



MINISTRY OF TOURISM, ARTS CULTURE

**MEDIUM –TERM DEVELOPMENT PLAN
(2018– 2021)**

JULY, 2018

TABLE OF CONTENT

LIST OF TABLES	4
LIST OF FIGURES.....	5
LIST OF ACRONYMS	6
EXECUTIVE SUMMARY.....	8
CHAPTER ONE	15
1.0 PERFORMANCE REVIEW AND PROFILE/CURRENT SITUATION/BASELINE	15
1.1 INTRODUCTION.....	15
1.2 Description of the Vision, Mission, and Functions0	15
1.2.1 Vision	15
1.2.2 Mission	16
1.2.3 Functions of the Ministry.....	16
1.2.4 Core Values.....	16
1.3 Development Opportunities in The Tourism Sector	17
1.4.1 Performance Review of the Ministry for 2014-2017 under Thematic Area II: Enhancing	22
1.4.1.1 Developing the Tourism Industry.....	22
1.4.1.2 Status of Selected Indicators	23
1.4.1.3 Performance Review of Policy Objectives for the year 2014.....	24
1.4.1.3.1 Diversify and Expand the Tourism Industry for Economic Development ..	24
1.4.1.3.2 Intensify the Promotion of Domestic Tourism	27
1.4.1.3.3 Promote Sustainable and Responsible tourism in such a way to preserve Historical,	28
Cultural and Natural Heritage.....	28
1.3.1.3.3 Promote the Creative Arts Industry for Economic Development.....	28
1.4.1.3.3.1 Status of Selected Indicators	29
1.4.1.3.3.2 Key Policy Measures and Strategies	30
1.4.1.4 Performance Review of Policy Objectives for the year 2015.....	30
1.4.1.4.1 Diversify and Expand the Tourism Industry for Economic Development ..	30
1.4.1.4.2 Intensify the Promotion of Domestic Tourism	33
1.4.1.4.3 Promote Sustainable and Responsible tourism in such a way to preserve Historical,	33
Cultural and Natural Heritage.....	33
1.4.1.4. Promote the Creative Arts Industry for Economic Development.....	34
1.4.1.4.1 Status of Selected Indicators.....	34
1.4.1.4.2 Key Policy Measures, Strategies, and Activities.....	35
1.3.1.5 Performance Review of Policy Objectives for the year 2016.....	36
1.3.1.5.1 Diversify and Expand the Tourism Industry for Economic Development	36

1.4.1.5.2 Intensify the Promotion of Domestic Tourism	38
1.4.1.5.3 Promotion Sustainable and Responsible Tourism in such a way to preserve Historical, Culture Natural Heritage	39
1.4.1.5.4 Promote the Creative Arts Industry for Economic Development.....	39
1.4.1.5.4.1 Status of Selected Indicators	39
1.4.1.5.4.2 Key Policy Measures, Strategies, and Activities	40
1.4.1.6 Performance Review of Policy Objectives for the year 2017.....	42
1.4.1.6.1 Diversify and expand the tourism industry for accelerated job creation.....	42
1.4.1.6.2 Intensify the promotion of domestic tourism	47
1.3.1.6.3 Promote sustainable tourism to preserve historical, cultural and natural Heritage	51
1.3.1.6.4 Promote the creative arts industry for Economic Development.....	52
1.3.2 Performance Review of the Ministry for 2014-2016 under Thematic Area VII: Transparent and Accountable Governance	78
1.3.2.1 Performance Review for Harness Culture for National Development for the year 2014.	78
1.3.2.2 Performance Review for Harness Culture for National Development for the year 2015.	82
1.3.2.3 Performance Review for Harness Culture for National Development for the year 2016.	88
1.3.2.4 Performance Review for Harness Culture for National Development for the year 2017.	97
1.5 Analysis of Current Sector Existing Situation and Profile of the MDA.....	135
1.5.1 Sector Profile of the MDA.....	136
1.4.2 Institutional Capacity Needs.....	137
1.6 The Lessons learnt which have implications for TCCASMTDP (2018-2021)	162
CHAPTER 2.....	164
2.0 DEVELOPMENT ISSUES	164
2.1 Introduction.....	164
2.2 Summary of Current Development Issues Identified from the Situational Analysis	164
2.3 The Key development issues identified by the Ministry from the NMTDPF (2018 – 2021) are as indicated in the table below:.....	167
CHAPTER 3.....	171
3.0 DEVELOPMENT GOAL, ADOPTED OBJECTIVES AND STRATEGIES	171
CHAPTER 4.....	182
4.0 DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE MDA	182
4.1 Introduction	182
4.1.1 Programme 1- Management and Administration.....	182
4.1.2. Programmed 2- Tourism Product Development.....	183
4.1.3. Programme 3 - Tourism Research and Marketing.....	184
4.1.4 Programme 4- Tourism Quality Assurance	186
4.1.5. Programme 5- Culture, Creative Arts and Heritage Management.....	187

<i>4.1.6 Prioritization of Programmes and Sub Programmes</i>	<i>190</i>
<i>4.1.7 Development Programmes/Sub-Programmes of Action of the MDA for 2018-2021 linked to the programme-based budgeting and reflecting international obligations and sustainability measures.....</i>	<i>194</i>
<i>4.1.9 Preparation of indicative financial strategy.....</i>	<i>226</i>
<i>4.1.10 INDICATIVE FINANCIAL STRATEGY</i>	<i>227</i>
CHAPTER 5.....	231
<i>5.0 Introduction</i>	<i>231</i>
<i>5.1 ANNUAL ACTION PLAN FOR 2018</i>	<i>231</i>
<i>5.2 ANNUAL ACTION PLAN FOR 2019</i>	<i>248</i>
<i>5.3 ANNUAL ACTION PLAN FOR 2020</i>	<i>259</i>
<i>5.4 ANNUAL ACTION PLAN FOR 2021</i>	<i>270</i>
CHAPTER 6.....	283
<i>6.0 Introduction.....</i>	<i>283</i>
<i>6.1 Monitoring & Evaluation of the SMTDP 2018-2021</i>	<i>283</i>
<i>6.2 Purpose of the M& E Plan</i>	<i>284</i>
<i>6.3 Structure of the M&E Plan</i>	<i>284</i>
<i>6.4 Tourism, Arts and Culture Sector M & E Indicators</i>	<i>285</i>
<i>6.6 Monitoring matrix or results framework outlining all indicators, their baselines and targets</i>	<i>314</i>
6.7 EVALUATION.....	324

LIST OF TABLES

Table 1. Performance Review of the Ministry of Tourism, Arts and Culture from 2014 to 2017 under Thematic Area II: Enhancing Competitiveness of Ghana's Private Sector	72
Table 2: Total Releases from Government of Ghana.....	140
Table 3: All Sources of Financial Resources for the MDAs.....	141
Table 4: Staff Strength of the Ministry and Its Agencies Are As Indicated In the Table Below	144
Table 5: Staff Categorisation (Ministry/ Department).....	145
Table 6: Age Distribution (Ministry / Department).....	148
Table 7: Sex Distribution (Ministry /Department).....	151
Table 8 Logistics Capacity of the Ministry of Tourism, Arts and Culture/Agencies.....	152
Table 9 Summary of Issues of GSGDA II.....	156
Table 10: Identified Development Issues under GSGDA II and Agenda for Jobs, 2018-2021.....	158
Table 11: Development Dimension and adopted Issues of SMTDP of MDAs	161
Table 12 Analysis of the Tourism, Arts and Culture Sector (SWOT).....	162
Table 13: Sustainable prioritised issues as categorised under Development Dimensions...	173
Table 14: prioritised development issues linked to the relevant development dimensions of Agenda for Jobs, 2018-2021.....	177
Table 15 The Ministry has adopted Economic Growth and Employment and Tourism and Creative Arts Development.....	178
Table 16 Adopted National Development Projections for 2018-2021 (National Indicators and Targets).....	180
Table 17 Projected Employment Generated in the Tourism Sector, 2018 – 2021.....	180
Table 18 Projections for Culture & Creative Arts, 2018-2021.....	180
Table 19 Adopted goal, issues, policy objectives and strategies of the organization.....	183
Tabel 20 Prioritization Model.....	191
Table 21 Programmes and Sub-programmes OF Ministry Of Tourism Arts and Culture's 2018-2021 :	192
Table 22: M&E Activities.....	366

Table 23: Monitoring Matrix/Results Framework.....	379
Table 24: Data collection matrix.....	412
Table 25: Table Communication Activity Matrix	412
Table 26: Evaluation Matrix	431

LIST OF FIGURES

FIGURE 1 PROGRAM COST FOR 2018 AND 2019.....	266
FIGURE 2 PROGRAM COST FOR 2020 AND 2021.....	267

LIST OF ACRONYMS

AESL Architectural and Engineering Services Limited	IT Information Technology
AG Attorney General	IGF- Internally Generated Fund P
AMA Accra Metropolitan Assembly	KNM 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
AVIC Accra Visitor Information Centre	Affairs
BAR Brong Ahafo Region	MDA Ministries Departments and Agencies
BGL Bureau of Ghana Languages	MFARI Ministry of Foreign Affairs and Regional
BUSAC Business Advisory Centre	Integration
CAF Commission for Africa	MLGRD Ministry of Local Government and Rural
CEDECOM Central Regional Development Cooperation	Development
CEPS Customs Excise and Preventive Service	MMDA Metropolitan Municipal and District
CMO Collective Management Organisation	Assemblies
CNC Centre for National Culture	MOE Ministry of Education
CNN Cable News Network	MOF Ministry of Finance
COSGA Copyright Society of Ghana	MOH Ministry of Health
COTVET Council for Technical and Vocational	MOT Ministry of Tourism
Education and Training	MOTCCA Ministry of Tourism, Culture and
CR Central Region	Creative Arts
CYCC Community Youth Cultural Centres	MOTI Ministry of Trade and Industry
DCE District Chief Executive	MTEF Medium -Term Expenditure Framework
DP Development Partners	MTDP Medium Term Development Plan
EDAIF Export Development Agriculture Investment	MUSIGA Musicians Association of Ghana
Fund	NAFAC National Festival for Arts and Culture
ER Eastern Region	NDPC National Development Planning
F&A Finance and Administration	Commission
FGM Female Genital Mutilation	NFB National Forklore Board
FITUR Feria Internacional du Turismo en	NGOs Non-Governmental Organisations
Espana(Int. Tourism Fair in Spain)	NMTDPF National Medium Term Development
GAPI	Policy Framework
GAR Greater Accra Region	NORCODE Norwegian Copyright Organization
GAVA Ghana Association Visual Artists	NR Northern Region
GCF Ghana Cultural Fund	NSO National Symphony Orchestra
GDE Ghana Dance Ensemble	NTG National Theatre of Ghana
GSDE	PPME Policy Planning Monitoring and
GIFMIS Ghana Integrated Financial Management	Evaluation
Information Systems	PPP Public Private Partnership
GHAMRO Ghana Association of Music Rights	PANAFEST Pan-African Festival for Arts and
Owners	Culture
GIFEC Ghana Investment Fund for Electronic	PAWA Pan-African Writers Association
Communication	PPMED Policy Planning Monitoring and
GDP Gross Domestic Product	Evaluation Division
GOGA	RCC Regional Coordinating Council
GTDC Ghana Tourism Development Company	RSI Research Statistics and Information
GHATOF Ghana Tourism Federation	SME Small and Medium-size Enterprise
GEPA Ghana Export Promotion Authority	ST-EP Sustainable Tourism Eliminating Poverty
	STI Science, Technology and Innovation

GMMB	Ghana Museums and Monuments Board	TA	Traditional Authority
GES	Ghana Education Service	TDC	Tema Development Cooperation
GAC	Ghana AIDs Commission	TFO	
GSGDA	Ghana Shared Growth and Development Agenda	TMA	Tema Metropolitan Assembly
GoG	Government of Ghana	TOR	Terms of Reference
GTA	Ghana Tourism Authority	TSMTDP	Tourism Sector Medium Term Development Plan
HOTCATT	Hotel Catering and Tourism Institute	TVET	Technical, Vocational, Education and Training
HR	Human Resource	UER	Upper East Region
HIV/AID Acquired	Human Immuno- Deficiency Virus/ Immune Deficiency	UNCTAD	United Nations Conference on Trade and Development
HOMOFEST	Homowo Festival	UNESCO	United Nations Educational Scientific and Cultural Organisation
HCIMA	Hotel, Catering and Institutional Management Association	UNIDO	United Nations Industrial Development Organisation
IEC	Information Education and Communication	UNWTO	United Nation World Tourism Organisation
IMC	International Music Council	UWR	Upper West Region
ICMT	Interim Copyright Management Team	VR	Volta Region
ITB	Internationale Tourismus Borse	WR	Western Region

EXECUTIVE SUMMARY

1.0 General Background of the MDA

The Ministry of Tourism, Arts and Culture 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, Arts and Culture 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, Arts and Culture Sector Medium-Term Development Plan (SMTDP 2018-2021) to enable it to achieve the laudable goals and objectives of the Ghana long-term national development plan (LTNDP, 2018-2057).

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 to 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 Art
- 5) Co-ordination and collaboration with other Government Agencies, Development Partners, the Private Sector and Non-Governmental organizations on matters concerning Tourism, Arts and Culture
- 6) Development of policies and programs 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 the sector's performance.

1.4 Processes of Preparing the MTACSMTDP and Participation of Key Stakeholders

The Tourism, Arts and Culture Sector Medium-Term Development Plan (TACMDP) 2018-2021 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, Arts and Culture 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 2018-2021, the Ministry constituted a Tourism, Arts and Culture Sector Medium-Term Development Planning Team with membership comprising the following individuals:

- 1) Chief Director, MOTAC
- 2) Director, PPME, MOTAC
- 3) Director, F&A, MOTAC
- 4) Director, HR, MOTAC
- 5) Director, PROJECTS, MOTAC
- 6) Director, RSI, MOTAC
- 7) Director, PPME, NCC
- 8) Deputy Directors, PPME and staff
- 9) Manager, RSI, (GTA)
- 10) Chief Project Officer (GTA)
- 11) Asst. Programmer, IT, (MOTAC)
- 12) Heads of Agencies

The Terms of Reference (ToR) for the Tourism, Arts and Culture 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 (2018-2021) consistent with the GSGDA II Policy Framework 2018-2021.

1.5. A Brief Insight into the Scope and Direction of Development Programs, Sub Programs and Activities for 2018-2021

1.5.1 Strategic Direction

The Strategic direction of the Ministry with regard to its core functions is to work towards the attainment of Long-Term National Development Plan (LTNDP, 2018- 2057) which focuses attention on the following areas:

1. Economic Development

To achieve this, the Ministry would concentrate on two (2) key focus areas;

a) Key Focus 1-Economic Growth and Development

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

The prescribed strategies are:

- 1) Transforming Ghana into major Meetings, Incentives, Conferences and Exhibitions (MICE) Centre
- 2) Expanding the tourism sector through investment, innovation and pursuit of service excellence
- 3) Promoting public-private partnerships for investment in the sector: promoting local tourism
- 4) Developing available and potential sites to meet international standards
- 5) Mainstreaming tourism development in district development plans
- 6) Developing palace museums to preserve national culture and promote tourism in communities
- 7) Instituting measures to curtail emerging threats such as sex tourism
- 8) Promoting the establishment of tourism clubs in all educational institutions

2) Social Development

To achieve this, the Ministry would concentrate on:

Key Focus Area- Tourism and Creative Arts Development

Policy Objective- Policy Objective 2 Develop a competitive Creative Arts Industry

The prescribed strategies are:

- 1) Drawing up policy and enforcing legal and regulatory frameworks for the creative arts industry to flourish
- 2) Strengthening the National Creative Arts Council to implement its programs effectively: promoting PPP in the development of the creative arts industry
- 3) Strengthening the copyright Office and its related agencies
- 4) Strengthening partnership and participation in the global oriented arts events and business; strengthening institutions and improving the coordination framework of the creative arts sector, including the National Commission on Culture
- 5) Raising awareness of the importance of tourism and creative arts

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

Programme 2 - Tourism Product Development

- 1) To facilitate the development of tourism, culture and creative arts products and link them with appropriate infrastructure (transport, accommodation, interpretation) and visitor facilities.
- 2) 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.

Programme 3 - Tourism Research and Marketing

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

Programme 4 – Tourism Quality Assurance

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

- **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 implementation of the MTACSM TDP 2018-2021 is premised on the availability of adequate funds 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.

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

- 1) Economic Growth and Employment
- 2) Tourism Creative Arts Development

The estimated total resources required to implement the Tourism, Arts and Culture Sector Medium Term Plan (2018-2021) is GH¢456,494,000.00 comprising the following: GoG- GH¢224,407,000.00; IGF-GH¢206,651,000.00; Donor- GH¢25,436,000.00. 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¢76,617,000.00 while resources required to implement Transparent and Accountable Governance is GH¢367,513,000.00

The expected outcomes include the following;

- 1) The development of sector policies and plans to expand the industry
- 2) Increase in domestic tourism activities and job creation opportunities
- 3) Sustainable tourism to preserve the historical, cultural and natural heritage
- 4) Development of Tourism, Arts and Culture Infrastructure
- 5) Increased investment opportunities in the sector
- 6) Increase in quality service and standards in the Tourism, Culture and Creative Arts industry leading to increased consumer satisfaction and revenue
- 7) Promoting Ghana internationally as the preferred tourist destination in Africa
- 8) Increase in Tourism arrivals and receipts
- 9) Interest and appreciation of Ghanaian culture rejuvenated and inculcated in Ghanaians especially the youth
- 10) Ghana Culture Indicator suite developed to inform policy and planning at all levels
- 11) Increased revenue generation from the promotion of performing Arts Disciplines

- 12) National cultural heritage preserved for national identity and income generation
- 13) Legal and Regulatory framework for the Creative industry developed
- 14) Comprehensive Data on the 10 domains of the creative Arts collected
- 15) Improved copyright protection for the creative industry

CHAPTER ONE

1.0 PERFORMANCE REVIEW AND PROFILE/CURRENT SITUATION/BASELINE

1.1 INTRODUCTION

The Medium-Term Development Plan (MTDP) encapsulates both broad and specific policies, programmes and activities, indicators and the Monitoring and Evaluation(M&E) Plan and other related issues as highlighted in the various sections, covering the following programmes:

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

The plan is presented in **six (6) chapters**:

Chapter one focuses on Profile, of the Sector Ministry It also outlines the performance of the sector between the year 2014-2017, key challenges and the lessons learnt.; **Chapter two** focuses on prioritization of development issues; Chapter **three** Development Framework (2018-2021); **Chapter four** presents Planned Programmes and Delivery in line with government's priorities as well as the National Medium-Term

1.2 Description of the Vision, Mission, and Functions0

1.2.1 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 to 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.

1.2.3 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) Coordination 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 the sector's performance.

1.2.4 Core Values

- i. Customer Satisfaction
- ii. Team Work
- iii. Professionalism
- iv. Integrity
- v. Commitment
- vi. Gender Equity

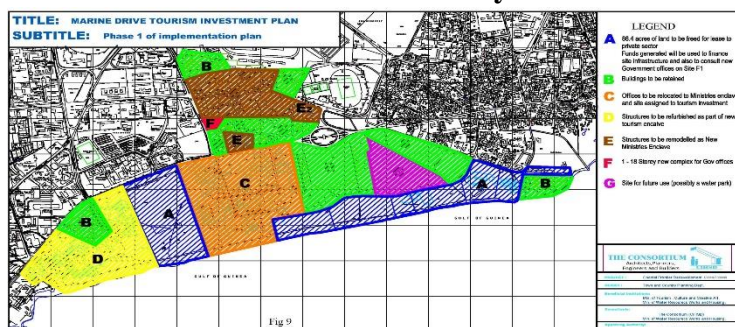
1.3 Development Opportunities in The Tourism Sector

Opportunities for investment in the tourism, arts and culture are immense, ranging from construction and management of hotels, leisure parks, golf courses, conference tourism, air/ground transport, wildlife, tour operation, to ecotourism facilities, cultural and historical sites. The specific investment opportunities are outlined:

MARINE DRIVE DEVELOPMENT PROJECT



A new Coastal Frontier that signals the transformation of Accra Central into an international tourism destination and a complementary modernized Ministries enclave that is business and investor-friendly



Objectives of the Project

The overall objective of the Plan is to provide a road map that will systematically transform a degraded coastal frontier to an internationally competitive destination, focusing on: -

- (i) Tourism and Leisure.
- (ii) A complementary business-oriented and investor-friendly Ministries enclave.

ACTIVITIES

- Transparent Procurement Process
- Selection of Consultants and Anchor Developers
- A Project Technical Committee
- Public and Private sectors stakeholder's consultation
- Provision of Strategic Environmental Assessment
- Traditional rites
- Investment Road Shows

Benefits among others include:

- Contribution to GDP.
- Gross and net foreign exchange earnings.
- The tourism employment and income multipliers
- (during and post-construction, and operational stages).
- Direct, indirect and induced employment.
- Income generation.
- Contribution to government revenue.

Strategies For Delivery of the Objectives

The core strategies are as follows: -

- 1) Create a distinct functional zone for tourism, leisure and civic functions, devoid of Government business, by relocating all such businesses to a massively renewed Ministries enclave.
- 2) Provide a comprehensive urban design framework and development control to manage the new set of investments for Tourism and Leisure at the beach frontier.
- 3) Provide the requisite infrastructure to propel investments in Tourism and Leisure.
- 4) Comprehensively overhaul and renew the Ministries enclave with modernized buildings and intensification of space use.
- 5) Analysis of the performance of the MDAs in implementing programmes and projects under the seven pillars of GSGDA II themes 2014 – 2017 and other interventions from 2014 to 2017

As highlighted in the 15-year National Tourism Development Plan (1996-2010), Ghanaians favour the development of the beaches for the purposes of recreation, entertainment and domestic tourism. Therefore, Ghanaians will have opportunities to enjoy facilities and services being offered by the hotels, theme parks, amphitheatre, water sports, arts, crafts, music and shopping. Consequently, successful implementation of the Plan contributes largely to the elimination of squatters and drug users found in Marine Drive beachfront.

Implementation Of The Tourism Development Project(World Bank Project)

The Government of Ghana through this Ministry is implementing the Tourism Development Project (TDP), with a facility from the International Development Association, also known as the World Bank. The entire facility will be funded with an amount of Forty Million US Dollars (US\$ 40,000,000.00) over a five-year period. The Project broadly aims at improving the Tourism, Arts and Culture sector with focus on the following areas:

1. Update and Restructure of the Ghana Tourism Development Strategy, as a starting point towards the revitalization of the Ghanaian Tourism sector.
2. Development and implementation of a roadmap for Tourism enhancement.
3. Use of ICT to regularize the collection and mobilization of Tourism revenues.

4. Capacity building of practitioners and citizenry in general for enhancement of tourist experience.
5. Support for MSME towards restoration of existing tourist sites and setup of new facilities.
6. Beach Sanitation improvement and commercialization.
7. Facilitation of hassle-free entry to Ghana (e-visa) as well as improvement of t

Tourism Product Development Programme-Construction Of “Akwaaba” Hotels

There is a high demand for all types of accommodation facilities across the country to meet the need for business, conference and holiday tourists. To augment the lack of hotel facilities at tourist sites coupled with the high cost of accommodation, the MoTAC is facilitating the process and engaging the Private Sector towards the construction of affordable hotels dubbed “GH Akwaaba Hotels” to people who patronize the country’s tourist attractions. The Ministry is partnering with private investors to put up a chain of hotels dubbed “Akwaaba Hotels” across the country. They would be eco-friendly hotels conceptualized with the low budget tourist in mind, especially Ghanaian domestic tourists.

These too would be funded under a Public-Private Partnership arrangement through which the Government of Ghana, through the Ghana Tourist Development Company Limited, would use the land as equity while the private sector investor provides the funds for the actual construction. The Ministry has done the drawings, completed the feasibility studies and secured investor interest – from Ghanaians and foreigners. Indeed, some of the investors have gone as far as specifying which regions they want their Akwaaba hotels to be sited. They have gone far in terms of inking the terms of land ownership agreement with the allodial (land) owners. The high cost of accommodation has been identified as a major factor inhibiting the successful development and promotion of domestic tourism in Ghana. It is the reason for low patronage of the tourist attractions.

Tourism Product Development Programme Construction Of “Akwaaba” Hotels

PROPOSED TOURIST SITES FOR DEVELOPMENT AND PROPOSED SITES FOR GH AKWAABA HOTELS					
REGION	ATTRACTION	TYPE OF ATTRACTION	STAGE	Location	Akwaaba Hotel Inputs
Eastern	Abrafo	Eco-adventure	Development	Odweanoma	1
Ashanti	Lake Bosomtwi	Ecotourism	Consolidation	Bosomtwi	1
Central	Assin Manso	Historic	Rejuvenated	Assin Manso	1
	Kakum national park	Ecotourism	Involvement	Kakum area	
Volta	Wli, Tafi Atome	Eco tourism	Involvement		1

Tourism Product Development Programme Ghana Center Of The World Project

MoTAC has initiated clearing of land towards the development of “Ghana Centre of the World iconic monument project”. When completed, it will confirm Ghana as the Centre of the World, improve overall destination attractiveness and boost domestic tourism.

Tourism Product Development Programme Development Of Rest Stops

As part of encouraging travellers on the highways to stop at tourist sites and rest, the Ministry is encouraging investment in Highway Rest Stops across the country. Currently, such facilities are limited, hence there is a growing demand for investment in one-stop facilities which provides shops, eating places, toilet facilities, parking areas, fuel filling stations and limited accommodation and scenic overlooks. The land is available for any investor willing to invest in Highway Rest stops.

