



2010 ANNUAL PERFORMANCE REPORT

SUBMITTED BY

MINISTRY OF TOURISM

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EXECUTIVE SUMMARY

The Ministry of Tourism was created in 1993 with the mandate to develop, promote and coordinate all tourism activities in Ghana. In 2003, the functions of the Ministry were expanded to include the modernization of the capital city (MCC). In 2006, a new mandate – Diasporan Relations, was substituted with the MCC. Since 2006, the Ministry was known as the Ministry of Tourism & Diasporan Relations. However, in 2009, its name was reverted to the Ministry of Tourism.

The annual report for the year under review (2009) focuses on the core functions and the objectives of the Ministry and its Agency. It also gives an account of all the activities carried out during the year, the major achievements as well as challenges that impede the performance of the Ministry.

The report is presented in five (5) parts. Part one comprises a table of contents and an executive summary, part two deals with the general profile of the ministry and the agency under the ministry, part three presents a matrix of the key commitments and actual achievements in relation to the President's Priorities in relation to the Ghana Poverty Reduction Strategy (GPRS), part four presents a report on the sector institution/agency and a matrix of the financial performance for 2009/2010, part five gives an account of the challenges and strategies for overcoming them and an outlook for 2011.

PART TWO

2.0 GENERAL PROFILE OF THE ORGANISATION

2.1 ORGANISATION STRUCTURE OF THE MINISTRY

The Ministry is the main policy making body with the Ghana Tourist Board (GTB), a subvented organization, as the main implementing agency. The Ministry also works closely with the Ghana Tourist Development Company (GTDC), an autonomous quasi-private entity.

The Ministry was headed by a Minister of State, Hon. Zita Okaikoi and assisted by a Deputy Minister, Hon. Kwabena Acheampong. The Ministry's bureaucracy is headed by the Chief Director, Mrs. Dina Hammond who is assisted by five (5) Line Directorates responsible for the following divisions:

- Human Resources Management
- Finance and Administration
- Project Office
- Policy Planning, Monitoring and Evaluation
- Research, Statistics and Information

In line with the Ministry's aim to complete ongoing projects and ensure the development of tourism it has established a project unit to fast track tourism product development.

2.2 VISION

The vision is to realize the sector's full potential in contributing to economic wealth, poverty reduction, environmental conservation, national and international cohesion, and achieve real tourism GDP growth rate of 9% per annum by 2013.

2.3 MISSION

The Ministry exists to create a conducive and favourable environment for sustainable growth and development that would ensure that the tourism sector achieves a greater contribution to GDP growth through effective and efficient use of appropriate policies, corporate planning, programmes, and projects as well as public-private partnership initiatives.

2.4 GOAL

Is to develop Ghana as an internationally competitive and high quality destination where the tourism industry, besides producing macroeconomic benefits, explicitly contributes to poverty reduction and conservation of the country's cultural, historical and environmental heritage.

2.5 POLICY OBJECTIVES

The key policy objectives and strategies outlined in the Tourism Sector Medium Term Development Plan (2010-2013) are set in the context of achieving the sector specific developmental goals and overall contribution to the attainment of the broad objective of the National Development Policy Framework, 2010 – 2013.

They include:

1. Diversifying and expanding the tourism industry for revenue generation
2. Promoting domestic tourism to foster national cohesion as well as redistribute income
3. Promoting sustainable and responsible tourism in such a way to preserve historical, cultural and natural heritage
4. Developing and strengthening Ghana's creative economy in ways that would enable the nation to actively engage in the world trade in creative goods and services; and
5. Developing and retaining human resource capacity at National, Regional and District levels
6. Deepening on-going Institutionalization and internalization of policy formulation, planning, and M&E system at all levels
7. Empowering women and mainstream gender into the socio-economic development

2.6 KEY STRATEGIES

Strategies required for the realization of the desired objectives include:

1. Market Ghana as a competitive tourist destination
2. Develop new high value options in the leisure market, culture, heritage and eco-tourism components
3. Enhance tourism services/ standards through inspection, licensing and classification of formal/ informal tourism establishments
4. Promote the development of wellness facilities in the area of preventive health e.g. Spas, convalescent facilities and selected tourist destinations to ensure long term stay
5. Accord export status to tourism plants by granting them benefits and concessions
6. Promote the development of more high value accommodation and condominium by private investors

7. Enhance capacity and strengthen the legal and institutional framework to support the tourism industry and activities
8. Support the development of national parks and other natural attractions (e.g. Lion Project)
9. Vigorously promote domestic tourism to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities.
10. Develop sustainable ecotourism, culture and historical sites
11. Ensure the reduction of sex abuse and spread of sexually transmitted diseases
12. Develop a manpower development plan at all levels
13. Provide adequate resources to develop and retain skilled labour
14. Undertake Human Resource Capacity survey

