative Arts Management	Constitute a nine member committee to develop the legal and regulatory framework for the creative arts industry	Accra	Draft legal framework document developed	1	-	-	-	50	-	-	MOTCCA	-

**Commented [E8]:** Should be inserted as a new strategy in the matrix

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
	arts and for protecting intellectual property rights:													
			Organise stakeholder consultative meeting to finalize draft legal framework	Accra	Final legal framework document developed		1	-	-	100	-	200	MOTCCA	
	Promote research into the industry and access to data to inform evidence based policy making:	Culture, Creative Arts and Heritage Management Creative Arts Management	Engage a consultant to collate data on 10 domains of the creative arts industry	Country wide	Data collected on the domains	-	1	1	-	55	-	-	MOTCCA	-
	Facilitate the establishment of a Trust fund to support the industry	Culture, Creative Arts and Heritage Management Creative Arts Management	Review the existing Tourism Law (Act 817) to capture the contributions of the creative arts	Accra	Tourism Law (Act 817) reviewed document	-	-	1	1	510	-	-	MOTCCA	-
			Develop the Establishment Proposal for the Culture Trust Fund	Accra	Establishment Proposal Developed	-	1	-	-	125	-	-	NCC	MOTCCA
	Strengthen established collection societies to become effective and efficient:	Culture, Creative Arts and Heritage Management Creative Arts Management	Establish a secretariat for the collection societies	Accra	Secretariat established		1			100	-	-	MOTCCA	-
			Provide administrative support for established collection societies	Accra	Administrative support services provided	1	1	1	1	115	-	-	MOTCCA	-
	Facilitate the establishment of a	Culture, Creative Arts and Heritage Management	Work closely with relevant key stakeholders for	Accra	Passage of the Cinematography Bill	-	1	1	-	110	-	-	MOTCCA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
	National Commission on Films:	Creative Arts Management	the passage of the Film Bill (Cinematography Bill)											
			Establish a National Commission on Films	Accra	National Commission on Films established	-	1	1	-	600	-	-	MOTCCA	-
	Strengthen the Copyright Office and related institutions:	Culture, Creative Arts and Heritage Management Creative Arts Management	Collaborate with copyright office to establish an operational anti-piracy task force	Accra	Operational task force constituted	-	1	1	1	215	-	-	MOTCCA	Copyright Office, Culture Forum
	Promote coordination among key MDAs on the development of the Creative Industry	Culture, Creative Arts and Heritage Management Creative Arts Management	Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc)	Accra	Quarterly reports of meetings	4	4	4	4	175	-	-	MOTCCA	-
	Facilitate access to finance and the export market for products of Ghanaian Creative Industry:	Culture, Creative Arts and Heritage Management Creative Arts Management	Participate in 8 international fairs and exhibitions	International	No. of International fairs participated	2	2	2	2	2,150	-	-	MOTCCA	-
	Facilitate the establishment of a designated unit within the relevant MDAs to facilitate the growth of the Creative economy:	Culture, Creative Arts and Heritage Management Creative Arts Management	Establish a Creative Arts desk at the Ministry	Accra	Creative Arts desk established		1			100	-	-	MOTCCA	-
	Facilitate the	Culture, Creative	The Feasibility	Accra	Feasibility study	-	1	-	-	50	-	-	MOTCCA	NCC,

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
	establishment process of a creative industry Centre to serve as a creative space and enclave for SMEs in the Creative Industry:	Arts and Heritage Management Creative Arts Management	study for the establishment of a multi-purpose enclave for the creative industries		report produced									GHANA CULTURE FORUM
			Acquire land through PPP	Accra	Land Documents	-	1	-	-	-	-	3,500	MOTCCA	NCC/ MMDA's
	Strengthen the National Commission on Culture to support the creative Industry:	Culture, Creative Arts and Heritage Management Creative Arts Management	Establish a Creative Arts desk at NCC	Accra	Creative Arts Desk established	-	1	-	-	100	-	-	NCC	MOTCCA
Harness culture for national development	Strengthen the existing regulatory and institutional framework on culture	Cultural Development	Organize 16 Cultural Exchange Programmes	Overseas	No. of Cultural Exchange programmes organised	4	4	4	4	-	-	470	NCC	-
			Publish 4,000 copies of NCC Newsletter/Magazine	Accra	No. of Newsletter/Magazine produced	1,000	1,000	1,000	1,000	27	-	20	NCC	-
			Establish Ghana Culture Development Indicator Suite	Country wide	Ghana Culture Development Indicator Suite established	1	1	1	1	260	-	60	NCC	-

Commented [E9]: WRITE UP – Min. of Tourism

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organize 40 Regional & 4 National Drama Festivals	Country wide	No. of Regional Drama Festivals organized/ reports	10	10	10	10	120	-	320	NCC	MOTCCA, MoE, DPs
					No. of National Drama Festivals organised/ reports	1	1	1	1	110	-	240	NCC	MOTCCA, MoE, DPs
			Organize 20 Regional Festivals of Arts and Culture	Regions	No. of Regional Festivals organised/ reports	10	-	10	-	200	-	-	NCC	MOTCCA, R CCs, DPs
			Provide administrative support service for the NCC/ CNCs and CYCC	Country wide	Administrative services provided	1	1	1	1	2,070	-	-	NCC	CNCs, CYCC
		Promotion of Arts and Culture	Provide Administrative support services for orchestral music production	Accra	Administrative services provided	1	1	1	1	120	120	-	NSO	-
			Provide Administrative support services for theatre production	Accra	Administrative services provided	1	1	1	1	520	520	-	NTG	-
			Provide Administrative support services for dance production	Accra	Administrative services provided	1	1	1	1	120	120	-	GDE	-



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Provide Administrative support services for drama production	Accra	Administrative services provided	1	1	1	1	120	120	-	Abibigromma	-
			Rehabilitate National Theatre	Accra	National Theatre rehabilitated	-	1	1	-	510	2,510	-	NTG	MOTCCA
			Purchase Plant and Office Equipment	Accra	Plant and Office Equipment Purchased	1	-	1	-	25	55	-	NTG	MOTCCA
			Purchase of Vehicles	Accra	Vehicles purchased	-	1	-	1	35	175	-	NTG	MOTCCA
			Acquire Production equipment for dance	Accra	Production equipment for dance acquired	-	1	-	1	50	55	55	GDE	NTG & DEV/P
			Procurement of Vehicle (National Symphony Orchestra)	Accra	Vehicles purchased	-	1	-	-	20	20	60	NSO	NTG & DEV/P
		Research and Preservation of Culture	Pay PAWA subscription fees	Accra	Subscription paid	1	1	1	1	830	-	-	PAWA	-
			Provide Administrative support services for Du Bois programmes	Accra	Administrative services provided	1	1	1	1	115	120	-	W.E.B Dubois	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Provide Administrative support services for Ghana Museums & Monuments Board	Accra	Administrative services provided	1	1	1	1	2,050	2,060	-	GMMB	-
			Provide Administrative support services for National Folklore Board	Accra	Administrative services provided	1	1	1	1	90	90	-	NFB	-
			Provide Administrative support services for Kwame Nkrumah Memorial Park	Accra	Administrative services provided	1	1	1	1	159	159	-	KNMP	-
			Provide Administrative support services for Bureau of Ghanaian languages	Accra	Administrative services provided	1	1	1	1	520	520	-	BGL	-
			Purchase 10 GMMB Vehicles	Accra	10 Vehicles purchased	-	3	3	4	205	310	405	GMMB	NTG & DEV/P
	Mainstream culture in the nation's social and economic development agenda	Cultural Development	Organize Arts Skuul (School) programme	Accra	Arts Skuul programme report	1	1	1	1	95	-	35	CNC/GAR	GES
			Organise Pappoe Thompson Choral Festival for Industrial Choir	Accra	Choral festival report	1	1	1	1	105	-	-	CNC/GAR	GAR/Choral Groups
			Organise Bi-Weekly Baajoe programme –	Accra	Baajoe programme report	1	1	1	1	-	145	55	CNC/GAR	Artistic Groups & Associations

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organise Second cycle Schools Drama Festival dubbed Sankofa	Accra	Sankofa programme report	1	1	1	1	-	115	75	CNC/GAR	Artistic Groups & Associations
			Organise annual Kpaatashie Programme on Indigenous Ghanaian Cuisines	Accra	Kpaatashie Programme report	1	1	1	1	-	150	45	CNC/GAR	Artistic Groups & Associations
			Organise Visual Arts Exhibition dubbed Welcome Home	Accra	Welcome Home Exhibition report	1	1	1	1	-	150	40	CNC/GAR	GAVA & Artists Alliance
			Organize Eastern Regional Cultural Week to showcase the Region's potential	Eastern Region	Regional cultural week report	1	1	1	1	-	55	20	CNC/ER	RCC, Artistic Groups & Associations,
			Organise Vacation Camp Training Programme in Arts and Culture for the Youth	Eastern Region	Vacation Camp Training Programme report	1	1	1	1	-	60	-	CNC/ER	-
			Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region	Western Region	Visual and Performing Arts on Production Techniques reports	1	1	1	1	75	-	-	CNC/WR	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organise Week-end Cultural Variety Programme	Western Region	No. of week-end Cultural variety programme	1	1	1	1	-	75	-	CNC/WR	-
			Organize Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region	Ashanti Region	Handicraft and Export Promotion Workshop for Craftsmen report	1	1	1	1	95	-	-	CNC/AR	-
			Organise Cultural Variety Programme	Ashanti Region	Cultural Variety Programme reports	1	1	1	1	-	95	-	CNC/AR	
			Organise Training Programme on Cloth wearing and Traditional Dance	Ashanti Region	Cloth wearing and Traditional Dance program report	1	1	1	1	-	95	-	CNC/AR	
			4 Seminars/ Workshops on Traditional Textiles Production Techniques for Industry Players -	Northern Region	No. of seminars/ workshops/ reports	1	1	1	1	-	95	-	CNC/NR	
			Organize Joe De Graft Student Drama Festival for 120 2nd Cycle Schools	Central Region	No. of Joe De Graft Student Drama Festivals/ report	30	30	30	30	115	-	-	CNC/CR	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organise 4 Week-end Cultural Variety Programme	Central Region	No. of Week-end Cultural Variety Programmes/ report	1	1	1	1	-	75	55	CNC/CR	DPs
			Organise 4 Cultural Quiz Competitions for Schools and Colleagues	Central Region	No. of Cultural Quiz Competitions for Schools/ report	1	1	1	1	-	105	55	CNC/CR	GES, DPs
			Organise 4 Capacity Building Programme for Officials and Creative Industry Players	Volta Region	Capacity Building Programmes/ report	1	1	1	1	-	60	-	CNC/VR	
			Organise 4 Exhibition for Visual Artists in the Region	Volta Region	Exhibition for Visual Artists reports	1	1	1	1	-	55	-	CNC/VR	
			Organize 4 Seminars/Workshops on Straw Basket and Leatherware Production Techniques	Upper East Region	Seminars/Workshops reports	1	1	1	1	-	40	-	CNC/UER	
			Organize 4 Seminars/Workshops on Traditional Textiles Production Techniques for Industry Players	Upper West Region	Seminars/Workshops reports	1	1	1	1	-	55	-	CNC/UWR	
		Promotion of Arts and Culture	Organise Seminars to orchestrate traditional song	Country wide	Seminar report	1	1	1	1	55	-	-	NSO	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organize programme to celebrate Ghanaian Orchestral Icons	Accra	Programme report	1	1	1	1	-	95	-	NSO	MUSIGA
			Organise Orchestral Performance in second cycle schools to promote Arts Music	Countrywide	Orchestral Performance report	1	1	1	1	-	95	-	NSO	MUSIGA
			Organise Annual Kiddafest organized and support for performing arts	Accra	Kiddafest report produced	1	1	1	1	305	-	-	NTG	MOE
			Organise 12 Dance the Stress Away Programmes for general public annually	Accra	No. of Dance the Stress Away Programmes/ report	12	12	12	12	55	-	-	GDE	-
			Organise national and international tours to promote Ghanaian Culture	Overseas	Overseas tour report	1	1	1	1	-	620	1,670	GDE	-
				National	National tour report	1	1	1	1	-	95	230		
			Research into new dance forms to promote Ghanaian culture	Countrywide	Data collected on dance forms	1	1	1	1	-	135	-	GDE	-
			Organise training programme for Ghanaian Youth in Native Dances	Countrywide	Training programme report	1	1	1	1	-	135	-	GDE	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
		Research and Preservation of Culture	Organise Museum interaction programmes	Country wide	Museum interaction programme report	1	1	1	1	305	-	-	GMMB	-
			Collect, Conserve & Document Artifacts / Sites for Museums	Country wide	Document on Artifacts / Sites for Museums prepared	1	1	1	1	-	115	-	GMMB	-
			Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)	Cape Coast, Elmina and Axim	Volume of investments made	1	1	1	1	-	280	-	GMMB	-
			Organise exhibition on our Cultural Heritage	Country wide	Exhibition report	1	1	1	1	-	120	-	GMMB	-
			Organise educational Programs for Schools and Communities	Country wide	Educational Program report	1	1	1	1	-	120	-	GMMB	-
			Conduct feasibility studies on Christiansborg Castle Cultural Enclave -	Accra	Feasibility study report produced	1	1	1	-	-	135	-	GMMB	-
			Undertake research on Heritage objects for Documentation	Country wide	Data on heritage objects collected	1	1	1	1	-	120	-	GMMB	-
			Train 265 GMMB staff	Country wide	No. of GMMB staff trained	66	66	66	67	-	105	65	GMMB	DPs
			Pay subscription to International Organisations	Overseas	Subscription paid	1	1	1	1	225	-	-	GMMB	-
			Organise Fashion	Accra	Fashion and	1	-	-	1	-	45	45	Du Bois	DPs

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			and Design Fair for African Garments		Design Fairs organised /report								Centre	
			Organise 4 Outreach Programme for Du Bois ideas and ideals	Country wide	No. of Outreach Programme organised/report	1	1	1	1	-	320	80	Du Bois Centre	DPs
			Organise 4 Lectures on Dr. Nkrumah, Du Bois Martin Luther King Jnr. and Padmore	Accra	Lecture report	1	1	1	1	-	310	50	Du Bois Centre	DPs
			Celebrate 4 Black History Months	Accra	Black History Month report	1	1	1	1	95	-	35	Du Bois Centre	DPs
			Organise 4 Seminar/workshop /conference for stakeholders on the existence of folklore	Country wide	Seminar/workshop /conference report	1	1	1	1	60	60	-	NFB	-
			Print 5000 copies of Folklore magazine/newsletter	Accra	No. of copies printed	1000	1500	1500	1000	-	100	-	NFB	-
			Organise 4 Book Fairs for Ghanaian writers and key stakeholders	Accra & Tamale	No. of book fair organised/ report	1	1	1	1	120	-	-	BGL	-



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organise 4 Seminars on Ghanaian languages	Accra & Tamale	No. of Seminar organised/reports	1	1	1	1	95	-	-	BGL	-
	Assist less endowed traditional authorities to document their culture and history	Cultural Development	Organize 4 Seminars, Conferences for stakeholders to showcase potential in the Brong Ahafo region	Brong Ahafo Region	No. Seminars, Conferences organised/reports	1	1	1	1	55	-	-	CNC/BAR	-
			Organise 4 Youth Training Programmes in Ceramics Production	Brong Ahafo Region	No. of Youth Training Programme organized /report	1	1	1	1	-	75	-	CNC/BAR	-
			Organise Weekly Story-Telling Programme	Brong Ahafo Region	Weekly Story-Telling Programme organized /report	1	1	1	1	-	75	-	CNC/BAR	-
			Organize 4 Seminars to effectively promote cultural programme in the Upper East Region	Upper East Region	No. of seminar organised/report	1	1	1	1	75	-	-	CNC/UER	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Organize 4 Two-day Orientation for District Cultural Officers on the relevance of sacred and ritual music to national heritage and development in the Upper West Region	Upper West Region	No. of orientation programme organised/report	1	1	1	1	80	40	-	CNC/UWR	-
		Promotion of Arts and Culture												
		Research and Preservation of Culture												
	Complete the establishment of fully-functional Centres for National Culture at all levels and enhance their capacity to promote culture	Cultural Development	Complete 7 Regional Cultural Complexes through PPP	Regions (BAR, VR, WR, UE, UW, ER, NR)	Regional Cultural Complexes completed through PPP	-	2	2	3	3,017	-	10,017	NCC	CNCs/ RCCs/ AESL
			Complete National Craft village	Accra	National Craft Village completed	-	-	1	-	1,500	-	-	NCC	MOTCCA
		Promotion of Arts and Culture												
		Research and Preservation of Culture	Establish Museum in Western Region	Western Region	Museum establishment report	1	-	-	-	125	125	375	GMMB	PPP/ RCCs/ MMDAs/TAs