The Ghana Tourism Authority under the Ministry has acquired parcels of land along the major highways corridors to be developed into Rest Stops in partnership with private sector players. These rest stops will provide breakpoints on journeys along the length and breadth of the country and also provide sales outlets for local agricultural products and souvenirs crafts. Land

banks have been secured at Gomaa Assin, Shama and Agona Nkwanta. Additional Lands at Techiman, Fulfosu and Assin Manso are being pursued.

Development of a Cocoa Museum

Preparations to set a world-class Cocoa Museum at Mampong Akwapim in the Eastern Region also began in 2017. It is to be a public-private sector initiative primarily to encourage local consumption of cocoa. Apart from the Tetteh Quarshie Farm which would reflect a typical Ghanaian cocoa farm, it will also take tourists through the processing of cocoa into a variety of products, including the powders, creams, beverages and wines, an exhibition Centre that showcases the history, tools and background of cocoa farming in Ghana and a Boutique for the retail of made-in-Ghana cocoa-based products and other souvenirs. The drawings and feasibility reports are ready and we are proud to announce that we are in talks with Cocoa-board, CPC and other private partners in the cocoa sector who have all pledged their support. The Ministry has started appealing to the various cocoa-producing, marketing and processing companies in Ghana to come on board with top-up investments. Using the Kintampo MOU as a case study, the Ministry has identified 33 sites across the Country for some of partnership. To do this effectively, a Legislative Instrument on Attractions is in the works. The draft LI has been approved by Cabinet on the 25th of January and has been sent to Parliament.

1.4.1 Performance Review of the Ministry for 2014-2017 under Thematic Area II: Enhancing

Competitiveness of Ghana's Private Sector

1.4.1.1 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:

- 1) Diversify and Expand the Tourism Industry for Economic Development
- 2) Intensify the Promotion of Domestic Tourism
- 3) Promoting sustainable and responsible tourism in such a way as to preserve the historical, cultural and natural heritage
- 4) Develop a competitive creative arts industry

5) Harness Culture for Development

The attainment of these broad objectives is 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:

- 1) Change in tourist arrivals
- 2) Change in tourism receipts
- 3) Percentage change in accommodation establishment (Hotels, Guest Houses, Lodges, etc.)
- 4) Percentage change in domestic tourism
- 5) Change in employment

1.4.1.2 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 993,600 in 2014 increased to 1,322,500 in 2016 representing a 20% increase. Accordingly, tourism receipts increased from US\$2,066,500 in 2014 to US\$2,505,000 in 2016, representing 10% increase in revenue.

Accommodation establishments (Hotel Rooms and Hotels) to support the development of tourism in the country increased significantly from 36,427 and 2,250 in 2014 to 40,450 and 2,445 in 2016 respectively. The Ministry of Tourism, Arts and Culture, and the Ghana Tourist Authority undertook a number of programmes 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 tourist's visitation increased from 1,227,440

for 25 sites in 2013 to 1,353,253 in 2016. The revenue that accrued from entrance fees increased from GH¢2,801,871 in 2014 to GH¢3,210,565 in 2016.

In terms of employment, jobs created by the tourism sector rose from 354,000 in 2014 to 438,000 in 2016.

The following specific measures were pursued in 2014 -2017 to develop the tourism industry towards realizing the goal of making Ghana the preferred tourist destination in Africa

1.4.1.3 Performance Review of Policy Objectives for the year 2014

1.4.1.3.1 Diversify and Expand the Tourism Industry for Economic Development

In pursuance of the above objective in 2014 a 2-day management retreat was organized for the management team of the Ministry and its Agencies from January 16th to 17th, 2014. The retreat provided a good platform for Management of the Ministry & Heads of Agencies to review the sector's overall performance for 2013. Programmes carried out were thoroughly discussed together with their challenges and possible interventions were prescribed as the basis for prioritisation of the work programme for 2014.

The Ministry organized a 2-day team-building workshop for senior staff of the Ministry and its Agencies at Tema on August 21st -22nd, 2014. Participants gained an understanding of the strategic direction of the Ministry in line with its realigned vision and mission and as well as the Ministry's organizational structure. Teamwork skills imparted to participants reflected on the right to information, beliefs, attitudes and positive corporate culture. Participants were made to appreciate the need to develop synergies with the Sector Agencies in order to achieve the stated goals of the Ministry and its Sector.

The Minister led a technical team from the Ministry to meet with the Members of the Council of State on 27th February 2014 at the Castle, Osu. The meeting provided a platform for the Hon. Minister to showcase tourism, culture and creative arts sector performance in 2013. These included;

- 1) investment promotions made to public and private sector groups,
- 2) efforts to promote domestic tourism in the country,
- 3) jobs created and the
- 4) the contribution of tourism to the GDP,

5) some challenges being addressed and the way forward.

The Members of the Council of State highly commended the Hon. Minister for the presentation and achievements of the sector under her leadership. They, however, expressed concern about the sector's low budgetary allocation over the years and promised to make the necessary interventions with the relevant authorities.

The Hon. Minister chaired a series of management meetings with the participation of Directors and Heads of the Agencies to strategies on implementation of scheduled programmes and events. The meetings provided a platform for management to assess at each stage, the status of the programmes and events preparations and ways to maximize the success of implementation. Other areas that were deliberated upon is how to mobilize critical staff and financial resources to carry out scheduled programmes and activities. The meetings also discussed ways to expand internally generated funds of the Agencies and the collection of 1% levy for the Tourism Development Fund.

As part of addressing the lack of funding problem which is one of the key operational constraints of the sector, the Ministry continued the Ghana Tourism Authority (GTA) restructuring process in line with the Tourism Act 817 by engaging GTA to revamp the collection of the 1% Levy paid by patrons of tourism enterprises for the Tourism Development Fund, which is needed to support tourism programmes and projects. In furtherance of this, it facilitated the appointment of a Fund Manager and also established a secretariat for the operationalization of the fund. Three new banks, namely, Unibank, Universal Merchant Bank and GCB Bank Ltd were selected for the receivership of the levy.

The Ministry organized a two-day speech writing training session for selected staff of the Ministry and its Sector Agencies on August 5 & 6, 2014 at the National Theatre under the Capacity Development Mechanism (CDM) project, At the end of the training, the Trainees were imbibed with fresh knowledge on the art of good speech writing.

The Ministry also organized a three (3)-day Monitoring and Evaluation course from 12th to 14th August 2014, for the staff of the Ministry and it's implementing Agencies at the W.E. Du Bois Centre. Participants were introduced to a simple and user-friendly M&E framework. This

was aimed at promoting knowledge and the use of monitoring and evaluative evidence-based information to enhance the effectiveness of policy and programme implementation.

The Re-zoning, planning and development of the Marine Drive area, stretching from Osu-Clotney to the Arts Centre, to propel Public and Private sector investments in Tourism, Culture and Creative Arts received approval from Cabinet. The project is to transform the Marine Drive area into a tourism enclave to create jobs and income for the youths and also help manage the environmental challenges pertaining to the site currently. The Marine Drive Project would consist of hotels, shopping malls, cultural village, restaurants, theme parks, Amphitheatre etc. An action plan, as well as monitoring and evaluation plan which is critical for the project, has been developed to ensure the successful implementation of the project.

The Ministry continued efforts to position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa. In so doing, it showcased Ghana's rich and diverse tourism and cultural products to policymakers, international travel trade practitioners, the media and investors, among others, at the following events:

- 1) World Travel Market International Tourism Fair in Excel, London, UK;
- 2) 56th UNWTO Commission for Africa Meeting and Regional Seminar on Tourism and Air Transport Connectivity in Africa, Luanda, Angola
- 3) Inaugural INDABA Ministerial Session, Durban, South Africa
- 4) 7TH Ministerial Conference of the Coordinating Committee for the Development and Promotion of African Handicraft (CODEPA) held in Niamey, Niger from the 3rd – 5th June 2014.
- 5) Africa Travel Association's 9th Annual Presidential Forum on Tourism at New York University on Monday, 22nd September 2014
- 6) Participated at the Africa Magic Viewer's Choice Awards in Lagos, Nigeria.
- 7) Participated in Ghana -Russia Permanent Joint Commission on Co-operation, Moscow Russia
- 8) 20th Edition of the International Publishing and Book Fair in Casablanca, 13-25 February 2014.

1.4.1.3.2 Intensify the Promotion of Domestic Tourism

Under the above objective, the grand launch of the Domestic Tourism Explore Ghana Programme was carried out by the Hon. Minister on Wednesday, 2 April 2014 at the National Theatre. This was immediately followed by a city tour to some selected tourist sites within Accra. The Ministry's domestic tourism drive is aimed at creating awareness among the general public about the beautiful attractions which exist in the country for Ghanaians to patronize them.

A number of events were organized or participated in by the Ministry in line with its policy to promote domestic tourism, for Ghanaians to know more about their country and appreciate our rich local cultures and beautiful environment and preserve them for posterity, as well as, use domestic tourism to stimulate businesses in hospitality and cultural enterprises, including hotel, catering, performing arts, entertainment, recreational and transport services, handicraft production and retailing for patronage of tourists in and around the communities and districts which host the events. They included:

The Ministry collaborated with the Ministry of Local Government and Rural Development, the Ministry of Chieftaincy and Traditional Affairs, Accra Metropolitan Authority and the Greater Accra Regional Coordinating Council, GTDC and GTA to celebrate the first-ever Grand HOMOFEST to climax this year's World Tourism Day on Saturday, 27th September 2014. The event was also meant to forge unity, understanding and peace among the Traditional Authorities and People of Ga- Adangbe for development. Key Activities undertaken as part of the celebrations were: Clean Up Exercise; Radio Programmes; Food Bazaar; Cultural Performances; A colloquium on the History of the Ga-Adangbes, Puberty Rites, Widowhood Rites etc.; Photo exhibitions; Cooking competition. As a novelty tourism product HOMOFEST aimed at re-packaging the Annual Homowo Festival for all the Ga-Adangbe People to attract the desired local and international patronage as well as to secure investment in the communities

Planned the organization of the 2nd Accra Carnival to stimulate the local economy and tourism enterprises and create jobs for the youth but was postponed in view of the World Cup'14 euphoria hence the public interest in the Carnival waned.

The Ministry of Tourism, Arts and Culture have also initiated the processes of re-structuring of HOTCCAT into a Top training institute in the Sub-region through a public-private-partnership arrangement and this had been approved by the cabinet. A local consultant SIC was selected to undertake the feasibility study. The re-structuring of HOTCAAT would also witness the establishment of a satellite campus in the nine (9) regions. This would minimize the ordeal of travelling to Accra for training.

1.4.1.3.3 Promote Sustainable and Responsible tourism in such a way to preserve Historical, Cultural and Natural Heritage

The Ministry was poised to harness national culture for development as part of its mandate. Key activities implemented under this programme were as follows:

- 1) The Ministry in partnership Ministry of Chieftaincy and Traditional Affairs the private sector successfully celebrated the 2014 National Festival of Arts and Culture (NAFAC) in Sunyani in the month of December 2014. In attendance was His Excellency John Dramani Mahama, President of Ghana.
- 2) It held several consultative workshops with key stakeholders to review the Cinematography Act for submission to Cabinet for approval.
- 3) Signed an agreement with the Turkish Exim Bank on funding arrangement toward the development of the Cultural Village at Kumasi. Land for the project has been secured with support from Ghana Airport Company and the Asantehene Otumfu Osei Tutu. The Project seeks to foster national cohesion and provide jobs for artisans and artists.
- 4) Nine (9) UNESCO conventions were approved by Cabinet and laid on the floor of Parliament for ratification.

1.3.1.3.3 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, the global market for traded creative goods and services totalled a record \$547billion in 2012.

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

In this regard, the strategies implemented in 2014 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:

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

1.4.1.3.3.1 Status of Selected Indicators

The United Nations Creative Economy Report 2015 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 \$547 billion in 2012. Though, comprehensive data is not available to show how much of the global trade in creative goods and services accrued to Ghana in 2014, developing countries share of creative goods exports are growing faster than developed countries reaching a total of 57 percent of world exports of creative goods in 2012 compared to 42 per cent of developed countries.

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 are accrued to Ghana and help make informed policy choices for the growth and development of the Creative Industry.

1.4.1.3.3.2 Key Policy Measures and Strategies

The following specific activities were undertaken in 2014 to promote the creative industry:

The main Priority Areas of activities undertaken for the Period (Jan. 2014 – Dec. 2014) were:

- 1) Provision of general administrative support services for the NCC and Centers for National Culture
- 2) Rejuvenation of Senior High School Students interest and appreciation in Drama and audience cultivation
- 3) Training of Ghanaian Youth in Traditional Art and Handicrafts Production
- 4) Printing and publication of NCC Magazine – ‘Efie Nkomo’
- 5) The organisation of Regional Festival of Arts and Culture and provision of technical support to the National Festival of Arts and Culture
- 6) Furthermore, the Ministry continued to engage the Ministry of Trade and Industry and various Creative Arts Trade Associations, as well as, the Executives of the Apex Body- the Ghana Culture Forum to discuss ways to develop a competitive creative industry in Ghana.

1.4.1.4 Performance Review of Policy Objectives for the year 2015

1.4.1.4.1 Diversify and Expand the Tourism Industry for Economic Development

Key operations/achievements under this objective included the following:

- 1 Establishment of Tourism Development Fund Secretariat, the Ministry established the Tourism Development Fund Secretariat which became functional on 2nd March 2015. The Fund has assisted in the following:
- 2 The preparation of the draft Legal and Regulatory framework for the Creative Arts Industry, sensitization workshop for the Creative Arts Practitioners in the Greater Accra Region, the Cultural Forum stakeholder consultation towards the establishment of the Creative Arts Council for Creative Arts and Secretariat.
- 3 Following extensive consultation with stakeholders the draft Film Bill has been approved by Cabinet and a series of sensitization workshops have been organized for the Parliamentary Select Committee.
- 4 For the first time, a Tourism Satellite Account (TSA) Committee has been set-up in Ghana, with a secretariat has been established at the Office of the Ghana Tourism Authority to support Tourism Data processing for effective planning and investment promotion. The TSA will ensure the provision of credible data to demonstrate the sector’s contribution to Gross Domestic Product (GDP).

5. The Ministry organized a mid-year performance review for the sector by 31st Decembe2015.

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)

6. 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
7. 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
8. 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
9. 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.
10. The Ministry of Tourism, Culture and Creative Arts has also initiated the processes of re-structuring of HOTCCAT into a Top training institute in the Sub-region through a public-private-partnership arrangement and this had been approved by the cabinet. The re-structuring of HOTCAAT would also witness the establishment of a satellite campus in the nine (9) regions. This would minimize the ordeal of travelling to Accra for training. Feasibility studies for the establishment of the National Tourism & Hospitality Training Institute are ongoing. Consultants are yet to submit the results of the feasibility studies
11. A one-stop shop for information, ICT, entertainment and sports tourism development for domestic and international tourists, the Accra Visitor Information Centre (AVIC) is about 90% complete, work is on-going towards the furnishing of the facility.
12. The Ministry will complete the seven tourist receptive facilities under construction at Salaga, Gwollu, Axim, Kpetoe, Agogo, Saltpond and Wli which are at various stages of completion (about 70 % on the average)

13. Besides opening up the tourist sites, at completion, the projects will improve quality services required by tourists, create livelihood opportunities for the local people and increase investment in tourism-related micro, small and medium enterprises

The Ministry continued efforts to position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa. In so doing it showcased Ghana's rich and diverse tourism and cultural products to policymakers, international travel trade practitioners, the media and investors, among others, at the following events:

- 1) The 21st UNWTO Session General Assembly, in Medellin, Columbia from 12-17 September 2015
- 2) Africa Travel Association (ATA), 40th Annual World Congress, Nairobi, Kenya November 9-14, 2015
- 3) World Travel Market International Tourism Fair in Excel, London, UK;
- 4) Joint Commission for Cooperation Bilateral Meetings organised by the Ministry of Foreign Affairs to review existing or prepare drafts MoU's in co-operation with a number of countries to develop and promote Tourism, Culture and Creative Arts. Ghana has new Draft MoU's under consideration with the following countries; Seychelles, Malta, Ethiopia and Zambia.
- 5) 5th Edition of the Carnival International de Victoria 2015 at Seychelles. The occasion was also used to reconnect the shared Historical Cultural roots between Seychelles and Ghana. Ghana's trip to Seychelles was a historical one. A significant visit that afforded The Asantehene Otumfuo Osei Tutu II to retrace parts of his roots in Seychelles.
- 6) Ghana Hosted the UNWTO Regional Seminar on "Enhancing Brand Africa, Fostering Tourism Development" in Accra Ghana from 17-19 August 2015.
- 7) The conference attracted over 200 delegates including the UNWTO Secretary-General, 5 African Tourism Ministers, Ambassadors and representation from the African Union and the International Media visibly represented by CNN and Check-In- TV based in Qatar, among others
8. The Ministry collaborated with the Ministry of Foreign Affairs and Regional Integration (MFARI) and Golden Tulip Hotel, Kumasi to organize the first-ever ambassadorial tour to Kumasi to participate in Akwasidae at Manhyia Palace. This innovative program was aimed at promoting Ghana's rich culture to Ambassadors representing their countries.

1.4.1.4.2 Intensify the Promotion of Domestic Tourism

In pursuance of the above objective in the Ministry organized three Regional Familiarisation Tours to the Brong Ahafo (Jan. 20-21, 2015), Ashanti (Jan. 22-24, 2015) and the Northern (June 22-27, 2015) Regions

The Ministry organized the 2nd Greater Accra Homogenous Festival (HOMOFEST) for the Chiefs and People of the Greater Accra which is aimed at repackaging Ga- Adangbe culture for local and international patronage and investment as well as to foster understanding, unity and peace for development. Local Food (Kpekpele) Competition was organised in a number of Ga- Adangbe Communities notably Ga Mashie, Osu, La, Teshie, Nungua and Tema. A three (3)day exhibition was also organised for all the 16 Metropolitan, Municipal and District Assemblies within Greater Accra to showcased tourism, culture and investment potentials within the MMDA's.

The Ministry organized the 12th edition of PANAFEST on the theme "PANAFEST at the Threshold of the Decade of the People of African Descent."

A number of events were organized or participated in by the Ministry in line with its policy to promote domestic tourism , for Ghanaians to know more about their country and appreciate our rich local cultures and beautiful environment and preserve them for posterity, as well as, use domestic tourism to stimulate businesses in hospitality and cultural enterprises ,including hotel, catering, performing arts, entertainment, recreational and transport services, handicraft production and retailing for patronage of tourists in and around the communities and districts which host the events. They included:

The re-launched the Explore Ghana Domestic Tourism Programme and Dedication of 2015 as the Year of Tourism by the Hon. Minister to promote domestic tourism in the country.

1.4.1.4.3 Promote Sustainable and Responsible tourism in such a way to preserve Historical, Cultural and Natural Heritage

As part of the Ministries mandate on Culture and Creative Arts, some Ghanaian Culture and Creative Arts Actors were given exposure through their participation in programs of other countries to interface with their counterparts to share information and experiences to enhance their skills in the performing industry.

In this regard, the Ministry facilitated a trip to the People's Republic of China, Seychelles, and World Travel Market (ATM) in Berlin and, Chicago, USA, at the international front.

- 1) Reconstituted the Board of the National Commission on Culture & Appoint a Chairman
Established a Directorate for Creative Arts within the National Commission on Culture
- 2) The Ministry also organized a stakeholder Consultative Workshop for over 500 Creative Arts Practitioners in the Greater Accra Region as part of efforts to finalize the draft legal and regulatory framework for the Creative Arts Council and submission to Cabinet.
- 3) The Cinematography Bill submitted to Cabinet has been approved and a series of sensitization workshops have been organized for the Parliamentary Select Committee.

1.4.1.4. Promote the Creative Arts Industry for Economic Development

1.4.1.4.1 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 a 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 are 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 a 3.8% increase over the 2010 level. This includes 541 musical works, 387 literary works, 133 audiovisual works, 11 artistic work, 11 logos and 4 software.

1.4.1.4.2 Key Policy Measures, Strategies, and Activities

The following specific activities were undertaken in 2015 The National Commission on Culture is the main Constitutional body under the Ministry of Tourism, Culture and Creative Arts, charged with the responsibility of ensuring the smooth implementation of the Cultural Policy of Ghana. For the year 2015, in line with Government Policy of managing Expenditure by Economic Classification and Projects under the Program Based Budgeting, the National Commission on Culture and the ten (10) Regional Centres for National Culture contributed to the attainment of Ministry of Tourism, Culture and Creative Arts Programme 5: Culture, Heritage and Creative Arts Management specifically under Sub-Programme 5.1: Cultural Development.

The main priority areas of activities undertaken for the Period (Jan. 2015 – Dec. 2015) were: Provision of general administrative support services for the NCC and Centres for National Culture

The organisation of youth training programmes in Traditional Art and Handicrafts production in the 10 Regional Centres for National Culture and the Community Youth Cultural Centre

- 1) Printed 1,000 copies of the NCC Newsletter dubbed; ‘Efie Nkomo’.
- 2) Coordinated 10 Regional Senior High School Drama Festivals
- 3) Collated Reports for NAFAC 2014, review and evaluate and develop inputs for NAFAC 2016 in Accra
- 4) Intensified youth participation and interest in cultural programmes and activities at the Community Youth Cultural Centre and the 10 Regional Centres for National Culture
- 5) Organized Arts Skull (School) programme
- 8) Organised Pappoe Thompson Choral Festival for Industrial Choirs
- 9) Organised Bi-Weekly Baajoe programme -
- 10) Organised Second Cycle Schools Drama Festival dubbed Sankofa
- 11) Organised annual Kpaatashie Programme on Indigenous Ghanaian Cuisines
- 12) Organised Visual Arts Exhibition dubbed Welcome Home
- 13) Organized Eastern Regional Cultural Week to showcase the Region’s potential
- 14) Organised Vacation Camp Training Programme in Arts and Culture for the Youth
- 15) Organized Workshop for Visual and Performing Arts on Production Techniques in the Western Region
- 16) Organised Weekend Cultural Variety Programme

- 17) Organized Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region
- 18) Organised Cultural Variety Programme
- 19) Organised Training Programme on Cloth wearing and Traditional Dance
- 20) Organised Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -
- 21) Organized Joe De Graft Student Drama Festival for 2nd Cycle Schools
- 22) Organised Weekend Cultural Variety Programme
- 23) Organised Cultural Quiz Competitions for Schools and Colleges
- 24) Organised Capacity Building Programme for Officials and Creative Industry Players
- 25) Organised Exhibition for Visual Artists in the Region
- 26) Organized Seminar, Conference for stakeholders to showcase the potential in the Brong Ahafo region
- 27) Organised Youth Training Programme in Ceramics Production
- 28) Organised Weekly Story-Telling Programmes
- 29) Organized Seminar to effectively promote cultural programmes in the Upper East Region
- 30) Organized Seminar /Workshops on Straw Basket and Leatherware Production Techniques
- 31) Organized 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
- 32) Organized Seminar/Workshop on Traditional Textiles Production Techniques for Industry Players
- 33) Completed 2 Regional Cultural Complexes through PPP
- 34) NCC also monitored and evaluated the regional offices to strengthen the administrative activities of the National Commission on Culture and the 10 Regional Centres for National Culture

1.3.1.5 Performance Review of Policy Objectives for the year 2016

1.3.1.5.1 Diversify and Expand the Tourism Industry for Economic Development

Key operations/achievements under this programme included the following:

- 1) We provided overall management of the Ministry in accordance with the National Policy Framework (NDPC-GSGDA II) for the development and promotion of the tourism, culture and the creative arts sector.

- 2) Organized 2016 Management Retreat to Plan Programmes for the Year. The retreat provided a good platform for the staff to review the sectors overall performance in 2015 and deliberate on the programmes and activities for the year under review.
- 3) Participated in budget workshops preparation (MTEF/GIFMIS programs) to enhance the capacity of staff.
- 4) Sensitization workshop on Creative Arts Bill for practitioners was organized and inputs collated to enrich the Bill.
- 5) Staff skills enhanced to complete appraisal instruments through training on staff performance on instruments appraisal.

It is gratifying to note, that although Ghana possesses diverse natural, historical and cultural and man-made resources/ attractions for tourism development, the key to success of these features in attracting tourists is their proper development and management particularly linking them with the requisite infrastructure and facilities so as to increase patronage by both domestic and international tourists. To this end the Ministry undertook some interventions as follows:

We facilitated the development of tourism, culture and creative arts products and linked them with appropriate infrastructure (transport, accommodation, interpretation) and visitor facilities.

We provided high quality, diverse, complementary and well-serviced Tourism, Culture and Creative Arts facilities and products that are essential for tourists to lengthen their stay and increase their spending.

The First ever Accra Tourist Information Center (ATIC) has been completed commissioned

Marine Drive Tourism Investment Project: The Executive instrument for the compulsory acquisition of over 240 acres of land has been issued by the Ministry of Tourism, Culture and Creative Arts

Central Tender Review Board has approved the Phase I of the Marine Drive Tourism Investment Project

As part of the Ministry's mandate to promote Ghana as a preferred tourist destination, the Ministry through Ghana Tourism Authority participated in international tourism conferences,

meetings, fairs, exhibitions and cultural events. This has resulted in an increase in international tourist arrivals, receipts and investments. The following are some of the fairs attended:

- 1) Vakantiebeurs International Tourism Fair, which was held in Utrecht, the Netherlands, from 13- 18 January 2016.
- 2) 36th Edition Feria Internacional de Turismo (FITUR) International Tourism Fair held in Madrid, Spain from 20th - 24th January 2016
- 3) 50th Internationale Tourismus- Bourse (ITB) Tourism Fair which took place in Berlin, Germany, 3rd – 10th March 2016.
- 4) China's outbound travel and tourism market (COTTOM) in Beijing China, from 12-15 April 2016.
- 5) 28th Edition of “GHANAFEST” Chicago, USA, 25TH July
- 6) 103rd Session of the UNWTO General Assembly, Malaga – Spain, 9th – 11th May 2016
- 7) African Handicraft Market and the House of Culture, Ankara-Turkey, 25th May 2016

In line with its Quality Assurance Programme, The Ministry of Tourism Culture and Creative Arts in collaboration with the Ghana Tourism Authority inspected and licensed 7,116 tourism enterprises as follows:

- 1) Formal accommodation units - 2,750 (124 New Establishments)
- 2) Formal Catering units – 483 (460 Restaurants & 23 Night clubs)
- 3) Informal Catering units-1,329 (493 chop bars & 836 Drinking Bars)
- 4) Travel Trade – 397 (317 Travel & Tours & 80 Car Rentals)
- 5) Informal Accommodation – 3,472
- 6) The Hotel Catering Tourism Training Institute (HOTCATT) organized capacity building workshops nationwide which trained 8000 hospitality service providers to improve service delivery in the industry.