2.7 FUNCTIONS AND RESPONSIBILITY OF THE MINISTRY AND IT'S AGENCIES

The Ministry is the policy making body while the Ghana Tourist Board (GTB) is the main implementing agency. Until recently the Hotel, Catering and Tourism Training Institute (HOTCATT) a training wing, which was part of the Ministry, was merged with GIMPA Hospitality Training Academy in 2009 in order to enhance training of hospitality service providers in the country. This has not yielded the desired impact therefore efforts are far advanced to revert HOTCATT to the Ministry.

Functions

1. Policy formulation, planning and programming for the development and promotion of Ghana tourism in the domestic, regional and international markets,
2. Promulgation of legislation and regulations on tourism development, including investment policies and incentives;
3. Undertaking policy research on tourism issues and studies on regional and global tourism trends;
4. Human Resource development within the private and public sectors to effectively promote tourism;
5. Liaison with other government agencies, international donor-assistance agencies, the private tourism sector and non-governmental organisations on matters concerning tourism.
6. Monitoring and Evaluation of sector performance
7. Maintaining close links with the Diaspora for development

2.7 HUMAN RESOURCE MANAGEMENT ANALYSIS

The Ministry's staff has skills ranging from administrative, policy planning to tourism development. ICT, Procurement and Project Management. However, Skills such as research, policy analysis and statistics, Marketing, Monitoring and Evaluation which are critical in performance management are inadequate. It is however gratifying to note that through the Office of the Head of Civil Service programmes, some of the staff have undergone training. There is however more room for improvement.

2.8 STAFF STRENGTH

The staff strength of the Ministry at the end of the year, stood at 57 including five (5) staff of the Controller and Accountant Generals Department.

The gender ratio of Male-Female is 1.2:1 while the Senior-Junior ratio is 2:3

Age Distribution		
20 – 35	-	10
36 – 45	-	18
46 – 55	-	19
56 – above	-	9
Staff on Contract	-	1

2.9 STAFF TRAINING

The Ministry has improved training of staff to a large extent particularly in secretariat ship, recordkeeping, ICT, administrative and management skills as well as tourism and industry related skills. There is however room for improvement in all areas which called for continuous training of staff in requisite skills.

The details of both the training and the seminars/workshops are attached as Appendix A

2.10 ADMINISTRATIVE AND MANAGERIAL CHANGES

Vacation of Post/Dismissal	-	N/ A
Resignation	-	N/A
Retirement	-	2

Transfers to this Ministry	-	2
Postings from this Ministry	-	2
Postings to this Ministry	-	4
Staff on contract	-	1

PART THREE

3.0 PROGRAMMED ACTIVITIES/ RESULTS

In pursuance of realizing its goal of making Ghana the preferred tourist destination in Africa and for tourism to play a key role in resuscitation of the national economy of Ghana, the Ministry focused on its marketing, product development, quality assurance domestic tourism promotion programmes and activities. These included the following:

3.1 MARKETING PROGRAMMES

Participation in International Conferences /Seminars /Workshops to showcase Ghana's tourist product for patronage while adopting best practices for Ghana's tourism product development and packaging.

The Ministry participated in Nine (9) International Conferences as follows:

1. UNWTO International Seminar on Tourism, Sports and Mega Events at Johannesburg, South Africa, 24-26th February. Ghana was re-positioned on the world map as a choice destination for International Sports and Mega Events.
2. The Swiss- African Business Exchange in Zurich, Switzerland, 24th -25th March. Several Swiss Investors and Businessmen renewed their pledges to invest in Ghana's tourism sector among others.
3. Working Session Meeting with World Bank, Washington, 26th -28th May. This is part of Ministry's efforts to secure development partners to support the tourism sector.
4. Study Tour of France for best practice and Public Sector Reforms programme.
5. Ghana- UK Investment Forum, in London, 8th July. The Ministry's presentation generated a lot of investor interest for the tourism sector in Ghana.
6. UNWTO International Seminar on Tourism Statistics (TSA), in Johannesburg, S. Africa, August
7. World Tourism Day –UNWTO International Think Thank Meeting on Tourism and Bio-Diversity, Beijing, China, 27th September 2010 during which Tourism was recognised and adopted by UNWTO member countries as a vital tool for Bio-diversity conservation and conservation of the environment as a whole.
8. Africa Travel Association Convocation and Trade Show , New York 22nd -24th September,2010
9. UNWTO Executive Council Meeting, Iran, 24th -26th October,2010