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Complete Museum of Science and Technology through PPP	Accra	Museum of Science and Technology completed	-	1	1	1	502	502	9,000	GMMB	PRIVATE SECTOR
			Establish Museum in Brong Ahafo Region	Brong Ahafo Region	Museum establishment report	-	1	-	-	125	125	375	GMMB	PPP/ RCCs/ MMDAs/TAs
			Renovate Kuku Hill flats and regional offices through PPP	Accra	Kuku Hill flats and regional offices renovated	-	1	-	1	210	110	2,850	GMMB	PPP
			Rehabilitate Exhibition spaces	Accra	Exhibition spaces rehabilitated	-	1	-	-	300	200	2,500	GMMB	PPP
			Re-wire Headquarters and Regional office buildings and re-roof National Gallery	Accra	Headquarters and Regional office buildings and re-roof National Gallery re-wired	-	1	1	-	500	-	4510	GMMB	-
			Complete BGL Office building	Accra	BGL Office building completed	-	1	-	-	50	-	100	BGL	DEV/P
			Purchase 2 Vehicles for Kwame Nkrumah Memorial Park	Accra	Vehicle purchased	-	1	-	1	-	95	95	KNMP	DEV/P
			Acquire one Vehicle for Folklore programmes	Accra	Vehicle purchased	-	1	1	-	60	-	115	NFB	DEV/P
			Purchase PAWA Office equipment	Accra	Office equipment purchased	-	1	1	-	25	-	35	PAWA	DEV/P
			Purchase Plant and Equipment for Du Bois	Accra	Plant and Equipment purchased	-	1	1	-	15	25	25	W.E.B Dubois	DEV/P

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2014	2015	2016	2017	GoG	IGF	Donor	Lead	Collaborating
			Renovate Du Bois Museum	Accra	Du Bois Museum Renovated	-	1	-	-	10	20	40	W.E.B Dubois	DEV/P
			Acquire two (2) Vehicle for Du Bois programmes	Accra	Vehicle acquired	-	2	-	-	25	20	125	W.E.B Dubois	DEV/P
			Acquire Office furniture for Du Bois	Accra	Office furniture acquired	-	1	-	-	15	-	-	W.E.B Dubois	-
			Mount Crafts Shed at Du Bois	Accra	Crafts Shed mounted	-	1	-	-	-	15	-	W.E.B Dubois	-
			Construct Drainage for Du Bois Open Air Theatre	Accra	Drainage constructed	-	-	1	-	10	10	30	W.E.B Dubois	DEV/P
	Restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative Arts	Cultural Development	Restructure the National Commission on Culture	Accra	National Commission on Culture restructured	1	1	1	1	135	-	-	NCC	MOTCCA

## 5.2 Annual Action Plan for 2014

The Annual Action Plan for 2014 for the Ministry of Tourism, Culture and Creative Arts is as indicated below:

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
<b>Diversify and Expand the Tourism Industry for Accelerated job Creation</b>	Market Ghana as a competitive tourist destination:	Management and Administration General Administration	Provision of General Administration service	Accra	General Administration service provided					750	-	-	MOTCCA	-
			Purchase of 5 Vehicles	Accra	Number of vehicles purchased					757	-	-	MOTTCA	-
			Purchase of Plant and Equipment	Accra	Plant and Equipment Purchased					350	-	-	MOTTCA	-
		Management and Administration Finance	Payment of subscriptions (UNWTO & ATA)	Accra	UNWTO & ATA subscriptions paid					217	-	-	MOTCCA	-
			Participate in budget workshops preparation (MTEF/GIFMIS programs)	Accra	Budget workshops preparation (MTEF/GIFMIS programs) participated					50	-	-	MOTCCA	-
		<b>Tourism Product Development</b>	Provision of General Administration service	Accra	General Administration service provided					750	750	-	GTA	-
			Undertake feasibility study for marine drive tourism master plan	Accra	Marine drive feasibility study documents produced					50	-	-	MOTTCA HQ	-
			Undertake feasibility study for HOTCATT	Accra/Koforidua	HOTCATT feasibility documents produced					35	-	-	MOTTCA HQ	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Complete two (2) new boys quarters for settlers on Accra Visitor Information Centre plot	Accra	Boys quarters for settlers on Accra Visitor Information Centre completed					30	-	-	MOTCCA	
		<b>Tourism Research and Marketing</b>	Market Ghana through participation in 8 UNWTO/UNESCO International conferences	Overseas	No. of International conferences participated					1000	-	-	MOTCCA	-
			Promote Ghana in the International Media	Overseas	No. of adverts placed in international media					50	-	450	MOTCCA	DEV/P
			Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	Accra	Official website upgraded and IT infrastructure improved					12	-	25	MOTCCA	-
			Organise World Tourism Day Celebration	Accra	World Tourism Day Celebrated					150	-	-	MOTCCA	-
			Attend 5 Joint Commission For Cooperation Meetings	Overseas	Joint Commission for cooperation meetings attended					500	-	-	MOTCCA	-
			Conduct research and collate data for tourism statistics (Tourism Satellite Account)	Regions	Data collated for tourism statistics					30	-	-	MOTCCA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			<i>Market Ghana through participation in 10 International and 5 Local Fairs &amp; Exhibitions</i>	Overseas	No. of International fairs and exhibitions participated					2500	500	1000	GTA	DEV/P
				Local	No. of Local fairs and exhibitions participated					100	50	-	GTA	-
			Place 2 adverts in international media and 10 adverts in local media	Overseas	No. of adverts placed in International media					-	-	2000	GTA	DEV/P
				Locals	No. of adverts placed in local media					-	15	25	GTA	DEV/P
			Produce tourism promotional materials(brochures, maps CDs fliers )	Accra	Tourism promotional materials produced					20	30	30	GTA	GHATOF
			Organise Emancipation Day	Country wide	Emancipation Day report produced					50	5	50	GTA	PANAFEST FOUNDATION
			Facilitate the establishment of 15 Tourist Clubs to promote domestic tourism	Country wide	No. of tourist clubs established and made operational					30	-	-	GTA	MOE/GES
			Produce 5,000 copies of tourism directory	Accra	No. of copies of Tourism directory produced					-	50	50	GTA	GHATOF

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Country wide	No. of sensitization programmes organized					25	25	-	GTA	GHATOF
			Collect and analyze tourism data	Country wide	Data Collected					-	50	-	GTA	-
			Organize 50 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Country wide	No. of awareness creation programmes organized					10	-	-	GTA	Media Houses
			Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Country wide	Quarterly Report M/E					15	25	-	GTA	-
			Participate in Program Based Budget preparation	Accra	Budget Document Produced					22	7	-	GTA	-
	Increase efforts to improve the quality of tourism personnel at all levels:	Management and Administration Human Resource	Train 50 staff in administrative, ICT, tourism and tourism-related skills	Accra	No. of Staff Trained					50	-	-	MOTCCA	-



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		Tourism Product Development	Organize End of Year Programme	Accra	End of Year programme report					-	50	-	GTA	-
		Tourism Quality Assurance	Organize training for 300 school leavers for the Hospitality Industry	Country Wide	No. of School Leavers trained					100	12	-	HOTCATT	-
			Develop and print 1000 new registration forms	Accra	No. of Registration Forms Printed					5	-	-	HOTCATT	-
			Provision of General Administrative services (HOTCATT)	Accra	General Administrative services provided					100	-	-	HOTCATT	MOTCCA
	Promote public private partnership for investment in the sector:	Management and Administration	Organize quarterly Ministerial Advisory Board Meetings	Accra	No. of Ministerial Advisory Board Meetings/ reports					30	-	-	MOTCCA	-
		General Administration	Organize 2 Public Private Partnership fora	Accra	No of Public Private Partnership forum					40	-	-	MOTCCA	-
	Strengthen collaboration and coordination among key stakeholders to develop the tourism sector:	Management and Administration	Undertake quarterly Monitoring & Evaluation	Countrywide	Quarterly M&E Reports					40	-	-	MOTCCA	MOTCCA Agencies
		Policy, Planning, Monitoring and Evaluation	Organise mid-year performance review for the sector	Accra	Mid-Year report					50	-	-	MOTCCA	MOTCCA Agencies

Commented [E10]: Write up-Tourism

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
<b>Intensify the promotion of domestic tourism</b>	Pursue the incorporation of tourism development into district development plans:	Management and Administration	Build Capacity and entrepreneurial skills of 400 unemployed youth & women at Tourist sites.	Country wide	No of unemployed youth & women at tourist sites developed					-	-	400	MOTCCA	COTVET, Local Gov't Service & GHATOF
		Human Resource												
		Tourism Product Development	Organize Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)	Greater Accra	HOMOFEST report produced					50	-	250	MOTCCA	MLG, MCTA, MMDAs, RCC, Regional House of Chiefs Greater Accra, Private Sector
			Establish 5 District Tourism offices	Districts	50 District Tourism Offices established					20	30	-	GTA	-
			Train 21 District Tourism Officers in Resource Development	Districts	No. of District Officers trained					40	-	-	GTA	
			Organise familiarization tour for GTA staff	Regions	Familiarization Tour Report					-	50	-	GTA	
		Tourism Quality Assurance	Train 20 staff in industry related disciplines	Accra	No. of staff trained					40	-	-	GTA	
			Establish 5 District tourism development committees	Districts	No. of District tourism development committees established					2	8	-	GTA	MMDAs

**Commented [E11]:** Write up-tourism Point 2&3 shd put in the matrix

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Engage the local media and other stakeholders in the promotion of domestic tourism:	2. Tourism Product Development	Organize Carnival to stimulate the local economy and tourism enterprises	Accra	Report on Carnival produced					50	25	75	MOTCCA	MOTCCA Agencies
			Facilitate the organization of 11 festivals and special events in the regions	Regions	Festival / special events reports					5	20	-	GTA	MMDAs, TAs
			Organize 10 sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Countrywide	No. of seminars/ durbars organized					30	-	15	GTA	TAs
		Tourism Research and Marketing	Participate in 1 National Policy Fair	Countrywide	No. of National Fairs organized					50	-	-	MOTCCA	MOTCCA Agencies
			Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Country wide	No. of sensitization programmes organized					25	-	15	MOTCCA	MOTCCA AGENCIES , GHATOF & CULTURE FORUM
			Organise 2 familiarization tours/ press trips for International Media	Country wide	No. of familiarization tours organised					50	-	200	MOTCCA	MOTCCA AGENCIES , Private Sector
	Encourage private investment in the development of affordable facilities for use of	Tourism Product Development	Organise familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	Country wide	No. of familiarization tours organised					50	-	50	MOTCCA	Diplomatic Corps, Members of Parliament, Corporate Ghana

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating and Media
	domestic tourists:													
Promote sustainable tourism to preserve historical, cultural and natural heritage	Develop sustainable eco-tourism, culture and historical sites:	<i>Management and Administration</i> <i>General Administration</i>	<i>Organise the celebration of National Festival of Arts and Culture</i>	Regions	NAFAC report produced					600	-	-	MOTCCA	NCC
		Tourism Product Development	Hold quarterly corporate management meetings	Accra	No. of meetings held/ reports					75	75	10	GTA	-
			Hold quarterly meetings for Board of Directors	Accra	No. of Board meetings held/ reports					95	-	-	GTA	-
		Tourism Quality Assurance	Conduct inspections and license 5,000 tourism enterprises in eleven-(11) regional offices	Country wide	No. of tourism enterprises inspected					50	50	-	GTA	-
			Operationalise Task Force to enforce service standards and Revenue generation	Country wide	Task force reports produced					12	37	-	GTA	-
			Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates	Country wide	No. of invoices and returns printed					200	-	-	GTA	
			Provide extension services to 50 plant developers in 10 regions	Regions	No. plant developers provided with extension services					10	10	-	GTA	-
	Ensure the	Management and	Organise	Accra	HIV/AIDS					10	-	-	MOTCCA	GAC

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	reduction of social vices and HIV/Aids associated with tourism;	Administration  Human Resource	HIV/AIDS sensitization workshop for both private and public stakeholders		sensitization Reports									
<b>Develop a competitive creative arts industry</b>	Provide appropriate legal and regulatory framework for promoting the creative arts and for protecting intellectual property rights:	Culture, Creative Arts and Heritage Management  Creative Arts Management	Constitute a nine member committee to develop the legal and regulatory framework for the creative arts industry	Accra	Draft legal framework document developed					50	-	-	MOTCCA	-
	Strengthen established collection societies to become effective and efficient:	Culture, Creative Arts and Heritage Management  Creative Arts Management	Provide administrative support for established collection societies	Accra	Administrative support services provided					25	-	-	MOTCCA	-
	Promote coordination among key MDAs on the development of the Creative Industry	Culture, Creative Arts and Heritage Management  Creative Arts Management	Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc)	Accra	Quarterly reports of meetings					40	-	-	MOTCCA	-
	Facilitate access to finance and the export market for products of Ghanaian Creative Industry:	Culture, Creative Arts and Heritage Management  Creative Arts Management	Participate in 2 international fairs and exhibitions	International	No. of International fairs participated					500	-	-	MOTCCA	-

**Commented [E12]:** Should be inserted as a new strategy in the matrix

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
<b>Harness culture for national development</b>	Strengthen the existing regulatory and institutional framework on culture	Cultural Development	Organize 4 Cultural Exchange Programmes	Overseas	No. of Cultural Exchange programmes organized					-	-	100	NCC	-
			Publish 1,000 copies of NCC Newsletter/Magazine	Accra	No. of Newsletter/Magazine produced					5	-	2	NCC	-
			Establish Ghana Culture Development Indicator Suite	Country wide	Ghana Culture Development Indicator Suite established					62	-	12	NCC	-
			Organize 10 Regional & 1 National Drama Festivals	Country wide	No. of Regional Drama Festivals organized/ reports					25	-	75	NCC	MOTCCA, MoE, DPs
					No. of National Drama Festivals organized/ reports					25	-	55	NCC	MOTCCA, MoE, DPs
			Organize 10 Regional Festivals of Arts and Culture	Regions	No. of Regional Festivals organized/ reports					100	-	-	NCC	MOTCCA, RCCs, DPs
			Provide administrative support service for the NCC/ CNCs and CYCC	Country wide	Administrative services provided					500	-	-	NCC	CNCs, CYCC
		Promotion of Arts and Culture	Provide Administrative support services for orchestral music production	Accra	Administrative services provided					25	25	-	NSO	-
			Provide Administrative support services for theatre production	Accra	Administrative services provided					125	125	-	NTG	-
			Provide Administrative support services for dance	Accra	Administrative services provided					25	25	-	GDE	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			production											
			Provide Administrative support services for drama production	Accra	Administrative services provided					25	25	-	Abibigromma	-
			Purchase Plant and Office Equipment	Accra	Plant and Office Equipment Purchased					15	35	-	NTG	MOTCCA
		Research and Preservation of Culture	Pay PAWA subscription fees	Accra	Subscription paid					200	-	-	PAWA	-
			Provide Administrative support services for Du Bois programmes	Accra	Administrative services provided					25	25	-	W.E.B Dubois	-
			Provide Administrative support services for Ghana Museums & Monuments Board	Accra	Administrative services provided					500	500	-	GMMB	-
			Provide Administrative support services for National Folklore Board	Accra	Administrative services provided					15	15	-	NFB	-
			Provide Administrative support services for Kwame Nkrumah Memorial Park	Accra	Administrative services provided					37	37	-	KNMP	-
			Provide Administrative support services for Bureau of Ghanaian languages	Accra	Administrative services provided					125	125	-	BGL	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Mainstream culture in the nation's social and economic development agenda	Cultural Development	Organize Arts Skuul (School) programme	Accra	Arts Skuul programme report					20	-	5	CNC/GAR	GES
			Organise Pappoe Thompson Choral Festival for Industrial Choir	Accra	Choral festival report					20	-	-	CNC/GAR	GAR/Choral Groups
			Organise Bi-Weekly Baajoe programme -	Accra	Baajoe programme report					-	30	10	CNC/GAR	Artistic Groups & Associations
			Organise Second cycle Schools Drama Festival dubbed Sankofa	Accra	Sankofa programme report					-	25	15	CNC/GAR	Artistic Groups & Associations
			Organise annual Kpaatashie Programme on Indigenous Ghanaian Cuisines	Accra	Kpaatashie Programme report					-	30	7	CNC/GAR	Artistic Groups & Associations
			Organise Visual Arts Exhibition dubbed Welcome Home	Accra	Welcome Home Exhibition report					-	30	7	CNC/GAR	GAVA & Artists Alliance
			Organize Eastern Regional Cultural Week to showcase the Region's potential	Eastern Region	Regional cultural week report					-	10	2	CNC/ER	RCC, Artistic Groups & Associations,
			Organise Vacation Camp Training Programme in Arts and Culture for the Youth	Eastern Region	Vacation Camp Training Programme report					-	10	-	CNC/ER	
			Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region	Western Region	Visual and Performing Arts on Production Techniques reports					15	-	-	CNC/WR	



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organise Week-end Cultural Variety Programme	Western Region	Cultural Variety program report					-	15	-	CNC/WR	-
			Organize Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region	Ashanti Region	Handicraft and Export Promotion Workshop for Craftsmen report					20	-	-	CNC/AR	-
			Organise Cultural Variety Programme	Ashanti Region	Cultural Variety Programme reports					-	20	-	CNC/AR	
			Organise Training Programme on Cloth wearing and Traditional Dance	Ashanti Region	Cloth wearing and Traditional Dance program report					-	20	-	CNC/AR	
			Seminars/ Workshops on Traditional Textiles Production Techniques for Industry Players -	Northern Region	No. of seminars/ workshops/ reports					-	20	-	CNC/NR	
			Organize Joe De Graft Student Drama Festival for 120 2nd Cycle Schools	Central Region	No. of Joe De Graft Student Drama Festivals/ report					25	-	-	CNC/CR	
			Organise Week-end Cultural Variety Programme	Central Region	No. of Week-end Cultural Variety Programmes/ report					-	15	10	CNC/CR	DPS
			Organise Cultural Quiz Competitions for Schools and Colleges	Central Region	No. of Cultural Quiz Competitions for Schools/ report					-	20	10	CNC/CR	GES, DPS