1.4.1.5.2 Intensify the Promotion of Domestic Tourism

In pursuance of the above objective in 2016, we organized the celebration of Chocolate Day to boost agro-tourism and appreciation of made -in -Ghana chocolate. Organized Hang Paragliding Festival to boost domestic tourism drive.

The 3rd Ghana Carnival was organized to promote International appreciation of Ghanaian culture and increase tourist's visitations to other attractions.

Organized Emancipation / PANAFEST Day with the diasporas and local communities. Planned and programmed the 3rd Homogeneous Festival (HOMOFEST) in partnership with the Ga Dangbe traditional authorities and the MMDAs in the Greater Accra region.

World Tourism Day Celebration was be organized on the 25th-27th September, in all the regions under the theme "Tourism for All, Promoting \Universal Accessibility

1.4.1.5.3 Promotion Sustainable and Responsible Tourism in such a way to preserve Historical, Culture Natural Heritage

The Ministry through the National Commission on Culture achieved the following;
Institutional Collaboration and synergies fostered for the development of Culture in thirty-five (35) MDAs

Organized Ten (10) SHS Drama Festivals to rejuvenate student's interest and appreciation in drama.

1.4.1.5.4 Promote the Creative Arts Industry for Economic Development

The strategies implemented in 2016 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:

- 1) Size of the Creative Arts Industry; and
- 2) A number of jobs created by the Music and Film Industries.

1.4.1.5.4.1 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 audiovisual works, 29 artistic work and logos and 4 computer software.

1.4.1.5.4.2 Key Policy Measures, Strategies, and Activities

The following specific activities were undertaken in 2016 to promote the creative art industry: The National Commission on Culture is the main Constitutional body under the Ministry of Tourism, Culture and Creative Arts, charged with the responsibility of ensuring the smooth implementation of the Cultural Policy of Ghana. For the year 2015, in line with Government Policy of managing Expenditure by Economic Classification and Projects under the Program Based Budgeting, the National Commission on Culture and the ten (10) Regional Centres for National Culture contributed to the attainment of Ministry of Tourism, Culture and Creative Arts Programme 5: Culture, Heritage and Creative Arts Management specifically under Sub-Programme 5.1: Cultural Development.

The main priority areas of activities undertaken for the Period (Jan. 2016 – Dec. 2016) were:

- 1) Provision of general administrative support services for the NCC and Centres for National Culture
- 2) Collated Annual Performance Reports from the CNCs-Ashanti, Volta, Western, Northern, Upper West and Eastern Regions CYCC, CNCs- Greater Accra, Central, Western, Volta, Eastern, Ashanti, Brong Ahafo, Upper West, Upper East and Northern Regions supplied with training equipment and raw materials
- 3) Monitor, evaluate and strengthen the administrative activities of the National Commission on Culture and the 10 Regional Centres for National Culture
- 4) Construction of Pottery and Ceramic Sheds at CYCC, Duayaw Nkwanta District CNC, Cape Coast CNC and Kpando District CNC completed
- 5) Organize Arts Skuul (School) programme
- 6) Organise Pappoe Thompson Choral Festival for Industrial Choirs
- 7) Organize Eastern Regional Cultural Week to showcase the Region's potential

- 8) Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region
- 9) Organised Concert Party Programmes
- 10) Art and Craft Bazaar organised
- 11) Ghana India Cultural Exchange programme organised
- 12) Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -
- 13) Series of drama workshops related to the mission and vision of the following organizations organised: Lands Commission, Actors, Producers, Directors, Editors, Board Members For Northern Entertainment Awards and JICA
- 14) Organize Joe De Graft Student Drama Festival for 2nd Cycle Schools
- 15) Organise Capacity Building Programme for Officials and Creative Industry Players
- 16) Exhibition organised for Sister City Delegation from Arkansas of USA Delta Region at Yakpo
- 17) Organise Youth Training Programme in Ceramics Production
- 18) Organize Seminar /Workshops on Straw Basket and Leatherware Production Techniques
- 19) Organized Radio Discussion on Cultural Values and Norms for Healthy Leaving
- 20) An organized working visit to Gwollu-Defence Wall and Gbele Game Reserve, Weavers at Nandom and Lawra and Disabled Centre
- 21) The NCC has partnered with Reflects Ghana Limited to solicit funding from corporate Ghana for the National Drama Festival and the search continues
- 22) Organise annual Kpaatashie Programme on Indigenous Ghanaian Cuisines
- 23) An organised Official visit to Craft Centres for mobilization of Handicrafts
- 24) Workshop on Drama and Theatre for Community Development for District Cultural Officers organised
- 25) Workshop on Film Production to sharpen the skills of the directors in the region organised
- 26) Brass Band Musical Festival (Brasbafest) organised for the general public
- 27) Dance lecture/training for a group from Denmark organised
- 28) Workshop on Sanitation during National Sanitation Day Celebration organised
- 29) Collaboration with Africa Heritage Dance Troupe to organize HIV/AIDS Awareness Creation
- 30) Organise Weekly Story-Telling Programmes
- 31) Participated in SADA Trade Fair in Tamale by exhibiting smocks
- 32) Organized Drama Competition among seven (7) selected second cycle schools

- 33) Collate Reports for NAFAC 2014, review and evaluate and develop inputs for NAFAC 2016 in Accra
- 34) Intensify youth participation and interest in cultural programmes and activities at the Community Youth Cultural Centre and the 10 Regional Centres for National Culture
- 35) Organise Visual Arts Exhibition dubbed Welcome Home
- 36) Organised Basic Schools Drama and Poetry Festival
- 37) 4th Senior High Schools Drama and Poetry Festival for Play Writing and Play Direction organised
- 38) Inter-Schools and Colleges choral competition organised at Dwaberem Theatre
- 39) Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -
- 40) Inter-schools Debate Contest organised at Keta SHS
- 41) Organized Workshop on Sexual and Gender-Based Violence
- 42) Collaborated with the Forestry Commission to promote ecotourism
- 43) NCC also monitored and evaluated the regional offices to strengthen the administrative activities of the National Commission on Culture and the 10 Regional Centres for National Culture

1.4.1.6 Performance Review of Policy Objectives for the year 2017

1.4.1.6.1 Diversify and expand the tourism industry for accelerated job creation

In pursuance of the above objective in 2017 the Ministry organised a management retreat programme was held at the Capital View Hotel in Koforidua on 3rd March 2017. The retreat provided an opportunity for the Ministry of Tourism Arts and Culture and its agencies to review performance in 2016 and identify gaps and the way forward for the year under review.

To evaluate the performance of the Ministry of Tourism Arts and Culture and its agencies for the year under review, an annual performance review retreat was also held at Chances Hotel in HO from the 8th -10th December 2017. This provided an opportunity for the Ministry of Tourism Arts and Culture and its agencies to take stock of what has been accomplished for the year under review. Even though a number of activities were undertaken, but for the financial challenges, much could have been achieved. Going forward, a strategic thinking strategy is being adopted with a focus on developing a winnable proposal that would attract funding to support the lean budget for the Ministry to implement planned programmes and activities.

The Tourism, Arts and Culture Sector Medium-Term Development Plan (TACTMDP) (2018-2021) was prepared and extensive consultation with key stakeholders undertaken. The

stakeholders include Ghana Tourism Federation (GHATOF), Cultural Forum and Musician Union of Ghana(MUSIGA).

Statutory Boards were inaugurated on November 21 for three out of five Agencies. The remaining two which could not be constituted due to technical reasons which have now been resolved is set to be inaugurated into office latest by mid-February, 2018. Advisory Boards were also constituted for Six Agencies under the Ministry which hitherto did not have any Governing Boards. We believe that with these Governing Boards in place, we shall see an upsurge in their performances because of the enormous potential they wield. These are:

- 1) Ministerial Advisory Board
- 2) Hospitality, Tourism and Catering Training School Board;
- 3) Ghana Tourism Authority Board;
- 4) Ghana Tourist Development Company Board;
- 5) Marine Drive Advisory Board;
- 6) National Theatre of Ghana Board;

Under the Ghana Tourism, Arts and Culture Sector Improvement Project, the World Bank has approved a US\$50million grant to support the Ministry and its agencies to strengthen its institutions and stakeholders, improve sector productivity for job creation, empowering women and youth across all sectors along the creative arts and culture value chain as well to enhance overall domestic/foreign tourist experience.

It is the first time in the history of Ghana that the industry has been supported by the World Bank after interventions by the Minister of Arts and Culture and the Minister of Finance.

Specifically, the facility will be used to:

- 1) Support reforms in the Ghana Tourism Strategy and Sector Development Implementation Roadmap
- 2) focus on fostering inter-sectoral stakeholder linkages and efforts coordination capacity building to create a skilled workforce in the hospitality, tourism and creative arts sector
- 3) facilitate beach sanitation and commercialization
- 4) support Micro and Small-Scale Enterprises (MSMEs) within the sector for job creation

In August, a Hospitality Excellence Breakfast forum was held with key industry stakeholders at the Movenpick Hotel in Accra. It brought together captains of the industry and at the event;

a Service Charter for excellence was launched by GTA. This meeting kick-started a joint feasibility and stakeholder interaction held with stakeholders in all 10 regions.

The Product Development Programme seeks to facilitate the development of tourist attractions (i.e. Cultural, Historical, Natural and Events) linkages with appropriate infrastructure (transport, accommodation, interpretation) and visitor facilities. The development of tourism attractions to meet international standards 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 first official public function of the Ministry in the year under review was to spearhead the organization of the Chocolate Day on February 14th, 2017 under the theme: **'Love Chocolate Love Adventure'**. For the first time in Chocolate Day celebrations, we decided that everybody entering Ghana for the first time or who have been away for awhile must be welcomed into Ghana with some bars of the world-acclaimed brown chocolates of Ghana. This initiative was massively received and we intend to repeat the same on the 1st February 2018.

The tail end of the year under review saw the take-off of the **MARINE DRIVE TOURISM INVESTMENT PROJECT**. This project intends to develop the entire parcel of land covering an area of 215.7 acres stretching from Osu Klottey lagoon behind the Christiansborg Castle all the way to the Accra Community Centre into a tourism enclave with modern facilities like hotels, malls, an amphitheatre, restaurants, a marina, among others. It has been on the drawing board since the 1960s by the government of the First Republic of Dr Kwame Nkrumah. Finally, in the first year of this government, the sod-cutting for the commencement of work on this investment project was cut by His Excellency the President of the Republic, Nana Addo Danquah Akufo Addo, in December 2017. A special advisory board specifically for the Marine Drive was also inaugurated with all the MPs of the catchment area as members. In addition, the Ministry (MOTAC) signed Memoranda of Understanding (MoU) with the Traditional Authorities of Osu and Gbese to ensure that the local people derive benefits from the project in terms of employment, royalties and corporate social responsibilities.

Ghana is the centre of the world. It is not what we say: it was determined by the authorities and powers of this world, at a meeting which took place almost a century before Ghana became a nation. The Ministry, in collaboration with the Ghana Ports and Harbors Authority, the Tema

Golf Club and the Tema Community One Presbyterian Church intends to market this phenomenon. Already, people are finding their way to the Presbyterian Church at Tema to pray at the centre of the world. Our first President, Dr Kwame Nkrumah, used to embark on pilgrimages to that part of Tema once a year for a spiritual retreat. Adhering to good marketing strategies, would social events such as weddings, businesses and advertise that their goods were manufactured at the centre of the world. The Tema Golf Course would be accredited to host tournaments at the centre of the world, including the likes of PGA tournaments. This would promote sports tourism and generate income

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. A significant part of this drive is being done through a Public-Private Partnership (PPP). Emphasis is also placed on tourism research in view of the fact that tourism development relies heavily upon the availability of relevant and reliable data. This would enable policymakers, planners, potential investors, tour operators, and tourists themselves, to make informed decisions.

The Minister among other African Ministers of Tourism, participate in the World Tourism Forum in Turkey. This led to Ghana gaining the rights, as the first African country south of the Sahara to host the first-ever World Tourism Forum – Africa Summit. Among the high-profile speakers at the Accra forum was Hon. Jack Straw, former UK Foreign Secretary who was hosted to an evening of thrilling Ghanaian performances and typical Ghanaian finger-foods at the National Theatre of Ghana on the eve of the event, which he highly commended. He has since become an advocate and an ambassador for the promotion of Ghana's tourism.

In May, Ghana participated in the United Nations World Tourism Organization (UNWTO) Executive Council meeting. The Ministry successfully negotiated for Ghana to be made the UNWTO Themis Regional Training hub for capacity building in West Africa. It comes with its own benefits, in addition, to advertising Ghana as a Meetings, Incentives Conferences and Exhibitions (MICE) destination of choice. The first training workshop was organized for 70 public and private sector participants from Ghana, the Gambia, Nigeria, Liberia, Togo, Cameroun and Sierra Leone from 12th – 17th October 2017.

In June, the China Outbound Travel and Tourism Market (COTTM), the major travel and tourism fair in China, was held. The Ministry participation bore unintended fruit, besides direct marketing of the country as a destination. Negotiations for Ghana to be featured on the global media market stage begun here with CNN. This was followed up in Addis Ababa, Ethiopia, during the Commission of Africa (CAF) Tourism Ministers meeting where the agreement was inked and sealed. Effective October last year, Ghana is now being featured on CNN, albeit via a teaser campaign, for starters. A crew of fourteen is expected to arrive in Ghana soon to work on the actual documentary.

The Ministry and its stakeholders participated in other top international Fairs & Exhibitions. These are:

- 1) Vakantiebeurs in Holland,
- 2) MATKA in Finland,
- 3) FITUR in Spain,
- 4) ITB in Germany,
- 5) Party in the Park in the UK,
- 6) GHANAFest in the USA and W
- 7) world Travel Market in the UK.

In line with NPP Manifesto for Election 2016 which promised to position Ghana as a Meeting, Incentive, Conference and Exhibition (MICE) destination. The Ministry used the first year under review to lay the foundation for Ghana to host a West Africa Integrated Travel Forum from 17-19th March 2018 which is expected to host Chief Executives of all tourism authorities in West Africa. The forum would provide a platform for tourism administrators to share common experiences in the sub-region, attempt to find a common denominator for confronting these challenges and take advantage of mutual opportunities and come up with proposals on how to ease tourism flow between and among their respective countries. Ultimately, our aim is to replicate the East African example of “multiple destination marketing” whereby in-bound tourists from across the Atlantic would buy “one tour package” that will entitle them to enjoy the pleasures of multiple destinations in West Africa.

In addition, the Accra Tourist Information Center has been renovated and would soon be commissioned as a Convention and Visitor Bureau with the aim of focusing on attracting Major

events into Ghana. In addition, it would house 3 major restaurants to promote eat Ghana and the first-ever industry customer care call centre.

The Ministry has embarked upon an innovative marketing campaign dubbed: ‘See Ghana, Eat Ghana, Wear Ghana and Feel Ghana’. This project emphasises local content and encourages Ghanaians to consume local products, which eventually will help reduce over-reliance on foreign and imported goods. It seeks to accelerate the forward and backward supply and value chain linkages between Tourism, Arts and Culture and other sectors of the economy.

The Ministry and its implementing Agencies have appointed Thirty (30) Ambassadors, out of the expected Fifty (50) to champion the promotion of Ghanaian products on their international and local platforms. The Ambassadors are being encouraged to adopt Tourism, Arts and Culture projects in their communities for implementation to serve as incubators for the youth and the unemployed.

Pursuance of the agenda to promote the consumption of locally produced goods and services by tourism, arts and culture industry, the Ministry has started a wide range of media networks including the Cable News Network (CNN) and the print and electronic media in Ghana. This effort is geared towards advocating a policy directive that will ensure the wearing of Ghanaian clothing daily, consumption of local foods at all State events and in public offices, and visits to tourists’ attraction sites by all public officials and the general public.

The Ghana Tourism Authority is leading a “West Africa Integrated Travel” (WAIT) project and the kick off-forum will be held in Ghana in March 2018.

Priority has been given to research on Tourism, Arts and Culture’s contribution to the local and national economies at the Ministerial and Agency levels. Emphasis is being placed on the implementation of the Tourism Satellite Account by the Ministry and relevant stakeholders.

1.4.1.6.2 Intensify the promotion of domestic tourism

A heavy downpour uprooted three trees at the Kintampo Waterfall resulting in fatalities. The Ministry visited the site with the Vice President, Dr Bawumia and in consultation; the facility was shut down. The Ghana Tourism Authority (GTA) working closely with the Field Engineers Regiment of the Ghana Armed Forces undertook a massive rehabilitation of the attraction, with the appropriate safety measures put in place. GTA did a lot of sensitization in the local community. H.E. the Vice President, Alhaji Dr Mahamudu Bawumia on November 18, 2017, reopened the attraction to the public. Currently, under a joint MOU between the Traditional

Authority, the Municipal Assembly and GTA, the facility is under a joint management structure. Within 5-weeks of re-opening, the facility had almost 3,000 visitors.

In April, the Kwahu Easter Paragliding event was organized by the GTA, recording one of the highest patronages in recent memory. In order that the organization of the event does not take an undue toll on the national budget, the Ministry took the decision to set up a Ghana Paragliding School to train local pilots. I am happy to report that training of Ghanaians – eleven of them so far, who will initially fly as Solo Pilots, has begun. Apart from heightening interest among the local population, the eventual deployment of indigenous Tandem Pilots will reduce expenditure as the major cost in organizing the Paragliding Event had been the engagement of foreign pilots. Preliminary works on the establishment of a paragliding school to train more Ghanaians in the offing and in the coming weeks have begun. The use of local tandem pilots can also increase the frequency of organizing the event. Captains of industry, heads of institutions and the business community, both Ghanaians and non-Ghanaians are being encouraged to adopt this form of adventure and leisure. Currently, the Odweanoma mountain site in Kwahu-Atibie is under construction and will be re-opened to the public in time for this year's paragliding festival.

In July, PANAFEST/Emancipation Day, a major event on our calendar was organized in Accra, Cape Coast and Assin Manso. Activities started with wreath-laying ceremonies at the Du Bois Memorial Centre for Pan-African Culture, George Padmore Library and the Kwame Nkrumah Memorial Park, culminating in the Reverential Night at the Cape Coast Castle. The Ministry took advantage of this celebration to renovate the Assin Manso Slave river site by the Ghana Tourist Development Company (GTDC).

The Ministry undertook a number of tours within Ghana to familiarize herself with tourist attractions as well as cultural and artistic initiatives in the regions in the year under review. In June, the team toured the Western Region, using the opportunity to confer with stakeholders in the region. The tour revealed to the Ministry and the media the state of neglect of the grave of one of the founders of Ghana, GEORGE ALFRED GRANT, popularly known as Paa Grant. The Government was quick to respond, and on 8th August 2017, His Excellency the President performed the ceremony to unveil the rehabilitated grave of this illustrious son of the Gold Coast who passed on to glory just a few months before Ghana gained independence.

The team's tour of the Northern Region which was a domestic tourism initiative went through Eastern, Ashanti and to Brong Ahafo. It provided an opportunity for us to pay courtesy calls

on Okyehene Amoatia Ofori Panin II at Kibi and Otumfuo Osei Tutu II in Kumasi, laid plans before them and sort their advice and support. The climax of the Northern tour was the unveiling of our first set of Tourism Ambassadors at a ceremony at Tamale to climax activities for the National Celebration of World Tourism Day 2017. Permit me, ladies and gentlemen, to pause a little to elaborate briefly on the role of Tourism Ambassadors. The Ambassadors are to champion tourism and culturally-specific area of their interest, and to pursue a project reflecting that interest. So far about ten (10) ambassadors have submitted their project proposals covering tourism, arts and culture in their communities for implementation to serve as incubators for the youth.

On the same tour, the Ministry commissioned the Gushiegu Smock Village, in fulfilment of Nana Addo Dankwa Akufo Addo's One-District-One Factory promise. The ceremony was performed by the Honorable Minister of Tourism Arts and Culture.

In November, the Ministry facilitated a private sector company to secure a TV license to operate a Tourism TV to project our culture and the creative arts. Feasibility studies, to acquire office location and to start work have already commenced.

Preparations to set a world-class Cocoa Museum at Mampong Akwapim in the Eastern Region also began in the year under review. It is to be a public-private sector initiative primarily to encourage local consumption of cocoa. Apart from the Tetteh Quarshie Farm which would reflect a typical Ghanaian cocoa farm, it will also take tourists through the processing of cocoa into a variety of products, including the powders, creams, beverages and wines, an exhibition Centre that showcases the history, tools and background of cocoa farming in Ghana and a Boutique for the retail of made-in-Ghana cocoa-based products and other souvenirs. The drawings and feasibility reports are ready and we are proud to announce that we are in talks with Cocoa-board, CPC and other private partners in the cocoa sector who have all pledged their support. The Ministry has started appealing to the various cocoa-producing, marketing and processing companies in Ghana to come on board with top-up investments. Using the Kintampo MOU as a case study, the Ministry has identified 33 sites across the country for some of the partnership. To do this effectively, a Legislative Instrument on Attractions is in the works. The draft LI has been approved by Cabinet on the 25th of January and has been sent to Parliament.

To provide affordable accommodation to people who patronize the country's tourist attractions, the Ministry is partnering with private investors to put up a chain of hotels dubbed "Akwaaba Hotels" across the country. They would be eco-friendly hotels conceptualized with the low budget tourist in mind, especially Ghanaian domestic tourists.

These too would be funded under a Public-Private Partnership arrangement through which the Government of Ghana, through the Ghana Tourist Development Company Limited, would use the land as equity while the private sector investor provides the funds for the actual construction. The Ministry has done the drawings, completed the feasibility studies and secured investor interest – from Ghanaians and foreigners. Indeed, some of the investors have gone as far as specifying which regions they want their Akwaaba hotels to be sited. They have gone far in terms of inking the terms of land ownership agreement with the allodial (land) owners. The high cost of accommodation has been identified as a major factor inhibiting the successful development and promotion of domestic tourism in Ghana. It is the reason for the low patronage of the tourist attractions.

for the people of Tema and Ghana at large. Therefore, the following would be developed into a world class product for tourism;

- 1) Tema Country Golf Club into a first-class golf resort,
- 2) the Presbyterian Church into a religious tourism site,
- 3) develop a passenger and cruise ship terminal within the port and
- 4) construct an iconic tower representing the centre of the world.

The Ministry through GTA has also secured investor interest in the redevelopment of the Muni Lagoon area in Winneba as an Eco- Tourism enclave. The feasibility studies have been done, stakeholder engagement is ongoing and an MOU would soon be signed with the Wildlife division of Forestry Commission to kick-start construction.

The Ministry is embarking on a highway rest stops the project. The first of such eco-friendly highway stops would commence soon at Gomoa Assin – between Apam Junction and Mankessim. Other areas earmarked are Agona Junction, Assin Manso and between Kintampo and Tamale.

The promotion of events to accelerate both domestic and international tourism was given prominence by the Ministry. The Ministry collaborated with Tourist Clubs and the Tourism

Society of Ghana (TOSOGHA) to encourage students at all levels of the educational ladder to participate in the following events:

- 1) visit attractions across the country;
- 2) participate in the Chocolate Day on 14th February 2017;
- 3) the Paragliding Festival in April;
- 4) Emancipation Day Celebration;
- 5) PANAFEST at Assin Manso;
- 6) World Tourism Day celebration in Tamale on 27th September 2017;

On the eve of its 25th Anniversary, we launched the e-ticketing system to streamline revenue generation in the arts and theatre sector. This will be replicated across all attractions and sites within the ministry where tickets are sold.

Sod-cutting for the construction of the Craft Village at Gushegu was performed to help boost the production and sale of Batakari, create jobs and income opportunities in the local communities.

1.3.1.6.3 Promote sustainable tourism to preserve historical, cultural and natural Heritage

Ghana Museums and Monuments newly inaugurated Board has set in motion an aggressive asset audit in all ten regions beginning with Greater Accra. The OSU Christianborg Castle, which was commissioned by H.E. the President as a Presidential Museum, is getting some support from a Norwegian foundation because of the visit of the Queen of Denmark. The Keta fort has also attracted German development support and discussions are ongoing.

Five (5) Tourism District Offices in Axim, Winneba, Obuasi, Gushegu and Kumasi had been established. This action sort to promote active involvement and participation of the Metropolitan, Municipal and District Assemblies (MMDAs) in the identification and development of Community-based tourism projects, service standards in the tourism industry and increase tourist satisfaction and spending

Within the year, the Ministry provided funding to the Ghana Tourism Federation (GHATOF) to start some industry training. Training of the informal sector was held in Accra and Cape Coast. To build capacity and enhance skills of public and private sector players in the sector, a

number of training programmes were organised. These included the training of 640 private sector personnel in the areas of customer care and sensitisation on the collection of the one per cent Tourism Levy.

In partnership with the United Nations World Tourism Organisation, the Ministry organised a 5-day Capacity Training Workshop for 70 public and private sector personnel, from 12th to 17th October 2017. Participants were drawn from Ghana, the Gambia, Nigeria, Liberia, Togo, Cameroon and Sierra Leone.