3.2 PARTICIPATION IN INTERNATIONAL AND LOCAL FAIRS AND EXHIBITIONS

The Ghana Tourist Board participated in Nine (9) international tourism exhibitions and five (5) local fairs/exhibitions to showcase Ghana's tourist products to the international market and to place Ghana on the World Tourist Map as follows;

1. Vakantiebeurs Utrecht, Netherlands, Jan. 12-17, 2010;
2. FITUR 2010, Madrid, Spain, Jan. 20-24, 2010,
3. Tourism/ Sports Summit, Johannesburg, South Africa, Feb 24-26, 2010
4. ITB, Berlin Germany, March 10-14, 2010
5. China Outbound travel and Tourism Market, China World Trade Centre, Beijing, April 28-30, 2010
- 6 . Fiera del Levante, Bari- Italy, September 11 - 19, 2010
7. International Tourism Exchange (SITHO) Ouagadougou, Burkina Faso, 27th September- 3rd October
8. Sales Promotion / AKWAABA -Road Show to Nigeria , 23-25th October
9. World Travel Market, in London in November 8th- 11th November

❖ Local Fairs/ Exhibitions

1. 7th Africa Investment Forum, Accra, February 8-10, 2010;
2. 17th Ghana International Trade Fair, La, Feb 24- March 14, 2010;
3. 3rd Biennial Football Expo, Accra, March 30-April 1, 2010;
4. National Policy Fair, AICC, April 27 to May 1, 2010
4. International Tourism Investment Forum, Accra, July 26- Aug 1, 2010

3.3 Organisation of Major Events on the Tourism Calendar

Under the auspices of the Ministry the Ghana Tourist Board organised four(4) events to boost International and Domestic Tourism in the country namely;

1. National Chocolate Day Celebration , 14th February to boost patronage of Ghana chocolates and sustained employment of Cocoa Farmers
2. 5th Paragliding Festival at Atibie, Kwahu from 2-5th April, 2010., which boosted domestic tourism and increased revenue and employment for transport operators, hoteliers, restaurants and entertainment providers.
3. Emancipation Day Celebration from 21ST July -1st August. Participation of Africans from the Diaspora in the celebration give credence to efforts being made to make Ghana the homeland (gateway) for Diasporan Africans
4. World Tourism Day Celebration- The World Tourism Day was celebrated at both the regions and at the National Level under the theme " Tourism and Biodiversity". The tour of Nchiraa Waterfalls organised for the media among other activities to climax the National Celebration at Nchiraa Waterfalls, Wenchi, Brong Ahafo Region on 27th September, 2010 was carefully selected to showcased the investment potential of the Nchira Waterfalls to investors.

3.4 ADVERTISE IN BOTH INTERNATIONAL AND LOCAL JOURNALS AND MEDIA

Adverts were placed in the dailies and T.V stations on the launching and celebrations of the Hang Paragliding and the Emancipation Day celebration events. The Ghana Tourist Board facilitated a familiarization tour of Ghana's tourist sites and facilities for a Chinese Film Crew which produced a documentary on Ghana for DEEP Magazine to promote Ghana in China. The Magazine is a widely circulated renowned tourism publication.

The Ministry and the Ghana Tourist Board also facilitated the production of "Sounds from Ghana" a documentary on Ghana's tourism resources and sites by Sublime World Production from Spain. Furthermore, Ghana's tourism products were advertised on the International Euro Sport Channel during the 2010 FIFA World Cup.

3.5 ORGANISE THE INTERNATIONAL TOURISM INVESTMENT FORUM TO FACILITATE INVESTMENTS IN THE SECTOR

The Ministry collaborated with GIPC to organise the International Tourism Investment Forum from 26th -27th July to coincide with the Emancipation Day Celebration activities. The outcome of the forum is a collaboration between Ghana Tourist Board and Google Ghana on e-Marketing strategies for the sector. A team from the US- 1ST Hospitality is also collaborating with the Ministry of Tourism to brand and market tourism both locally and internationally. Additionally a training programme for Hoteliers would be held in 2011

3.6 UPGRADING OF OFFICIAL TOURISM WEBSITE

The Ministry Official Tourism Website : www.touringghana.com as well as www.Travel.com for Ghana Tourist Board was upgraded to enhance global access to Ghana's tourism product.