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organise Capacity Building Programme for Officials and Creative Industry Players	Volta Region	Capacity Building Programmes/ report					-	10	-	CNC/VR	
			Organise Exhibition for Visual Artists in the Region	Volta Region	Exhibition for Visual Artists reports					-	10	-	CNC/VR	
		Promotion of Arts and Culture	Organise Seminar to orchestrate traditional song	Country wide	No. Seminars/ traditional songs orchestrated					10	-	-	NSO	-
			Organize programme to celebrate Ghanaian Orchestral Icons	Accra	No. of programmes organized					-	20	-	NSO	MUSIGA
			Organise Orchestral Performances in second cycle schools to promote Arts Music	Countrywide	No. of Orchestral Performances organized					-	20	-	NSO	MUSIGA
			Organise Annual Kiddafest and support for performing arts	Accra	Kiddafest report produced					70	-	-	NTG	MOE
			Organise 12 Dance the Stress Away Programmes for general public	Accra	No. of Stress Away Programmes organised					10	-	-	GDE	-
			Organise national and international tour to promote Ghanaian Culture	Overseas	Overseas tour report					-	150	400	GDE	-
				National	National tour report					-	20	50		

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Research into new dance forms to promote Ghanaian culture	Country wide	Data collected on dance forms					-	30	-	GDE	-
			Organise training programme for Ghanaian Youth in Native Dances	Country wide	No. of training programmes organised/reports					-	30	-	GDE	-
		Research and preservation of culture	Organise Museums interaction programme	Country wide	No. of Museums interaction programmes organised/reports					70	-	-	GMMB	-
			Collect, Conserve & Document Artifacts / Sites for Museums	Country wide	Document on Artifacts / Sites for Museums prepared					-	25	-	GMMB	-
			Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)	Cape Coast, Elmina and Axim	Volume of investments made					-	65	-	GMMB	-
			Organise exhibition on our Cultural Heritage	Country wide	No. of exhibitions organised/report					-	25	-	GMMB	-
			Organise educational Program for Schools and Communities	Country wide	No. of educational Programs organised/report					-	25	-	GMMB	-
			Conduct feasibility studies on Christianborg Castle Cultural Enclave -	Accra	feasibility study report produced					-	25	-	GMMB	-
			Undertake research on Heritage objects for Documentation	Country wide	Data on heritage objects collected					-	25	-	GMMB	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Train 66 GMMB staff -	Country wide	No. of GMMB staff trained					-	25	12	GMMB	DPs
			Pay subscription to International Organisations	Overseas	Subscription paid					50	-	-	GMMB	-
			Organise Fashion and Design Fair for African Garments	Accra	Fashion and Design Fairs organised /report					-	25	25	Du Bois Centre	DPs
			Organise Outreach Programme for Du Bois ideas and ideals	Country wide	No. of Outreach Programme organised/report					-	75	15	Du Bois Centre	DPs
			Organise Lecture on Dr. Nkrumah, Du Bois Martin Luther King Jnr. and Padmore	Accra	Lecture report					-	75	5	Du Bois Centre	DPs
			Celebrate Black History Month	Accra	Black History Month report					20	-	5	Du Bois Centre	DPs
			Organise Seminar/workshop /conference for stakeholders on the existence of folklore	Country wide	Seminar/workshop /conference report					12	12	-	NFB	-
			Print 1000 copies of Folklore magazine/newsletter	Accra	No. of copies printed					-	16	-	NFB	-
			Organise Book Fair for Ghanaian writers and key stakeholders	Accra & Tamale	No. of book fair organised/ report					25	-	-	BGL	-
			Organise Seminar on Ghanaian languages	Accra & Tamale	No. of Seminar organised/reports					20	-	-	BGL	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Assist less endowed traditional authorities to document their culture and history	Cultural Development	Organize Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region	Brong Ahafo Region	No. Seminars, Conferences organised/reports					10	-	-	CNC/BAR	-
			Organise Youth Training Programme in Ceramics Production	Brong Ahafo Region	No. of Youth Training Programme organized /report					-	15	-	CNC/BAR	-
			Organise Weekly Story-Telling Programme	Brong Ahafo Region	Weekly Story-Telling Programme organized /report					-	15	-	CNC/BAR	-
			Organize Seminar to effectively promote cultural programme in the Upper East Region	Upper East Region	No. of seminar organised/report					15	-	-	CNC/UER	-
			Organize Seminar /Workshop on Straw Basket and Leatherware Production Techniques	Upper East Region	Seminar/Workshop report					-	10	-	CNC/UER	-
			Organize Two – day Orientation for District Cultural Officers on the relevance of sacred and ritual music to national heritage and development in the Upper West Region	Upper West Region	No. of orientation programme organised/report					15	5	-	CNC/UWR	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize Seminar/Workshop on Traditional Textiles Production Techniques for Industry Players	Upper West Region	No. of Seminars/Workshops organized /reports					-	10	-	CNC/UWR	
	Restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative Arts	Cultural Development	Restructure the National Commission on Culture	Accra	National Commission on Culture restructured					30	-	-	NCC	MOTCCA
			Establish Museum in Western Region	Western Region	Museum establishment report					125	125	375	GMMB	PPP/ RCCs/ MMDAs/TAs
						Total				12,413	3,944	5,842		
						Grand Total				22,199.00				

### 5.3 Annual Action Plan for 2015

The Annual Action Plan for 2015 for the Ministry of Tourism, Culture and Creative Arts is as indicated below

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
<b>Diversify and Expand the Tourism Industry for Accelerated job Creation</b>	Market Ghana as a competitive tourist destination:	Management and Administration  General Administration	Provision of General Administration service	Accra	General Administration service provided					800	-	-	MOTCCA	-
			Purchase of 5 Vehicles	Accra	Number of vehicles purchased					760	-	-	MOTCCA	-
			Rehabilitate office building	Accra	No of office building rehabilitated					350	-	-	MOTCCA	-
		Management and Administration	Payment of subscriptions (UNWTO & ATA)	Accra	UNWTO & ATA subscriptions paid					218	-	-	MOTCCA	-
		Finance	Participate in budget workshops preparation (MTEF/GIFMIS programs)	Accra	Budget workshops preparation (MTEF/GIFMIS programs) participated					55	-	-	MOTCCA	-
		<b>Tourism Product Development</b>	Provision of General Administration service	Accra	General Administration service provided					700	750	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Undertake feasibility study for Aburi Botanical Gardens	Aburi	Aburi Botanical Gardens feasibility document produced					30	-	-	MOTCCA HQ	
			Complete two (2) new boys quarters for settlers on Accra Visitor Information Centre plot	Accra	Boys quarters for settlers on Accra Visitor Information Centre completed					30	-	-	MOTCCA	
			Completion of Axim Receptive Facility	Axim	Axim Receptive Facility completed					40	-	-	MOTCCA	
			Completion of Salaga Receptive Facility	Salaga	Salaga Receptive Facility completed					30	-	-	MOTCCA	-
			Completion of Gwollu Receptive Facility	Gwollu	Gwollu Receptive Facility completed					35	-	-	MOTCCA	-
			Completion of Wli Receptive Facility	Wli	Wli Receptive Facility completed					45	-	-	MOTCCA	-



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Completion of Kpetoe Receptive Facility Kpetoe Receptive Facility	Kpetoe	Kpetoe Receptive Facility completed					25	-	-	MOTCCA	-
			Completion of Saltpond Receptive Facility	Saltpond	Saltpond Receptive Facility completed					40	-	-	MOTCCA	-
			Undertake 15 investment feasibility studies to promote SMEs through PPP	Accra	No of Tourism Investment feasibility studies developed					30	-	-	GTA	MMDAs & TAs
		<b>Tourism Research and Marketing</b>	Market Ghana through participation in 8 UNWTO/UNESCO International conferences	Overseas	No. of International conferences participated					1010	-	-	MOTCCA	-
			Promote Ghana in the International Media	Overseas	No. of adverts placed in international media					50	-	460	MOTCCA	DEV/P
			Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	Accra	Official website upgraded and IT infrastructure improved					13	-	25	MOTCCA	-
			Organize World Tourism Day Celebration	Accra	World Tourism Day Celebrated					150	-	-	MOTCCA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			<i>Attend 5 Joint Commission For Cooperation Meetings</i>	Overseas	Joint Commission for cooperation meetings attended					500	-	-	MOTCCA	-
			<i>Conduct research and collate data for tourism statistics (Tourism Satellite Account)</i>	Regions	Data collated for tourism statistics					32	-	-	MOTCCA	-
			<i>Market Ghana through participation in 10 International and 5 Local Fairs &amp; Exhibitions</i>	Overseas	No. of International fairs and exhibitions participated					2500	500	1050	GTA	DEV/P
				Local	No. of Local fairs and exhibitions participated					100	50	-	GTA	-
			Place 2 adverts in international media and 10 adverts in local media	Overseas	No. of adverts placed in International media					-	-	2050	GTA	DEV/P
				Locals	No. of adverts placed in local media					-	15	26	GTA	DEV/P
			Produce tourism promotional materials(brochure s, maps CDs fliers )	Accra	Tourism promotional materials produced					30	30	40	GTA	GHATOF
			Organize PANAFEST	Country wide	PANAFEST report produced					150	-	300	MOTCCA	PANAFEST FOUNDATION

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize Emancipation Day	Country wide	Emancipation Day report produced					52	5	55	GTA	PANAFEST FOUNDATION
			Facilitate the establishment of 15 Tourist Clubs to promote domestic tourism	Country wide	No. of tourist clubs established and made operational					30	-	-	GTA	MOE/GENS
			Produce 5,000 copies of tourism directory	Accra	No. of copies Tourism directory produced					-	50	52	GTA	GHATOF
			Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Country wide	No. of sensitization programmes organized					25	25	-	GTA	GHATOF
			Collect and analyze tourism data	Country wide	Data Collected					-	52	-	GTA	-
			Organize 50 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Country wide	No. of awareness creation programmes organized					12	-	-	GTA	Media Houses
			Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Country wide	Quarterly M/E Report					15	25	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Participate in Program Based Budget preparation	Accra	Budget Document Produced					23	8	-	GTA	-
			Erect 5 signages in regional capitals to promote tourists sites	Regional Capitals	No of signages erected					50	-	-	GTA	RCCs/ MMDAs
			Establish tourism library at Head Office	Accra	Tourism Library established					55	-	-	GTA	GLB
			Construct Monuments to locate the Greenwich Meridian	Tema	Greenwich Meridian monument constructed					-	-	200	GTA	TMA
		Tourism Quality Assurance	Refurbishment of Head Office Building	Accra	Head office building refurbished					100	-	-	GTA	-
			Purchase of Plant and Equipment (HOTCATT)	Accra	Plant and Equipment Purchased					10	-	-	HOTCATT	-
			Complete construction of training facilities	Accra	Training facilities completed					50	-	-	HOTCATT	-
	Increase efforts to improve the quality of tourism personnel at all levels:	Management and Administration Human Resource	Train 50 staff in administrative, ICT, tourism and tourism-related skills	Accra	No. of Staff Trained					50	-	-	MOTCCA	-
		Tourism Product Development	Organize End of Year Programme	Accra	End of Year programme report					-	50	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		Tourism Quality Assurance	Organize training for 300 school leavers for the Hospitality Industry	Country Wide	No. of School Leavers trained					100	15	-	HOTCATT	-
			Develop and print 1000 new registration forms	Accra	No. of Registration Forms Printed					6	-	-	HOTCATT	-
			Provision of General Administrative services (HOTCATT)	Accra	General Administrative services provided					110	-	-	HOTCATT	MOTCCA
	Promote public private partnership for investment in the sector:	<b>Management and Administration</b>  <b>General Administration</b>	Organize quarterly Ministerial Advisory Board Meetings	Accra	No. of Ministerial Advisory Board Meetings/ reports					40	-	-	MOTCCA	-
			Organize 2 Public Private Partnership fora	Accra	No of quarterly Public Private Partnership forum					50	-	-	MOTCCA	-
	Attract health care entrepreneurs to establish medical facilities offering clinical and surgical services to promote wellness facilities, i.e. natural Spas, to ensure long-term stay of convalescents at selected tourism attraction sites:		Develop profiles on wellness centers	Country wide	No. of profiles developed					-	50	100	GTA	MOTCCA /GHATOF
	Strengthen collaboration and coordination	Management and Administration	Undertake quarterly Monitoring & Evaluation	Countrywide	Quarterly M&E Reports					40	-	-	MOTCCA	MOTCCA Agencies

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	among key stakeholders to develop the tourism sector:	<i>Policy, Planning, Monitoring and Evaluation</i>	<i>Organise mid-year performance review for the sector</i>	Accra	Mid-Year report					60	-	-	MOTCCA	MOTCCA Agencies
<b>Intensify the promotion of domestic tourism</b>	Pursue the incorporation of tourism development into district development plans:	Management and Administration	Build Capacity and entrepreneurial skills of 500 unemployed youth & women at Tourist sites.	Country wide	No of unemployed youth & women at tourist sites developed					-	-	500	MOTCCA	COI, VET, Local Gov't Service & GHATOF
		Human Resource												
		Tourism Product Development	Organize Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)	Greater Accra	HOMOFEST report produced					50	-	280	MOTCCA	MLGRD, MCTA, MMDAs, RCC, Regional House of Chiefs Greater Accra, Private Sector
			Establish 15 District Tourism offices	Districts	No. of District Tourism Offices established					50	100	-	GTA	-
			Train 43 District Tourism Officers in Resource Development	Districts	No. of District Tourism Officers trained					60	-	-	GTA	
			Organise familiarization tour for GTA staff	Regions	Familiarization Tour Report					-	50	-	GTA	

Commented [E13]: Write up-Tourism

Commented [E14]: Write up-tourism Point 2&3 shd put in the matrix

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		Tourism Quality Assurance	Train 77 staff in industry related disciplines	Accra	No. of staff trained					80	-	-	GTA	
			Procure software for the collection on National Tourism Levy	Accra	Software procured for the collection National Tourism Levy					40	-	-	GTA	-
			Purchase 6 vehicles	Accra	No. of Vehicles purchased					621	-	-	GTA	-
			Extension of Head Office to accommodate the Authorities scope of work	Accra	Annex office building completed and furnished					1000	-	-	GTA	-
			Purchase plant and Equipment for 11 regional offices	Accra	No. of Regional Offices supplied with Plant and Equipment					150	-	-	GTA	
			Establish 15 District tourism development committees	Districts	No. of District tourism development committees established					8	22	-	GTA	MMDAs
	Engage the local media and other stakeholders in the	2. Tourism Product Development	Organize Carnival to stimulate the local economy and tourism enterprises	Accra	Report on Carnival produced					50	25	80	MOTCCA	MOTCCA Agencies

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	promotion of domestic tourism:		Facilitate the organization of (11) festivals and special events in the regions	Regions	Festival special events reports					5	20	-	GTA	MMDAs, TAs
			Organize ten (10) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Countrywide	No. of seminars/ durbars organized					30	-	15	GTA	TAs
		Tourism Research and Marketing	Participate in 1 National and 5 Regional Policy Fairs	Countrywide	No. of National Policy Fairs organized					55	-	-	MOTCCA	MOTCCA Agencies
					No. of Regional Policy Fairs organized					-	50	-	MOTCCA	MOTCCA Agencies
			Promote Domestic Tourism through Schools in 3 Regions	Regions	No. of Regions					30	-	30	MOTCCA	
			Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Country wide	No. of sensitization programmes organized					25	-	15	MOTCCA	MOTCCA AGENCIES, GHATOF & CULTURE FORUM
			Organise 2 familiarization tours/ press trips for International Media	Country wide	No. of familiarization tours organised					50	-	200	MOTCCA	MOTCCA AGENCIES, Private Sector



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Encourage private investment in the development of affordable facilities for use of domestic tourists:	<i>Tourism Product Development</i>	<i>Organise familiarization tour to tourist sites for policy and decision makers, Corporate Ghana and Diplomats</i>	Country wide	No. of familiarization tours organised					55	-	50	MOTCCA	Diplomatic Corps, Members of Parliament, Corporate Ghana and Media
<b>Promote sustainable tourism to preserve historical, cultural and natural heritage</b>	Develop sustainable eco-tourism, culture and historical sites:	<i>Management and Administration</i>	<i>Prepare and submit the Travel Trade Enterprise regulations for approval of Parliament</i>	Accra	<i>Travel Trade Enterprise regulations document</i>					50	-	-	GTA	Parliament
		<i>General Administration</i>	<i>Prepare and submit the Accommodation and Catering Enterprises regulations for the approval of Parliament</i>	Accra	<i>Accommodation and Catering Enterprises regulations document</i>					50	-	-	GTA	Parliament
			Monitor implementation of the National Tourism Development Plan (2013- 2017)	Accra	First phase of the National Tourism Development Plan (2013-2017) implemented					30	-	-	MOTCCA	-
		Tourism Product Development	Hold quarterly corporate management meetings	Accra	No. of meetings held/ reports					75	75	10	GTA	-
			Hold quarterly meetings for Board of Directors	Accra	No. of Board meetings held/ reports					96	-	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		Tourism Quality Assurance	Conduct inspections and license 5,000 tourism enterprises in eleven-(11) regional offices	Country wide	No. of tourism enterprises inspected					50	50	-	GTA	-
			Operationalise Task Force to enforce service standards and Revenue generation	Country wide	Task force reports produced					13	37	-	GTA	
			Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates	Country wide	No. of invoices and returns printed					200			GTA	
			Provide extension services to 50 plant developers in 10 regions	Regions	No. plant developers provided with extension services					10	10	-	GTA	-
			Develop standards for new Tourism enterprises (conference centers, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions	Accra	Enterprise standard document					25	-	-	GTA	-
	Ensure the reduction of social vices and HIV/Aids associated with tourism:	Management and Administration Human Resource	Organise HIV/AIDS sensitization workshop for both private and public stakeholders	Accra	HIV/AIDS sensitization Reports					10	-	10	MOTCCA	GAC