In September, the Hospitality, Tourism and Catering School (HOTCAT) begun a joint project to rehabilitate, refurbish and restructure the institute. Work is currently ongoing and by March 2018, in-house training courses would start. HOTCAT would then be commissioned to be the pivotal institute for industry training and capacity building. Under the rejuvenated HOTCAT, ten (10) satellite regional campuses would be established to take training across the Country. The HOTCAT mobile school work is in progress.

To improve quality service delivery, the Ghana Tourism Authority inspected and licensed 5,024 tourism enterprises in 2017. These comprised 2,770 Formal Accommodation Units of which 126 are New Establishments, 190 Informal Accommodation units (14 new establishments), 420 Formal Catering Units (34 new establishments), Informal Catering Units of 1,259 and 385 Travel Trade Operators.

1.3.1.6.4 Promote the creative arts industry for Economic Development

The Programme sort 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. The Ministry believes that in promoting Tourism, it is promoting the nation's arts and culture. The corollary is also true: the ministry promotes arts and culture to feed tourism. In the scheme of things, therefore, each of the three sub-sectors carries equal weight in policies, our planning and our activities. For example, while many consider the 'See Ghana, Wear Ghana, Eat Ghana and Feel Ghana' initiative as a tourism programme, even a cursory observation would show that the activities that are held to promote the concept are creative arts and culture-based. In 'Wear Ghana', the Ministry invites Ghanaians to patronize local fabrics and fashion, whose practitioners are listed as domains in creative arts and culture.

In ‘Eat Ghana’, The Ministry in the year under review started the promotion of local cuisine, an area that lies in the domain of culture. When this campaign sinks into the national psyche, the end result would sustain the tourism, arts and culture industry.

Be that as it may, the Ministry made it a conscious policy to give arts and culture, specifically, their pride of place. Though the Creative Industry Bill is yet to be passed into Law as an Act, the Creative Arts Council Secretariat have been established and are fully functional. An interim executive has been put in place to oversee the affairs of the creative arts sector until elections are conducted. The Creative Arts sub-sector is a broad one, with a multiplicity of domains, including beauticians and hairdressers. The Ministry continues to encourage the holding of broad consultation to bring everybody on board in the formulation of policies and programmes. Research is being conducted by sections of creative arts practitioners to gather and analyze data to form the basis for policies and programmes. Such data would enable the disbursement of budgetary support by the Ministry to identifiable groups and domains.

The Ministry also realized in the year under review the perennial issue of creative artists living in penury while their intellectual property enriches others. In consultation with some stakeholders, the Ministry identified one of the causes as the challenge of monetizing creativity. Artistes, be they film or music stars, producers or creative directors, who feel their toils are not being properly compensated financially, will always be reluctant to invest their talent any further.

This is what partly accounts for the absence of quality material locally to compete with the ‘Khukum Badjahs’, the ‘Mary Kruz’, ‘Bold and Beautiful’, ‘Veera and Doli Armaano Ki’ which have captured the hearts of TV viewers in Ghana. As a Ministry that believes in private sector initiatives, the answer lies in legislating content. The Ministry has stated encouraging her own artists and production houses to create Ghanaian content: must-view soaps, video features and dramas. Media General’s effort in this direction is laudable. Their series SADIA, which started airing on TV3 a few weeks ago, is an answer.

The Ministry also recognized the efforts of ZYLOFON TV who are into the business of putting money into the pockets of Ghanaian artists. Their latest creation, “Xylophone Cash”, is also an attempt to monetize creativity through a system of uploading Ghanaian movies to run via social

media and paying the creative people by the number of hits their works attract. Artists would be signed on to produce popular content – including already existing content – that would run as a series in the name of the artist.

Though the Creative Industry Bill is yet to be passed into Law as an Act, the Ministry has established a fully functional Creative Arts Council Secretariat. A 3-member interim executive has been put in place to oversee the affairs of the creative arts sector until elections are conducted. The Creative Arts sub-sector is a broad one, with a multiplicity of domains, including beauticians and hairdressers. Research is being conducted by sections of creative arts practitioners to gather and analyze data to form the basis for policies and programmes. Such data would enable the disbursement of budgetary support by the Ministry to identifiable groups and domains.

Still, on the Creative Arts, the Ministry recognized very early in the year under review the perennial issue of creative artists living in penury while their intellectual property enriches others. In consultation with some stakeholders. The Ministry identified one of the causes as the challenge of monetizing creativity. Artistes, be they film or music stars, producers or creative directors, who feel their toils are not being properly compensated financially, will always be reluctant to invest their talent any further.

In view of this, the National Commission on Culture has deepened collaboration with all the stakeholders in the culture and creative arts industry. Sixteen (16) engagements with stakeholders including Musicians, Artists, Film Directors and Producers, Crafts Producers among others took place.

The Creative Arts Council has been formed with a Secretariat established at the Accra Tourists Information Centre (opposite the Afrikiko Restaurant).

Traditional Authorities and Local Communities were supported technically by the National Commission on Culture to organise festivals and cultural events such as SALAFest and ZONGOfest (Accra), Kundum (Axim), Kente (Kpetoe), Akwantukesie (New Juaben) and Akwantutenten (Worawora).

The Ministry is partnering the Gushegu Assembly and Traditional Authorities to construct a craft village in Gushegu in the Northern Region. The land has been secured and sod-cutting ceremony took place on 28th September 2017.

Paa Grant's Grave at Axim has been rehabilitated and commissioned by the President on 8th August 2017 as part of our efforts to conserve our historical heritage.

In order to sustain the interest of students in drama and the theatre arts, the National Commission on Culture organised Ten (10) SHS Drama Festivals and cultural exchange programmes amongst selected schools: Pappoe Thompson Choral festival in the Greater Accra; Cloth Weaving and Traditional Dance in Ashanti Region; and Workshops on Traditional Textiles production techniques for industry Players in the Western Region.

The Ministry and Agencies hosted the Queen of Denmark, Margareth II at the Christianborg Castle from 23rd November to 25th November 2017 to promote Ghana's historical and cultural heritage.

1.3.1.6 PLANNED PROGRAMMES AND DELIVERY YEAR 2017

1.3.1.6.1 General Overview of Programme Performance

The Ministry and its Agencies during the year under review implemented five (5) core programs. These are:

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

The above programmes are in line with attaining the broad policy objectives of developing the tourism industry for jobs revenue generation, promoting national culture and the creative arts sector for economic development as enshrined in the in the National Tourism Development Plan (2013-2027) and the Medium Term National Development Policy Framework (2014-2017).

The cumulative effect of the tourism sector contribution to economic growth has continued to be phenomenal. In 2017 (period under review) the sector maintained its position as the fourth (4th) highest foreign exchange earner after Crude Oil, Gold and Cocoa.

International arrivals and receipts rose from One Million, three Hundred and Twenty-Two Thousand Five Hundred (1,322,500) in 2016 to One Million, four Hundred and fifty-four Thousand Seven Hundred (1,454,700) in 2017 with corresponding receipts from Two Billion, Five Hundred and five Thousand (US\$ 2,505,000.00) in 2016 to Two Billion Seven Hundred and fifty-eight thousand (US\$ 2,758,000.00) in 2017 (Source: GTA).

In terms of employment, total jobs created in both formal and informal tourism enterprises were increased from 438,000 in 2016 to 487,000 in 2017.

Domestic Tourism increased from One Million three hundred and fifty-three thousand two hundred and fifty-three (1,353,253) in 2016 to One million four hundred and twenty thousand nine hundred and fifteen (1,420,915) in 2017 with corresponding receipts from three million two hundred and ten thousand five hundred and sixty-five Ghana cedis (GH 3,210,565) in 2016 to three million, five hundred and thirty-one thousand, six hundred and twenty-two Ghana cedis (GH3, 531,622) 2017.

1. Management & Administration Programme

A management retreat programme was held at the Capital View Hotel in Koforidua on 3rd March 2017. The retreat provided an opportunity for the Ministry of Tourism Arts and Culture and its agencies to review performance in 2016 and identify gaps and the way forward for the year under review.

To evaluate the performance of the Ministry of Tourism Arts and Culture and its agencies for the year under review, an annual performance review retreat was also held at Chances Hotel in HO from the 8th -10th December 2017. This provided an opportunity for the Ministry of Tourism Arts and Culture and its agencies to take stock of what has been accomplished for the year under review. Even though a number of activities were undertaken, but for the financial challenges, much could have been achieved. Going forward, a strategic thinking strategy is being adopted with a focus on developing a winnable proposal that would attract funding to support the lean budget for the Ministry to implement planned programmes and activities.

The Tourism, Arts and Culture Sector Medium-Term Development Plan (TACTMDP) (2018-2021) was prepared and extensive consultation with key stakeholders undertaken. The

stakeholders include Ghana Tourism Federation (GHATOF), Cultural Forum and Musician Union of Ghana(MUSIGA).

Statutory Boards were inaugurated on November 21 for three out of five Agencies. The remaining two which could not be constituted due to technical reasons which have now been resolved, are set to be inaugurated into office latest by mid-February, 2018. Advisory Boards were also constituted for Six Agencies under the Ministry which hitherto did not have any Governing Boards. We believe that with these Governing Boards in place, we shall see an upsurge in their performances because of the enormous potential they wield. These are:

- 1) Ministerial Advisory Board
- 2) Hospitality, Tourism and Catering Training School Board;
- 3) Ghana Tourism Authority Board;
- 4) Ghana Tourist Development Company Board;
- 5) Marine Drive Advisory Board;
- 6) National Theatre of Ghana Board;

Under the Ghana Tourism, Arts and Culture Sector Improvement Project, the World Bank has approved a US\$50million grant to support the Ministry and its agencies to strengthen its institutions and stakeholders, improve sector productivity for job creation, empowering women and youth across all sectors along the creative arts and culture value chain as well to enhance overall domestic/foreign tourist experience.

It is the first time in the history of Ghana that the industry has been supported by the World Bank after interventions by the Minister of Arts and Culture and the Minister of Finance.

Specifically, the facility will be used to:

- 1) Support reforms in the Ghana Tourism Strategy and Sector Development Implementation Roadmap
- 2) focus on fostering inter-sectorial stakeholder linkages and efforts coordination capacity building to create skilled workforce in the hospitality, tourism and creative arts sector
- 3) facilitate beach sanitation and commercialization
- 4) support Micro and Small-Scale Enterprises (MSMEs) within the sector for job creation

In August, a Hospitality Excellence Breakfast forum was held with key industry stakeholders at the Movenpic Hotel in Accra. It brought together captains of the industry and at the event; a

Service Charter for excellence was launched by GTA. This meeting kick-started a joint feasibility and stakeholder interaction held with stakeholders in all 10 regions.

2. Tourism Product Development Programme

The Product Development Programme seeks to facilitate the development of tourist attractions (i.e. Cultural, Historical, Natural and Events) linkages with appropriate infrastructure (transport, accommodation, interpretation) and visitor facilities. The development of tourism attractions to meet international standards 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 first official public function of the Ministry in the year under review, was to spearhead the organization of the Chocolate Day on February 14th, 2017 under the theme: 'Love Chocolate Love Adventure'. For the first time in Chocolate Day celebrations, we decided that everybody entering Ghana for the first time or who has been away for a while, must be welcomed into Ghana with some bars of the world-acclaimed brown chocolates of Ghana. This initiative was massively received and we intend to repeat same on the 1st February 2018.

The tail end of the year under review saw the take-off of the MARINE DRIVE TOURISM INVESTMENT PROJECT. This project intends to develop the entire parcel of land covering an area of 215.7 acres stretching from Osu Klottey lagoon behind the Christiansborg Castle all the way to the Accra Community Centre into a tourism enclave with modern facilities like hotels, malls, an amphitheater, restaurants, a marina, among others. It has been on the drawing board since the 1960s by the government of the First Republic of Dr Kwame Nkrumah. Finally, in the first year of this government, the sod for commencement of work on this investment project, was cut by His Excellency the President of the Republic, Nana Addo Danquah Akufo Addo, in December 2017. A special advisory board specifically for the Marine Drive was also inaugurated with all the MPs of the catchment area as members. In addition, the Ministry (MOTAC) signed Memoranda of Understanding (MoUs) with the Traditional Authorities of Osu and Gbese to ensure that the local people derive benefits from the project in terms of employment, royalties and corporate social responsibilities.

A heavy downpour uprooted three trees at the Kintampo Waterfall resulting in fatalities. The Ministry visited the site with the Vice President, Dr Bawumia and in consultation; the facility was shut down. The Ghana Tourism Authority (GTA) working closely with the Field Engineers Regiment of the Ghana Armed Forces undertook a massive rehabilitation of the attraction, with the appropriate safety measures put in place. GTA did a lot of sensitization in the local community. H.E. the Vice President, Alhaji Dr Mahamudu Bawumia on November 18, 2017, reopened the attraction to the public. Currently under a joint MOU between the Traditional Authority, the Municipal Assembly and GTA, the facility is under a joint management structure. Within 5-weeks of re-opening, the facility had almost 3,000 visitors.

In April, the Kwahu Easter Paragliding event was organized by the GTA, recording one of the highest patronages in recent memory. In order that the organization of the event does not take an undue toll on the national budget, the Ministry took the decision to set up a Ghana Paragliding School to train local pilots. I am happy to report that training of Ghanaians – eleven of them so far, who will initially fly as Solo Pilots, has begun. Apart from heightening interest among the local population, the eventual deployment of indigenous Tandem Pilots will reduce expenditure as the major cost in organizing the Paragliding Event had been the engagement of foreign pilots. Preliminary works on the establishment of a paragliding school to train more Ghanaians in the offing and in the coming weeks have begun. The use of local tandem pilots can also increase the frequency of organizing the event. Captains of industry, heads of institutions and the business community, both Ghanaians and non-Ghanaians are being encouraged to adopt this form of adventure and leisure. Currently the Odweanoma mountain site in Kwahu-Atibie is under construction and will be re-opened to the Public in time for this year's paragliding festival.

In July, PANAFEST/Emancipation Day, a major event on our calendar was organized in Accra, Cape Coast and Assin Manso. Activities started with wreath-laying ceremonies at the Du Bois Memorial Centre for Pan-African Culture, George Padmore Library and the Kwame Nkrumah Memorial Park, culminating in the Reverential Night at the Cape Coast Castle. The Ministry took advantage of this celebration to renovate the Assin Manso Slave river site by the Ghana Tourist Development Company (GTDC).

The Ministry undertook a number of tours within Ghana to familiarize herself with tourist attractions as well as cultural and artistic initiatives in the regions in the year under review. In

June, the team toured the Western Region, using the opportunity to confer with stakeholders in the region. The tour revealed to the Ministry and the media the state of neglect of the grave of one of the founders of Ghana, GEORGE ALFRED GRANT, popularly known as Paa Grant. The Government was quick to respond, and on 8th August 2017, His Excellency the President performed the ceremony to unveil the rehabilitated grave of this illustrious son of the Gold Coast who passed on to glory just a few months before Ghana gained independence.

The team's tour of the Northern Region which was a domestic tourism initiative went through Eastern, Ashanti and to Brong Ahafo. It provided an opportunity for us to pay courtesy calls on Okyehene Amoatia Ofori Panin II at Kibi and Otumfuo Osei Tutu II in Kumasi, laid plans before them and sort their advice and support. The climax of the Northern tour was the unveiling of our first set of Tourism Ambassadors at a ceremony at Tamale to climax activities for the National Celebration of World Tourism Day 2017. Permit me, ladies and gentlemen, to pause a little to elaborate briefly on the role of Tourism Ambassadors. The Ambassadors are to champion a tourism and culturally-specific area of their interest, and to pursue a project reflecting that interest. So far about ten (10) ambassadors have submitted their project proposals covering tourism, arts and culture in their communities for implementation to serve as incubators for the youth.

On the same tour, the Ministry commissioned the Gushiegu Smock Village, in fulfilment of Nana Addo Dankwa Akufo Addo's One-District-One Factory promise. The ceremony was performed by the Honorable Minister of Tourism Arts and Culture.

In November, the Ministry facilitated a private sector company to secure a TV license to operate a Tourism TV to project our culture and the creative arts. Feasibility studies, to acquire office location and to start work have already commenced.

Preparations to set a world-class Cocoa Museum at Mampong Akwapim in the Eastern Region also began in the year under review. It is to be a public-private sector initiative primarily to encourage local consumption of cocoa. Apart from the Tetteh Quarshie Farm which would reflect a typical Ghanaian cocoa farm, it will also take tourists through the processing of cocoa into a variety of products, including the powders, creams, beverages and wines, an exhibition Centre that showcases the history, tools and background of cocoa farming in Ghana and a

Boutique for the retail of made-in-Ghana cocoa-based products and other souvenirs. The drawings and feasibility reports are ready and we are proud to announce that we are in talks with Cocoa-board, CPC and other private partners in the cocoa sector who have all pledged their support. The Ministry has started appealing to the various cocoa producing, marketing and processing companies in Ghana to come on board with top-up investments. Using the Kintampo MOU as a case study, the Ministry has identified 33 sites across the Country for some of partnership. To do this effectively, a Legislative Instrument on Attractions is in the works. The draft LI has been approved by Cabinet on the 25th of January and has been sent to Parliament.

To provide affordable accommodation to people who patronize the country's tourist attractions, the Ministry is partnering with private investors to put up a chain of hotels dubbed "Akwaaba Hotels" across the country. They would be eco-friendly hotels conceptualized with the low budget tourist in mind, especially Ghanaian domestic tourists.

These too, would be funded under a Public-Private Partnership arrangement through which the Government of Ghana, through the Ghana Tourist Development Company Limited, would use the land as equity while the private sector investor provides the funds for the actual construction. The Ministry has done the drawings, completed the feasibility studies and secured investor interest – from Ghanaians and foreigners. Indeed, some of the investors have gone as far as specifying which regions they want their Akwaaba hotels to be sited. They have gone far in terms of inking the terms of land ownership agreement with the allodial (land) owners. High cost of accommodation has been identified as a major factor inhibiting the successful development and promotion of domestic tourism in Ghana. It is the reason for low patronage of the tourist attractions.

Ghana is the center of the world. It is not what we say: it was determined by the authorities and powers of this world, at a meeting which took place almost a century before Ghana became a nation. The Ministry, in collaboration with the Ghana Ports and Harbors Authority, the Tema Golf Club and the Tema Community One Presbyterian Church intends to market this phenomenon. Already, people are finding their way to the Presbyterian Church at Tema to pray at the center of the world. Our first President, Dr Kwame Nkrumah, used to embark on pilgrimages to that part of Tema once a year for a spiritual retreat. Adhering to good marketing strategies, would social events such as weddings, businesses and advertise that their goods were

manufactured at the center of the world. The Tema Golf Course would be accredited to host tournaments at the center of the world, including the likes of PGA tournaments. This would promote sports tourism and generate income for the people of Tema and Ghana at large. Therefore, the following would be developed into a world class product for tourism;

- 1) Tema Country Golf Club into a first class golf resort,
- 2) the Presbyterian Church into a religious tourism site,
- 3) develop a passenger and cruise ship terminal within the port and
- 4) construct an iconic tower representing the center of the world.

The Ministry through GTA has also secured investor interest in the redevelopment of the Muni Lagoon area in Winneba as an Eco- Tourism enclave. The feasibility studies have been done, stakeholder engagement is ongoing and an MOU would soon be signed with the Wildlife Division of Forestry Commission to kick-start construction.

The Ministry is embarking on highway rest stops the project. The first of such eco-friendly highway stops would commence soon at Gomoa Assin – between Apam Junction and Mankessim. Other areas earmarked are Agona Junction, Assin Manso and between Kintampo and Tamale.

The promotion of events to accelerate both domestic and international tourism was given prominence by the Ministry. The Ministry collaborated with Tourist Clubs and the Tourism Society of Ghana (TOSOGHA) to encourage students at all levels of the educational ladder to participate in the following events:

- 1) visit attractions across the country;
- 2) participate in the Chocolate Day on 14th February 2017;
- 3) the Paragliding Festival in April;
- 4) Emancipation Day Celebration;
- 5) PANAFEST at Assin Manso;
- 6) World Tourism Day celebration in Tamale on 27th September 2017;

Ghana Museums and Monuments newly inaugurated Board has set in motion an aggressive asset audit in all ten regions beginning with Greater Accra. The OSU Christianborg Castle, which was commissioned by H.E. the President as a Presidential Museum, is getting some support from a Norwegian foundation because of the visit of the Queen of Denmark. The Keta fort has also attracted German development support and discussions are ongoing.

On the eve of its 25th Anniversary, we launched the e-ticketing system to streamline revenue generation in the arts and theater sector. This will be replicated across all attractions and sites within the ministry where tickets are sold.

Sod-cutting for the construction of the Craft Village at Gushegu was performed to help boost the production and sale of Batakari, create jobs and income opportunities in the local communities.

Five (5) Tourism District Offices in Axim, Winneba, Obuasi, Gushegu and Kumasi had been established. This action sort to promote active involvement and participation of the Metropolitan, Municipal and District Assemblies (MMDAs) in the identification and development of Community-based tourism projects.

3. Tourism Research and Marketing Programme

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. A significant part of this drive is being done through a Public Private Partnership (PPP). Emphasis is also placed 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 Minister among other African Ministers of Tourism, participate in the World Tourism Forum in Turkey. This led to Ghana gaining the rights, as the first African country south of the Sahara to host the first ever World Tourism Forum – Africa Summit. Among the high-profile speakers at the Accra forum was Hon. Jack Straw, former UK Foreign Secretary who was hosted to an evening of thrilling Ghanaian performances and typical Ghanaian finger-foods at the National Theatre of Ghana on the eve of the event, which he highly commended. He has since become an advocate and an ambassador for the promotion of Ghana's tourism.

In May, Ghana participated in the United Nations World Tourism Organization (UNWTO) Executive Council meeting. The Ministry successful negotiated for Ghana to be made the

UNWTO Themis Regional Training hub for capacity building in West Africa. It comes with its own benefits, in addition to advertising Ghana as a Meetings, Incentives Conferences and Exhibitions (MICE) destination of choice. The first training workshop was organized for 70 public and private sector participants from Ghana, the Gambia, Nigeria, Liberia, Togo, Cameroun and Sierra Leone from 12th – 17th October, 2017.

In June, the China Outbound Travel and Tourism Market (COTTM), the major travel and tourism fair in China, was held. The Ministry participation bore unintended fruit, besides direct marketing of the country as a destination. Negotiations for Ghana to be featured on the global media market stage begun here with CNN. This was followed up in Addis Ababa, Ethiopia, during the Commission of Africa (CAF) Tourism Ministers meeting where the agreement was inked and sealed. Effective October last year, Ghana is now being featured on CNN, albeit via a teaser campaign, for starters. A crew of fourteen is expected to arrive in Ghana soon to work on the actual documentary.

The Ministry and its stakeholders participated in other top international Fairs & Exhibitions. These are:

- 1) Vakantiebeurs in Holland,
- 2) MATKA in Finland,
- 3) FITUR in Spain,
- 4) ITB in Germany,
- 5) Party in the Park in the UK,
- 6) GHANAFest in the USA and W
- 7) orld Travel Market in the UK.

In line NPP Manifesto for Election 2016 which promised to position Ghana as a Meeting, Incentive, Conference and Exhibition (MICE) destination. The Ministry used the first year under review to lay the foundation for Ghana to host a West Africa Integrated Travel Forum from 17-19th March, 2018 which is expected to host Chief Executives of all tourism authorities in West Africa. The forum would provide a platform for tourism administrators to share common experiences in the sub-region, attempt to find a common denominator for confronting these challenges and take advantage of mutual opportunities and come up with proposals on how to ease tourism flow between and among their respective countries. Ultimately, our aim is to replicate the East African example of “multiple destination marketing”

whereby in-bound tourists from across the Atlantic would buy “one tour package” that will entitle them to enjoy the pleasures of multiple destinations in West Africa.

In addition, the Accra Tourist Information Center has been renovated and would soon be commissioned as a Convention and visitor Bureau with the aim of focusing on attracting Major events into Ghana. In addition, it would house 3 major restaurants to promote eat Ghana and the first ever industry customer care call center.

The Ministry has embarked upon an innovative marketing campaign dubbed: ‘See Ghana, Eat Ghana, Wear Ghana and Feel Ghana’. This project emphasises local content and encourages Ghanaians to consume local products, which eventually will help reduce over-reliance on foreign and imported goods. It seeks to accelerate the forward and backward supply and value chain linkages between Tourism, Arts and Culture and other sectors of the economy.

The Ministry and its implementing Agencies have appointed Thirty (30) Ambassadors, out of the expected Fifty (50) to champion the promotion of Ghanaian products on their international and local platforms. The Ambassadors are being encouraged to adopt Tourism, Arts and Culture projects in their communities for implementation to serve as incubators for the youth and the unemployed.

Pursuance of the agenda to promote the consumption of locally produced goods and services by tourism, arts and culture industry, the Ministry has started a wide range of media networks including the Cable News Network (CNN) and the print and electronic media in Ghana. This effort is geared towards advocating a policy directive that will ensure the wearing of Ghanaian clothing daily, consumption of local foods at all State events and in public offices, and visits to tourists’ attraction sites by all public officials and the general public.

The Ghana Tourism Authority is leading a “West Africa Integrated Travel” (WAIT) project and the kick off forum will be held in Ghana in March 2018.

Priority has been given to research on Tourism, Arts and Culture’s contribution to the local and national economies at the Ministerial and Agency levels. Emphasis is being placed on the implementation of the Tourism Satellite Account by the Ministry and relevant stakeholders.

4. Tourism Quality Assurance Programme

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

Within the year, the Ministry provided funding to the Ghana Tourism Federation (GHATOF) to start some industry training. Training of the informal sector was held in Accra and Cape Coast. To build capacity and enhance skills of public and private sector players in the sector, a number of training programmes were organised. These included the training of 640 private sector personnel in the areas of customer care and sensitisation on the collection of the one per cent Tourism Levy.