3.7 DOMESTIC TOURISM PROMOTION PROGRAMME

As part of its programme to vigorously promote domestic tourism to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities, the Ministry and the Ghana Tourist Board undertook a number of programmes to promote domestic tourism as follows:

1. Organised "Explore Ghana Family Fun Games at Aburi Botanical Gardens and Boti Falls 6th March and 1st July respectively.
2. Used the print and electronic media to create public awareness on domestic tourism through radio/ Tv. interviews and adverts. Eg. all the major special events i.e. Paragliding, Emancipation and Chocolate Day were launched with massive media representation and follow-up adverts in the print and electronic media
3. Facilitated visits to tourist sites for 25 tourism clubs and helped in the formation of 5 new tourism clubs

4. Organised familiarisation tour of tourist sites and facilities for decision makers (Members of the Parliamentary Select Committee for Trade, Industry & Tourism)
5. Re-launched and inaugurated Tourist Clubs in some tertiary and basic schools as part of promoting students excursions, youth travel and exchange programmes and promotion of domestic tourism
6. Launching and Orientation of District Tourism Cadets to support data collation, planning and development of tourist sites in the districts

3.8 PRODUCT DEVELOPMENT & QUALITY SERVICE DELIVERY PROGRAMME

About 75% of the targeted 6,000 units in both formal and informal sectors were covered under re-inspections and mid-year inspections by the Ghana Tourist Board. The Board re-inspected 4,500 accommodation and catering units in both formal and informal sectors to ensure that standards have been maintained.

3.9 PROVIDE EXTENSION SERVICES TO PLANT OPERATORS TO ENSURE QUALITY SERVICE DELIVERY

The Ghana Tourist Board exceeded its target of providing extension services to fifty (50) tourism plant developers. Extension/advisory services were provided to ninety (90) tourism plant developers in all ten regions ranging from accommodation and catering developers to travel trade operators. 30 Tourism Plants were assisted to apply for concessions under L.I. 1817. The Board also assisted Savelugu Nanton District Assembly to develop a Medium Term Tourism Plan. It further refurbished the Tourism Information Centre at the Culture Centre in Tamale with directional signages.

3.10 ESTABLISH ACCRA VISITOR INFORMATION CENTRE

The Ministry did Sod Cutting for commencement of the state of the art one-stop shop information centre to provide efficient tourism information dissemination on 14th September, 2010. The Contractor is on site and construction works have begun.

3.11 CONSTRUCT TWO (2) NEW TOURIST RECEPTIVE FACILITIES AT KPETOE AND AXIM

Consultations with relevant Land Agencies, District Assemblies and Traditional Authorities were done to acquire Lands for the projects for Axim and Kpetoe. Sod cutting ceremony for commencement of Kpetoe facility was done on 1st November and Contractor has moved to site to begin construction work, while Sod cutting for Axim project was done on 6th December. Contractor has moved to site to begin construction work.

3.12 COMPLETE SEVEN (7) ON-GOING RECEPTIVE FACILITIES AT ADASEWASE, AKWAMUFIE, SALTPOND, AGOGO, WLI, SALAGA AND GWOLLU

In line with its programme to improve tourist sites for increase patronage, revenue generation and employment creation in the communities, work continued on the above mentioned on-going tourist receptive facilities. Status of work is as follows:

1. Adasewase Tourist Receptive Facility

The project is completed and scheduled for commissioning by the Ministry on the 20th December, 2010

2. Akwamufie Tourist Receptive Facility

Roofing of the main facility has been done. Work on landscaping is in progress. Work is about 85% completed

3. Agogo Tourist Receptive Facility

The Project has reached finishing level.

4. Saltpond Tourist Receptive Facility

Work is in progress, the building is at the lintel level.

5. Wli Tourist Receptive Facility

The Ministry has abrogated the Contract due to non compliance and is in the process of re-awarding the contract for 2011

6. Salaga Tourist Receptive Facility

Construction work is about 80% completed

7. Gwollu Tourist Receptive Facility

The Facility is awaiting further works to make it operational.

3.13 UNIDO- UNWTO AFRICA COASTAL TOURISM PROJECT

The UNIDO –UNWTO Demonstration Project at Ada which is aimed at Reducing Environmental Impacts from Coastal Tourism and promoting Eco- Tourism has been established under the joint collaboration of the Ministry of Environment & Science and the Ministry of Tourism.

3.14 PRODUCTION OF SIGNAGES

The Ministry obtained some funding support from Korea to produce 35 signages. This is expected to enhance patronage of tourist sites in the 10 regions of Ghana

3.15 HIV/ AIDS AWARENESS CREATION AND CONTROL

The Ministry organised HIV/ AIDS Sensitisation workshop for both private and public stakeholders as part of empowering industry operators on HIV/AIDS prevention and control within the sector.