**Commented [E15]:** Should be inserted as a new strategy in the matrix

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
<b>Develop a competitive creative arts industry</b>	Provide appropriate legal and regulatory framework for promoting the creative arts and for protecting intellectual property rights:	Culture, Creative Arts and Heritage Management  Creative Arts Management	Organise stakeholder consultative meeting to finalize draft legal framework	ACCRA	Final legal framework document developed					100	-	200	MOTCCA	
	Promote research into the industry and access to data to inform evidence based policy making:	Culture, Creative Arts and Heritage Management  Creative Arts Management	Engage a consultant to collate data on 10 domains of the creative arts industry	Country wide	Data collected on the domains					25	-	-	MOTCCA	-
	Facilitate the establishment of a Trust fund to support the industry	Culture, Creative Arts and Heritage Management  Creative Arts Management	Develop the Establishment Proposal for the Culture Trust Fund	Accra	Establishment Proposal developed		1			125	-	-	NCC	MOTCCA
	Strengthen established collection societies to become effective and efficient:	Culture, Creative Arts and Heritage Management  Creative Arts Management	Provide administrative support for established collection societies	Accra	Administrative support services provided					25	-	-	MOTCCA	-
			Establish a secretariat for the collection societies	Accra	Secretariat established					100	-	-	MOTCCA	
	Facilitate the establishment of a National Commission on Films:	Culture, Creative Arts and Heritage Management	Work closely with relevant key stakeholders for the passage of the Film Bill (Cinematography	Accra	Passage of the Cinematography Bill					50	-	-	MOTCCA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		Creative Arts Management	Bill)											
			Establish a National Commission on Films	Accra	National Commission on Films established					300	-	-	MOTCCA	-
	Strengthen the Copyright Office and related institutions:	Culture, Creative Arts and Heritage Management Creative Arts Management	Collaborate with copyright office to establish an operational anti-piracy task force	Accra	Operational task force constituted					70	-	-	MOTCCA	Copyright Office, Culture Forum
	Promote coordination among key MDAs on the development of the Creative Industry	Culture, Creative Arts and Heritage Management Creative Arts Management	Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc)	Accra	Quarterly reports of meetings					40	-	-	MOTCCA	-
	Facilitate access to finance and the export market for products of Ghanaian Creative Industry:	Culture, Creative Arts and Heritage Management Creative Arts Management	Participate in 2 international fairs and exhibitions	International	No. of International fairs participated					520	-	-	MOTCCA	-
	Facilitate the establishment of a designated unit within the relevant MDAs to facilitate the growth of the Creative economy:	Culture, Creative Arts and Heritage Management Creative Arts Management	Acquire land through PPP	Accra	Land documents							3,500	MOTCCA	NCC
	Facilitate the establishment process of a creative	Culture, Creative Arts and Heritage Management	The Feasibility study for the establishment of a multi-purpose	Accra	Feasibility study report produced					50	-	-	MOTCCA	NCC, GHANA CULTURE

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	industry Centre to serve as a creative space and enclave for SMEs in the Creative Industry:	Creative Arts Management	enclave for the creative industries											FORUM
	Strengthen the National Commission on Culture to support the creative Industry:	Culture, Creative Arts and Heritage Management Creative Arts Management	Establish a Creative Arts desk at NCC	Accra	Creative Arts Desk established					100	-	-	NCC	MOTCCA
	Facilitate the establishment of a designated unit within the relevant MDAs to facilitate the growth of the Creative economy:	Culture, Creative Arts and Heritage Management Creative Arts Management	Establish a Creative Arts desk at the Ministry	Accra	Creative Arts desk established					100	-	-	MOTCCA	-
<b>Harness culture for national development</b>	Strengthen the existing regulatory and institutional framework on culture	Cultural Development	Organize 4 Cultural Exchange Programmes	Overseas	No. of Cultural Exchange programmes organized					-	-	100	NCC	-
			Publish 1,000 copies of NCC Newsletter/Magazine	Accra	No. of Newsletter/Magazine produced					5	-	3	NCC	-
			Establish Ghana Culture Development Indicator Suite	Country wide	Ghana Culture Development Indicator Suite established					63	-	13	NCC	-
			Organize 10 Regional & 1 National Drama Festivals	Country wide	No. of Regional Drama Festivals organized/ reports					25	-	75	NCC	MOTCCA, MoE, DPs

Commented [E16]: WRITE UP – Min. of Tourism

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
					No. of National Drama Festivals organized/ reports					25	-	55	NCC	MOTCCA, MoE, DPs
			Complete 2 Regional Cultural Complexes through PPP	Regions (BAR, VR, WR, UE, UW, ER, NR)	Regional Cultural Complexes completed through PPP					857	-	2,857	NCC	CNCs/ RCCs/ AESL
			Provide administrative support service for the NCC/ CNCs and CYCC	Country wide	Administrative services provided					500	-	-	NCC	CNCs, CYCC
		Promotion of Arts and Culture	Provide Administrative support services for orchestral music production	Accra	Administrative services provided					25	25	-	NSO	-
			Provide Administrative support services for theatre production	Accra	Administrative services provided					125	125	-	NTG	-
			Provide Administrative support services for dance production	Accra	Administrative services provided					25	25	-	GDE	-
			Provide Administrative support services for drama production	Accra	Administrative services provided					25	25	-	Abibigromma	-
			Rehabilitate National Theatre	Accra	National Theatre rehabilitated					250	1,250	-	NTG	MOTCCA
			Purchase of Vehicles	Accra	Vehicles purchased					15	85	-	NTG	MOTCCA

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Acquire Production equipment for dance	Accra	Production equipment for dance acquired					25	25	25	GDE	NTG & DEV/P
			Procurement of Vehicle (National Symphony Orchestra)	Accra	Vehicles purchased					20	20	60	NSO	NTG & DEV/P
		Research and Preservation of Culture	Pay PAWA subscription fees	Accra	Subscription paid					200	-	-	PAWA	-
			Provide Administrative support services for Du Bois programmes	Accra	Administrative services provided					25	25	-	W.E.B Dubois	-
			Provide Administrative support services for Ghana Museums & Monuments Board	Accra	Administrative services provided					500	500	-	GMMB	-
			Provide Administrative support services for National Folklore Board	Accra	Administrative services provided					20	20	-	NFB	-
			Provide Administrative support services for Kwame Nkrumah Memorial Park	Accra	Administrative services provided					37	37	-	KNMP	-
			Provide Administrative support services for Bureau of Ghanaian languages	Accra	Administrative services provided					125	125	-	BGL	-
			Purchase 3 GMMB Vehicles	Accra	No. of Vehicles purchased					60	90	120	GMMB	NTG & DEV/P

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Mainstream culture in the nation's social and economic development agenda	Cultural Development	Organize Arts Skuul (School) programme	Accra	Arts Skuul programme report					20	-	5	CNC/GAR	GES
			Organise Pappoe Thompson Choral Festival for Industrial Choir	Accra	Choral festival report					20	-	-	CNC/GAR	GAR/Choral Groups
			Organise Bi-Weekly Baajoe programme -	Accra	Baajoe programme report					-	30	10	CNC/GAR	Artistic Groups & Associations
			Organise Second cycle Schools Drama Festival dubbed Sankofa	Accra	Sankofa programme report					-	25	15	CNC/GAR	Artistic Groups & Associations
			Organise annual Kpaatashie Programme on Indigenous Ghanaian Cuisines	Accra	Kpaatashie Programme report					-	30	8	CNC/GAR	Artistic Groups & Associations
			Organise Visual Arts Exhibition dubbed Welcome Home	Accra	Welcome Home Exhibition report					-	30	8	CNC/GAR	GAVA & Artists Alliance
			Organize Eastern Regional Cultural Week to showcase the Region's potential	Eastern Region	Regional cultural week report					-	10	3	CNC/ER	RCC, Artistic Groups & Associations,
			Organise Vacation Camp Training Programme in Arts and Culture for the Youth	Eastern Region	Vacation Camp Training Programme report					-	10	-	CNC/ER	



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region	Western Region	Visual and Performing Arts workshop report					15	-		CNC/WR	
			Organise Week-end Cultural Variety Programme	Western Region	No. of week-end Cultural variety programmes organized/ reports					-	15	-	CNC/WR	-
			Organize Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region	Ashanti Region	Handicraft and Export Promotion Workshop for Craftsmen report					20	-	-	CNC/AR	-
			Organise Cultural Variety Programme	Ashanti Region	Cultural Variety Programme report					-	20	-	CNC/AR	
			Organise Training Programme on Cloth wearing and Traditional Dance	Ashanti Region	Cloth wearing and Traditional Dance program report					-	20	-	CNC/AR	
			Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -	Northern Region	No. of seminars/ workshops/ reports					-	20	-	CNC/NR	
			Organize Joe De Graft Student Drama Festival for 120 2nd Cycle Schools	Central Region	Joe De Graft Student Drama Festival report					25	-	-	CNC/CR	
			Organise Week-end Cultural Variety Programme	Central Region	Week-end Cultural Variety Programme report					-	15	10	CNC/CR	DPs

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organise Cultural Quiz Competitions for Schools and Colleges	Central Region	Cultural Quiz Competitions for Schools report					-	20	10	CNC/CR	GES, DPs
			Organise Capacity Building Programme for Officials and Creative Industry Players	Volta Region	Capacity Building Programmes report					-	10	-	CNC/VR	
			Organise Exhibition for Visual Artists in the Region	Volta Region	Exhibition for Visual Artists reports					-	10	-	CNC/VR	
		Promotion of Arts and Culture	Organise Seminar to orchestrate traditional song	Country wide	Seminar report					10	-	-	NSO	-
			Organize programme to celebrate Ghanaian Orchestral Icons	Accra	Programme report					-	20	-	NSO	MUSIGA
			Organise Orchestral Performance in second cycle schools to promote Arts Music	Countrywide	Orchestral Performance report					-	20	-	NSO	MUSIGA
			Organise Annual Kiddafest and support for performing arts	Accra	Kiddafest report produced					70	-	-	NTG	MOE
			Organise 12 Dance the Stress Away Programmes for general public	Accra	No. of Dance the Stress Away Programmes/ report					10	-	-	GDE	-
			Organise national and international tours to promote	Overseas	Overseas tour report					-	150	400	GDE	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Ghanaian Culture	National	National tour report					-	20	50		
			Research into new dance forms to promote Ghanaian culture	Country wide	Data collected on dance forms					-	30	-	GDE	-
			Organise training programme for Ghanaian Youth in Native Dances	Country wide	Training programme report					-	30	-	GDE	-
		Research and preservation of culture	Organise Museum interaction programmes	Country wide	Museum interaction programme report					70	-	-	GMMB	-
			Collect, Conserve & Document Artifacts / Sites for Museums	Country wide	Document on Artifacts / Sites for Museums prepared					-	25	-	GMMB	-
			Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)	Cape Coast, Elmina and Axim	Volume of investments made					-	65	-	GMMB	-
			Organise exhibition on our Cultural Heritage	Country wide	Exhibition report					-	25	-	GMMB	-
			Organise educational Programs for Schools and Communities	Country wide	Educational Program report					-	25	-	GMMB	-
			Conduct feasibility studies on Christiansborg Castle Cultural Enclave -	Accra	Feasibility study report produced					-	50	-	GMMB	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Undertake research on Heritage objects for Documentation	Country wide	Data on heritage objects collected					-	25	-	GMMB	-
			Train 66 GMMB staff	Country wide	No. of GMMB staff trained					-	25	13	GMMB	DPs
			Pay subscription to International Organizations	Overseas	Subscription paid					50	-	-	GMMB	-
			Organise Outreach Programme for Du Bois ideas and ideals	Country wide	Outreach Programme report					-	75	15	Du Bois Centre	DPs
			Organise Lecture on Dr. Nkrumah, Du Bois Martin Luther King Jnr. and Padmore	Accra	Lecture report					-	75	5	Du Bois Centre	DPs
			Celebrate Black History Month	Accra	Black History Month report					20	-	5	Du Bois Centre	DPs
			Organise Seminar/workshop /conference for stakeholders on the existence of folklore	Country wide	Seminar/ workshop /conference report					13	13	-	NFB	-
			Print 1500 copies of Folklore magazine/newsletter	Accra	No. of copies printed					-	24	-	NFB	-
			Organise Book Fair for Ghanaian writers and key stakeholders	Accra	Book fair report					25	-	-	BGL	-
			Organize Seminar on Ghanaian languages	Accra	Seminar report					20	-	-	BGL	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Assist less endowed traditional authorities to document their culture and history	Cultural Development	Organize Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region	Brong Ahafo Region	Seminar, Conference report					10	-	-	CNC/BAR	-
			Organise Youth Training Programme in Ceramics Production	Brong Ahafo Region	Youth Training Programmes report					-	15	-	CNC/BAR	-
			Organise Weekly Story-Telling Programmes	Brong Ahafo Region	Weekly Story-Telling Programmes report					-	15	-	CNC/BAR	-
			Organize Seminar to effectively promote cultural programmes in the Upper East Region	Upper East Region	Seminar report					15	-	-	CNC/UER	-
			Organize Seminar /Workshops on Straw Basket and Leatherware Production Techniques	Upper East Region	Seminar/ Workshop report					-	10	-	CNC/UER	-
			Organize Two – day Orientation for District Cultural Officers on the relevance of sacred and ritual music to national heritage and development in the Upper West Region	Upper West Region	Orientation programme report					15	5	-	CNC/UWR	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize Seminar /Workshop on Traditional Textiles Production Techniques for Industry Players	Upper West Region	Seminar /Workshop organized /report					-	10	-	CNC/UWR	
	Restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative Arts	Cultural Development	Restructure the National Commission on Culture	Accra	National Commission on Culture restructured					30	-	-	NCC	MOTCCA
			Complete Museum of Science and Technology through PPP	Accra	Museum of Science and Technology completed					166	166	3,000	GMMB	PRIVATE SECTOR
			Establish Museum in Brong Ahafo Region	Brong Ahafo Region	Museum establishment report					125	125	375	GMMB	PPP/ RCCs/ MMDAs/ TAs
			Renovate Kuku Hill flats and regional offices through PPP	Accra	Kuku Hill flats and regional offices renovated					100	50	1,400	GMMB	PPP
			Rehabilitate Exhibition spaces	Accra	Exhibition spaces rehabilitated					300	200	2,500	GMMB	PPP
			Re-wire Headquarters and Regional office	Accra	Headquarters and Regional office buildings					250	-	2,250	GMMB	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			buildings and re-roof National Gallery		and re-roof National Gallery re-wired									
			Complete BGL Office building	Accra	BGL Office building completed					50	-	100	BGL	DEV/P
			Purchase Vehicle for Kwame Nkrumah Memorial Park	Accra	Vehicle purchased					-	45	45	KNMP	DEV/P
			Acquire one vehicle for Folklore programmes	Accra	Vehicle purchased					30	-	55	NFB	DEV/P
			Purchase PAWA Office equipment	Accra	Office equipment purchased					10	-	15	PAWA	DEV/P
			Purchase Plant and Equipment for Du Bois	Accra	Plant and Equipment purchased					5	10	10	W.E.B Dubois	DEV/P
			Renovate Du Bois Museum	Accra	Du Bois Museum Renovated					10	20	40	W.E.B Dubois	DEV/P
			Acquire two(2) Vehicle for Du Bois programmes	Accra	Vehicle acquired					25	20	125	W.E.B Dubois	DEV/P
			Acquire Office furniture for Du Bois	Accra	Office furniture acquired					15	-	-	W.E.B Dubois	-
			Mount Crafts Shed at Du Bois	Accra	Crafts Shed mounted					-	15	-	W.E.B Dubois	-
					Total	17,670	6,109	23,028						
					<b>Grand Total</b>	<b>46,807</b>								

## 5.4 Annual Action Plan for 2016

The Annual Action Plan for 2016 for the Ministry of Tourism, Culture and Creative Arts is as indicated below

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
<b>Diversify and Expand the Tourism Industry for Accelerated job Creation</b>	Market Ghana as a competitive tourist destination	Management and Administration  General Administration	Provision of General Administration service	Accra	General Administration service provided					820	-	-	MOTCCA	-
			Purchase of 5 Vehicles	Accra	Number of vehicles purchased					770	-	-	MOTTCA	-
			Purchase of Plant and Equipment	Accra	Plant and Equipment Purchased					360	-	-	MOTTCA	-
		Management and Administration  Finance	Payment of subscriptions (UNWTO & ATA)	Accra	UNWTO & ATA subscriptions paid					220	-	-	MOTCCA	-
			Participate in budget workshops preparation (MTEF/GIFMIS programs)	Accra	Budget workshops preparation (MTEF/GIFMIS programs) participated					60	-	-	MOTCCA	-