In partnership with the United Nations World Tourism Organisation, the Ministry organised a 5-day Capacity Training Workshop for 70 public and private sector personnel, from 12th to 17th October 2017. Participants were drawn from Ghana, the Gambia, Nigeria, Liberia, Togo, Cameroon and Sierra Leone.

In September, the Hospitality, Tourism and Catering School (HOTCAT) begun a joint project to rehabilitate, refurbish and restructure the institute. Work is currently ongoing and by March 2018, in-house training courses would start. HOTCAT would then be commissioned to be the pivotal institute for industry training and capacity building. Under the rejuvenated HOTCAT, ten (10) satellite regional campuses would be established to take training across the Country. The HOTCAT mobile school work is in progress.

To improve quality service delivery, the Ghana Tourism Authority inspected and licensed 5,024 tourism enterprises in 2017. These comprised 2,770 Formal Accommodation Units of which 126 are New Establishments, 190 Informal Accommodation units (14 new establishments), 420 Formal Catering Units (34 new establishments), Informal Catering Units of 1,259 and 385 Travel Trade Operators.

5. Culture, Creative Arts and Heritage Management Programme

The Programme sort 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. The Ministry believes that in promoting Tourism, it is promoting the nation's arts and culture. The corollary is also true: the ministry promotes arts and culture to feed tourism. In the scheme of things, therefore, each of the three sub-sectors carries equal weight in policies, our planning and our activities. For example, while many consider the 'See Ghana, Wear Ghana, Eat Ghana and Feel Ghana' initiative as a tourism programme, even a

cursory observation would show that the activities that are held to promote the concept are creative arts and culture-based. In ‘Wear Ghana’, the Ministry invites Ghanaians to patronize local fabrics and fashion, whose practitioners are listed as domains in creative arts and culture. In ‘Eat Ghana’, The Ministry in the year under review started the promotion of local cuisine, an area that lies in the domain of culture. When this campaign sinks into the national psyche, the end result would sustain the tourism, arts and culture industry.

Be that as it may, the Ministry made it a conscious policy to give arts and culture, specifically, their pride of place. Though the Creative Industry Bill is yet to be passed into Law as an Act, the Creative Arts Council Secretariat has been established and is fully functional. An interim executive has been put in place to oversee the affairs of the creative arts sector until elections are conducted. The Creative Arts sub-sector is a broad one, with multiplicity of domains, including beauticians and hairdressers. The Ministry continues to encourage the holding of broad consultation to bring everybody on board in the formulation of policies and programmes. Research is being conducted by sections of creative arts practitioners to gather and analyze data to form the basis for policies and programmes. Such data would enable the disbursement of budgetary support by the Ministry to identifiable groups and domains.

The Ministry also realized in the year under review the perennial issue of creative artists living in penury while their intellectual property enriches others. In consultation with some stakeholders, the Ministry identified one of the causes as the challenge of monetizing creativity. Artistes, be they film or music stars, producers or creative directors, who feel their toils are not being properly compensated financially, will always be reluctant to invest their talent any further.

This is what partly accounts for the absence of quality material locally to compete with the ‘Khukum Badjahs’, the ‘Mary Kruz’, ‘Bold and Beautiful’, ‘Veera and Doli Armaano Ki’ which have captured the hearts of TV viewers in Ghana. As a Ministry that believes in private sector initiatives, the answer lies in legislating content. The Ministry has stated encouraging her own artists and production houses to create Ghanaian content: must-view soaps, video features and dramas. Media General’s effort in this direction is laudable. Their series SADIA, which started airing on TV3 a few weeks ago, is an answer.

The Ministry also recognized the efforts of ZYLOFON TV who are into the business of putting money into the pockets of Ghanaian artists. Their latest creation, “Xylophone Cash”, is also an attempt to monetize creativity through a system of uploading Ghanaian movies to run via social media and paying the creative people by the number of hits their works attract. Artists would be signed on to produce popular content – including already existing content – that would run as a series in the name of the artist.

Though the Creative Industry Bill is yet to be passed into Law as an Act, the Ministry has established fully functional Creative Arts Council Secretariat. A 3-member interim executive has been put in place to oversee the affairs of the creative arts sector until elections are conducted. The Creative Arts sub-sector is a broad one, with multiplicity of domains, including beauticians and hairdressers. Research is being conducted by sections of creative arts practitioners to gather and analyze data to form the basis for policies and programmes. Such data would enable the disbursement of budgetary support by the Ministry to identifiable groups and domains.

Still on the Creative Arts, the Ministry recognized very early in year under review the perennial issue of creative artists living in penury while their intellectual property enriches others. In consultation with some stakeholders. The Ministry identified one of the causes as the challenge of monetizing creativity. Artistes, be they film or music stars, producers or creative directors, who feel their toils are not being properly compensated financially, will always be reluctant to invest their talent any further.

In view of this, the National Commission on Culture has deepened collaboration with all the stakeholders in the culture and creative arts industry. Sixteen (16) engagements with stakeholders including Musicians, Artists, Film Directors and Producers, Crafts Producers among others took place.

The Creative Arts Council has been formed with a Secretariat established at the Accra Tourists Information Centre (opposite the Afrikiko Restaurant).

Traditional Authorities and Local Communities were supported technically by the National Commission on Culture to organise festivals and cultural events such as SALAFest and

ZONGOfest (Accra), Kundum (Axim), Kente (Kpetoe), Akwantukesie (New Juaben) and Akwantutenten (Worawora).

The Ministry is partnering the Gushegu Assembly and Traditional Authorities to construct a craft village in Gushegu in the Northern Region. The land has been secured and sod-cutting ceremony took place on 28th September 2017.

Paa Grant's Grave at Axim has been rehabilitated and commissioned by the President on 8th August 2017 as part of our efforts to conserve our historical heritage.

In order to sustain the interest of students in drama and the theatre arts, the National Commission on Culture organised Ten (10) SHS Drama Festivals and cultural exchange programmes amongst selected schools: Pappoe Thompson Choral festival in the Greater Accra; Cloth Weaving and Traditional Dance in Ashanti Region; and Workshops on Traditional Textiles production techniques for industry Players in the Western Region.

The Ministry and Agencies hosted the Queen of Denmark, Margareth II at the Christianborg Castle from 23rd November to 25th November 2017 to promote Ghana's historical and cultural heritage.

1.3.1.6.2 SPECIFIC PLANNED PROGRAMMES AND DELIVERABLES OF THE AGENCIES WERE AS FOLLOWS:

1. The Ghana Tourism Authority (GTA)

The Ghana Tourism Authority during the year under review under took a number activity to increase both domestic and foreign visitors, tourism facilities and services to make them internationally competitive. The activities under taken were also aimed at marketing Ghana as a destination of choice globally, thereby increasing the number of visitors to Ghana

In the area of human resource development, the GTA organized ecological tourism development and management workshops for 78 inspectorate staff in the northern and southern sector of Ghana. A number staff of the Authority completed their degrees in various fields of study.

The Ghana Tourism Authority (GTA) organized the National Chocolate Day celebrations in all the ten (10) regions on 14th February 2017 under the theme “Love Chocolate, Love Adventure”. At the national level, GTA collaborated with the Cocoa Processing Company and presented cocoa-based products to the Christ Faith Foster Home at Frafraha. The Regional Offices celebrated the Chocolate Day with different activities ranging from hiking, tours to attractions with Students and Tourist Clubs to donations to Orphanages and awareness creation in the media. Attached are the detailed regional activities.

The Authority also organized Emancipation Day celebration and participated in PANAFEST 2017. Some of the activities included a wreath laying, reverential night and bon-fire rites in Accra, Assin Manso and Cape Coast.

The United Nations World Tourism Organization Day Celebration was successfully marked in Tamale under the theme ‘Sustainable Tourism- a tool for development’. Also, thirty (30) Tourism Ambassadors were out doored to help drive both domestic and international tourism. All GTA Regional Offices also observed the day by organizing quiz competitions for second cycle institutions and facilitating Tourist Clubs to visit various attractions

The Authority spearheaded the successful launch of the ‘See Ghana, Eat Ghana, Wear Ghana, Feel Ghana’ campaign which runs for the past months with several activities including West Africa Jollof festival and Wear Ghana Fair. The countries that competed for the Jollof cooking contest included Nigeria, Gambia, Senegal and Ghana. In an effort to produce local paragliding pilots, the Authority organized a three-day training session for eleven Ghanaian participants to build their skills in piloting.

GTA coordinated and played host to FAM trips from Tour Operators and Investors from Italy, Nigeria, Mauritius and Dubai. Facilitated and organized the first-ever World Travel Forum – African Summit in Ghana.

On tourism development projects, the Authority rehabilitated the Kintampo Waterfall tourist site after the tragic incident which occurred on March 19, 2017. To cater for the increasing number of tourist to the paragliding event, expansion works are being carried out at the take-off point of the Kwahu Atibie Paragliding site. Landscaping is currently on-going . A 100-seater conference hall has been furnished to cater for the activities of the Authority.

A five acre parcel of land has been acquired at Gomoa Assin for the construction of Eco-friendly highway rest stop. The Authority has also secured interest from investors on an Eco-Tourism Project in Winneba (Muni Lagoon). Discussions are ongoing with the Forestry

Commission. In a related development, the Authority is in talks with an investor seeking to partner to redevelop GTA's parcel of land at Borteyman into a Recreational and Leisure Park.

Thirty three (33) iconic Projects to be constructed in 2018 were identified by the Authority. Three of the iconic Projects would be constructed in each region.

The Authority launched a new service charter in August 2017 and set up a National Call Centre. Two Legislative Instruments (L.Is) were passed by Parliament as follows: (1) Registration and licensing regulations, Accommodation Enterprises 2016; (2) Registration and licensing regulations, Food, Beverage and Entertainment, 2016. Cabinet has also approved the Registration and licensing regulations, Tourist sites 2017. To provide opportunities for staff to familiarize themselves with key tourist sites, interact with tourism stakeholders and Regional staff of GTA, 7 regional tours were conducted for Regional staff of GTA.

To promote Domestic Tourism and foster national cohesion and redistribute income, GTA participated in some major local festivals, namely;

- 1) Ohum,
- 2) Kundum,
- 3) Aboakyir,
- 4) Swedru, and
- 5) Aday

Regarding the promotion of Domestic Tourism, international tourism as well as foster national cohesion and redistribute income, the Ghana Tourism Authority undertook a number of activities. First was the signing of the following two Memorandum of Understanding (MOUs):

1. Back 2 Africa Project to begin in February 2018 with a target of 150 Diasporas.
2. West African Tourism Organization (WATO) to organize the West Africa International Tourism Forum which would take place in March, 2018.

Secondly, the Authority facilitated the Sector Minister's Regional tour to the Western Region. As well as a amelioration tour for Italian Destination Marketing Consultants from H-Travel. Besides, the Ag. CEO and Ag. DED/Operations of GTA, conducted seven regional tours to the following regions;

- 1) Ashanti,
- 2) Central,
- 3) Western,
- 4) Upper East,
- 5) Upper West,

- 6) Northern and
- 7) Brong Ahafo.

This was to familiarize themselves with key tourist sites and to interact with tourism stakeholders and staff of GTA in those regions.

Ensuring standards of tourism enterprises for quality service delivery the Authority launched a new Service Charter in August 2017 to ensure customers' satisfaction and prompt and efficient delivery of services. A national call Centre has been set up to attend to tourists and the general public enquires.

The inspection of tourism enterprises for 2018 began in October 2017 to ensure that all licenses are ready for collection by January 2018. Formal accommodation establishments licensed increased by 9% from 2,726 in 2016 to 2,969 in 2017. Below are the breakdowns:

The Authority inspected and licensed 8,398 (new=323) tourism enterprises as follows:

- 1) Formal Accommodation*=3,247 (231 new)
- 2) Informal Accommodation* =183 (23 new)
- 3) Formal Food & Beverage * = 507 (55 new)
- 4) Informal Formal Food & Beverage = 3,968 (excluding Upper East, Northern and Tema)
- 5) Entertainment enterprises = 52 (12)
- 6) • Travel Trade Operators = 422
- 7) (Travel & Tour = 344 and Car Rental = 78)

To monitor and regulate the activities of tourism enterprises an enforcement exercise was also conducted on 442 tourism enterprises that were operating without valid licenses. Some have regularized their operations while others are being monitored to complete their registration procedures.

Regarding the collection of the 1% tourism levy, the Authority processed, certified and dispatched 363 certificates to tourism enterprises. The breakdown is as follows;

Accommodation enterprises-307

Catering enterprises-46

Car Rental Operators-5

Night Clubs-5

2. Ghana Tourist Development Company

The Ghana Tourist Development Company was established with the mandate to lead in tourism investment and infrastructure development in Ghana. The company currently has six (6) departments and thirty-three (33) members of staff. The new management team is made up of eight (8) members.

Achievements in 2017 included the initiation of the Ghana Centre of the World project, Marine Drive Project, Ghana Akwaaba Hotels, See Ghana project, the Azonto Fiesta, Osu-Doku Amusement Park, and the building of an office complex. Sources of funding would include reinvesting profits, investors fund, public-private partnerships, credit financing, equity participation, shareholders' contributions as well as donor funds.

3. The National Commission on Culture

The Commission signed a Memorandum of Understanding with Ananse Rhythms Agricultural Expo (ARAFEX) to embark upon a meticulous talent hunting and identification exercise using the traditional festivals in the regions as a conduit.

The Commission embarked on collaborative programmes in 2017 such as NCC – Arafex Ananse Cultural and Historical Village Expo; National Senior High School Drama Festival (NADRAFEST-2017); Miss ZONGOFEST Auditions; ZONGOFEST Workshop and Seminar for Artisans; ZONGO Arts and Culture Exhibition Festival; and ZONGOFEST Live Performances. Others were the maiden edition of the First Ghana National Dance Awards in collaboration with Flash Mob; Wear Ghana Fair 2017; Adult Vocational Training at CYCC; Children's Youth Camp at CYCC; Art Exhibition; Junior Intern and Reading Clinic as well as 5th KG Festival of Arts and Culture.

The National Commission on Culture, in conjunction with the Council of Ga-Dangme Muslim Chiefs, Queen Mothers, Imams and Council of the Three Northern Regional Tribal Chiefs organized the Inner-City LAYYAH FESTIVAL 2017 under the theme; "Peace One Day – Bridging the Traditional and Religious Barriers". The aim of the festival was to use the power of culture to promote peace, unity and understanding in the Muslim communities for rapid development.

The Commission collaborated with Music and Creativity International at Kusum Beach Resort - Old Bortianor to intensify students' participation in cultural programmes at the Beach. It was full of fun fare.

The adult vocational training featured Sewing, Bead Making, Basketry, Baking (Pastries), Batik and Tie & dye. The first batch of the adult vocational trainees were awarded certificates for their participant at a grand graduation ceremony on the 9th of November, 2017.

The Community Youth Cultural Center (CYCC) had its Annual Vacation Camp for 7 days with a total of 125 children from the catchment areas, Maamobi, Kanda, Nima, Pig Farm and Newtown. They were trained in Bead Making, Batik/Tie & dye, Sewing, Basket Weaving and Baking. They also partnered with an NGO called H.E.L.P to put up an Art Exhibition dubbed 'Art Across Time'. This was followed by a 3-month training for 65 youth, both male and female in Beading, Make-Up, Tie & Dye and Modeling with assistance from a non-governmental organization named Street Fashion. They partnered with a non-governmental organization called Junior Intern to organise a week long training programme for girls. Junior Intern is primarily designed to connect girls in high schools to organizations and businesses in their local communities for career exploration & workplace learning experience. The programme engaged 33 young girls during their school vacation on internships, leadership & personality development workshops, career mentoring, and peer networking events. Their Library organized a Reading Clinic on the 6th and 7th of December, 2017. The purpose was to help the children in a selected school to develop their reading skills.

The Bolga branch of CNC trained twenty (22) females in textile hand weaving at the Bolga, Bongo, Sandema, Zebilla and Navrongo Weaving Centers. The also partnered UNICEF to use drama for public education on the use of insecticide Mosquito Nets, Breast Feeding and Teenage Pregnancy. The Sekondi branch organized a festival for six (6) pre-schools in Poetry Recitals, Spelling Bee, Art Exhibitions and Traditional drumming and dancing. The staff offered practical hands on weaving lessons to Visual Arts student groups who approached the Centre for training. The branch produced thirty (30) flower pots and also trained three (3) students from Takoradi Technical University. The Koforidua branch of CNC organized a drama festival which featured 6 schools namely; Oyoko Methodist, Oti Boateng, Ofori Panin, Universal, Mount Sinai and Kyebi Senior High Schools. The branch collaborated with the National Theatre of Ghana to put up live concert party performances at the main auditorium as a revival strategy. Twelve (12) schools participated in Visual Arts, Quiz and Drawing Competitions at the Koforidua CNC main auditorium. The Sunyani branch of CNC organized a series of theatrical performances to honour the 10th Anniversary Celebration of Nana Oboaman Bofotia Boa-Amponsem II as the Krontihene of Sunyani. The branch collaborated with the GES to organize the Basic Schools Cultural Festival. They used the theatre for

development approach to educating Saase and Namasa communities in the Banda District of Brong Ahafo to refrain from child marriages.

The Cape Coast CNC branch trained sixty two (62) people in the following;

- 1) Beads Making,
- 2) Crocheting,
- 3) Hair Dressing and Braiding,
- 4) Needle Work,
- 5) Interior Decoration and
- 6) Floral Arrangement.

The NCC is partnering two groups of investors, Zhonmei Engineering Group Ltd and Velo West Africa Ltd to assess their lands in the regions and decide which projects can be undertaken.

On the relocation of the Arts Centre to the NCC site at Kanda, the NCC has applied to the Lands Commission to allocate some of the lands adjoining the site to provide enough space to accommodate the artisans because the space available cannot accommodate all of them.

The NCC collaborated with Multi-Choice Ghana and Street Fashion Train to do the following

- Organize a Workshop for Film Makers as part of the Ghana International Film Week (GIFW) celebrations at DSTV Conference Room, Achimota.
- Organize the African Bikinis and Accessories Fashion Show '17 at the La Palm Royal Beach Hotel, Accra to showcase the latest beach wear fashion.

4. The Ghana Museum and Monuments Board

GMMB maintained its responsibility to acquire, protect, conserve and document the nation's movable and immovable material and cultural heritage for posterity for purposes of research and education. GMMB is affiliated with a number of international organizations such as International Council of Museums, International Council of Monuments & Sites, African Council of Museums, West African Museums Program and World Heritage Centre of UNESCO.

5. The W.E.B. Du Bois Memorial Centre for Pan-African Culture

The achievements of GMMB for 2017 included the rehabilitation of some monuments (National Gallery, Cape Coast Castle and Education Block); holding of temporary exhibitions at the Museum of Science and Technology; Photographic exhibition of past Ghanaian Heads

of State at Christiansborg Castle; Capacity Building; Public Lecture delivered by Dr. Mosquera; and hosted the Arts Council of African Studies Associations international conference.

The W.E.B. Du Bois Memorial Centre for Pan-African Culture organised the following activities in 2017: African Fashion Show on AU day, Black History Month (Quizzes), Poetry Nights (first Saturday of every month), Columbia National Day, the Emancipation Day, Brazil-Ghana linkage photographic exhibition, and Seminar on Tourism Marketing. The Centre recorded 2,871 tourists and 77 of them lodged at the Du Bois Centre Guest House. Work is ongoing on the Du Bois Centre website as well as some renovation works at the Guest House. The Centre internally generated funds (IGF) amounted to GH¢ 110, 028.00 as at 31st October 2017 and received GH¢ 20, 581.54 government subvention.

6. Bureau of Ghana Languages

The Bureau of Ghana Languages (BGL) produced literature in the various Ghanaian languages, developed textbooks and reading materials for the basic, secondary and tertiary institutions; produced books for the general public; and conducted research into languages and cultures in Ghana. The achievements of BGL in 2017 included the celebration of International Mother Language Day; Book Review (Way to Knowledge Series and Happy Home Series); Translation of 2017 and 2018 National Budget into Ga, Dangme, Asante Twi, Nzema, Dagbani, Gonja and Ewe and collaborated with NCCE to launch the National Anthem and National Pledge in 11 Ghanaian Languages.

7. National Theatre of Ghana

The National Theatre promoted and organized the following activities in 2017: Fun World and Kiddafest for school children; Alkebulan Awakening (by Dance Ensemble); Ten Block on the Camino Real, USA (by Dance Ensemble); Grand Finale by National Symphony Orchestra; and MUSU (Saga of the Slaves) by Ghana Dance Ensemble during PANAFEST in Cape Coast. A number of training programmes were also attended by staff of the National Theatre at various destinations. These included seminars on Tourism Development and Management for Ghana (China); Corporate Governance and Excellence in the Management of SOEs (India); Tourism Marketing — From Product Experience (Accra); Labour & Employment Relations in a Global Economy (India); and Human Resource Development and IT Skills (India). In 2017, the

National Theatre raised internally generated funds amounting to GHC 2,760,160.42 and received GHC 2,135,820.36 as government subvention.

8. Kwame Nkrumah Memorial Park

The following programmes were organized at the Kwame Nkrumah Memorial Park: Pre-enactment of the declaration of independence on 5th March, 2017, and host of the activities throughout that day; and Emancipation Day / PANAFEST Wreath Laying, rehabilitation of the Fountains/Mausoleum (with GHC 200, 000 funded by UniBank syndicated by Prof Francis Nkrumah and the Socialist Forum of Ghana); and rehabilitation of the Museum (sponsored by the Chinese Embassy in Accra). The main challenge of the park is lack of constant water supply from the Ghana Water Company, especially during the dry season.

9. National Folklore Board

The Board embarked on scouting and was able to register two organizations (Turning Point Media and Publicist Publication Ltd); researched and documented Ga traditional symbols; and conducted some consultancies. There was also a publication of the first Ghanaian Visual Symbols.

10. Hotel, Catering and Tourism Training Centre (HOTCATT)

The Hotel, Catering Hotel, Catering and Tourism Training Centre (HOTCATT) paid fact-finding visits to some institutions to appraise itself with their operations. They also conducted mystery shopping and organised stakeholder meetings.

11. Pan-African Writers Association (PAWA)

The Pan-African Writers Association celebrated the 24th International African Writers' Day, with the official opening ceremony of the Pan African Writers' Association Continental Colloquium held on 6th November 2017 at the Labadi Beach Hotel in Accra. The event centered on the theme "Language, Library, and the Book Industry: the urgent agenda for Africa's destiny."

The panel discussion focused on a plethora of topics including electronic publishing, the campaign for reprographic rights, technological divide and the African future, translations, copyright administration and the role of women in literature and language.

The Pan African Writers Association (PAWA) is a leading Pan African Cultural Institution made up of the 52 National Writers Associations on the continent, and whose mission is to strengthen the cultural and economic bonds among the African people against the background of the continent's acknowledged diverse but rich cultural, political and economic heritage.

1.3.2 Performance Review of the Ministry for 2014-2016 under Thematic Area VII: Transparent and Accountable Governance

1.3.2.1 Performance Review for Harness Culture for National Development for the year 2014

The main Priority Areas of activities undertaken for the Period (Jan. 2014 – Dec. 2014) were:

- 1) Provision of general administrative support services for the NCC and Centers for National Culture
- 2) Rejuvenation of Senior High School Students interest and appreciation in Drama and audience cultivation
- 3) Training of Ghanaian Youth in Traditional Art and Handicrafts Production
- 4) Printing and publication of NCC Magazine – ‘Efie Nkomo’
- 5) The organisation of Regional Festival of Arts and Culture and provision of technical support to the National Festival of Arts and Culture
- 6) Technical/ feasibility studies for the development of the Christianburg Castle, Osu-Accra into a multi-purpose use
- 7) GMMB is collaborating with the British High Commission to Develop the James fort into an ultra-modern ICT centre
- 8) Establishment of the Ghana-Dutch History Museum at Fort San Antonio, Axim and Stakeholder consultation on the 500th-anniversary celebration.
- 9) Organized permanent and temporary exhibitions including the Terracotta Figurines Exhibition from Komaland.
- 10) Collaboration with the French government to Translate labels and text in GMMB galleries into French

- 11) Update of a nomination dossier for Tongo Teng-Zuk as World Heritage Site & ICOMOS evaluation visit.
- 12) Preparation for nomination dossier on Navrongo Cathedral.
- 13) Inventorization of museum lands and properties and the development of a land use plan.

The Kwame Nkrumah Memorial Park (KNMP) is a National Park in, Accra, Ghana named after Osagyefo Dr Kwame Nkrumah, the ‘‘founding father’’ of Ghana. The venue has played host to several state events including, Emancipation Day 2014 celebrations, Re- Enactment of the Declaration of Independence, Kwame Nkrumah Memorial Lectures, Founders-Day wreath laying ceremony and the DuBios/Padmore/ Nkrumah Pan-African Lectures 2014.

The National Symphony Orchestra successfully organized the first major performance at the National Theatre, conducted by a British renowned conductor Steve Ellery. They hosted a Japanese Violinist Ryu Goto also in another outstanding performance at the same venue. The orchestra, together with the Yale University band, performed once again at the National Theatre Ghana. The Hon. Minister was at the performance.

The National Symphony Orchestra has advanced plans to increase recordings of their performances to increase their internally generated funds. Also, arrangements are in place to market and distribute recordings. Also, promotion of the orchestra performance in the sub-region through a promoter in Togo and also undertake countrywide performances to promote their services national has been planned for a takeoff in 2015.

The Dance Ensemble had performed for Ninety-Five (95) institutions both in the private and public sectors. The group had also collaborated with the Ministry of Tourism Culture and Creative Arts during HOMOFEST/World Tourism Day to stage performances. The Company also collaborated with the National Theatre of Ghana to stage ‘‘Solma’’ and ‘‘Bukom’’ for school children and the general public.