3.16 PREPARED TEN INVESTMENT PROFILES

The Ghana Tourist Board engaged a Consultant to prepare investment profiles for the following tourist sites:

- Wli waterfalls, Volta Region;
- Tetteh Quarshie Cocoa farm, Eastern Region
- Assin Manso Slave Market, Central Region;

- Volta Estuary, Ada, Greater Accra Region;
- Nrumah's birth place Nkroful; Western Region
- Lake Bosotwi, Asanti Region;

- Nchraa waterfalls, Brong-Ahafo Region;

- Wechau Hippo sanctuary, Upper west Region;
- Paga crocodile pond, Upper East Region

- Mole National Park, Northern Region

3.17 HUMAN RESOURCE DEVELOPMENT PROGRAMME

50 Members of staff from the Ministry and the Ghana Tourist Board underwent training in various courses and disciplines including IT, Secretarial, administrative, and capacity building industry related courses.

3.18 ORGANIZED 6 INDUSTRY TRAINING PROGRAMMES FOR THE PRIVATE SECTOR

The Board organized three sensitization seminars for Hoteliers' Association members and Tourism Operators on new registration fees in the Ashanti and Central Regions. It also held sensitization meetings with 16 Student Hostels Operators on the need to register with the Board in the Upper West Region. In collaboration with Cleaning Solutions Ltd, the Board organized a two-day training workshop for 150 personnel in the Hospitality Industry in the Volta Region. The Board organized environmental cleanliness awareness programme at five eco-tourism community-based centers – Daboya, Mognori, Larabanga, Kulmasa and Sonyo

V. Deepened on-going institutionalization and internalization of policy formulation, planning, and M&E system at all levels / Good Governance Programme

Organise Inter- Ministerial Committee on Tourism Meetings quarterly

The Ministry organised Inter- Ministerial Committee on Tourism meetings which focused on Infrastructural development to support the Tourism sector. Organise Public- Private - Partnership Forum Quarterly

Organise Public- Private -Partnership Forum Quarterly

The 1st Public- Private Partnership Forum was organized at Sun Lodged Hotel on 23rd March .

Recommendations on facilitation of the Tourism Business were brought up for adoption.

Organise Ministerial Advisory Board Meetings

The 1st Meeting which was organized on 15th June, 2010 focused on Ministry's projects for the creation of Jobs including Accra Visitor Information Centre, Lion's Project, Ghana Gold Coast Project, Highway Rest Stops

Organise Mid Year Review Meeting

The Ministry organised its Mid Year performance Review meeting in August to take stock of work programme, outstanding programmes and discussed outlook for 2011.

Organise Consultative Meeting on the Tourism Bill

The Ministry Organised a consultative meeting on the Tourism Bill with members of the Ministerial Advisory Board and the Inter- Ministerial Committee on Tourism on 4th November, 2010 which was facilitated by the Attorney General Staff.

A similar meeting has to be organised for the Parliamentary Select Committee in December before Parliament rises. The early passage of the Bill which is before parliament is expected to support the establishment of the National Tourism Authority and create the much awaited Tourism Development Fund to support tourism programmes and projects.

PART FOUR

4.0 SECTOR INSTITUTIONS/AGENCIES

GHANA TOURIST BOARD

4.1 INTRODUCTION

The Ghana Tourist Board is a statutory body formerly known as the Ghana Tourist Control Board and was set up in 1973.

4.2 FUNCTIONS OF THE GHANA TOURIST BOARD

The functions of the Ghana Tourist Board, as a Statutory Body, have been determined by its enabling Act the Ghana Tourist Control Board Decree 1973 (National Redemption Council Decree 224) as amended by the Ghana Tourist Control Board (Amendment) Decree, 1977 (Supreme Military Council Decree 80)

4.3.1 CORE FUNCTIONS

Under the laws establishing the Ghana Tourist Board, the core functions are:

- a. Advises on the formulation of policy and co-ordination of activities on tourism.
- b. The regulation and control of the tourist industry
- c. The marketing of tourism, both in Ghana and outside Ghana including the publication of brochures.
- d. Research and studies on trends in the tourist industry
- e. Registration, classification, licensing and control standards in accommodation and catering enterprises, travel and tour operators, car rentals and tourist sites services, charter flight agencies.
- f. Participation in the construction of tourism infrastructure and superstructure particularly in pilot schemes, either by itself or in joint venture with Ghanaian or foreign investors both through the setting up of subsidiaries for specific projects as it considers necessary.
- g. Any other matters affecting tourism.

4.3.2 MISSION OF THE GHANA TOURIST BOARD

The mission of the Ghana Tourist Board is to ensure sustainable tourism development through the creation of an enabling environment for the provision of quality tourism

and services for the traveling public with a well qualified, highly motivated and dedicated workforce, and thereby promoting tourism to become the leading sector of the economy.