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		<b>Tourism Product Development</b>	Provision of General Administration service	Accra	General Administration service provided					710	760	-	GTA	-
			Undertake 20 investment feasibility studies to promote SMEs through PPP	Accra	No of Tourism Investment feasibility studies developed					40	-	-	GTA	MMDAs & TAs
		<b>Tourism Research and Marketing</b>	Market Ghana through participation in 8 UNWTO/UNESCO International conferences	Overseas	No. of International conferences participated					1020	-	-	MOTCCA	-
			Promote Ghana in the International Media	Overseas	No. of adverts placed in international media					55	-	470	MOTCCA	DEV/P
			Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	Accra	Official website upgraded and IT infrastructure improved					15	-	26	MOTCCA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			<i>Organize World Tourism Day Celebration</i>	Accra	World Tourism Day Celebrated					160	-	-	MOTCCA	-
			<i>Attend 5 Joint Commission For Cooperation Meetings</i>	Overseas	Joint Commission for cooperation meetings attended					510	-	-	MOTCCA	-
			<i>Conduct research and collate data for tourism statistics (Tourism Satellite Account)</i>	Regions	Data collated for tourism statistics					35	-	-	MOTCCA	-
			<i>Market Ghana through participation in 10 International and 5 Local Fairs &amp; Exhibitions</i>	Overseas	No. of International fairs and exhibitions participated					2510	520	1080	GTA	DEV/P
				Local	No. of Local fairs and exhibitions participated					105	55	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Place 2 adverts in international media and 10 adverts in local media	Overseas	No. of adverts placed in International media					-	-	2080	GTA	DEV/P
				Locals	No. of adverts placed in local media					-	20	30	GTA	DEV/P
			Produce tourism promotional materials(brochures , maps CDs fliers )	Accra	Tourism promotional materials produced					35	35	50	GTA	GHATOF
			Organize Emancipation Day	Country wide	Emancipation Day report produced					55	5	60	GTA	PANAFEST FOUNDATION
			Facilitate the establishment of 15 Tourist Clubs to promote domestic tourism	Country wide	No. of tourist clubs established and made operational					35	-	-	GTA	MOE/GES
			Produce 5,000 copies of tourism directory	Accra	No. of copies Tourism directory produced					-	55	55	GTA	GHATOF

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Country wide	No. of sensitization programmes organized					28	30	-	GTA	GHATOF
			Collect and analyze tourism data	Country wide	Data Collected					-	55	-	GTA	-
			Organize 50 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Country wide	No. of awareness creation programmes organized					15	-	-	GTA	Media Houses
			Organize Meridian Festival to signify Ghana's position as the center of world.	Tema	Meridian Festival Report					-	-	100	GTA	TMA/TDC / MESTI
			Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Country wide	Quarterly M/E Report					20	30	-	GTA	-
			Participate in Program Based Budget preparation	Accra	Budget Document Produced					25	10	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Erect 10 signages in regional capitals to promote tourists sites	Regional Capitals	No of signages erected					100	-	-	GTA	RCCs/ MMDAs
			Construct Monuments to locate the Greenwich Meridian	Tema	Greenwich Meridian monument constructed					-	-	200	GTA	TMA
		Tourism Quality Assurance	Purchase of Plant and Equipment (HOTCATT)	Accra	Plant and Equipment Purchased					20	-	-	HOTCATT	-
	Increase efforts to improve the quality of tourism personnel at all levels:	Management and Administration	Train 50 staff in administrative, ICT, tourism and tourism-related skills	Accra	No. of Staff Trained					55	-	-	MOTCCA	-
		Tourism Product Development	Organize End of Year Programme	Accra	End of Year programme report					-	50	-	GTA	-
		Tourism Quality Assurance	Organize training for 300 school leavers for the Hospitality Industry	Country Wide	No. of School Leavers trained					110	20	-	HOTCATT	-
			Develop and print 1000 new registration forms	Accra	No. of Registration Forms Printed					8	-	-	HOTCATT	-
			Provision of General Administrative services (HOTCATT)	Accra	General Administrative services provided					115	-	-	HOTCATT	MOTCCA

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Promote public private partnership for investment in the sector:	Management and Administration General Administration	Organize quarterly Ministerial Advisory Board Meetings	Accra	No. of Ministerial Advisory Board Meetings/ reports					45	-	-	MOTCCA	-
			Organize 2 Public Private Partnership forums	Accra	No of Public Private Partnership forums					60	-	-	MOTCCA	-
	Attract health care entrepreneurs to establish medical facilities offering clinical and surgical services to promote wellness facilities, i.e. natural Spas, to ensure long-term stay of convalescents at selected tourism attraction sites:		Organize) wellness facilities investment promotion forums for key stakeholders	Accra & Tamale	No. of investment promotion forums organized					25	25	100	GTA	MOTCCA/ MOH
	Strengthen collaboration and coordination among key stakeholders to develop the tourism sector:	Management and Administration Policy, Planning, Monitoring and Evaluation	Undertake quarterly Monitoring Evaluation &	Countrywide	Quarterly M&E Reports					45	-	-	MOTCCA	MOTCCA Agencies
			Organise mid-year performance review for the sector	Accra	Mid-Year report					70	-	-	MOTCCA	MOTCCA Agencies

Commented [E17]: Write up-Tourism

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
<b>Intensify the promotion of domestic tourism</b>	Pursue the incorporation of tourism development into district development plans:	Management and Administration  Human Resource	Build Capacity and entrepreneurial skills of 500 unemployed youth & women at Tourist sites.	Country wide	No of unemployed youth & women at tourist sites developed					-	-	500	MOTCCA	COTVET, Local Gov't Service & GHATOF
		Tourism Product Development	Organize Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)	Greater Accra	HOMOFEST report produced					60	-	300	MOTCCA	MLGRD, MCTA, MMDAs, RCC, Regional House of Chiefs Greater Accra, Private Sector
			Establish 15 District Tourism offices	Districts	No. of District Tourism Offices established					55	110	-	GTA	-
			Train 43 District Tourism Officers in Resource Development	Districts	No. of District Tourism Officers trained					60	-	-	GTA	
			Organise familiarization tour for GTA staff	Regions	Familiarization Tour Report					-	50	-	GTA	

**Commented [E18]:** Write up-tourism Point 2&3 shd put in the matrix

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		Tourism Quality Assurance	Train 77 staff in industry related disciplines	Accra	No. of staff trained					80	-	-	GTA	
			Purchase 5 vehicles	Accra	No. of Vehicles purchased					520	-	-	GTA	-
			Extension of Head Office to accommodate the Authority's scope of work	Accra	Annex office building completed and furnished					1,020	-	-	GTA	-
			Purchase plant and Equipment for 11 regional offices	Accra	No. of Regional Offices supplied with Plant and Equipment					160	-	-	GTA	
			Establish 15 District tourism development committees	Districts	No. of District tourism development committees established					10	25	-	GTA	MMDAs
	Engage the local media and other stakeholders in the promotion of domestic tourism:	2. <i>Tourism Product Development</i>	<i>Organize Carnival to stimulate the local economy and tourism enterprises</i>	Accra	Report on Carnival produced					55	25	80	MOTCCA	MOTCCA Agencies
			Facilitate the organization of (11) festivals and special events in the regions	Regions	Festival / special events reports					5	20	-	GTA	MMDAs, TAs



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize forty (10) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Countrywide	No. of seminars/durbars organized					35	-	20	GTA	TAs
		Tourism Research and Marketing	Participate in 1 National and 5 Regional Policy Fairs	Countrywide	No. of National Policy Fairs organized					60	-	-	MOTCCA	MOTCCA Agencies
					No. of Regional Policy Fairs organized					-	50	-	MOTCCA Agencies	MOTCCA
			Promote Domestic Tourism through Schools in 3 Regions	Regions	No. of Regions					30	-	40	MOTCCA	
			Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Country wide	No. of sensitization programmes organized					30	-	20	MOTCCA	MOTCCA AGENCIE S, GHATOF & CULTURE FORUM
			Organise 2 familiarization tours/ press trips for International Media	Country wide	No. of familiarization tours organised					50	-	220	MOTCCA	MOTCCA AGENCIE S, Private Sector

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Encourage private investment in the development of affordable facilities for use of domestic tourists:	<i>Tourism Product Development</i>	<i>Organise familiarization tour to tourist sites for policy and decision makers, Corporate Ghana and Diplomats</i>	Country wide	No. of familiarization tours organised					30	-	40	MOTCCA	Diplomatic Corps, Members of Parliament, Corporate Ghana and Media
<b>Promote sustainable tourism to preserve historical, cultural and natural heritage</b>	Develop sustainable eco-tourism, culture and historical sites:	<i>Management and Administration</i>  <i>General Administration</i>	<i>Organise the celebration of National Festival of Arts and Culture</i>	Regions	NAFAC report produced					800	-	-	MOTCCA	NCC
		Management and Administration  Policy, Planning, Monitoring and Evaluation	Monitor implementation of the National Tourism Development Plan (2013- 2017)	Accra	First phase of the National Tourism Development Plan (2013-2017) implemented					30	-	-	MOTCCA	-
		Tourism Product Development	Hold quarterly corporate management meetings	Accra	No. of meetings held/ reports					80	80	10	GTA	-
			Hold quarterly meetings for Board of Directors	Accra	No. of Board meetings held/ reports					98	-	-	GTA	-
		Tourism Quality Assurance	Conduct inspections and license 5,000 tourism enterprises in eleven-(11) regional offices	Country wide	No. of tourism enterprises inspected					55	60	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Operationalise Task Force to enforce service standards and Revenue generation	Country wide	Task force reports produced					20	40	-	GTA	
			Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates	Country wide	No. of invoices and returns printed					200			GTA	
			Provide extension services to 50 plant developers in 10 regions	Regions	No. plant developers provided with extension services					15	15	-	GTA	-
	Ensure the reduction of social vices and HIV/Aids associated with tourism:	Management and Administration  Human Resource	Organise HIV/AIDS sensitization workshop for both private and public stakeholders	Accra	HIV/AIDS sensitization Reports					10	-	10	MOTCCA	GAC
<b>Develop a competitive creative arts industry</b>	Promote research into the industry and access to data to inform evidence based policy making:	Culture, Creative Arts and Heritage Management  Creative Arts Management	Engage a consultant to collate data on 10 domains of the creative arts industry	Country wide	Data collected on the domains					30	-	-	MOTCCA	-
	Facilitate the establishment of a Trust fund to support the industry	Culture, Creative Arts and Heritage Management  Creative Arts Management	Review the existing Tourism Law (Act 817) to capture the contributions of the creative arts	Accra	Tourism Law (Act 817) reviewed document					250	-	-	MOTCCA	-

**Commented [E19]:** Should be inserted as a new strategy in the matrix

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Strengthen established collection societies to become effective and efficient:	Culture, Creative Arts and Heritage Management Creative Arts Management	Provide administrative support for established collection societies	Accra	Administrative support services provided					30	-	-	MOTCCA	-
	Facilitate the establishment of a National Commission on Films:	Culture, Creative Arts and Heritage Management Creative Arts Management	Work closely with relevant key stakeholders for the passage of the Film Bill (Cinematography Bill)	Accra	Passage of the Cinematography Bill					60	-	-	MOTCCA	-
			Establish a National Commission on Films	Accra	National Commission on Films established					300	-	-	MOTCCA	-
	Strengthen the Copyright Office and related institutions:	Culture, Creative Arts and Heritage Management Creative Arts Management	Collaborate with copyright office to establish an operational anti-piracy task force	Accra	Operational task force constituted					70	-	-	MOTCCA	Copyright Office, Culture Forum
	Promote coordination among key MDAs on the development of the Creative Industry	Culture, Creative Arts and Heritage Management Creative Arts Management	Organise quarterly meetings among key stakeholders	Accra	Quarterly reports of meetings					45	-	-	MOTCCA	MOTI, MFARI
	Facilitate access to finance and the export market for products of Ghanaian Creative Industry:	Culture, Creative Arts and Heritage Management Creative Arts Management	Participate in 2 international fairs and exhibitions	International	No. of International fairs participated					550	-	-	MOTCCA	-
<b>Harness culture for national development</b>	Strengthen the existing regulatory and institutional	Cultural Development	Organize 4 Cultural Exchange Programmes	Overseas	No. of Cultural Exchange programmes organized					-	-	120	NCC	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
t	framework on culture		Publish 1,000 copies of NCC Newsletter/Magazine	Accra	No. of Newsletter/Magazine produced					7	-	5	NCC	-
			Establish Ghana Culture Development Indicator Suite	Country wide	Ghana Culture Development Indicator Suite established					65	-	15	NCC	-
			Organize 10 Regional & 1 National Drama Festivals	Country wide	No. of Regional Drama Festivals organized/ reports					30	-	80	NCC	MOTCCA, MoE, DPs
					No. of National Drama Festivals organized/ reports					25	-	60	NCC	MOTCCA, MoE, DPs
			Organize 5 Regional Festivals of Arts and Culture	Regions	No. of Regional Festivals organized/ reports					100	-	-	NCC	MOTCCA, RCCs, DPs
	Complete the establishment of fully-functional Centres for National Culture at all levels and enhance their capacity to promote culture		Complete National Craft village	Accra	National Craft Village completed					1,500			NCC	MOTCCA
			Complete 2 Regional Cultural Complexes through PPP	Regions (VR, WR)	Regional Cultural Complexes completed through PPP					860	-	2,860	NCC	CNCs/ RCCs/ AESL

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Provide administrative support service for the NCC/ CNCs and CYCC	Country wide	Administrative services provided					520	-	-	NCC	CNCs, CYCC
		Promotion of Arts and Culture	Provide Administrative support services for orchestral music production	Accra	Administrative services provided					30	30	-	NSO	-
			Provide Administrative support services for theatre production	Accra	Administrative services provided					130	130	-	NTG	-
			Provide Administrative support services for dance production	Accra	Administrative services provided					30	30	-	GDE	-
			Provide Administrative support services for drama production	Accra	Administrative services provided					30	30	-	Abibigromma	-
			Rehabilitate National Theatre	Accra	National Theatre rehabilitated					260	1,260	-	NTG	MOTCCA
			Purchase Plant and Office Equipment	Accra	Plant and Office Equipment Purchased					10	20	-	NTG	MOTCCA

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		Research and Preservation of Culture	PAWA subscription fees	Accra	Subscription paid					210	-	-	PAWA	-
			Provide Administrative support services for Du Bois programmes	Accra	Administrative services provided					30	30	-	W.E.B Dubois	-
			Provide Administrative support services for Ghana Museums & Monuments Board	Accra	Administrative services provided					520	520	-	GMMB	-
			Provide Administrative support services for National Folklore Board	Accra	Administrative services provided					25	25	-	NFB	-
			Provide Administrative support services for Kwame Nkrumah Memorial Park	Accra	Administrative services provided					40	40	-	KNMP	-
			Provide Administrative support services for Bureau of Ghanaian languages	Accra	Administrative services provided					130	130	-	BGL	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Purchase 3 GMMB Vehicles	Accra	No. of Vehicles purchased					65	100	125	GMMB	NTG & DEV/P
Mainstream culture in the nation's social and economic development agenda	Cultural Development	Organize Arts Skuul (School) programme	Accra	Arts Skuul programme report						25	-	10	CNC/GAR	GES
		Organise Pappoe Thompson Choral Festival for Industrial Choir	Accra	Choral festival report						30	-	-	CNC/GAR	GAR/Choral Groups
		Organise Bi-Weekly Baajoe programme -	Accra	Baajoe programme report						-	40	15	CNC/GAR	Artistic Groups & Associations
		Organise Second cycle Drama Festival dubbed Sankofa	Accra	Sankofa programme report						-	30	20	CNC/GAR	Artistic Groups & Associations
		Organise annual Kpaatashie Progromme on Indigenous Ghanaian Cuisines	Accra	Kpaatashie Progromme report						-	40	10	CNC/GAR	Artistic Groups & Associations
		Organise Visual Arts Exhibition dubbed Welcome Home	Accra	Welcome Home Exhibition report						-	40	10	CNC/GAR	GAVA & Artists Alliance
		Organize Eastern Regional Cultural Week to showcase the Region's potential	Eastern Region	Regional cultural week report						-	15	5	CNC/ER	RCC, Artistic Groups & Associations,