Besides the above activities, the company had undertaken some capacity building activities with other partners. These include;

- 1) A Seven (7) member artistes team participated in a 5-day workshop led by Joseph Aka, a France based Ivorian choreographer from 23 June – 27 June 2014.

- 2) Two (2) performers were granted approval to pursue a two-year sandwich course at the University of Ghana
- 3) Two members of the company participated in Dance Fellowship Grants for Ghanaian dancers (Cultural Exchange) organized and sponsored by the Colombia Embassy of Ghana in Colombia.
- 4) The Deputy Artistic Director together with two dancers participated in the 6th Edition of “Projet Engagement Féminin” a month-long workshop in Ouagadougou. (July 2 – 3rd August 2014).

The Theatre is governed by the National Theatre law 1991, PNDC Law 259. Among others, the law describes the setting up of Theatres in such parts of the country as the government sees it. The National Theatre in 2014 successfully;

- 1) Collaborated with Artistic Institutes and Individuals to stage programmes.
- 2) Sourced for financial support to fund their Programmes from corporate Ghana.
- 3) Encouraged both artistic and non-artistic patrons to use theatre space during the week at subsidized rates.
- 4) Collaborated with GES and other child centred Institutions towards building a solid Theatre audience.
- 5) Restored the Central A/C plant to full operational capacity.
- 6) Did aggressive marketing by using both the traditional and e-marketing approach.
- 7) Encouraged more staff to undertake training to enhance their performance

The National Theatre in the discharge of the mandate also witnessed some challenges for the period. These include;

- 1) Inability to pay our electricity bills due to low rates charged for rentals and the non-release of subvention for goods and services
- 2) Lack of vehicles for Resident Theatre groups to undertake outreach programmes.
- 3) Lack of lighting and sound equipment for performances
- 4) Freeze on financial clearance for recruited staff and operational administrative staff
- 5) Sponsorship fatigue on corporate Ghana and lack of enough qualified staff to undertake sponsorship drive affects the hosting of programmes.

The Du Bois Centre holds the grave of the famous African-American scholar and an impressive research library, complete with some of his original manuscripts. The Centre was responsible

for planning, developing and implementing programmes and events for the Centre aimed at educating the youth and general public on Pan Africanism, African self-realization and consciousness.

The activities undertaken by the Centre for the year 2014 include the following:

- 1) Organized a retreat for Patrons of Pan African Clubs in Second Cycle Institutions
- 2) A celebration of Black History Month in collaboration with affiliated groups and Pan African Clubs from Second Cycle Institutions
- 3) African Unity Day Celebration
- 4) Organized the Annual Lecture series in memory of the Du Bois-Padmore-Nkrumah
- 5) Participated in the Planning of National Festival of Arts and Culture

The Bureau of Ghana Language (BGL) is an agency of the government of Ghana that focuses on Ghanaian languages, including publication of materials in them. It was founded in 1951, originally as the Vernacular Literature Bureau,[1] and later given its current name. It has two offices, one in Accra and the other in Tamale.

The Bureau undertook some important activities such as adult education of some local languages on GTV and radio on Grati. The local languages that were aired include; Akan, Dagbani, Ewe, Asante Twi, Akwapem Twi, Mfantse, Ga, and Nzema. In order to live up to their mandate, the BGL collated the list of textbooks recommended by the West African Examinations Council (WAEC), Colleges of Education, the Ghana Education Service and the Universities for reprint. In all 33 titles were selected and five printers were contracted to undertake the project. Accordingly, 29 titles in the various languages have been supplied by the printers.

BGL also was involved in other activities such as:

- 1) Participated in the 20th Edition of the Morocco Book Fair in February (13TH- 25TH February 2014).
- 2) Translated Ecowas Manual into Dagbani and Akwapem Twi.
- 3) Language Committee meeting revived in five Languages namely: Ga, Ewe, Dangme, Nzema, Asante Twi,
- 4) Plans were far advanced to implement the Anti-piracy drive.

Abibigromma was established in August 1983 at the School of Performing Arts, University of Ghana, and Legon, as a model repertory troupe to facilitate teaching, research and

experimentation. In 1991, Abibigromma was transferred to become the National Theatre Company as well as the Resident troupe of the newly-built National Theatre of Ghana.

During the period under review, the play “In the chest of a woman” was taken to some second cycle institutions in Ashanti, Brong Ahafo, Eastern, Western, Volta, Central and Greater Accra Regions. In all, the Company Performed for sixty (60) schools. This involves the dramatization of Literature set books for Second Cycle Institutions in this case “In the Chest of a woman”. After each performance some of Company Official act as resource persons and discussions are held with the students. The play is subjected to proper analysis; characters in the piece are discussed, making room for questions from students.

In addition to performances of the literature set book the company visited educational institutions including Junior High Schools and Tertiary Institutions with the following drama pieces to educate and sensitize the upcoming youth; “Firestorm, Song of a Pharaoh and Childe International”, Goethe Institute: Firestorm.

They also designed the promotion and advertising of products of corporate institutions, be they tangible consumables such as manufactured goods or intangible like services provided by the banking industry

1.3.2.2 Performance Review for Harness Culture for National Development for the year 2015

The main Priority areas of activities undertaken for the Period (Jan. 2015 – Dec. 2015) were: Provision of general administrative support services for the NCC and Centers for National Culture

The organisation of youth training programmes in Traditional Art and Handicrafts production in the 10 Regional Centres for National Culture and the Community Youth Cultural Centre

- 1) Printed 1,000 copies of the NCC Newsletter dubbed; ‘Efie Nkomo’.
- 2) Coordinated 10 Regional Senior High School Drama Festivals
- 3) Collated Reports for NAFAC 2014, review and evaluate and develop inputs for NAFAC 2016 in Accra

- 4) Intensified youth participation and interest in cultural programmes and activities at the Community Youth Cultural Centre and the 10 Regional Centres for National Culture
- 5) Organized Arts Skuul (School) programme
- 8) Organised Pappoe Thompson Choral Festival for Industrial Choirs
- 9) Organised Bi- Weekly Baajoe programme -
- 10) Organised Second Cycle Schools Drama Festival dubbed Sankofa
- 11) Organised annual Kpaatashie Programme on Indigenous Ghanaian Cuisines
- 12) Organised Visual Arts Exhibition dubbed Welcome Home
- 13) Organized Eastern Regional Cultural Week to showcase the Region's potential
- 14) Organised Vacation Camp Training Programme in Arts and Culture for the Youth
- 15) Organized Workshop for Visual and Performing Arts on Production Techniques in the Western Region
- 16) Organised Week-end Cultural Variety Programme
- 17) Organized Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region
- 18) Organised Cultural Variety Programme
- 19) Organised Training Programme on Cloth wearing and Traditional Dance
- 20) Organised Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -
- 21) Organized Joe De Graft Student Drama Festival for 2nd Cycle Schools
- 22) Organised Week-end Cultural Variety Programme
- 23) Organised Cultural Quiz Competitions for Schools and Colleges
- 24) Organised Capacity Building Programme for Officials and Creative Industry Players
- 25) Organised Exhibition for Visual Artists in the Region
- 26) Organized Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region
- 27) Organised Youth Training Programme in Ceramics Production
- 28) Organised Weekly Story-Telling Programmes
- 29) Organized Seminar to effectively promote cultural programmes in the Upper East Region
- 30) Organized Seminar /Workshops on Straw Basket and Leatherware Production Techniques
- 31) Organized 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

32) Organized Seminar/Workshop on Traditional Textiles Production Techniques for Industry Players

33) Completed 2 Regional Cultural Complexes through PPP

NCC also monitored and evaluated the regional offices to strengthen the administrative activities of the National Commission on Culture and the 10 Regional Centres for National Culture

- 1) The Ghana Museums and Monuments Board (GMMB) is the legal custodian of Ghana's cultural heritage. The Board was established in March 1957 as a result of the merger of the interim Council of the National Museum of the Gold Coast and the Monuments and Relics Commission. The GMMB is governed by the NLC Decree 387 of 1969, which was further strengthened by the Executive Instrument (E.I.) 29 of 1973.
- 2) The following are the highlights of achievements of the GMMB for the year under review;
- 3) Technical Training for GMMB Staff was organized to Strengthen institutional capacity for Conservation and Presentation on heritage sites
- 4) International Museums Day 2015 was successfully marked with awareness creation and interaction with the deaf and dumb students
- 5) Collation of records and site plans of all GMMB lands and sites for registration at the lands Commission
- 6) Restoration activity to maintain the state of the Forts and castles
- 7) Two Officers trained in Botswana to review the document for resubmission

The National Folklore Board was established by an Act of Parliament (Copyright Act 2005) Act 690 Section 59(1). Ghana Copyright Law, PNDC Law 110 of 1985, (which was amended under the Copyright Act 2005) defines folklore as all literary, artistic and scientific works belonging to the cultural heritage of Ghana or by unidentified Ghanaian Authors, and any such works designated under the Copyright Law to be works of Ghanaian folklore.

To register more folklore commercial users, invited users, MTN, Antrak AIR, GT Bank. Others invited included, REOB FEK Financial institution, O'ACHIE Company Ltd and Sankorfa Pesticides

Booklet was sent to the Bureau of Ghana Languages for editing and publication.

Painting of exterior of the office. Two television stations visited and demanded payment for airtime.

The Kwame Nkrumah Memorial Park (KNMP) is a National Park in, Accra, Ghana named after the late Osagyefo Dr Kwame Nkrumah, the ‘‘founding father’’ of Ghana. The venue has played host to several state events including Emancipation Day 2015 celebrations, Re-Enactment of the Declaration of Independence, Kwame Nkrumah Memorial Lectures, Founders-Day wreath-laying ceremony and the DuBios/Padmore/ Nkrumah Pan-African Lectures 2015. Key activities are as follows:

- 1) Re-enactment of the Declaration of independence
- 2) Emancipation Day Wreath Laying Ceremony
- 3) Founders Day Wreath Laying Ceremony
- 4) DuBois/Padmore/Nkrumah Pan-African Lectures 2015

- 1) Collecting more African works for new repertoire and recording
- 2) Performed with African/American in a concert Dubbed DIEMA.

The Dance Ensemble performed for Eighty (80) institutions both in the private and public sectors. The National Theatre, National Dance Company and National Symphony Orchestra in collaboration with Ohio University & Azaguno presented "Diema" a three (3) night of explosive Ghanaian contemporary music and dance

- 1) Abibigromma & Dance Ensemble undertook on an outreach programme at St. Mary’s Senior High School.
- 2) Presented “King’s Dilemma" to the public
- 3) Rehearsal of "Musu" for the Black History Month at the National Theatre
- 4) Five Members of the Company and Abibigromma & the Theatre undertook some theatre collaborative work in Nigeria

The Ghana Dance Ensemble has a staff strength of 38 at the end of the year, comprising 19 males and 19 females. (See Appendix

The Theatre is governed by the National Theatre law 1991, PNDC Law 259. Among others, the law describes the setting up of Theatres in such parts of the country as the government deems fit. The National Theatre in 2015 successfully undertook the following programmes;

Fun world programmes were organized to provide basic school students with the opportunity to realize and present their artistic talent

- 1) 1 Kiddafest programme was organized to provide basic school students with the opportunity to realize and present their artistic talent
- 2) 3 Comedy Series were organized to give up and coming comedians the
- 3) Platform to perform and promote stand up
- 4) 10 Highlife was organized to give up and coming comedians the
- 5) Platform to perform and promote stand up
- 6) 4 Slam Ghana was organized to rejuvenate the love of poetry and inculcate into the students the art of writing
- 7) Ghana Theatre Festival was organized to provide artistic groups who cannot afford the rental of the facility, the opportunity to present their artistic work
- 8) An exchange to promote cultural, educational and scientific co-operation between Ghana and Nigeria.

Other programmes have undertaken included; Teen Beat, Nkonsonkonson, Carol Service and No Rules

The National Theatre in the discharge of its mandate also witnessed some challenges for the period. These include;

- 1) Inability to pay our electricity bills due to low rates charged for rentals and the non-release of subvention for goods and services
- 2) Lack of vehicles for Resident Theatre groups to undertake outreach programmes.
- 3) Lack of lighting and sound equipment for performances
- 4) Freeze on financial clearance for recruited staff and operational administrative staff
- 5) Sponsorship fatigue on corporate Ghana and lack of enough qualified staff to undertake sponsorship drive affects the hosting of programmes.

The activities undertaken by the Centre for the year 2015 include the following:

- 1) 300 participants were educated on Pan Africanism
- 2) Drama, Poetry recital was organised to improve poetry and artistic performances for promotion and preservation of culture
- 3) To Commemorate achievements of Heroes of Emancipation day, Wreath laying ceremony was organised at Du Bois Tomb, Padmore Library and KNMP

4) To commemorate achievements of Heroes of Pan Africanism, there was a Presentation by Mr Kojo Yankah to AUCC, Prof. Robinson Wilwood at the Du Bois-Padmore-Nkrumah Pan African Lectures.

5) To promote cross cultural interactions with other students, Schools Outreach Programme was organised.

6) Organised Tour guiding education for tour guides to provide tour guide to Tourists at Du Bois Museum.

7) Painted the premises and also undertook a Sponsorship drive

The Bureau of Ghana Language (BGL)s is an agency of the Government of Ghana that focuses on Ghanaian languages, including publication of materials in them. It was founded in 1951, originally as the Vernacular Literature Bureau, and later given its current name. It has two offices, one in Accra and the other in Tamale.

The Bureau undertook some important activities such as;

- 1.3 To Sensitize Ghanaians on the importance of the use of the Mother Language Synopsis for radio/Tv programmes were developed.
- 1.4 International Mother Language Day Celebration was also launched
- 1.5 Developed Blueprint of “Way to Knowledge Series” Books 1 & 2A
- 1.6 Translated the Blueprint of Books 1 & 2A of the “Way to Knowledge Series” into Ghanaian Languages.
- 1.7 Organised language Committee Meetings to discuss terminologies and workshop to explain terminologies to BGL staff
- 1.8 PPP documents, booklets and brochures were successfully translated

During the period under review, the play “In the chest of a woman” was taken to some second cycle institutions in Ashanti, Brong Ahafo, Eastern, Western, Volta, Central and Greater Accra Regions. In all, the Company Performed for sixty (60) schools. This involves the dramatization of Literature set books for Second Cycle Institutions in this case “In the Chest of a woman”. After each performance some of Company Official act as resource persons and discussions are held with the students. The play is subjected to proper analysis; characters in the piece are discussed, making room for questions from students.

In addition to performances of the literature set book the company visited educational institutions including Junior High Schools and Tertiary Institutions with the following drama pieces to educate and sensitize the upcoming youth; “Firestorm, Song of a Pharaoh and Childe Internationale”, Goethe Institute: Firestorm.

They also designed the promotion and advertising of products of corporate institutions, be they tangible consumables such as manufactured goods or intangible like services provided by the banking industry.

1.3.2.3 Performance Review for Harness Culture for National Development for the year 2016

Culture, Heritage and Creative Arts Management specifically under Sub Programme Cultural Development.

The main Priority areas of activities undertaken for the Period (Jan. 2016 – Dec. 2016) were:

- 1) Provision of general administrative support services for the NCC and Centres for National Culture
- 2) Collated Annual Performance Reports from the CNCs-Ashanti, Volta, Western, Northern, Upper West and Eastern Regions CYCC, CNCs- Greater Accra, Central, Western, Volta, Eastern, Ashanti, Brong Ahafo, Upper West, Upper East and Northern Regions supplied with training equipment and raw materials
- 3) Monitor, evaluate and strengthen the administrative activities of the National Commission on Culture and the 10 Regional Centres for National Culture
- 4) Construction of Pottery and Ceramic Sheds at CYCC, Duayaw Nkwanta District CNC, Cape Coast CNC and Kpando District CNC completed
- 5) Organize Arts Skuul (School) programme
- 6) Organise Pappoe Thompson Choral Festival for Industrial Choirs
- 7) Organize Eastern Regional Cultural Week to showcase the Region’s potential
- 8) Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region
- 9) Organised Concert Party Programmes
- 10) Art and Craft Bazaar organised
- 11) Ghana India Cultural Exchange programme organised

- 12) Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -
- 13) Series of drama workshop related to the mission and vision of the following organizations organised: Lands Commission, Actors, Producers, Directors, Editors, Board Members for Northern Entertainment Awards and JICA
- 14) Organize Joe De Graft Student Drama Festival for 2nd Cycle Schools
- 15) Organise Capacity Building Programme for Officials and Creative Industry Players
- 16) Exhibition organised for Sister City Delegation from Arkansas of USA Delta Region at Yakpo
- 17) Organise Youth Training Programme in Ceramics Production
- 18) Organize Seminar /Workshops on Straw Basket and Leatherware Production Techniques
- 19) Organized Radio Discussion on Cultural Values and Norms for Healthy Leaving
- 20) An organized working visit to Gwollu-Defence Wall and Gbele Game Reserve, Weavers at Nandom and Lawra and Disabled Centre
- 21) The NCC has partnered with Reflects Ghana Limited to solicit funding from corporate Ghana for the National Drama Festival and the search continues
- 22) Organise annual Kpaatashie Programme on Indigenous Ghanaian Cuisines
- 23) An organised Official visit to Craft Centres for mobilization of Handicrafts
- 24) Workshop on Drama and Theatre for Community Development for District Cultural Officers organised
- 25) Workshop on Film Production to sharpen the skills of the directors in the region organised
- 26) Brass Brand Musical Festival (Brasbafest) organised for the general public
- 27) Dance lecture/training for the group from Denmark organised
- 28) Workshop on Sanitation during National Sanitation Day Celebration organised
- 29) Collaboration with Africa Heritage Dance Troupe to organize HIV/AIDS Awareness Creation
- 30) Organise Weekly Story-Telling Programmes
- 31) Participated in SADA Trade Fair in Tamale by exhibiting smocks
- 32) Organized Drama Competition among seven (7) selected second cycle schools
- 33) Collate Reports for NAFAC 2014, review and evaluate and develop inputs for NAFAC 2016 in Accra
- 34) Intensify youth participation and interest in cultural programmes and activities at the Community Youth Cultural Centre and the 10 Regional Centres for National Culture
- 35) Organise Visual Arts Exhibition dubbed Welcome Home

- 36) Organised Basic Schools Drama and Poetry Festival
- 37) 4th Senior High Schools Drama and Poetry Festival for Play Writing and Play Direction organised
- 38) Inter-Schools and Colleges choral competition organised at Dwaberem Theatre
- 39) Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -
- 40) Inter-schools debate Contest organised at Keta SHS
- 41) Organized Workshop on Sexual and Gender Based Violence
- 42) Collaborated with the Forestry Commission to promote ecotourism
- 43) NCC also monitored and evaluated the regional offices to strengthen the administrative activities of the National Commission on Culture and the 10 Regional Centres for National Culture

1) The following are the highlights of achievements of the GMMB for the period under review;

Conservation of Monuments and Sites:

Technical/ feasibility studies at the Christiansburg Castle, Osu-Accra

GMMB is collaborating with the British High Commission to Develop the James fort into an ultra-modern ICT centre

Management of the Established Ghana-Dutch History Museum at Fort San Antonio, Axim and Stakeholder consultation on the 500th-anniversary celebration.

Exhibitions and Visitor Statistics:

The main gallery of the National Museum has been closed pending renovation but the various galleries in the regional museums, castles and forts are currently open for exhibitions.

a) World Heritage Nominations and Museums Lands

Update of a nomination dossier for Tongo Teng-Zuk as World Heritage Site & ICOMOS evaluation visit.

Preparation for nomination dossier on Navrongo Cathedral.

Inventorization of museum lands and properties and the development of a land use plan.

The Kwame Nkrumah Memorial Park (KNMP) is a National Park in, Accra, Ghana named after the late Osagyefo Dr Kwame Nkrumah, the ‘‘founding father’’ of Ghana. The venue has played host to several state events including Emancipation Day 2015 celebrations, Re-Enactment of the Declaration of Independence, Kwame Nkrumah Memorial Lectures,

Founders-Day wreath laying ceremony and the DuBios/Padmore/ Nkrumah Pan-African Lectures 2015. Key activities are as follows:

- 1) Re- enactment of the Declaration of independence
- 2) Emancipation Day Wreath laying ceremony
- 3) Founders day wreath laying ceremony
- 4) DuBios/Padmore/Nkrumah Pan-African Lectures 201

National Theatre in 2016 successfully undertook the following programmes;

- 2) Under the Programmes Department of the National Theatre of Ghana produced a number of productions. These are discussed as follows:

Fun World

The fun world is an educational and entertainment programme for pupils from various schools in Accra and surrounding towns to showcase their talent in drama, dance, poetry and musical performances, among others. The February and March editions took place on 21st and 20th respectively. The themes upon which performances were based “World Cancer Day and World Radio Day” and “World Poetry Day and International Day of Forest” In all thirteen (13) schools participated in both programmes. The show is telecast on Kantanka TV every Saturday at 2 pm.

Concert Party

Concert party, one of the flagships programme of the National Theatre was presented on the 14th February at the main auditorium and 13th March at the Folks place. The performances which are local drama and comedy fused with music saw stage performances from Edikanfo and Abibiman drama groups whilst Bob Okalla and Koo moni entertained the audience with comedy, high life music veteran George Jahraa also graced our feet with highlife tunes backed by Smiling band. The March edition also saw stage performances from King Karo and Shepherd drama groups whilst A1 and Cocoa Tea entertained the audience with comedy, highlife music veteran Paapa Yankson and the Abankese band provided live band music. The show is produced every 2nd Sunday of the month and telecast on Kantanka TV every Saturday at 8: 30 pm and 7 pm on Cineplus TV and a repeat on Monday 7 pm.

Highlife Time

Highlife Time was presented at the Folks Place of the National Theatre as planned on 5th February and 4th March. The Ghana National Fire Service band partnered with highlife music

veteran, Adane Best to grace the occasion with highlife tunes and the Ghana National Police Service Band also partnered with the highlife music veteran, Pat Thomas. The show is produced every first Friday of the month and aired live on Atinka FM with a delayed telecast on Kantanka TV every Saturday at 7:30 pm.

a) World Poetry Day

The annual World Poetry Day, which was slated for the 21st of March which took place on 20th March as part of the March edition of Fun World. This was to introduce the pupils to the annual celebration. Although we have poetry as part of the art forms, this edition saw the pupil's present poems in different ways.

b) INTERNATIONAL DANCE DAY

The annual International Dance Day, which is slated for the 29th of April, every year, the day was used to create awareness to the public by performing to and with users on the pedestrian foot bridge at Tetteh Quarshie Roundabout in Accra. The Resident groups namely Ghana Dance Company, National Drama Company and National Symphony Orchestra performed various traditional dance pieces to and with the users on the foot bridge

c) TEEN SLAM GHANA

Teen Slam Ghana is a poetry / spoken word competition platform given to senior high school students for educative and insightful poetry recitals. The competition is categorized into two (2) zones Accra (27th May) and Tema (1st June) then the best three schools are selected to represent their zone in a final on 10th June.

ACCRA ZONE

The Accra zone competition was presented on the 27th May, at the Folksplace of the National Theatre and commenced at 3 pm as scheduled; the preliminary competition saw Armed Forces Secondary Technical, Accra Girls and Presbyterian Boys Senior High schools qualify for the finals.

d) TEMA ZONE

The Tema zone competition was scheduled for 1st June at the Assembly hall of Tema Senior high school, which also began at 3pm, the preliminary competition saw Tema Senior High, Chemu and Tema Presbyterian Senior High qualify for the finals.

e) TEEN SLAM GHANA FINALS

The finale of Teen Slam Ghana took place at the Exhibition hall of The National Theatre on the 10th June, 2016 as scheduled. The finalist schools were Presbyterian Boys- Legon, Accra Girls, Armed Forces, Tema Senior High, Chemu and Tema Presbyterian Senior High schools. After three rounds of fierce poetry/spoken word battle, Armed Forces emerged winner followed by Accra Girls, Presbyterian Boys, Tema Senior High and Tema Presbyterian Senior High school in that order.

This quarter was not the peak time for the National Symphony Orchestra. A total number of two performances were recorded for clients in the first quarter. In January one (1) performance was provided for Christ the King International School. In February the playing body took part of their annual leave and in March the company provided one (1) performance at Christ the King Parish Hall.

The NSO is faced with challenges such as Transportation to convey staff to programmes and under Staffed.

The National Symphony Orchestra in the quarter under review rehearsed pieces towards the AZA production which comes on 17th to 19th November, 2016.

The Orchestra also participated in this year's Emancipation Day organized by Ghana Tourism Authority (GTA), Ghana Theatre Festival, and the launch of the Council for the Creative Arts on by MOTCCA and the opening ceremony of the African Chefs' conference for Ghana Tourism Authority.

The Projection made for NSO was five (5). Booking recorded One (1) for the third quarter

The educational department of the National Symphony Orchestra this quarter provided music lessons for nine (9) students. Patronage for this quarter was not encouraging as compared to the second quarter due to lack of advertisement.

The challenges still continue to plague the resident groups and affect their ability to execute their work due to lack of transportation and inadequate artistic staff.

The National Drama Company was not involved in much activities for the first quarter but kept rehearsing and awaiting the memorandum of understanding between Kwadoan Publishers and our Company for a permit to perform the literature set book ‘Ananse in the land of idiots’. The production of this set book happens to be the Company’s main source of Internally Generated Funds (IGF) apart from other adhoc performances.

A total number of five (5) booking for performances was recorded: January one (1), February Shoot on registration and in March recorded four (4) booking of performances.

The National Drama Company (Abibgromma) during this quarter rehearsal on a new script ‘KOKROKOO’ a farcical political comedy. Ten Blocks on the Camino Real was performed in selected communities including James Town, Madina, Dormi and Sampaman. Ananse in the Land of Idiots, Dilemma of a Ghost and Oedipus Rex were major projects for the company.

Projection made for Abibgromma was fifteen (15). Booking recorded nine (9) for the third quarter.