4.3.3 VISION OF THE GHANA TOURIST BOARD

To see Ghana become the **TOURISM CAPITAL** of West Africa especially in culture, heritage, eco-tourism as well as conference tourism in a quality non-mass manner.

4.3.4 STRATEGIC OBJECTIVES OF THE GHANA TOURIST BOARD

The Ghana Tourist Board which has been assigned the afore-mentioned function with a view to developing and promoting tourism to become a major socio-economic activity in the country outlined the following objectives to be accomplished by the end of the year.

Theses are:

To promote Tourism as a major source of National Revenue.

To promote Institutional and Human Resource Capacity Building in the Tourism Industry.

To promote good governance within the tourism industry.

To promote sustainable tourism to preserve historical, cultural and national heritage.

4.3.5 ORGANIZATIONAL STRUCTURE

A fourteen (14) member Board of Directors oversee the operations of the Board. The last Board was dissolved in 2001 however; a new one comprising thirteen (13) members has been constituted.

The Executive Director, who is a Chief Executive, is in-charge of the day to day activities of the Board and assisted by two Deputy Executive Directors in charge of Operations, Finance and Administration. The Board has ten (10) Regional Offices in all the ten (10) Regions of Ghana headed by Regional Managers.

4.7.1 Tema Office

In view of the expanding operational activities of the Greater Accra Regional Office, the Board has rented a building housing seven rooms with adequate conveniences for use as information and operational office in Tema Community Five (5) next to Chopsticks Chinese Restaurant to service the following areas:

- i. Tema Municipal Assembly
- ii. Dangbe East District Assembly
- iii. Dangbe West District Assembly.

4.7.2 OFFICE OF THE EXECUTIVE DIRECTOR

- Legal Department
- Audit Department
- Public Relations Department

4.7.3 OFFICE OF THE DEPUTY EXECUTIVE DIRECTOR FINANCE & ADMINISTRATION

- Administration and Personnel Department
- Human Resource Development & Training Department
- Finance Department

4.7.4 OFFICE OF THE DEPUTY EXECUTIVE DIRECTOR/OPERATIONS

- Marketing Department
- Quality Assurance Department
- Planning and Business Development Department
- Research, Statistics and Information Department
- Special Events Department
- Regional Offices

4.8 DEPARTMENTS OF THE GHANA TOURIST BOARD

4.8.1 MARKETING

- Promoting Ghana as a tourist destination and promoting the tourism industry in overseas, regional and domestic markets.
- Promoting awareness in Ghana of the benefits of tourism
- Developing marketing initiatives within the tourism industry.
- Regulates, Registers and License Tour Operators, Tour Guides, Charter Flights and Car Hire Agencies under Legislative instrument (LI) 1293 and 1050 respectively.

4.8.2 RESEARCH, STATISTICS AND INFORMATION

The activities of the Research Statistics and information Department cover the areas of the Board's Operations that relate to the studies on trends to guide policy formulation as well as keep track of the sectors contribution to the economy. To this end, the Department undertakes research and studies on trends in the industry.

The specific activities of the department include:

- Conducting studies on trends in the tourism industry and providing information on market Trends for strategic and effective marketing.
- Maintaining a statistical database which can be used to support and focus tourism development decision/policies in Ghana.
- Identify the economic contribution of tourism to the economy of Ghana.
- Provides the basis with which Public and Private as well as Investment decision can be better evaluated and directed to guide investors and developers in their project documentation to ensure the sustainable development of tourism.
- Evaluate the social and environmental consequences of tourism development in Ghana.
- Provide extension services to investors including appraising project proposals and sourcing for funding among others.

4.8.3 QUALITY ASSURANCE

Quality Assurance is a vital aspect of the operations of the Board. The Board, recognizing the importance of quality service and value for money attaches great importance to it. To this end, the Department registers, inspect, classify, licence, and regulates the accommodation and catering establishments as specified under legislative instrument 1205. These include: Hotels, Guest Houses, Motels, Lodges, Hostels Restaurants, Fast

Food Joints, Pubs, Night Clubs, Drinking bars and Traditional Caterers (Chop bars) among others.

4.8.4 HUMAN RESOURCE DEVELOPMENT AND TRAINING

The importance of Human Resource Development and Training cannot be over emphasized. Professional training is the bedrock for efficiency and effective delivery of services for both Private and Private Sector.

The objective of the department is to direct efforts at raising the calibre of workers, management and entrepreneurs in all areas of the industry through the provision of training and development facilities either on-site or through the tertiary institutes and the nation's vocational schools.