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organise Vacation Camp Training Programme in Arts and Culture for the Youth	Eastern Region	Vacation Camp Training Programme report					-	15	-	CNC/ER	
			Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region	Western Region	Visual and Performing Arts workshop report					20	-	-	CNC/WR	
			Organise Week-end Cultural Variety Programme	Western Region	No. of week-end Cultural variety programmes organized/ reports					-	20	-	CNC/WR	-
			Organize Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region	Ashanti Region	Handicraft and Export Promotion Workshop for Craftsmen report					25	-	-	CNC/AR	-
			Organise Cultural Variety Programme	Ashanti Region	Cultural Variety Programme report					-	25	-	CNC/AR	
			Organise Training Programme on Cloth wearing and Traditional Dance	Ashanti Region	Cloth wearing and Traditional Dance program report					-	25	-	CNC/AR	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -	Northern Region	No. of seminars/ workshops/ reports					-	25	-	CNC/NR	
			Organize Joe De Graft Student Drama Festival for 120 2nd Cycle Schools	Central Region	Joe De Graft Student Drama Festival report					30	-	-	CNC/CR	
			Organise Week-end Cultural Variety Programme	Central Region	Week-end Cultural Variety Programmes report					-	20	15	CNC/CR	DPs
			Organise Cultural Quiz Competitions for Schools and Colleges	Central Region	Cultural Quiz Competitions for Schools report					-	30	15	CNC/CR	GES, DPs
			Organise Capacity Building Programme for Officials and Creative Industry Players	Volta Region	Capacity Building Programmes report					-	15	-	CNC/VR	
			Organise Exhibition for Visual Artists in the Region	Volta Region	Exhibition for Visual Artists reports					-	15	-	CNC/VR	
		Promotion of Arts and Culture	Organise Seminar to orchestrate traditional song	Country wide	Seminar report					15	-	-	NSO	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize programme to celebrate Ghanaian Orchestral Icons	Accra	Programme report					-	25	-	NSO	MUSIGA
			Organise Orchestral Performance in second cycle schools to promote Arts Music	Countrywide	Orchestral Performance report					-	25	-	NSO	MUSIGA
			Organise Annual Kiddafest and support for performing arts	Accra	Kiddafest report produced					80	-	-	NTG	MOE
			Organise 12 Dance the Stress Away Programmes for general public	Accra	No. of Dance the Stress Away Programmes/ report					15	-	-	GDE	-
			Organise national and international tours to promote Ghanaian Culture	Overseas	Overseas tour report					-	160	420	GDE	-
				National	National tour report					-	25	60		
			Research into new dance forms to promote Ghanaian culture	Country wide	Data collected on dance forms					-	35	-	GDE	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organise training programme for Ghanaian Youth in Native Dances	Country wide	Training programme report					-	35	-	GDE	-
		Research and preservation of culture	Organise Museum interaction programmes	Country wide	Museum interaction programme report					80	-	-	GMMB	-
			Collect, Conserve & Document Artifacts / Sites for Museums	Country wide	Document on Artifacts / Sites for Museums prepared					-	30	-	GMMB	-
			Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)	Cape Coast, Elmina and Axim	Volume of investments made					-	70	-	GMMB	-
			Organise exhibition on our Cultural Heritage	Country wide	Exhibition report					-	30	-	GMMB	-
			Organise educational Programs for Schools and Communities	Country wide	Educational Program report					-	30	-	GMMB	-
			Conduct feasibility studies on Christiansborg Castle Cultural Enclave -	Accra	Feasibility study report produced					-	60	-	GMMB	-
			Undertake research on Heritage objects for Documentation	Country wide	Data on heritage objects collected					-	30	-	GMMB	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Train 66 GMMB staff	Country wide	No. of GMMB staff trained					-	25	15	GMMB	DPs
			Pay subscription to International Organisations	Overseas	Subscription paid					60	-	-	GMMB	-
			Organise Outreach Programme for Du Bois ideas and ideals	Country wide	Outreach Programme report					-	80	20	Du Bois Centre	DPs
			Organise Lecture on Dr. Nkrumah, Du Bois Martin Luther King Jnr. and Padmore	Accra	Lecture report					-	80	10	Du Bois Centre	DPs
			Celebrate Black History Month	Accra	Black History Month report					25	-	10	Du Bois Centre	DPs
			Organise Seminar/workshop/conference for stakeholders on the existence of folklore	Country wide	Seminar/workshop /conference report					15	15	-	NFB	-
			Print 1500 copies of Folklore magazine/newsletter	Accra	No. of copies printed					-	30	-	NFB	-
			Organise Book Fair for Ghanaian writers and key stakeholders	Accra	Book fair report					30	-	-	BGL	-
			Organize Seminar on Ghanaian languages	Accra	Seminar report					25	-	-	BGL	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Assist less endowed traditional authorities to document their culture and history	Cultural Development	Organize Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region	Brong Ahafo Region	Seminar, Conference report					15	-	-	CNC/BAR	-
			Organise Youth Training Programme in Ceramics Production	Brong Ahafo Region	Youth Training Programmes report					-	20	-	CNC/BAR	-
			Organise Weekly Story-Telling Programmes	Brong Ahafo Region	Weekly Story-Telling Programmes report					-	20	-	CNC/BAR	-
			Organize Seminar to effectively promote cultural programmes in the Upper East Region	Upper East Region	Seminar report					20	-	-	CNC/UER	-
			Organize Seminar /Workshops on Straw Basket and Leatherware Production Techniques	Upper East Region	Seminar/ Workshop report					-	15	-	CNC/UER	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize Two – day Orientation for District Cultural Officers on the relevance of sacred and ritual music to national heritage and development in the Upper West Region	Upper West Region	Orientation programme report					20	10	-	CNC/UWR	-
			Organize Seminar /Workshop on Traditional Textiles Production Techniques for Industry Players	Upper West Region	Seminar /Workshop organized /report					-	15	-	CNC/UWR	
	Restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative arts	Cultural Development	Restructure the National Commission on Culture	Accra	National Commission on Culture restructured					35	-	-	NCC	MOTCCA
			Complete Museum of Science and Technology through PPP	Accra	Museum of Science and Technology completed					166	166	3,000	GMMB	PRIVATE SECTOR
			Establish Museum in Northern Region	Northern Region	Museum establishment report					130	130	380	GMMB	PPP/ RCCs/ MMDAs/TAs
			Re-wire Headquarters and Regional office	Accra	Headquarters and Regional office					250	-	2,260	GMMB	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			buildings and re-roof National Gallery		buildings and re-roof National Gallery re-wired									
			Acquire one Vehicle for Folklore programmes	Accra	Vehicle purchased					30	-	60	NFB	DEV/P
			Purchase PAWA Office equipment	Accra	Office equipment purchased					15	-	20	PAWA	DEV/P
			Purchase Plant and Equipment for Du Bois	Accra	Plant and Equipment purchased					10	15	15	W.E.B Dubois	DEV/P
			Construct Drainage for Du Bois Open Air Theatre	Accra	Drainage constructed					10	10	30	W.E.B Dubois	DEV/P
					Total									
						18,952	6,031	5,156						
					Grand Total	40,139								



## 5.5 Annual Action Plan for 2017

The Annual Action Plan for 2017 for the Ministry of Tourism, Culture and Creative Arts is as indicated below

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
<b>Diversify and Expand the Tourism Industry for Accelerated job Creation</b>	Market Ghana as a competitive tourist destination	Management and Administration  General Administration	Provision of General Administration service	Accra	General Administration service provided					850	-	-	MOTCCA	-
			Purchase of 5 Vehicles	Accra	Number of vehicles purchased					780	-	-	MOTCCA	-
			Rehabilitate office building	Accra	No of office building rehabilitated					360	-	-	MOTCCA	-
		Management and Administration  Finance	Payment of subscriptions (UNWTO & ATA)	Accra	UNWTO & ATA subscriptions paid					225	-	-	MOTCCA	-
			Participate in budget workshops preparation (MTEF/GIFMIS programs)	Accra	Budget workshops preparation (MTEF/GIFMIS programs) participated					70	-	-	MOTCCA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		<b>Tourism Product Development</b>	Provision of General Administration service	Accra	General Administration service provided					720	790	-	GTA	-
			Undertake 15 investment feasibility studies to promote SMEs through PPP	Accra	No of Tourism Investment feasibility studies developed					38	-	-	GTA	MMDAs & TAs
		<b>Tourism Research and Marketing</b>	<i>Market Ghana through participation in 8 UNWTO/UNESCO International conferences</i>	Overseas	No. of International conferences participated					1,050	-	-	MOTCCA	-
			<i>Promote Ghana in the International Media</i>	Overseas	No. of adverts placed in international media					60	-	480	MOTCCA	DEV/P
			<i>Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure</i>	Accra	Official website upgraded and IT infrastructure improved					20	-	30	MOTCCA	-
			<i>Organize World Tourism Day Celebration</i>	Accra	World Tourism Day Celebrated					170	-	-	MOTCCA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Attend 5 Joint Commission For Cooperation Meetings	Overseas	Joint Commission for cooperation meetings attended					520	-	-	MOTCCA	-
			Conduct research and collate data for tourism statistics (Tourism Satellite Account)	Regions	Data collated for tourism statistics					40	-	-	MOTCCA	-
			Market Ghana through participation in 10 International and 5 Local Fairs & Exhibitions	Overseas	No. of International fairs and exhibitions participated					2,550	550	1100	GTA	DEV/P
				Local	No. of Local fairs and exhibitions participated					120	60	-	GTA	-
			Place 2 adverts in international media and 10 adverts in local media	Overseas	No. of adverts placed in International media					-	-	2,100	GTA	DEV/P
				Locals	No. of adverts placed in local media					-	25	40	GTA	DEV/P
			Produce tourism promotional materials(brochures, maps CDs fliers )	Accra	Tourism promotional materials produced					40	40	60	GTA	GHATOF
			Organize PANAFEST	Country wide	PANAFEST report produced					150	-	400	MOTCCA	PANAFEST FOUNDATION

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize Emancipation Day	Country wide	Emancipation Day report produced					70	20	70	GTA	PANAFEST FOUNDATION
			Facilitate the establishment of 15 Tourist Clubs to promote domestic tourism	Country wide	No. of tourist clubs established and made operational					40	-	-	GTA	MOE/GES
			Produce 5,000 copies of tourism directory	Accra	No. of copies Tourism directory produced					-	60	60	GTA	GHATOF
			Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Country wide	No. of sensitization programmes organized					30	35	-	GTA	GHATOF
			Collect and analyze tourism data	Country wide	Data Collected					30	60	-	GTA	-
			Organize 50 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Country wide	No. of awareness creation programmes organized					25	-	-	GTA	Media Houses
			Organize Meridian Festival to signify Ghana's position as the center of world.	Tema	Meridian Festival Report					-	-	110	GTA	TMA/TDC/ MESTI

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Country wide	Quarterly M/E Report					25	30	-	GTA	-
			Participate in Program Based Budget preparation	Accra	Budget Document Produced					30	15	-	GTA	-
			Erect 5 signages in regional capitals to promote tourists sites	Regional Capitals	No of signages erected					50	-	50	GTA	RCCs/ MMDAs
			Purchase of Plant and Equipment (HOTCATT)	Accra	Plant and Equipment Purchased					25	-	-	HOTCATT	-
	Increase efforts to improve the quality of tourism personnel at all levels:	Management and Administration	Train 50 staff in administrative, ICT, tourism and tourism-related skills	Accra	No. of Staff Trained					60	-	-	MOTCCA	-
		Tourism Product Development	Organize End of Year Programme	Accra	End of Year programme report					-	60	-	GTA	-
		Tourism Quality Assurance	Organize training for 300 school leavers for the Hospitality Industry	Country Wide	No. of School Leavers trained					120	15	-	HOTCATT	-
			Develop and print 1000 new registration forms	Accra	No. of Registration Forms Printed					10	-	-	HOTCATT	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Provision of General Administrative services (HOTCATT)	Accra	General Administrative services provided					120	-	-	HOTCATT	MOTCCA
	Promote public private partnership for investment in the sector:	Management and Administration  General Administration	Organize quarterly Ministerial Advisory Board Meetings	Accra	No. of Ministerial Advisory Board Meetings/ reports					50	-	-	MOTCCA	-
			Organize 2 Public Private Partnership forums	Accra	No of Public Private Partnership forums					65	-	-	MOTCCA	-
	Attract health care entrepreneurs to establish medical facilities offering clinical and surgical services to promote wellness facilities, i.e. natural Spas, to ensure long-term stay of convalescents at selected tourism attraction sites:	Tourism Product Development	Organize wellness facilities investment promotion forums for key stakeholders	Tamale	No. of investment promotion forums organized					30	30	120	GTA	MOTCCA/MOH
	Strengthen collaboration and coordination among key stakeholders to develop the tourism sector:	Management and Administration  Policy, Planning, Monitoring and Evaluation	Undertake quarterly Monitoring & Evaluation	Countrywide	Quarterly M&E Reports					60	-	-	MOTCCA	MOTCCA Agencies
			Organise mid-year performance	Accra	Mid-Year report					80	-	-	MOTCCA	MOTCCA Agencies

Commented [E20]: Write up-Tourism

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			<i>review for the sector</i>											
<b>Intensify the promotion of domestic tourism</b>	Pursue the incorporation of tourism development into district development plans:	Management and Administration	Build Capacity and entrepreneurial skills of 600 unemployed youth & women at tourist sites.	Country wide	No of unemployed youth & women at tourist sites developed					-	-	600	MOTCCA	COTVET, Local Gov't Service & GHATOF
		Human Resource	Tourist sites.											
		Tourism Product Development	Organize Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)	Greater Accra	HOMOFEST report produced					80	-	400	MOTCCA	MLGRD, MCTA, MMDAs, RCC, Regional House of Chiefs Greater Accra, Private Sector
			Establish 10 District Tourism offices	Districts	No. of District Tourism Offices established					65	110	-	GTA	-
			Train 43 District Tourism Officers in Resource Development	Districts	No. of District Tourism Officers trained					60	-	-	GTA	
			Organise familiarization tour for GTA staff	Regions	Familiarization Tour Report					-	50	-	GTA	

**Commented [E21]:** Write up-tourism Point 2&3 shd put in the matrix

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		Tourism Quality Assurance	Train 76 staff in industry related disciplines	Accra	No. of staff trained					80	-	-	GTA	
			Procure software for the collection on National Tourism Levy	Accra	Software procured for the collection National Tourism Levy					45	-	-	GTA	-
			Purchase plant and Equipment for 11 regional offices	Accra	No. of Regional Offices supplied with Plant and Equipment					170	-	-	GTA	
			Establish 15 District tourism development committees	Districts	No. of District tourism development committees established					15	30	-	GTA	MMDAs
	Engage the local media and other stakeholders in the promotion of domestic tourism:	2. Tourism Product Development	Organize Carnival to stimulate the local economy and tourism enterprises	Accra	Report on Carnival produced					70	30	90	MOTCCA	MOTCCA Agencies
			Facilitate the organization of (11) festivals and special events in the regions	Regions	Festival / special events reports					5	20	-	GTA	MMDAs, TAs



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize forty (10) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Countrywide	No. of seminars/durbars organized					40	-	25	GTA	TAs
		Tourism Research and Marketing	Participate in 1 National and 5 Regional Policy Fairs	Countrywide	No. of National Policy Fairs organized					65	-	-	MOTCCA	MOTCCA Agencies
					No. of Regional Policy Fairs organized					-	55	-	MOTCCA Agencies	MOTCCA
			Promote Domestic Tourism through Schools in 4 Regions	Regions	No. of Regions					40	-	45	MOTCCA	
			Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Country wide	No. of sensitization programmes organized					35	-	25	MOTCCA	MOTCCA AGENCIES, GHATOF CULTURE FORUM &
			Organise 2 familiarization tours/ press trips for International Media	Country wide	No. of familiarization tours organised					50	-	250	MOTCCA	MOTCCA AGENCIES, Private Sector

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Encourage private investment in the development of affordable facilities for use of domestic tourists:	<i>Tourism Product Development</i>	<i>Organise familiarization tour to tourist sites for policy and decision makers, Corporate Ghana and Diplomats</i>	Country wide	No. of familiarization tours organised					40	-	50	MOTCCA	Diplomatic Corps, Members of Parliament, Corporate Ghana and Media
<b>Promote sustainable tourism to preserve historical, cultural and natural heritage</b>	Develop sustainable eco-tourism, culture and historical sites:	Management and Administration Policy, Planning, Monitoring and Evaluation	Monitor implementation of the National Tourism Development Plan (2013-2017) implemented	Accra	First phase of the National Tourism Development Plan (2013-2017) implemented					40	-	-	MOTCCA	-
		Tourism Product Development	Hold quarterly corporate management meetings	Accra	No. of meetings held/ reports					90	90	10	GTA	-
			Hold quarterly meetings for Board of Directors	Accra	No. of meetings held/ reports					100	-	-	GTA	-
		Tourism Quality Assurance	Conduct inspections and license 5,000 tourism enterprises in eleven-(11) regional offices	Country wide	No. of tourism enterprises inspected					60	60	-	GTA	-
			Operationalise Task Force to enforce service standards and Revenue generation	Country wide	Task force reports produced					25	45	-	GTA	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates	Country wide	No. of invoices and returns printed					220			GTA	
			Provide extension services to 50 plant developers in 10 regions	Regions	No. plant developers provided with extension services					20	20	-	GTA	-
			Develop standards for new Tourism enterprises (conference centres, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions	Accra	Enterprise standard document					30	-	-	GTA	-
	Ensure the reduction of social vices and HIV/Aids associated with tourism	Management and Administration	Organise HIV/AIDS sensitization workshop for both private and public stakeholders	Accra	HIV/AIDS sensitization Reports					15	-	15	MOTCCA	GAC
		Human Resource												
<b>Develop a competitive creative arts industry</b>	Facilitate the establishment of a Trust fund to support the industry	Culture, Creative Arts and Heritage Management	Review the existing Tourism Law (Act 817) to capture the contributions of the creative arts	Accra	Tourism Law (Act 817) reviewed document					260	-	-	MOTCCA	-
	Strengthen established collection	Culture, Creative Arts and Heritage Management	Provide administrative support for	Accra	Administrative support services provided					35	-	-	MOTCCA	-