In addition to performances of the literature set book the company visited educational institutions including Junior High Schools and Tertiary Institutions with the following drama pieces to educate and sensitize the upcoming youth; “Firestorm, Song of a Pharaoh and Childe Internationale”, Goethe Institute: Firestorm.

Programmes and activities for the National Dance Company during the first quarter were quite impressive. The Ensemble provided services for the following Institutions: State Protocol, MOTCCA, Urban Roads, Shippers Authority, WAEC, Reroy Group Ltd, NHIS, MOTCCA, I-ZAR Consult, GTA, Bureau of Ghana Languages, West links Travel etc.

A total number of twenty-five (25) booking for performances was recorded. For the month of January activities of the Dance Company was slow, the company recorded four (4) booking, February recorded fourteen (14) bookings and seven (7) booking for the month of March.

The Dance Ensemble is looking forward to having more performances and also generates funds through various performances for the next quarter.

The National Dance Company (Ghana Dance Ensemble) of the National Theatre for the third quarter rendered services to the following institutions: Cybel Energy Ltd, Nyansapa College, Min. of Foreign Affairs, Ten oil, Ghana Institute of taxation, Ghana Shippers Authority, Min.

of Trade & Industry, Volta River Authority, National Commission on small Arms, Min. of Tourism Culture and Creative Arts, PM etc.

Dance Ensemble during this quarter also organized a workshop on 8th July, 2016 “This World Music” for Jeremy Cohen (USA) at the Dance Hall of the National Theatre. The Company also staged dance-drama production called “ASIPIIM” during the Ghana Theatre Festival organized by the National Theatre. The above-mentioned production compelled the Ensemble to forgo incoming performances to enable them work extremely hard to present “ASIPIIM”.

3). The activities undertaken by the Du Bois Centre for the year 2016 include the following:

The celebration of Black History Month. The objective of this activity was to educate the general public on the achievements of blacks all over the world and the promotion of Pan-Africanism. The celebration and participations witnessed an improvement over past event held by educating over 500 students

Rain makers’ show was also held to promote the creative arts (performing Arts). The celebration originally targeted 150 people but realized 70-80 per show.

AU Day celebration was also held to contribute to African unity. This was done in collaboration with the Accra Polytechnic which saw an improvement in the content

Story Moja Festival was held to honor the late Professor Kofi N. Awoonor. This encouraged reading among students and the general public

The center participated in the NAFAC to showcase the legacy of Dr. Du Bois and the Pan Africanism to the general public. This educated the general public on African consciousness

A Stakeholder Consultative Workshop was successfully organized. In addition, Du Bois Centre Advisory Committee was set up.

Key activities undertaken are as follows;

a) Celebration of The International Mother Language Day

The Celebration of the International Mother Language Day has enhanced the image of BGL. There has been an improvement in our sales this year. We have also had more patronage of our translation services. The celebration has also increased the awareness of Ghanaians to appreciate their indigenous languages and culture.

b) Review and Translation Of “Way to Knowledge Series

When the “Way to Knowledge Series” books are printed, they would assist Ghanaian school children in basic schools to improve upon their reading habits.

c) Review of Language Guide

When the Language Guide books are printed, they would assist foreigners to learn Ghanaian languages with ease. They would also help Ghanaians who are learning Ghanaian languages to learn more vocabularies.

d) The Enforcement of Anti-Piracy Laws/Regulations of BGL books

The Anti-Piracy exercise would reduce the nefarious activities of pirates of BGL books and thereby enable us to increase our IGF.

e) Translation of Financial Literacy Materials in Ghanaian Languages for Giz

The translation of Financial Literacy Materials for GIZ has increased the awareness of the informal sector about the use of banking services to improve upon their lives.

f) Translation on Adopted Electoral Reforms in Ghanaian Languages for Legal Resources Centre

The translation of the above document in Ghanaian languages has increased the Knowledge of Ghanaians on electoral offences and their respective sanctions

g) Translation Of “Child and Family Welfare” For UNICEF

The translation of the above document in Ghanaian languages has made Civil Society and Government appreciate the need to put in place measures to ensure the general welfare of children. Persons and discussions are held with the students. The play is subjected to proper analysis; characters in the piece are discussed, making room for questions from students. They also designed the promotion and advertising of products of corporate institutions, be they tangible consumables such as manufactured goods or intangible like services provided by the banking industry.

Other Activities Undertaken by the Department aside from our Action Plan

1. Translation of Financial Literacy Materials for GIZ
2. Translation on Adopted Electoral Reforms for Legal Resources Centre
3. Translation of “Child and Family

1.3.2.4 Performance Review for Harness Culture for National Development for the year 2017

GMMB maintained its responsibility to acquire, protect, conserve and document the nation's movable and immovable material and cultural heritage for posterity for purposes of research and education. GMMB is affiliated with a number of international organizations such as International Council of Museums, International Council of Monuments & Sites, African Council of Museums, West African Museums Program and World Heritage Centre of UNESCO.

The achievements of GMMB for 2017 included the rehabilitation of some monuments (National Gallery, Cape Coast Castle and Education Block); holding of temporary exhibitions at the Museum of Science and Technology; Photographic exhibition of past Ghanaian Heads of State at Christiansborg Castle; Capacity Building; Public Lecture delivered by Dr. Mosquera; and hosted the Arts Council of African Studies Associations international conference.

The W.E.B. Du Bois Memorial Centre for Pan-African Culture organized the following activities in 2017: African Fashion Show on AU day, Black History Month (Quizzes), Poetry Nights (first Saturday of every month), Columbia National Day, the Emancipation Day, Brazil-Ghana linkage photographic exhibition, and Seminar on Tourism Marketing. The Centre recorded 2,871 tourists and 77 of them lodged at the Du Bois Centre Guest House. Work is ongoing on the Du Bois Centre website as well as some renovation works at the Guest House.

The Centre internally generated funds (IGF) amounted to GH¢ 110, 028.00 as at 31st October 2017 and received GHC 20, 581.54 government subvention.

The Bureau of Ghana Languages (BGL) produced literature in the various Ghanaian languages, developed textbooks and reading materials for the basic, secondary and tertiary institutions; produced books for the general public; and conducted research into languages and cultures in Ghana. The achievements of BGL in 2017 included the celebration of International Mother Language Day; Book Review (Way to Knowledge Series and Happy Home Series); Translation of 2017 and 2018 National Budget into Ga, Dangme, Asante Twi, Nzema, Dagbani, Gonja and Ewe and collaborated with NCCE to launch the National Anthem and National Pledge in 11 Ghanaian Languages.

The National Theatre promoted and organized the following activities in 2017: Fun World and Kiddafest for school children; Alkebulan Awakening (by Dance Ensemble); Ten Block on the Camino Real, USA (by Dance Ensemble); Grand Finale by National Symphony Orchestra; and MUSU (Saga of the Slaves) by Ghana Dance Ensemble during PANAFEST in Cape Coast. A number of training programmes were also attended by staff of the National Theatre at various destinations. These included seminars on Tourism Development and Management for Ghana (China); Corporate Governance and Excellence in the Management of SOEs (India); Tourism Marketing — From Product Experience (Accra); Labour & Employment Relations in a Global Economy (India); and Human Resource Development and IT Skills (India). In 2017, the National Theatre raised internally generated funds amounting to **GHC 2,760,160.42** and **received GHC 2,135,820.36 as government subvention.**

The following programmes were organized at the Kwame Nkrumah Memorial Park: Pre-enactment of the declaration of independence on 5th March, 2017, and host of the activities throughout that day; and Emancipation Day / PANAFEST Wreath Laying, rehabilitation of the Fountains/Mausoleum (with GHC 200, 000 funded by UniBank syndicated by Prof Francis Nkrumah and the Socialist Forum of Ghana); and rehabilitation of the Museum (sponsored by the Chinese Embassy in Accra). The main challenge of the park is lack of constant water supply from the Ghana Water Company, especially during the dry season.

The Board embarked on scouting and was able to register two organizations (Turning Point Media and Publicist Publication Ltd); researched and documented Ga traditional symbols; and conducted some consultancies. There was also a publication of the first Ghanaian Visual Symbols.

The Hotel, Catering Hotel, Catering and Tourism Training Centre (HOTCATT) paid fact-finding visits to some institutions to appraise itself with their operations. They also conducted mystery shopping and organized stakeholder meetings.

The Pan-African Writers Association celebrated the 24th International African Writers' Day, with the official opening ceremony of the Pan African Writers' Association Continental Colloquium held on 6th November 2017 at the Labadi Beach Hotel in Accra. The event centered on the theme "Language, Library, and the Book Industry: the urgent agenda for Africa's destiny."

The panel discussion focused on a plethora of topics including electronic publishing, the campaign for reprographic rights, technological divide and the African future, translations, copyright administration and the role of women in literature and language.

The Pan African Writers Association (PAWA) is a leading Pan African Cultural Institution made up of the 52 National Writers Associations on the continent, and whose mission is to strengthen the cultural and economic bonds among the African people against the background of the continent's acknowledged diverse but rich cultural, political and economic heritage.

The Commission signed a Memorandum of Understanding with Ananse Rhythms Agricultural Expo (ARAFEX) to embark upon a meticulous talent hunting and identification exercise using the traditional festivals in the regions as a conduit.

The Commission embarked on collaborative programmes in 2017 such as NCC – Arafex Ananse Cultural and Historical Village Expo; National Senior High School Drama Festival (NADRAFEST-2017); Miss ZONGOFEST Auditions; ZONGOFEST Workshop and Seminar for Artisans; ZONGO Arts and Culture Exhibition Festival; and ZONGOFEST Live Performances. Others were the maiden edition of the First Ghana National Dance Awards in collaboration with Flash Mob; Wear Ghana Fair 2017; Adult Vocational Training at CYCC; Children's Youth Camp at CYCC; Art Exhibition; Junior Intern and Reading Clinic as well as 5th KG Festival of Arts and Culture.

The National Commission on Culture, in conjunction with the Council of Ga-Dangme Muslim Chiefs, Queen Mothers, Imams and Council of the Three Northern Regional Tribal Chiefs organized the Inner-City LAYYAH FESTIVAL 2017 under the theme; "Peace One Day – Bridging the Traditional and Religious Barriers". The aim of the festival was to use the power of culture to promote peace, unity and understanding in the Muslim communities for rapid development.

The Commission collaborated with Music and Creativity International at Kusum Beach Resort - Old Bortianor to intensify students' participation in cultural programmes at the Beach. It was full of fun fare.

The adult vocational training featured Sewing, Bead Making, Basketry, Baking (Pastries), Batik and Tie & dye. The first batch of the adult vocational trainees were awarded certificates for their participant at a grand graduation ceremony on the 9th of November, 2017.

The Community Youth Cultural Center (CYCC) had its Annual Vacation Camp for 7 days with a total of 125 children from the catchment areas, Maamobi, Kanda, Nima, Pig Farm and Newtown. They were trained in Bead Making, Batik/Tie & dye, Sewing, Basket Weaving and Baking. They also partnered with an NGO called H.E.L.P to put up an Art Exhibition dubbed '*Art Across Time*'. This was followed by a 3-month training for 65 youth, both male and female in Beading, Make-Up, Tie & Dye and Modeling with assistance from a non-governmental organization named Street Fashion. They partnered with a non-governmental organization called Junior Intern to organize a week long training programme for girls. Junior Intern is primarily designed to connect girls in high schools to organizations and businesses in their local communities for career exploration & workplace learning experience. The programme engaged 33 young girls during their school vacation on internships, leadership & personality development workshops, career mentoring, and peer networking events. Their Library organized a Reading Clinic on the 6th and 7th of December, 2017. The purpose was to help the children in a selected school to develop their reading skills.

The Bolga branch of CNC trained twenty (22) females in textile hand weaving at the Bolga, Bongo, Sandema, Zebilla and Navrongo Weaving Centers. The also partnered UNICEF to use drama for public education on the use of insecticide Mosquito Nets, Breast Feeding and Teenage Pregnancy.

The Sekondi branch organized a festival for six (6) pre-schools in Poetry Recitals, Spelling Bee, Art Exhibitions and Traditional drumming and dancing. The staff offered practical hands on weaving lessons to Visual Arts student groups who approached the Centre for training. The branch produced thirty (30) flower pots and also trained three (3) students from Takoradi Technical University.

The Koforidua branch of CNC organized a drama festival which featured 6 schools namely; Oyoko Methodist, Oti Boateng, Ofori Panin, Universal, Mount Sinai and Kyebi Senior High Schools. The branch collaborated with the National Theatre of Ghana to put up live concert party performances at the main auditorium as a revival strategy. Twelve (12) schools participated in Visual Arts, Quiz and Drawing Competitions at the Koforidua CNC main auditorium.

The Sunyani branch of CNC organized a series of theatrical performances to honor the 10th Anniversary Celebration of Nana Oboaman Bofotia Boa-Amponsem II as the Krontihene of Sunyani. The branch collaborated with the GES to organize the Basic Schools Cultural Festival. They used the theatre for development approach to educating Saase and Namasa communities in the Banda District of Brong Ahafo to refrain from child marriages.

The Cape Coast CNC branch trained sixty-two (62) people in the following;

- 1) Beads Making,
- 2) Crocheting,
- 3) Hair Dressing and Braiding,
- 4) Needle Work,
- 5) Interior Decoration and
- 6) Floral Arrangement.

The NCC is partnering two groups of investors, Zhonmei Engineering Group Ltd and Velo West Africa Ltd to assess their lands in the regions and decide which projects can be undertaken.

On the relocation of the Arts Centre to the NCC site at Kanda, the NCC has applied to the Lands Commission to allocate some of the lands adjoining the site to provide enough space to accommodate the artisans because the space available cannot accommodate all of them.

The NCC collaborated with Multi-Choice Ghana and Street Fashion Train to do the following

- Organize a Workshop for Film Makers as part of the Ghana International Film Week (GIFW) celebrations at DSTV Conference Room, Achimota.
- Organize the African Bikinis and Accessories Fashion Show '17 at the La Palm Royal Beach Hotel, Accra to showcase the latest beach wear fashion.

The Matrix below summarises the performance of the Ministry of Tourism Culture and Creative Arts for the period 2014- 2017. It identifies the Programmes, sub-programmes, broad projects and activities, baseline for 2013 and achievement for the period under review.

Table 1. Performance Review of the Ministry of Tourism, Arts and Culture from 2014 to 2017 under Thematic Area II: Enhancing Competitiveness of Ghana's Private Sector

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
2014	Management and Administration	General Administration	<ol style="list-style-type: none"> 1) Conduct logistic needs assessment to procure goods, services and undertake works to enhance service delivery 2) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy 3) Ensuring the delivery of programme outputs and outcomes 4) Restructuring the National Commission on Culture 5) Restructuring the Ghana Tourism Authority 6) Restructuring HOTCATT 7) Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts 8) Signing of International conventions and agreements 	<p>Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others)</p> <p>Draft report on Ministry's Re-alignment prepared for Task Force established and made operational for Revenue generation by Dec.2013</p> <p>MoU on Tourism and Handicraft signed with Iran Administrative support provided</p> <p>Printed the following materials</p> <ol style="list-style-type: none"> 1) 3,000 certificates 2) 4,500 invoices <p>3,000 returns sheet for the implementation of the Tourism Law</p> <p>Monthly meetings organised for for Board of Directors by Dec.2013</p>	Provision of General Administration service	<p>A 2-day Management Retreat was organized for the Management Team of the Ministry and its Agencies from January 16th to 17th, 2014. The retreat provided a good platform for Management of the Ministry & Heads of Agencies to review the sector's overall performance for 2013</p> <p>The Ministry organized a 2-day team building workshop for senior staff of the Ministry and its Agencies at Tema on August 21st -22nd, 2014. Participants gained understanding on the strategic direction of the Ministry in line with its realigned vision and mission and as well as the Ministry's organizational structure</p> <p>The Minister led a technical team from the Ministry to meet with the Members of the Council of State on 27th February, 2014 at the Castle, Osu. The meeting provided a platform for the Hon. Minister to showcase tourism, culture and creative arts sector performance in 2013. These included;</p> <ol style="list-style-type: none"> 1) investment promotions made to public and private sector groups, 2) efforts to promote domestic tourism in the country, 3) jobs created and the 4) contribution of tourism to the GDP, 	Fully implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
			9) To mobilize and manage funds as well as report on expenditures	Quarterly meetings organised for corporate management meetings /workshops by 31st Dec.2013	Four quarterly meetings organised	<p>5) some challenges being addressed and the way forward.</p> <p>The Hon. Minister chaired a series of management meetings with the participation of Directors and Heads of the Agencies to strategise on implementation of scheduled programmes and events</p> <p>As part of addressing the lack of funding problem which is one of the key operational constraints of the sector, the Ministry continued the Ghana Tourism Authority (GTA) restructuring process in line with the Tourism Act 817 by engaging GTA to revamp the collection of the 1% Levy paid by patrons of tourism enterprises for the Tourism Development Fund, which is needed to support tourism programmes and projects</p> <p>The Ministry organized a two-day speech writing training session for selected staff of the Ministry and its Sector Agencies on August 5 & 6, 2014 at the National Theatre under the Capacity Development Mechanism (CDM) project..</p> <p>The Ministry also organised a three (3)-day Monitoring and Evaluation course from 12th to 14th August, 2014, for staff of the Ministry and it's implementing Agencies at the W.E. Du Bois Centre</p>	
				Lack of Vehicles to undertake activities	Purchase of 5 Vehicles	Purchase of 5 Vehicles	Not Implemented
				No plant and Equipment's	Purchase of Plant and Equipment	Purchase of Plant and Equipment	Not Implemented
		Finance	1) Develop and manage a comprehensive annual budget	Participated in MTEF/GIFMIS programs	Participate in budget workshops preparation (MTEF/GIFMIS programs)	Participated in budget meetings with MTEF/GIFMIS and prepared the Ministry's budget	Fully implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
		Finance	2) Preparation of cash-flow statements and final accounts	Participated in NDPC and MOFEP pilot (Programme Based Budgeting) programme	Participate in budget workshops preparation (MTEF/GIFMIS programs)	Participate in budget workshop preparation with GIFMIS.	Fully implemented
	Management and Administration			Annual Budget prepared for ,both Revenue and Expenditure (GOG& IGF)for the MDAs	Prepare Annual Budget for ,both Revenue and Expenditure (GOG& IGF)for the MDAs	- Annual Budget prepared for ,both Revenue and Expenditure (GOG& IGF)for the MDAs	Fully implemented
				UNWTO&ATA Subscriptions paid for 2013	Payment of subscriptions (UNWTO & ATA)	Annual Subscriptions (UNWTO&ATA) Paid	Fully implemented
		Human Resources	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	15 staff trained in competency-based programs, 1 on scheme of service training	Train 50 staff in administrative, ICT, tourism and tourism-related skills	A two-day speech writing training session was organised for selected staff of the Ministry and its Sector Agencies on August 5 & 6, 2014 at the National Theatre. At the end of the training the Trainees imbibed fresh knowledge on the art of good speech writing. The Ministry also organised a three (3)-day Monitoring and Evaluation course from 12 th to 14 th August, 2014, for staff of the Ministry and it's implementing Agencies at the Du Bois Centre	Fully Implemented
	Tourism Product Development		Assess the marketability of the attraction	Collaborated with the Wangara Community to organise Kurubi Festival in Kintampo	Facilitate the organization of 11 festivals and special events in the regions	The Ministry in partnership Ministry of Chieftaincy and Traditional Affairs the private sector successfully celebrated the 2014 National Festival of Arts and Culture (NAFAC) in Sunyani The Ministry collaborated with the Ministry of Local Government and Rural Development, the Ministry of Chieftaincy and Traditional Affairs, Accra Metropolitan Authority and the Greater Accra Regional Coordinating Council, GTDC and GTA to celebrated the first ever Grand HOMOFEST to climax this year's World Tourism Day on Saturday, 27th September, 2014.	Not Fully Implemented
			Identify the infrastructure and superstructure gaps		Undertake feasibility study for marine drive tourism master plan	The Re-zoning, planning and development of the Marine Drive area, stretching from Osu-Clotey to the Arts Centre, to propel Public and Private sector investments in Tourism,	Fully implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
					Undertake feasibility study for HOTCATT Complete two (2) new boys quarters for settlers on Accra	Culture and Creative Arts received approval from Cabinet.	
			Promote tourism investment to improve the tourist experience	Five sensitizations program organised on the Tourism Law Act 817 for stakeholders IEC dummies developed Feature articles on tourism published and series of TV interviews aired to Public awareness on tourism	Facilitate the establishment of 15 Tourist Clubs to promote domestic tourism Provide administrative support service for the NCC/ CNCs and CYCC Organization of national drama festival for schools & colleges, organization of cultural exchange programs for artists and other officials. Exhibition of cultural heritage materials and collections, convention and documentation of sites/artefacts for museums Initiate process for putting in place a legal and regulatory framework for the development and promotion of Creative Arts Facilitation of the establishment of the Council and provide relevant capacity building for creative arts	1) Provision of general administrative support services for the NCC and Centres for National Culture 2) Rejuvenation of Senior High School Students interest and appreciation in Drama and audience cultivation 3) Training of Ghanaian Youth in Traditional Art and Handicrafts Production 4) Printing and publication of NCC Magazine – 'Efie Nkomo' 5) Organisation of Regional Festival of Arts and Culture and provision of technical support to the National Festival of Arts and Culture 6) It held several consultative workshops with key stakeholders to review the Cinematography Act for submission to Cabinet for approval. 7) Signed an agreement with the Turkish Exim Bank on funding arrangement toward the development of the Cultural Village at Kumasi 8) Nine (9) UNESCO conventions were approved by Cabinet and laid at the floor of Parliament for ratification.	80% implemented
			Prepare schemes for the overall development of the attraction	Pilots schemes initiated in 5 districts to Establish Tourism Youth Corps in hundred (100) Districts with relevant stakeholders by 31st dec.2013 Extension services provided to tourism operators to Monitor extension service schemes and	Establish Tourism Youth Corps in hundred (100) Districts with relevant stakeholders by 31st dec.2014	-	Not Implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
				returns that will improve quality standards by 31st Dec.2013			
	Tourism Research and Marketing		Conduct surveys, analysis and compilation of tourism statistics	Conducted research and collated data for tourism statistics (Tourism Satellite Account Collect and analyze tourism data	Conduct research and collate data for tourism statistics (Tourism Satellite Account Collect and analyse tourism data	Conducted research on tourist arrivals, employment and Domestic Tourism	Fully Implemented
			Maintain a research library	No Research Library	Maintain a research Library	-	Not Implemented
			Produce publications and promotional materials ie brochures, maps, CDs, compendium of tourism statistics, directory, etc.	Produced tourism promotional materials(brochures, maps CDs fliers)	Produce tourism promotional materials (brochures, maps CDs fliers) Produce 5,000 copies of tourism directory	5,000 copies of tourism directory produced and distributed throughout the country	Fully Implemented
			Vigorously promoting domestic tourism - to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities	Tourism and culture promoted Emancipation Day, Chocolate Day, Paragliding Festival etc Familiarization tour was organised for Diplomats and Parliamentarians to Nzulezu and a durbar at Nkroful was also used to climax Kwame Nkrumah's Birthday	Organise Special Events Lunch Domestic Tourism Campaign	Tourism and culture promoted Emancipation Day, Chocolate Day, Paragliding Festival, World Tourism Day etc The grand launch of the Domestic Tourism Explore Ghana Programme was carried out by the Hon. Minister on Wednesday, 2 April, 2014 at the National Theatre	Fully Implemented
			Participating in international tourism fairs, exhibitions and conferences	Participated in 2 international fairs, 3 local fairs	1) Market Ghana through participation in 8 UNWTO/UNESCO International conferences 2) Market Ghana through participation in 10 International and Fairs & Exhibitions 3) Place 2 adverts in international media	1) World Travel Market International Tourism Fair in Excel, London, UK; 2) 56th UNWTO Commission for Africa Meeting and Regional Seminar On Tourism and Air Transport Connectivity in Africa, Luanda , Angola 3) Inaugural INDABA Ministerial Session, Durban, South Africa 4) 7TH Ministerial Conference of the Coordinating Committee for the Development and Promotion of African Handicraft (CODEPA) held in	Fully implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
					4) Attend 5 Joint Commission For Cooperation Meetings	Niamey, Niger from the 3rd – 5th June, 2014. 5) Africa Travel Association's 9th Annual Presidential Forum on Tourism at New York University on Monday, 22nd September, 2014 6) Participated at the Africa Magic Viewer's Choice Awards in Lagos, Nigeria. 7) Participated in Ghana -Russia Permanent Joint Commission on Co-operation, Moscow Russia 8) 20th Edition of the International Publishing and Book Fair in Casablanca, 13-25 February, 2014.	
			Planning and organizing international special events such as Paragliding, PANAFEST Emancipation, HOMOFEST, Carnival, World Tourism Day, etc.	1) Ghana Carnival was organised and patronised by both domestic and foreign tourists 2) Tourism and culture promoted-Emancipation Day, Chocolate Day, Paragliding Festival etc	1) Organise Emancipation Day 2) Organize Annual HOMOFEST in Greater Accra (all traditional authorities Inclusive 3) Organize Carnival to stimulate the local economy and tourism enterprises 4) Tourism and culture promoted-Emancipation Day, Chocolate Day, Paragliding Festival	1) Tourism and culture promoted Emancipation Day, Chocolate Day, Paragliding Festival 2) Annual HOMOFEST in Greater Accra organised (all traditional authorities Inclusive 3) Emancipation Day Organised	Fully implemented
			Promoting Ghana as a competitive destination for meetings, incentives, conferences and events	Ministry's policies, programs and projects showcased at the Accra International Conference Centre Ministry secured CNN's readiness to undertake the project	Market Ghana through participation in 8 UNWTO/UNESCO International conferences	Participated in eight (8) conferences as follows: i. World Travel Market International Tourism Fair in Excel, London, UK; ii. Ghana Participated in 56th UNWTO Commission for Africa Meeting, and Regional Seminar On Tourism and Air Transport Connectivity in Africa, Luanda , Angola	Fully Implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
				The Ministry engaged the International Media at World Travel Market in London, UK		iii. Participated in the Inaugural INDABA Ministerial Session, Durban, South Africa iv. 7TH Ministerial Conference of the Coordinating Committee for the Development and Promotion of African Handicraft (CODEPA) held in Niamey, Niger from the 3rd – 5th June, 2014. v. Participated at the Africa Travel Association's 9 th Annual Presidential Forum on Tourism at New York University on Monday, 22 nd September, 2014 vi. Participated at the Africa Magic Viewer's Choice Awards in Lagos, Nigeria. vii. Participated in Ghana -Russia Permanent Joint Commission on Co-operation, Moscow Russia viii. Participated in the 20th Edition of the International Publishing and Book Fair in Casablanca, 13-25 February, 2014.	
			Undertaking e-marketing through the official tourism websites (MOTCCA & GTA)	A new website developed and made interactive (motcca.gov.gh)	1) Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	Official Tourism upgraded and fully-functional	Fully Implemented
			Advertising Ghana in the major international and local media		Market Ghana through participation in 5 Local Fairs & Exhibitions Place 10 adverts in local media	Participated two(2) Local Fairs	40% implemented
	Tourism Quality Assurance		Developing, reviewing, and updating industry regulations, classifications, registration and licensing of attractions and	125 boat operators, vegetable growers, tour guides and hoteliers were trained in	Organize training for 300 school leavers for the Hospitality Industry	—	Not implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
			tourism infrastructure operators, routine inspections and capacity building Programmes for hospitality service providers	environmental management and customer care services. Trained 100 hospitality operators in the Volta region, 20 stewards at the Office of the President trained	Train 125 boat operators, vegetable growers, tour guides and in environmental management and customer care services The Ministry collaborated with GTA to organise the program in 5 regions Trained 100 hospitality operators in the Volta region, 20 stewards at the Office of the President trained	—	Not implemented
			Conduct inspections and license tourism enterprises in eleven- (11) regional offices	Inspected and licensed 5,535 tourism enterprises (including 56 new tourism enterprises)	Inspected and licensed 5,535 tourism enterprises (including 56 new tourism enterprises)	The Ghana Tourism Authority inspected and Licensed 5,072 tourism enterprise	85% implemented
			Operationalise Task Force to enforce service standards and Revenue generation	Task Force established and made operationally	Enforce Service standards for tourism service providers	Service standards enforced	Fully implemented
			Operationalise the Tourism Levy collection by printing Invoices and Returns	Tourism Levy in operation	Expand the collection of tourism levy	Tourism Levy collection expanded	Fully implemented
			Provide extension services to plant developers in 10 regions	Extention services not available	Provide extension services to 50 plant developers in 10 regions	-	Not implemented to centres lack- funds
<u>2015</u>	Programmes	Sub-Programme	Broad Project/activity				Remarks in relation to criteria in Box
				Baseline (2013)	MTDP Target	Achievement	
	Management and Administration	General Administration	1) Conduct a logistic needs assessment to procure goods, services and undertake works to enhance service delivery 2) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy	Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others) Draft report on the Ministry's Re-alignment prepared for	Provision of General Administration service e	<ul style="list-style-type: none"> Establishment of Tourism Development Fund Secretariat, the Ministry established the Tourism Development Fund Secretariat which became functional on 2nd March 2015. The Fund has assisted in the following: The preparation of the draft Legal and Regulatory framework for the Creative Arts Industry, sensitization workshop for the Creative Arts Practitioners in the Greater Accra Region, the Cultural 	Fully Implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
			3) Ensuring the delivery of programme outputs and outcomes 4) Restructuring the National Commission on Culture 5) Restructuring the Ghana Tourism Authority 6) Restructuring HOTCATT 7) Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts 8) The signing of International conventions and agreements 9) To mobilize and manage funds as well as report on expenditures	Task Force established and made operational for Revenue generation by Dec.2013 MoU on Tourism and Handicraft signed with Iran Administrative support provided Printed the following materials 3) 3,000 certificates 4) 4,500 invoices 3,000 returns sheet for the implementation of the Tourism Law Monthly meetings organised for Board of Directors by Dec.2013		Forum stakeholder consultation towards the establishment of the Creative Arts Council for Creative Arts and Secretariat. <ul style="list-style-type: none"> Following extensive consultation with stakeholders the draft Film Bill has been approved by Cabinet and a series of sensitization workshops have been organized for the Parliamentary Select Committee. For the first time, a Tourism Satellite Account (TSA) Committee has been set-up in Ghana, with a secretariat has been established at the Office of the Ghana Tourism Authority to support Tourism Data processing for effective planning and investment promotion. The TSA will ensure the provision of credible data to demonstrate the sector's contribution to Gross Domestic Product (GDP). The Ministry organized a mid-year performance review for the sector by 31st Decembe2015. The Ministry of Tourism, Culture and Creative Arts has also initiated the processes of re-structuring of HOTCCAT into a Top training institute in the Sub-region through a public-private-partnership arrangement and this had been approved by the cabinet 	
				Lack of Vehicles	Purchase of 5 Vehicles	—	Not implemented due to lack of funds
				Lack of Plant and Equipment	Purchase of Plant and Equipment	—	Not Implemented due to lack of Funds
		Finance	<ul style="list-style-type: none"> Develop and manage a comprehensive annual budget 	Participated in MTEF/GIFMIS programs	Participate in budget workshops preparation (MTEF/GIFMIS programs)	Participated in budget preparation with Ministry of Finance	Fully Implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
			<ul style="list-style-type: none"> Preparation of cash-flow statements and final accounts 	Participated in the NDPC and MOFEP pilot (Programme Based Budgeting) programme Annual Budget prepared for, both Revenue and Expenditure (GOG& IGF) for the MDAs	Participate in Program Based Budget preparation	-	Fully implemented
				2014 UNWTO <u>Subscription fees paid</u>	Payment of subscriptions (UNWTO & ATA)	—	Not implemented
				Quarterly monitoring to the regions by Finance Audit & Revenue Dept	Quarterly monitoring to the regions by Finance Audit & Revenue Dept	—	Not implemented
				—	Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	—	Not implemented
		Human Resource	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	15 staff trained in competency-based programs, 1 on a scheme of service training	Train 30 staff in competency-based programs	26 staff on overseas programmes in China and Japan	<u>90% implemented</u>
	Tourism Product Development		Assess the marketability of the attraction	Collaborated with the Wangara Community to organise Kurubi Festival in Kintampo	Organise Farm tours to assess tourist attractions	The Authority led by the Ag. Executive Director coordinated the Hon. Minister's Regional Tours. The first tour was to the Brong-Ahafo and Ashanti Regions. The Team comprised Hon. Mrs. Elizabeth Oforu-Adjare, Minister of MOTCCA, Chief Director of MOTCCA and other officials of MOTCCA, officials of GTA and some of its Board Members, MOTCCA implementing Agencies, GHATOF and the Media. Led by the Hon Minister, they paid courtesy calls on Brong-Ahafo and Ashanti Regional Ministers, District Chief Executives and Brong-Ahafo Regional House of Chiefs. The Hon. Minister commissioned two District Tourism Offices in Techiman Municipal Assembly and Kuntense District Assembly. She and her entourage also visited eleven	Fully implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
						<p>tourist sites and interacted with the Chiefs, Opinion Leaders and Community Members on tourism development and promotion.</p> <p>The Hon. Minister's third Regional Tour was to the Northern Region. She paid courtesy call on the Regional Minister, Alhaji Mohammed Muniru Limuna who facilitated and led the entourage to tour the region.</p>	
			Identify the infrastructure and superstructure gaps		<ol style="list-style-type: none"> 1) The Ministry will complete the seven tourist receptive facilities under construction at Salaga, Gwollu, Axim, Kpetoe, Agogo, Saltpond and Wli which are at various stages of completion (about 70 % on the average) 2) Complete two (2) new boys' quarters for settlers on Accra Visitor Information Centre plot 3) Completion of Axim Receptive Facility 4) Erect 5 signages in regional capitals to promote tourists' sites 	<p>A one-stop-shop for information, ICT, entertainment and sports tourism development for domestic and international tourists, the Accra Visitor Information Centre (AVIC) is about 90% complete</p> <p>The Ministry of Tourism, Culture and Creative Arts has also initiated the processes of re-structuring of HOTCCAT into a Top training institute in the Sub-region</p>	Not implemented
			Promote tourism investment to improve the tourist experience	<p>Five sensitizations program organised on the Tourism Law Act 817 for stakeholders</p> <p>IEC dummies developed</p> <p>Feature articles on tourism published and series of TV interviews aired to Public awareness on tourism</p>	<ol style="list-style-type: none"> 1. Open up the tourist sites, to improve quality services required by tourists, create livelihood opportunities for the local people and increase investment in tourism-related micro, small and medium enterprises 2. Undertake 15 investment feasibility studies to 	<ol style="list-style-type: none"> 1. The Ministry in collaboration with the Ghana Tourism Authority in the quest to diversify tourism in the country collaborated with Brave Hearts Expeditions to promote Urban Abseiling in Ghana as an aspect of sports adventure tourism which involves the vertical descent from steep rock, mountain surfaces or high rise buildings. A successful demonstration led by five instructors was held at the Shai Hills 	50% implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
					promote SMEs through PPP	2. The Ministry also secured Cabinet Approval for re-zoning, planning and development of the Marine Drive area, stretching from the Osu-Clotney to the Arts Centre, to propel Public and Private sector investments in Tourism, Culture and Creative Arts	
	Tourism Research and Marketing		Conduct surveys, analysis and compilation of tourism statistics		1) Conduct research and collate data for tourism statistics (Tourism Satellite Account) 2) Collect and analyze tourism data	Data collected on tourist arrivals	Fully Implemented
			Maintain a research library		Establish tourism library at Head Office	—	Not implemented
			Produce publications and promotional materials ie brochures, maps, CDs, a compendium of tourism statistics, directory, etc.		1) Produce tourism promotional materials (brochures, maps CDs fliers) 2) Produce 5,000 copies of tourism directory	1) 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	Fully Implemented
			Vigorously promoting domestic tourism - to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities	Tourism and culture promoted Emancipation Day, Chocolate Day, Paragliding Festival etc Familiarization tour was organised for Diplomats and Parliamentarians to Nzulezu and a durbar at Nkroful was also used to climax Kwame Nkrumah's Birthday	1) Organize World Tourism Day Celebration 2) Organize PANAFEST 3) Organize Emancipation Day 4) Facilitate the establishment of 15 Tourist Clubs to promote domestic tourism	The following events were organised 1. Organize World Tourism Day Celebration 2. Organize PANAFEST 3. Organize Emancipation Day —	Fully Implemented Not implemented
			Participating in international tourism fairs, exhibitions and conferences	Participated in 2 international fairs, 3 local fairs	1) Market Ghana through participation in 8 UNWTO/UNESCO International conferences 2) Promote Ghana in the International Media	1) The 21st UNWTO Session General Assembly, in Medellin, Columbia from 12-17 September 2015 2) Africa Travel Association (ATA), 40th Annual World Congress, Nairobi, Kenya November 9-14, 2015	Fully implemented
			Planning and organizing international special events such as Paragliding, PANAFEST	Ghana Carnival was organised and patronised by both domestic and foreign tourists			