The functions of the Department are as follows:

- Identification of training needs of staff and designing capacity building programmes for staff upgrading
- Supervises and approves the curricula to be pursued at tourism related training institutions to ensure that they meet the needs of the industry.
- Designs seminars and workshops for industry practitioners and implements programmes for the dissemination of state-of-the-art information as well as technologically appropriate innovations.
- Advises on Human Resource requirements and appropriate educational innovations to enable the industry obtain quality Human Resource in the right quantities.

4.8.5 PUBLIC RELATIONS

The Public Relations Department directs, controls, and supervises outgoing and incoming communications to ensure the Board's publics have a clear idea of its vision and action as well as creating a positive image of its activities in order to nurture rapid growth in tourism and the participation and support of the public in tourism activities.

The department therefore:

- Ensures the free flow of information between the Board and the general public.
- Evolve strategies and machinery for explaining and promoting public understanding of the activities of the Board.
- Print publications on the activities of the Board and the tourism Industry for the public and specified agencies.

- Monitors the print and electronic media on public opinion concerning activities of the Board/Industry.

4.8.6 AUDIT

- Validates all transactions in the books of accounts.
- Ensures that all monies received are properly and accurately recorded and all expenditure incurred are properly authorized and duly recorded.
- Verifies the assets and liabilities of the Board and particularly ensures that methods of asset depreciation and appreciation are in conformity with government regulations.

4.8.7 ADMINISTRATION

The activities of Administration and Personnel are lumped together. The main units of the department are personnel, procurement, estate, and transport. The Department plays a central and strategic role.

Its functions are as follows:

- It ensures that the Board's policies relating to all personnel activities are translated into good management practices so that the spirit and intention of policies are faithfully and effectively carried out
- Formulates personnel policies for approval and advises departmental managers on the interpretation and application of such approved policies.
- It also organizes resources and ensures that these facilities and services are available for the smooth and efficient functioning of the Board.

4.8.8 FINANCE

- Establishes and maintains procedures for payment of salaries and wages.
- Provides guidelines for all financial transactions and controls expenditure.
- Maintains and controls appropriate records and accounts designed to show current situation with respect to income and expenditure and other financial transactions of the Board.
- Keeps and maintains the assets register of the Board.

4.8.9 LEGAL

- The department handles all legal matters of the Ghana Tourist Board
- Represents the Board in Court
- Handles all issues in relation to agreements concerning properties of the Board
- Work in collaboration with the Administration and Personnel Department in relation to Tenancy Agreements or properties rented by the Board for its officials.
- Prepares agenda and working paper for regular and special Board of Director's meeting.
- Advises Board of Directors on likely legal effects of its decisions
- Drafts all legal documents for the Board.
- Studies, signs and seals contractual Agreements between individuals or groups of persons and the Board.
- Advises the Board as to its legal rights and obligations.

4.8.10 PLANNING AND BUSINESS DEVELOPMENT

The Planning and Business Development is of strategic importance to the activities of the Board and the growth of the industry as a whole.

The functions of department are as follows:

- Provision of conceptual or detailed plans for the development of tourism facilities and services and encourage investor interest by developing investor information profiles on potentials and priority projects.
- Collaborating with relevant public sector agencies for support and inputs for the development of tourism infrastructure and superstructure.
- Formulation of strategic framework and plans for area Development Schemes within the identified tourism zones and routes to ensure environmental and cultural preservation of resources.
- Appraisal and advice on private sector projects to meet the required economic, environmental and socio-cultural guidelines and industry standards.
- Provide technical advice and liaison assistance for the development of the Board's investment projects.
- Appraise tourism projects feasibility reports and business plans for recommendation for the grant of tourism incentives.

4.8.11 SPECIAL EVENTS

- Organizes special events or activities (such as durbars, “Bakatue” Regatta, Fun-fairs, etc.) to create awareness and stimulate tourist interest in Ghana.
- Collaborates with organizations and institutions and stimulates them to promote domestic tourism.