**Commented [E22]:** Should be inserted as a new strategy in the matrix

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	societies to become effective and efficient:	Creative Arts Management	established collection societies											
	Strengthen the Copyright Office and related institutions:	Culture, Creative Arts and Heritage Management Creative Arts Management	Collaborate with copyright office to establish an operational anti-piracy task force	Accra	Operational task force constituted					75	-	-	MOTCCA	Copyright Office, Culture Forum
	Promote coordination among key MDAs on the development of the Creative Industry	Culture, Creative Arts and Heritage Management Creative Arts Management	Organise quarterly meetings among key stakeholders	Accra	Quarterly reports of meetings					50	-	-	MOTCCA	MOTI, MFARI
	Facilitate access to finance and the export market for products of Ghanaian Creative Industry:	Culture, Creative Arts and Heritage Management Creative Arts Management	Participate in 2 international fairs and exhibitions	International	No. of International fairs participated					580	-	-	MOTCCA	-
<b>Harness culture for national development</b>	Strengthen the existing regulatory and institutional framework on culture	Cultural Development	Organize 4 Cultural Exchange Programmes	Overseas	No. of Cultural Exchange programmes organized					-	-	150	NCC	-
			Publish 1,000 copies of NCC Newsletter/Magazine	Accra	No. of Newsletter/Magazine produced					10	-	10	NCC	-
			Establish Ghana Culture Development Indicator Suite	Country wide	Ghana Culture Development Indicator Suite established					70	-	20	NCC	-
			Organize 10 Regional & 1 National Drama Festivals	Country wide	No. of Regional Drama Festivals organized/ reports					40	-	90	NCC	MOTCCA, MoE, DPs

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
					No. of National Drama Festivals organized/ reports					35	-	70	NCC	MOTCCA, MoE, DPs
	Complete the establishment of fully-functional Centres for National Culture at all levels and enhance their capacity to promote culture		Complete 3 Regional Cultural Complexes through PPP	Regions (UE,UW, ER)	Regional Cultural Complexes completed through PPP					1,300	-	4,300	NCC	CNCs/ RCCs/ AESL
			Provide administrative support service for the NCC/ CNCs and CYCC	Country wide	Administrative services provided					550	-	-	NCC	CNCs, CYCC
		Promotion of Arts and Culture	Provide Administrative support services for orchestral music production	Accra	Administrative services provided					40	40	-	NSO	-
			Provide Administrative support services for theatre production	Accra	Administrative services provided					140	140	-	NTG	-
			Provide Administrative support services for dance production	Accra	Administrative services provided					40	40	-	GDE	-
			Provide Administrative support services for drama production	Accra	Administrative services provided					40	40	-	Abibigromma	-
			Purchase of Vehicles	Accra	Vehicles purchased					20	90	-	NTG	MOTCCA
			Acquire Production equipment for dance	Accra	Production equipment for dance acquired					25	30	30	GDE	NTG DEV/P &

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
		Research and Preservation of Culture	Pay PAWA subscription fees	Accra	Subscription paid					220	-	-	PAWA	-
			Provide Administrative support services for Du Bois programmes	Accra	Administrative services provided					35	40	-	W.E.B Dubois	-
			Provide Administrative support services for Ghana Museums & Monuments Board	Accra	Administrative services provided					530	540	-	GMMB	-
			Provide Administrative support services for National Folklore Board	Accra	Administrative services provided					30	30	-	NFB	-
			Provide Administrative support services for Kwame Nkrumah Memorial Park	Accra	Administrative services provided					45	45	-	KNMP	-
			Provide Administrative support services for Bureau of Ghanaian languages	Accra	Administrative services provided					140	140	-	BGL	-
			Purchase 4 GMMB Vehicles	Accra	No. of Vehicles purchased					80	120	160	GMMB	NTG & DEV/P

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Mainstream culture in the nation's social and economic development agenda	Cultural Development	Organize Arts Skuul (School) programme	Accra	Arts Skuul programme report					30	-	15	CNC/GAR	GES
			Organise Pappoe Thompson Choral Festival for Industrial Choir	Accra	Choral festival report					35	-	-	CNC/GAR	GAR/Choral Groups
			Organise Bi-Weekly Baajoe programme -	Accra	Baajoe programme report					-	45	20	CNC/GAR	Artistic Groups & Associations
			Organise Second cycle Schools Drama Festival dubbed Sankofa	Accra	Sankofa programme report					-	35	25	CNC/GAR	Artistic Groups & Associations
			Organise annual Kpaatashie Progromme on Indigenous Ghanaian Cuisines	Accra	Kpaatashie Progromme report					-	50	20	CNC/GAR	Artistic Groups & Associations
			Organise Visual Arts Exhibition dubbed Welcome Home	Accra	Welcome Home Exhibition report					-	50	15	CNC/GAR	GAVA & Artists Alliance
			Organize Eastern Regional Cultural Week to showcase the Region's potential	Eastern Region	Regional cultural week report					-	20	10	CNC/ER	RCC, Artistic Groups & Associations,
			Organise Vacation Camp Training Programme in Arts and Culture for the Youth	Eastern Region	Vacation Camp Training Programme report					-	25	-	CNC/ER	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region	Western Region	Visual and Performing Arts workshop report					25	-		CNC/WR	
			Organise Week-end Cultural Variety Programme	Western Region	No. of week-end Cultural variety programmes organized/ reports					-	25	-	CNC/WR	-
			Organize Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region	Ashanti Region	Handicraft and Export Promotion Workshop for Craftsmen report					30	-	-	CNC/AR	-
			Organise Cultural Variety Programme	Ashanti Region	Cultural Variety Programme report					-	30	-	CNC/AR	
			Organise Training Programme on Cloth wearing and Traditional Dance	Ashanti Region	Cloth wearing and Traditional Dance program report					-	30	-	CNC/AR	
			Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players	Northern Region	No. of seminars/ workshops/ reports					-	30	-	CNC/NR	



Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize Joe De Graft Student Drama Festival for 120 2nd Cycle Schools	Central Region	Joe De Graft Student Drama Festival report					35	-	-	CNC/CR	
			Organise Week-end Cultural Variety Programme	Central Region	Week-end Cultural Variety Programmes report					-	25	20	CNC/CR	DPs
			Organise Cultural Quiz Competitions for Schools and Colleges	Central Region	Cultural Quiz Competitions for Schools report					-	35	20	CNC/CR	GES, DPs
			Organise Capacity Building Programme for Officials and Creative Industry Players	Volta Region	Capacity Building Programmes report					-	25	-	CNC/VR	
			Organise Exhibition for Visual Artists in the Region	Volta Region	Exhibition for Visual Artists reports					-	20	-	CNC/VR	
		Promotion of Arts and Culture	Organise Seminar to orchestrate traditional song	Country wide	Seminar report					20	-	-	NSO	-
			Organize programme to celebrate Ghanaian Orchestral Icons	Accra	Programme report					-	30	-	NSO	MUSIGA
			Organise Orchestral Performance in second cycle schools to promote Arts	Countrywide	Orchestral Performance report					-	30	-	NSO	MUSIGA

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Music											
			Organise Annual Kiddafest and support for performing arts	Accra	Kiddafest report produced					85	-	-	NTG	MOE
			Organise 12 Dance the Stress Away Programmes for general public	Accra	No. of Dance the Stress Away Programmes/ report					20	-	-	GDE	-
			Organise national and international tours to promote Ghanaian Culture	Overseas	Overseas tour report					-	160	450	GDE	-
				National	National tour report					-	30	70		
			Research into new dance forms to promote Ghanaian culture	Country wide	Data collected on dance forms					-	40	-	GDE	-
			Organise training programme for Ghanaian Youth in Native Dances	Country wide	Training programme report					-	40	-	GDE	-
		Research and preservation of culture	Organise Museum interaction programmes	Country wide	Museum interaction programme report					85	-	-	GMMB	-
			Collect, Conserve & Document Artifacts / Sites for Museums	Country wide	Document on Artifacts / Sites for Museums prepared					-	35	-	GMMB	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)	Cape Coast, Elmina and Axim	Volume of investments made					-	80	-	GMMB	-
			Organise exhibition on our Cultural Heritage	Country wide	Exhibition report					-	40	-	GMMB	-
			Organise educational Programs for Schools and Communities	Country wide	Educational Program report					-	40	-	GMMB	-
			Undertake research on Heritage objects for Documentation	Country wide	Data on heritage objects collected					-	40	-	GMMB	-
			Train 67 GMMB staff	Country wide	No. of GMMB staff trained					-	30	25	GMMB	DPs
			Pay subscription to International Organisations	Overseas	Subscription paid					65	-	-	GMMB	-
			Organise Fashion and Design Fair for African Garments	Accra	Fashion and Design Fairs report					-	20	20	Du Bois Centre	DPs
			Organise Outreach Programme for Du Bois ideas and ideals	Country wide	Outreach Programme report					-	90	30	Du Bois Centre	DPs
			Organise Lecture on Dr. Nkrumah, Du Bois Martin Luther King Jnr. and Padmore	Accra	Lecture report					-	80	30	Du Bois Centre	DPs

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Celebrate Black History Month	Accra	Black History Month report					30	-	15	Du Bois Centre	DPs
			Organise Seminar/workshop/conference for stakeholders on the existence of folklore	Country wide	Seminar/workshop /conference report					20	20	-	NFB	-
			Print 1000 copies of Folklore magazine/newsletter	Accra	No. of copies printed					-	30	-	NFB	-
			Organise Book Fair for Ghanaian writers and key stakeholders	Accra	Book fair report					40	-	-	BGL	-
			Organize Seminar on Ghanaian languages	Accra	Seminar report					30	-	-	BGL	-
Assist less endowed traditional authorities to document their culture and history	Cultural Development		Organize Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region	Brong Ahafo Region	Seminar, Conference report					20	-	-	CNC/BAR	-
			Organise Youth Training Programme in Ceramics Production	Brong Ahafo Region	Youth Training Programmes report					-	25	-	CNC/BAR	-
			Organise Weekly Story-Telling Programmes	Brong Ahafo Region	Weekly Story-Telling Programmes report					-	25	-	CNC/BAR	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
			Organize Seminar to effectively promote cultural programmes in the Upper East Region	Upper East Region	Seminar report					25	-	-	CNC/UER	-
			Organize Seminar /Workshops on Straw Basket and Leatherware Production Techniques	Upper East Region	Seminar/ Workshop report					-	20	-	CNC/UER	
			Organize Two – day Orientation for District Cultural Officers on the relevance of sacred and ritual music to national heritage and development in the Upper West Region	Upper West Region	Orientation programme report					30	15	-	CNC/UWR	-
			Organize Seminar /Workshop on Traditional Textiles Production Techniques for Industry Players	Upper West Region	Seminar /Workshop organized /report					-	20	-	CNC/UWR	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Quarterly time Schedule				Indicative Budget (,000)			Implementing Agencies	
						1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
	Restructure the National Commission on Culture as the Government's Lead Implementing and Advisory Body on Culture and Creative Arts	Cultural Development	Restructure the National Commission on Culture	Accra	National Commission on Culture restructured					40	-	-	NCC	MOTCCA
			Complete Museum of Science and Technology through PPP	Accra	Museum of Science and Technology completed					170	170	3,000	GMMB	PRIVATE SECTOR
			Establish Museum in Eastern Region	Eastern region	Museum establishment report					140	140	390	GMMB	PPP/ RCCs/ MMDAs/TAs
			Renovate Kuku Hill flats and regional offices through PPP	Accra	Kuku Hill flats and regional offices renovated					110	60	1450	GMMB	PPP
			Purchase Vehicle for Kwame Nkrumah Memorial Park	Accra	Vehicle purchased					-	50	50	KNMP	DEV/P
						Total				15,618	5,400	16,635		
						Grand Total				37,653				

## CHAPTER 6

### 6.0 **MONITORING AND EVALUATION PLAN**

#### **6.1 Monitoring & Evaluation of the TCCASMTDP 2014-2017**

The Ministry of Tourism, Culture and Creative Arts considers Monitoring and Evaluation (M&E) a crucial aspect in its scheme of work. This is because (M&E) is at the centre of sound governance and is necessary for the achievement of evidence-based policy making, budget decisions, management, and accountability. The Ministry has within the past few years tried to establish M&E system through a participatory process by taking a cue from National Development Planning Commission (NDPC) guidelines for the systematic Monitoring and Evaluation of the implementation of the Sector Medium Term Development Plans under the GSGDA I and NMTDF.

Monitoring the implementation of the Tourism, Culture and Creative Arts Sector Medium Term Development Plan (TCCASMTDP) 2014 to 2017 will facilitate the collection, analysis and dissemination of information on performance and outcomes and also meet increased demand from civil society and the private sector for information on performance while at the same time serving as a road map for the Ministry to collate the quarterly and Annual Progress Reports (APRs). It is expected that the analysis, findings and recommendations will be fed directly into policy formulation and decision making processes at the all levels.

#### **6.2 Purpose of the M& E Plan**

The Monitoring and Evaluation (M&E) Plan is primarily a road map for tracking the progress of implementing the programmes and projects in the TCCASMTDP.

The key objectives of the M& E Plan are to:

- 1) Assess whether the Ministry is meeting its policies and development targets of the TCCASMTDP
- 2) Identify achievements, constraints and failures of the Ministry and to come up with proposals for improvements
- 3) Determine M&E conditions, needs and skills gaps within the Ministry
- 4) Provide information for effective coordination of M&E activities at the sector, regional and district levels
- 5) Determine ways the Ministry could prepare reports and disseminate lessons learned from the implementation of programmes and projects at the sector, regional and district levels.
- 6) Improve service delivery and influence allocation of resources in the sector
- 7) Demonstrate results to stakeholders as part of accountability and transparency
- 8) Reinforce ownership of the TCCASMTDP and build M&E capacity within the Sector

### **6.3 Structure of M&E Plan**

The write-up of this M&E Plan has been structured in conformity with the format in the Sector M&E Guidelines. It commences with a diagnosis of the Ministry M&E functions and examines its strengths and weaknesses in terms of the actual use of M&E information and the technical quality of monitoring information and evaluation reports. It identifies and analyses the stakeholders of the Ministry as well as the material and human resource requirements for effective M&E. It then recommends ways of creating the necessary supporting conditions and capacities as well as assigning M&E responsibilities. The M&E indicators and Matrix provided is based on the Ministry's goal and objectives. A work plan and budget covering all the proposed M&E activities of the Ministry completes the design phase of the plan.

The second phase of the plan places emphasis on how to collect M&E data, analyze and utilize the information generated. It stipulates the reporting times and formats and the kind of reports to generate. The Plan specifies how the M&E results would be disseminated to all stakeholders to achieve the desired impact. The last section of the plan elaborates on the evaluations and participatory M&E the Division would conduct.

### **6.4 Tourism, Culture and Creative Arts Sector M & E Indicators**

A crucial step in preparing the M&E Plan is to define the most appropriate indicators and targets that are achievable and directly related to the TCCASMTDP goal and objectives. An indicator is a quantitative or qualitative variable that provides a simple and reliable basis for assessing achievement, change or performance over time. The Ministry's indicators are primarily meant to measure progress towards attaining the overall goal and objectives of the TCCASMTDP. The following indicators are therefore directly linked to the objectives of the TCCASMTDP under the NMTDF 2014-2017.



#### 6.4.1 Ministry of Tourism, Culture and Creative Arts Projections for 2014 – 2017

##### 6.4.1.1 Projections On Tourist Arrivals And Receipts, 2014 – 2017

Indicators	Targets						Average annual growth Rate (%)
	2012	2013	2014	2015	2016	2017	
International Arrivals	903,300	993,600	1,093,000	1,202,200	1,322,500	1,454,700	10
Receipts (Mil US\$)	1,704,700	1,876,900	2,066,500	2,275,200	2,505,000	2,758,000	10.1
Tourism Related Employment	287,000	319,000	354,000	392,000	438,000	487,000	10
Hotel Rooms	32,266	34,906	36,427	38,572	40,450	42,513	5.6
Hotels	2,205	2,228	2250	2,421	2445	2469	1
Domestic Tourists (At 25 Sites Only): - Arrivals - Receipts (GH¢)	1,118,745	1,168,990	1,227,440	1,288,812	1,353,253	1,420,915	4.8
	1,247,093	1,867,914	2,801,871	2,918,695	3,210,565	3,531,622	20

Sources: MOTCCA & GTB.

#### 6.4.1.2 Projected Employment Generated in the Tourism Sector, 2014 – 2017

Indicators	Targets					Average Annual Growth
	2013	2014	2015	2016	2017	
<b>Direct Employment</b>	91,000	101,000	112,000	125,000	139,000	
<b>Indirect Employment</b>	228,000	253,000	280,000	313,000	348,000	
<b>Total</b>	<b>319,000</b>	<b>354,000</b>	<b>392,000</b>	<b>438,000</b>	<b>487,000</b>	
<b>% Growth</b>						

#### 6.4.1.3 Projections for Culture & Creative Arts, 2014-2017

Indicators	Targets						Average annual growth Rate (%)
	2012	2013	2014	2015	2016	2017	
Jobs Creation through Cultural and Creative Arts Occupations	-	784,149	862,564	948,820	1,043,702	1,148,072	10
Handicrafts Exported (USD \$)	-	4,248,000	4,673,000	5,140,000	5,654,000	6,220,000	10
Projected incomes from Cultural and Creative Arts Occupations	-	42,793,237	49,212,222	56,594,055	65,083,164	74,845,639	15

Source: NCC (891 Culture/Creative Industries) & GEPC (Handicrafts Section)

### 6.5 M&E Calendar

M&E Calendar is a detailed schedule stating which activities are going to be carried out in a given time period; how the activities will be carried out as well as how the activities relate to the common objectives and goal of MOTCCA. This is very useful as a guide and essential for programming M&E activities throughout the planned period

Activities	Time Frame				Actors
	2014	2015	2016	2017	
<b>M&amp;E Plan Preparation</b>					

Prepare M&E Plan	By December, 2014	PPMED, MOTCCA Agencies, GCF,GHATOF
<b>Quarterly Reports Preparation</b>		
Collate information and Data to prepare Quarterly Progress Report for Ministry	By 10 <sup>th</sup> April, July and October, annually	PPMED
Prepare Quarterly Progress Reports	By 15 <sup>th</sup> , April, July and October annually	PPME
<b>Supervision &amp; Field Monitoring Visits</b>		
Undertake field visits to supervise and monitor Projects and Programmes implementation	July annually	PPME, MOTCCA Agencies, GCF
<b>Annual Progress Report Preparation &amp; Dissemination</b>		
Prepare Ministry's Annual Progress Report	By February 28 <sup>th</sup> Annually	PPME, GTA,NCC
Organise Ministry APR Validation Workshop with stakeholders	10 <sup>th</sup> March Annually	PPMED
Submit Final APR to NDPC, OHCS, Office of President	15 <sup>th</sup> March annually	PPMED
Disseminate APR	July every year	
<b>TSMOTP Evaluations</b>		
Mid-term Evaluation of Projects	22 <sup>nd</sup> January 2015	PPMED
Terminal Evaluation of Projects	22 <sup>nd</sup> January 2014	PPMED
Ex-Post Evaluations	2015	PPMED
<b>Impact Evaluations / studies of Specific Tourism Programmes / Events</b>		PPMED/RSIMOTCCA Agencies, RSI,
• Paragliding	Easter( March /April) annually	GTA, NCC, PPMED
• Emancipation/Panafest	July-August, Annually	GTA, NCC,PPMED
• World Tourism Day	September, Annually	PPMED
• Annual Fairs & Exhibitions - ITB (Berlin) - WTM(London)	March, Annually November, Annually	GTA, NCC,GTDC,GHATOF
• Visitor Receptive Centers	July, annually	PPMED
<b>Participatory M&amp;E Workshop</b>		
Prepare for PM&E with stakeholders (team building, , choice of methodology, etc	15 <sup>th</sup> December, 2015	PPMED
Design and review data collection instruments	January, 2015	PPMED/ RSI/ GTA/NCC
Train Personnel for fieldwork	January, 2015	PPMED
Conduct pre testing	January 2015	PPMED
Conduct PM & E	February,2015	PPMED

Collect, Collate and Analyse Data	By March 2015	PPMED
Stakeholders Workshop to Review Report	May ,2015	PPMED
Print Final PM & E Report	July 2015	PPMED
<b>Build M&amp; E Capacity</b>		
Compile M&E capacity and needs assessment for PPMED	May,2015	HR Division
Design a modular M&E skills training programme	July 2015	HR Division
Conduct M&E skills training for core staff	August,2015	PPMED/ HR Division
<b>Procurement of Equipment, Office Supplies and Vehicle</b>		
Procure Equipment, Office Supplies and Vehicle for PPMED	By June 2015	Chief Director/ F&A
<b>M&amp; E Plan Review</b>		
Organise Stakeholders Workshop to review M& E Plan	August 2017	PPMED,

## 6.6 M&E Institutional Architecture

Reinforcing institutional arrangements is considered as part of the long term objective to institutionalize M&E within government for public policy management processes at all levels. To ensure improvements in the implementation of the Tourism Sector Medium Term Development Plan (TCCASMTDP) 2014 to 2017 under the NMTDF, the Ministry shall strengthen the National M&E institutional arrangements and greater recognition given to the responsibilities of the PPME Division of the Ministry of Tourism who has direct responsibilities for policy, planning and M&E at the sector, regional and district levels respectively.

As part of institutionalizing the Ministry's M & E system, the Ministry will work closely with the MMDA'S through the Ministry of Local Government & Rural Development to keep track on tourism development in the districts. The Ministry will continue to commit itself to the Inter- Ministerial Committee on Tourism Quarterly Meetings . This will serve as a platform to mobilize support from relevant MDA'S whose work impacts on tourism development while at the same time helping to obtain feedbacks on their interventions to support tourism development. The same goes for the Public-Private- Partnership forum which will be organised quarterly to ensure Public – Private dialogue on key issues that affects tourism development which should be addressed. All these institutionalized for a will help the Ministry to get feedback on general performance of the sector and the implementation of the TCCASMTDP. Particular attention will also be paid to Media reports and coverage of Tourism events with a view to addressing weaknesses in tourism promotion country-wide.

## 6.7 Organizational Structure of the Ministry

The Ministry is to facilitate the interface between government, implementing bodies in tourism, culture and the creative industries as well as international and civil society partners. Currently, the

Ministry has oversight responsibility over 14 implementing agencies. it also worked closely with affiliated groups and associations such as the following:

### **1) Ghana Tourism Federation (GHATOF)**

In order to promote effective linkage between the public and the private sectors and ensure better co-ordination and co-operation among the private sector associations, the government in 1994, encouraged the formation of the Ghana Tourism Federation (GHATOF). Since then GHATOF - the apex body of all Tourism related associations has coordinated activities of all ( 23) trade associations which include affiliates members as follows.

- Ghana Hotels Association
- Ghana Chefs Association
- Ghana Association of Travel and Tour Agents
- Ghana Restaurants and Night Clubs Association
- Ghana Drinking Bar Association
- National Drinking Bar Operators Association
- Ghana Traditional Caterers Association
- Indigenous Caterers Association
- Car Rentals Association of Ghana
- Tour Guides Association of Ghana
- The Tour Operators Union of Ghana
- Cook Arts / Hospitality Centre of Excellence
- Tour Guides Association Of Ghana
- Ghana Association Travel and Tourist Agency
- Board of Airlines
- Ghana Association of Forex Bureau
- Africa Travel Association (Ghana Chapter)
- Hotel, Catering and Institutional Management Association (HCIMA)
- Ghana Tourism Society
- Skal Club International
- Travel Writers Association of Ghana
- Eco- Fest Foundation
- Tourism Security & Safety

### **2) Ghana Culture Forum**

The Ghana Culture Forum is the umbrella body for all the private sector domains/ disciplines of the Creative Arts Industry. Some of the artistic groups and associations under this umbrella body include the following:

- a) Ghana Association of Visual Artists
- b) Musicians Union of Ghana
- c) Ghana Concert Parties Union
- d) Ghana Actors Guild

- e) Ghana Association of Writers
- f) Film Producers Association of Ghana
- g) Others

## 6.8 Process of Preparing the M&E Plan

Work on the M & E plan commenced with discussions and agreements with the Hon. Minister his Deputy and the Chief Director on its essence, preparation processes and funding arrangements. Key staff of the Ministry and its 14 agencies, and the Ghana Tourism Federation ( Private Sector) who has M&E related functions and responsibilities took part in a number of workshops to prepare the first draft of the M&E Plan. A final draft was produced after inputs from all the stakeholders mentioned above were incorporated.

## 6.9 M&E Budget

Effective Monitoring and Evaluation activities require financial resources. M&E Budget refers to the costs implication of implementing activities outlined in the M&E plan. It is therefore recommended that the Ministry allocates 2% to 3% of the MOTCCA Sector Plan budget for M&E activities.

In preparing the budget, a careful consideration was given to key M&E activities which include; training and capacity building, APR preparation, participatory M&E for, mid-term and terminal evaluation of the TCCASMTDP. The table below gives a detailed breakdown of the financial resources needed by MOTCCA to monitor and evaluate the TCCASMTDP activities.

ID	ITEM	ACTIVITIES	INPUTS	QTY/No. Of Personnel	FREQ	UNIT COST GH¢	AMT GH¢
1.	M&E Plan Preparation	Organize Meetings/ workshops with stakeholders to prepare Tourism Sector M& E plan	Facilitators Conference Travel Logistics Printing	4 40 40 40 200	4 4 4 4 4	300 40 200 10 10	4,800 6,400 32,000 1,600 8,000
							<b>52,800</b>
2.	Supervision of Projects and Programmes and Field Monitoring Visits	Organize Supervision and Field Monitoring Visits to Tourism projects, programmes and events	Human Recourses Logistics Travel Printing	22 22 22 40	12 12 12 12	200 400 200 20	52,800 105,600 52,800 96,00
							<b>211,200</b>
3.	Preparation of Progress Quarterly	Collate Ministry's Quarterly Reports	Human Resources	22	12	200	52,800

ID	ITEM	ACTIVITIES	INPUTS	QTY/No. Of Personnel	FREQ	UNIT COST GH¢	AMT GH¢
	<b>Reports</b>		Conference	40	12	40	19,200
			Travel	22	12	200	52,800
			Logistics	22	12	300	79,200
			Printing	200	4	20	16,000
							<b>220,000</b>
<b>4.</b>	<b>Ministry Annual Progress Report (APR)</b>	Organize meetings to prepare Ministry Annual Progress Report	Human Resources	8	6	200	9,600
			Conference	8	6	30	1,440
			Travel	8	6	100	4,800
			Logistics	8	6	50	2,400
							<b>18,240</b>
<b>5.</b>	<b>Build M&amp; E Capacity for the Ministry</b>	Organise M& E Training Workshops for PPME & RSI, MOTCCA Agency Staff	Facilitators	2	4	300	2,400
			Conference	22	4	40	3,520
			Travel	30	4	200	24,000
			Logistics	30	4	100	12,000
			Printing	100	4	20	8,000
							<b>49,920</b>
<b>6.</b>	<b>Evaluation &amp; Studies</b>	<ul style="list-style-type: none"> <li>Recruit resource persons</li> <li>Ex-post evaluations of Tourist Receptive Facilities</li> <li>Mid-term evaluation of Projects</li> <li>Terminal evaluation of Projects</li> <li>Other evaluations – Paragliding, Emancipation and World Tourism Day Celebration Events</li> </ul>	Consultant	2	1	2000	4,000
			Facilitators	8	1	300	1,700
			Conference	50	1	100	5,000
			Travel	50	1	200	10,000
			Logistics	50	1	50	2,500
			Printing	200	1	20	4,000
							<b>27,200</b>
<b>7.</b>	<b>Develop Ministry M&amp;E Database</b>	<ul style="list-style-type: none"> <li>Review existing M&amp;E Databases</li> <li>Adopt &amp; modify selected database</li> <li>Train PPME &amp; MOTCCA Agencies Staff and RSI staff to use database</li> </ul>	Consultant	1	1	2000	2,000
			Human Resources	8	1	300	2,400
			Facilitators	2	1	400	800
			Conference	30	1	100	3,000
			Travel	30	1	300	9,000
			Logistics	30	1	200	6,000
							<b>23,200</b>
<b>8.</b>	<b>Participatory Monitoring &amp; Evaluation (PM &amp; E)</b>	<ul style="list-style-type: none"> <li>Recruit resource persons</li> <li>Prepare Stakeholder PM &amp; E review Reports</li> <li>Hold PM &amp; E results workshop</li> </ul>	Facilitators	4	1	400	1,600
			Consultant	1	1	2,000	2,000
			Conference	50	1	100	5,000
			Travel	30	1	300	9,000
			Logistics	30	1	200	6,000
			Printing	250	1	20	5,000
							<b>28,600</b>
<b>9.</b>	<b>Review Ministry's M&amp;E Plan</b>	Organize stakeholders workshop to review M&E Plan for the Ministry	Facilitators	2	1	400	800
			Conference	50	1	50	2,500
			Travel	50	1	300	15,000
			Logistics	8	1	200	1,600
			Printing	50	1	30	1,500
							<b>20,600</b>
<b>10</b>	<b>Dissemination of Ministry's APR</b>	Organise Sector Annual Progress Report dissemination workshops	Facilitators	4	3	300	3,600
			Conference	50	3	100	15,000
			Travel	50	3	300	45,000

ID	ITEM	ACTIVITIES	INPUTS	QTY/No. Of Personnel	FREQ	UNIT COST GH¢	AMT GH¢
			Logistics	8	3	200	4,800
			Printing	50	3	20	3000
							<b>71,400</b>
1	Procure Equipment, Office Supplies and Vehicle to support M& E work of the Ministry	Procure Computers and Accessories for M & E staff	Laptops	8	1	2000	16,000
		Procure Materials/ Office Supplies	Projector	1	1	2,500	2,500
			Photocopier	1	1	4,000	4,000
		Procure Vehicle	Stationery		3	3000	9,000
			Vehicle	1	1	100,000	100,000
							<b>131,500</b>
	<b>GRAND - TOTAL</b>						<b>854,660</b>



## **CHAPTER 7**

### **7.0 COMMUNICATION STRATEGY FOR THE TOURISM, CULTURE AND CREATIVE ARTS SECTOR MEDIUM-TERM DEVELOPMENT PLAN (TCCASMTDP) 2014 -2017**

The Communication Strategy for the Tourism, Culture and Creative Arts Sector Medium-Term Development Plan (TCCASMTDP) 2014-2017 would be premised on the following steps:

- a) Dissemination of the Annual Progress Report of the implementation of the TCCASMTDP;
- b) Creation of awareness on the expected roles of the stakeholders in the implementation of the sector programmes;
- c) Promotion of dialogue and generation of feedback on the performance of the Sector, and
- d) Promotion of access and management of expectations of the public concerning the services of the sector;

#### **Step One**

##### **1) Dissemination of the Annual Progress Report of the implementation of the TCCASMTDP**

The Ministry communication strategy will adopt a flexible approach which will allow for information dissemination, ownership and participation by all the stakeholders in the implementation of the plan in the context of the overall national development efforts.

The above would be achieved through the:

- a) Publication of MOTCCA Newsletter/Magazine
- b) Dissemination through existing print and electronic media
- c) General Publications
- d) MOTCCA and its agencies Websites
- e) Distribution to key stakeholders, NDPC, MOF and other MDAs, MMDAs, private sector (GHATOF, Cultural Forum)

#### **Step Two**

##### **2) Creation of awareness on the expected roles of the stakeholders in the implementation of the sector programmes**

The above would be achieved through:

- a) Public Fora, Workshops, Seminars and Conferences
- b) Festivals and durbars
- c) Engagement of the media including Meet the Press and national and regional Policy Fairs programmes

### **Step Three**

#### **3) Promotion of dialogue and generation of feedback on the performance of the Sector**

A major objective of the communication strategy is to promote dialogue among key stakeholders to be able to elicit responses on their main concerns and to generate feedback that will enhance the tourism, culture and creative arts sector performance. Every effort will be made to promote dialogue with key stakeholders and target groups for the implementation of the plan. Notably ground transport operators, security agencies, media, MDAs and MMDAs, tour operators, airlines, travel and car rental agents, tourist, cultural enterprises, foreign missions, Ghanaian missions abroad etc.

The above would be achieved through the:

- a) Development of database for Tourism, Culture and Creative Arts Sector programmes and activities
- b) Uploading of data, Tourism, Culture and Creative Arts inputs unto , MOTCCA, GTA and NCC Websites
- c) Public Fora

### **Step Four**

- 4) Promotion of access and management of expectations of the public concerning the services of the sector

In the area of tourism, culture and creative arts development there are many expectations of the public. Some of the critical issues include possibility of transmission of the HIV/AIDS virus, child sexual exploitation, fraudsters, drug peddling and drug abuse, culture adulteration, piracy of creative arts products and sanitation.

To address the issues and to manage the expectations of the public for the sector, a number of strategies will be implemented as follows:

- Collaborating with law enforcement agencies to ensure their effectiveness and efficiency at crime prevention, detection and combat at tourist sites
- Working closely with the media to enhance their alertness to unearth criminal and other social vices associated with tourism development
- Advocating for the swift adjudication of cases involving tourists who perpetuate illegal activities.
- Collaborate with Ministries of Local government and Environment to undertake country-wide education campaigns aimed at addressing issues of littering, solid waste disposal, visitor harassment, etc.

- Using appropriate fora to sensitize policy and decision makers about tourism, culture and creative arts potential and its economic benefits to the national and local economy so as to solicit their support in tourism development and promotion.
- .Introduce a forum where private sector financial institutions and investors meet with experienced private sector tourism practitioners, policy makers and planners to discuss potential tourism development initiatives.
- Address the health needs by improving food, water safety and health services at affordable and reasonable cost.

Additionally, as part of promoting access and managing expectations of the public on the sector, the Ministry will organize the following:

- Exhibitions and Bazaars
- Theatrical Performances
- Musical performances
- Conducting surveys/interviews of visitor satisfaction on standards and service delivery
- Community durbars