The details of staff list of the Ghana Tourist Board are attached as Appendix B

5.0 THE MINISTRY’S FINANCES

The Ministry was allocated a total budgetary ceiling of GH ¢ **7,757,089** for the 2010 fiscal year for its two cost centres namely; General Administration & Ghana Tourist Board. The breakdown is as follows:

FINANCE OF THE MINISTRY FOR 2010

ITEM	APROVED BUDGET FOR 2010 (GH¢)	GENERAL ADMINISTRATION (GH¢)	GHANA TOURIST BOARD (GH¢)
P.E	1,453,555	430,852	1,022,703
ADM.	503,125	170,800	332,325
SERVICE	4,250,000	1,823,900	2,426,900
INVEST.	1,211,760	401,760	810,000
IGF	338,649	-----	338,649
TOTAL	7,757,089	2,827,312	4,929,777

6.0 CHALLENGES AND STRATEGIES AND FORWARD LOOK FOR 2011

6.1 CHALLENGES

6.1.1 MARKETING

1. Ghana is Perceived as a High Cost Destination due to high air fares of airlines operating from Ghana's major generating markets as well as high hotel tariffs in the country
2. Poor marketing of Ghana as a tourist destination due to low promotional budget and lack of marketing skills of personnel both in the public and private sectors

6.1.2 PRODUCT DEVELOPMENT

1. Under-developed tourism products especially at the District Level, partly, because the District Assemblies do not incorporate Tourism in their annual plans with the requisite budget allocation
2. Poor Infrastructure especially poor condition of access roads to tourist sites
3. Poor waste management and sanitation especially in the major cities and towns, coastlines
4. Tourist Receptive Facilities that were constructed by the Ministry to open up the tourist sites for increased visitation of tourists for revenue and employment did not materialize as expected in a number of the sites. This is partly due to the District Assemblies indifference in supervising the management of such facilities. To address this, the Ministry has proposed that the Ghana Tourist Development Company Lt. which now has a new Board of Directors should be asked to take over the management of the facilities.

6.1.3 HUMAN RESOURCE DEVELOPMENT

1. In order to guarantee value for money for tourists and beckon them to repeat visits special attention has to be paid to the training of the hospitality service providers since poor service delivery is one of the identified constraints of the sector.

6.1.4 INADEQUATE BUDGETARY ALLOCATION FOR TOURISM PROMOTION

1. The budget allocation for development of the tourism product and marketing is inadequate. This places constraints on efforts to aggressively package the tourism product and market it.

6.2 ADDRESSING CHALLENGES

1. Strengthen Ministerial Advisory Board and Inter -Ministerial Committee on Tourism and make it functional.
2. Show keen interest in the operations of the Ghana Tourist Board and the Ghana Tourist Development Company as well as meetings of the Public- Private Partnership Forum. This is very important because all the pertinent issues including challenges of the sector can be brought on board at such meetings for re-dress.
3. Embark on National Sensitisation Programme at all levels for policy makers, practitioners and host communities and the general public at large on the importance of tourism and role expected to be played by all social partners.
4. Mobilise support from Development Partners to finance programmes and projects
5. Engage Government to increase budget allocations for product development and marketing activities which is a very expensive undertaking.
6. Re- constitute the Tourism Press Corps and make it functional. The press corps is supposed to champion the Ministry's programs especially major events and as well as create public awareness about tourism in the media.
7. Organise monthly Sector Directors / stakeholder meetings to track performance of the sector
8. Organise quarterly staff durbars to address peculiar problems of the Ministry
9. Organize Mid-Year and Annual Performance Review Meetings

6.3 OUTLOOK FOR 2011

In line with realizing it's goal of making Ghana the preferred tourist destination in Africa and for tourism to play a key role in resuscitation of the national economy of Ghana, and the Government Better Agenda Programme of creating jobs and reducing poverty among Ghanaians the Ministry will undertake the following:

1. Participate in International and Local Fairs and Exhibitions to showcase Ghana's tourist products for patronage;

2. Organize major domestic events such as the Paragliding, National Chocolate Day, Emancipation Day/PANAFEST, World Tourism Day to promote both international and domestic tourism;
3. Advertise Ghana in the major international and local media including In-Flight Magazines of major airlines flying to Ghana,
4. Undertake E-marketing; including production of E-brochures to improve global access to information on Ghana's products;
5. Place emphasis on the development and packaging of the tourist products at the District level by working closely with the District Assemblies
6. Carry out tourism infrastructure development including construction of tourist receptive facilities;
7. Facilitate private investments for development of tourist facilities at the various tourist sites; etc.
8. Organize training for private sector hospitality service providers and undertake vigorous inspection for tourism enterprises in both formal and informal sectors as part of ensuring quality assurances and standards in service delivery.
9. undertake monitoring and evaluation through field visits to tourist plants and sites to track performance in line with deepening on-going institutionalization and internalization of policy formulation, planning, and M&E system at all levels
10. .Organize Public-Private-Partnership Forum, Inter-Ministerial Committee on Tourism Meetings and Ministerial Advisory Board Meetings.
11. Collaborate with Ministry of Foreign Affairs and Ghana Immigration Service to facilitate visa processing our numerous visitors by creating online visa processing portal