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
			Emancipation, HOMOFEST, Carnival, World Tourism Day, etc.	Tourism and culture promoted-Emancipation Day, Chocolate Day, Paragliding Festival etc	3) Attend 5 Joint Commission For Cooperation Meetings 4) Market Ghana through participation in 10 International and 5 Local Fairs & 5) Exhibitions	3) World Travel Market International Tourism Fair in Excel, London, UK; 4) Joint Commission for Cooperation Bilateral Meetings organised by the Ministry of Foreign Affairs to review existing or prepare drafts MoU's in co-operation with a number of countries to develop and promote Tourism, Culture and Creative Arts. Ghana has new Draft MoU's under consideration with the following countries; Seychelles, Malta, Ethiopia and Zambia. 5) 5th Edition of the Carnival International de Victoria 2015 at Seychelles. The occasion was also used to reconnect the shared Historical Cultural roots between Seychelles and Ghana. Ghana's trip to Seychelles was a historical one. A significant visit that afforded The Asantehene Otumfuo Osei Tutu II to retrace parts of his roots in Seychelles. 6) Ghana Hosted the UNWTO Regional Seminar on "Enhancing Brand Africa, Fostering Tourism Development" in Accra Ghana from 17-19 August 2015. 7) The conference attracted over 200 delegates including the UNWTO Secretary-General, 5 African Tourism Ministers, Ambassadors and representation from the African Union and the International Media visibly represented by CNN and Check-In- TV based in Qatar, among others	
			Promoting Ghana as a competitive destination for meetings, incentives, conferences and events	Ministry's policies, programs and projects showcased at the Accra International Conference Centre Ministry secured CNN's readiness to undertake the project The Ministry engaged the International Media at World Travel Market in London, UK			
			Undertaking e-marketing through the official tourism websites (MOTCCA & GTA)	A new website developed and made interactive (motcca.gov.gh)	Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	2) 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	Fully Implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
			Advertising Ghana in the major international and local media		Place 2 adverts in international media and 10 adverts in local media	—	Not Implemented
	Tourism Quality Assurance		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	125 boat operators, vegetable growers, tour guides and hoteliers were trained in environmental management and customer care services. Trained 100 hospitality operators in the Volta region, 20 stewards at the Office of the President trained	Organize 50 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes Develop and print 1000 new registration forms	—	Not implemented
			Conduct inspections and license tourism enterprises in eleven- (11) regional offices	Inspected and licensed 5,535 tourism enterprises (including 56 new tourism enterprises)	Inspected and licensed 5,535 tourism enterprises (including 93 new tourism enterprises)	The Authority inspected and licensed 5,028 tourism enterprises as follows: Formal Accommodation = 2,716; formal Catering=483 (460 Restaurants & 23 Night Clubs); Travel Trade = 397 (317 Travel & Tours & 80 Car Rentals); Informal accommodation = 103; Informal Catering = 1,329 (493 Chop Bars, 827 Drinking Bars & 9 Snack Bars).GTA carried out enforcement exercise on 546 tourism enterprises as shown in the table below:	Fully Implemented
<u>2016</u>	Programmes	Sub-Programme	Broad Project/activity				Remarks in relation to criteria in Box 6
				<u>Baseline (2013)</u>	<u>MTDP Target</u>	<u>Achievement</u>	
	Management and Administration	General Administration	1) Conduct a logistic needs assessment to procure goods, services and undertake works to enhance service delivery 2) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy	Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others)	Provision of General Administration service	1) We provided overall management of the Ministry in accordance with the National Policy Framework (NDPC-GSGDA II) for the development and promotion of the tourism, culture and the creative arts sector. 2) Organized 2016 Management Retreat to Plan Programmes for the Year. The retreat provided a good platform for the staff review the sectors overall	Fully Implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
			3) Ensuring the delivery of programme outputs and outcomes 4) Restructuring the National Commission on Culture 5) Restructuring the Ghana Tourism Authority 6) Restructuring HOTCATT 7) Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts 8) The signing of international conventions and agreements 9) To mobilize and manage funds as well as report on expenditures	Draft report on the Ministry's Re-alignment prepared for Task Force established and made operational for Revenue generation by Dec.2013 MoU on Tourism and Handicraft signed with Iran Administrative support provided Printed the following materials 5) 3,000 certificates 6) 4,500 invoices 3,000 returns sheet for the implementation of the Tourism Law Monthly meetings organised for Board of Directors by Dec.2013		performance in 2015 and deliberate on the programmes and activities for the year under review. 3) Sensitization workshop on Creative Arts Bill for practitioners was organised and inputs collated to enrich the Bill.	
				Lack of Vehicles	Purchase of 5 Vehicles	—	Not Implemented
				Lack of Plant and Equipment	Purchase of Plant and Equipment	—	Not Implemented
		Finance		Subscriptions to UNWTO&ATA not paid	Payment of subscriptions (UNWTO & ATA)	—	Not Implemented
				Participated in budget workshops preparation (MTEF/GIFMIS programs)	Participate in budget <i>workshops preparation (MTEF/GIFMIS programs)</i>	Participated in budget workshops preparation (MTEF/GIFMIS programs) to enhance the capacity of staff	Fully Implemented
		Human Resource	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	15 staff trained in competency-based programs, 1 on scheme of service training	Enhanced Staff skills to complete appraisal instruments through training on staff performance on instruments appraisal.	Staff skills enhanced to complete appraisal instruments through training on staff performance on instruments appraisal.	Fully implemented

Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
	Tourism Product Development		Identify the infrastructure and superstructure gaps	Collaborated with the Wangara Community to organise Kurubi Festival in Kintampo	<p>Continue her engagement with the United Nations World Tourism Organisation (UNWTO) to help mobilize funding for the implementation of the 1ST Phase (5 yr immediate Action Plan 2013-2017)</p> <p>Complete work on the Accra Visitor Information Centre</p> <p>Complete tourist receptive facilities in Axim, Kpetoe, Salaga and Gwollu</p> <p>Organise 3rd Greater Accra Regional Homogenous Festival dubbed "HOMOFEST" in 2016</p> <p>Organize eleven (11) festivals and special events in the regions</p> <p>Establish District tourism development committees</p> <p>Organize Ghana Carnival to boost domestic tourism</p>	<p>The First ever Accra Tourist Information Centre (ATIC) has been completed commissioned</p> <p>Marine Drive Tourism Investment Project: The Executive instrument for the compulsory acquisition of over 240 acres of land has been issued by the Ministry of Tourism, Culture and Creative Arts</p> <p>Central Tender Review Board has approved the Phase I of the Marine Drive Tourism Investment Project</p> <p>organized the celebration of Chocolate Day to boost agro-tourism.</p> <p>Organised Hang Paragliding Festival to boost domestic tourism drive.</p> <p>The 3rd Ghana Carnival was organized to promote International appreciation of Ghanaian culture and increase tourist's visitations to other attractions.</p> <p>Organised Emancipation / PANAFEST Day with the diasporas and local communities. Planned and programmed the 3rd Homogenous Festival (HOMOFEST) in partnership with the Ga Dangbe traditional authorities and the MMDAs in the Greater Accra region</p>	70% completed

	Tourism Research and Marketing		<p>Promote tourism investment to improve the tourist experience</p> <p>Conduct surveys, analysis and compilation of tourism statistics</p> <p>Maintain a research library</p> <p>Produce publications and promotional materials ie brochures, maps, CDs, compendium of tourism statistics, directory, etc.</p> <p>Vigorously promoting domestic tourism - to encourage Ghanaians to appreciate and preserve their national heritage and create wealth in the communities</p> <p>Participating in international tourism fairs, exhibitions and conferences</p> <p>Planning and organizing international special events such as Paragliding, PANAFEST Emancipation, HOMOFEST, Carnival, World Tourism Day, etc.</p> <p>Promoting Ghana as a competitive destination for meetings, incentives, conferences and events</p> <p>Undertaking e-marketing through the official tourism websites (MOTCCA & GTA)</p> <p>Advertising Ghana in the major international and local media</p>	<p>Pilots schemes initiated in 5 districts to Establish tourism Youth Corps in hundred (100) Districts with relevant stakeholders by 31st dec.2013</p> <p>Extension services provided to tourism operators to Monitor extension service schemes and returns that will improve quality standards by 31st Dec.2013</p>	<p>Promote Ghana's tourism products in target markets in Europe, America, Asia and Africa</p> <p>Develop special documentaries on Ghana's Tourism and Culture</p> <p>Update Official Websites</p> <p>Attend Joint Commission for Cooperation Meetings</p> <p>National Chocolate Day, Carnival</p>	<p>Conduct research and collate data for tourism statistics (Tourism Satellite Account)</p> <p>Collect and analyse tourism data</p> <p>Produce tourism promotional materials (brochures, maps CDs fliers)</p> <p>Produce 5,000 copies of tourism directory</p> <p><i>Organize World Tourism Day Celebration</i></p> <p><i>Organize Emancipation Day</i></p> <p>Organize Meridian Festival to signify Ghana's position as the centre of world</p> <p>Erect 10 signages in regional capitals to promote tourists' sites</p> <ol style="list-style-type: none"> 1) Market Ghana through participation in 8 UNWTO/UNESCO International conferences 2) Attend 5 Joint Commission for Cooperation Meetings 3) Market Ghana through participation in 10 International and 5 Local Fairs & 4) Exhibitions <p>Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure</p> <p><i>Promote Ghana in the International Media</i></p> <p>Place 1 adverts in international media and 10 adverts in local media</p>	Not implemented
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Period	Thematic Area: Enhancing Competitiveness of Ghana's Private Sector						
	Policy Objective: Diversify and Expand the Tourism Industry for Economic Development						
	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
	Tourism Quality Assurance		<p>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</p> <p>Conduct inspections and license tourism enterprises in eleven-(11) regional offices</p> <p>Operationalise Task Force to enforce service standards and Revenue generation</p> <p>Operationalise the Tourism Levy collection by printing Invoices and Returns</p> <p>Provide extension services to plant developers in 10 regions</p> <p>Develop standards for new Tourism enterprises (conference centres, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions</p> <p>Procure software for the collection on National Tourism Levy</p> <p>Complete construction of training facilities</p>	<p>125 boat operators, vegetable growers, tour guides and hoteliers were trained in environmental management and customer care services.</p> <p>Trained 100 hospitality operators in the Volta region, 20 stewards at the Office of the President trained</p> <p>Inspected and licensed 5,535 tourism enterprises (including 56 new tourism enterprises)</p> <p>Task Force established and made operational</p>	<p>Organize training for 300 school leavers for the Hospitality Industry</p> <p>Develop and print 1,000 new registration forms</p> <p>Purchase of Plant and Equipment (HOTCATT)</p>	<p>Organized 50 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes</p>	40% implemented

Objective 2: Intensify the Promotion of Domestic Tourism							
Period	Programmes	Sub-Programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
2014	Management and Administration	General Administration	1) Conduct a logistic needs assessment to procure goods, services and undertake works to enhance service delivery 2) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy 3) Ensuring the delivery of programme outputs and outcomes 4) Restructuring the National Commission on Culture 5) Restructuring the Ghana Tourism Authority 6) Restructuring HOTCATT 7) Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts 8) The signing of international conventions and agreements 9) To mobilize and manage funds as well as report on expenditures	1) Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others) 2) Draft report on the Ministry's Re-alignment prepared for 3) Task Force established and made operational for Revenue generation by Dec.2013 4) MoU on Tourism and Handicraft signed with Iran 5) Administrative support provided 6) Printed the following materials 7) 3,000 certificates 8) 4,500 invoices 9) 3,000 returns sheet for the implementation of the Tourism Law 10) Monthly meetings organised for for Board of Directors by Dec.2013	1. Provision of General Administration support services (ie. Utilities, repairs, fuel etc.) to support service delivery 2. continue Ghana Tourism Authority (GTA) restructuring process 3. Monitor the establishment of 10 GTA District Offices in line with tourism decentralization process. 4. Review the National Commission of Culture Law and Laws of Other Culture related Agencies 5. Provide Legal and Regulatory Framework for the development and promotion of Creative Art 6. Constitute and inaugurate Council for Creative Arts to oversee the re-organisation of the Creative Arts 7. . 8. organize 2014 National Festival of Arts in Sunyani in November	<p>The grand launch of the Domestic Tourism Explore Ghana Programme was carried out by the Hon. Minister on Wednesday, 2 April, 2014 at the National Theatre</p> <p>The Ministry collaborated with the Ministry of Local Government and Rural Development, the Ministry of Chieftaincy and Traditional Affairs, Accra Metropolitan Authority and the Greater Accra Regional Coordinating Council, GTDC and GTA to celebrated the first ever Grand HOMOFEST to climax this year's World Tourism Day on Saturday, 27th September, 2014.</p> <p>The event was also meant to forge unity, understanding and peace among the Traditional Authorities and People of Ga-Adangbe for development. Key Activities undertaken as part of the celebrations were: Clean Up Exercise; Radio Programmes; Food Bazaar; Cultural Performances; A colloquium on the History of the Ga-Adangbes, Puberty Rites, Widowhood Rites etc.; Photo exhibitions; Cooking competition. As a novelty tourism product HOMOFEST aimed at re-packaging the Annual Homowo Festival for all the Ga-Adangbe People to attract the desired local and international patronage as well as to secure investment in the communities</p> <p>The Ministry of Tourism, Arts and Culture has also initiated the processes of re-structuring of HOTCCAT into a Top training institute in the Sub-region through a public-private-partnership arrangement and this had been approved by cabinet</p>	50% completed

Objective 2: Intensify the Promotion of Domestic Tourism							
Period	Programmes	Sub-Programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
					9. Train 50 staff in ICT and Tourism related skills 10. Build Capacity and Entrepreneurial Skills of 2000 unemployed youth & women at tourist sites 11. Organise Mid-year Performance Review for the Sector 12. Undertake monitoring & evaluation of sector's programmes and projects		
	Tourism Product Development		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.	Collaborated with the Wangara Community to organise Kurubi Festival in Kintampo 1) Five sensitizations program organised on the Tourism Law Act 817 for stakeholders 2) IEC dummies developed 3) Feature articles on tourism published and series of TV interviews aired to Public awareness on tourism Pilots schemes initiated in 5 districts to Establish tourism Youth Corps in hundred (100) Districts with relevant stakeholders by 31st dec.2013	1) Organize Annual HOMOFEST in Greater Accra (all traditional authorities inclusive) 2) Establish 5 District Tourism offices 3) Organise familiarization tour for GTA staff 4) Organize Carnival to stimulate the local economy and tourism enterprises 5) Facilitate the organization of 11 festivals and special events in the regions 6) Organize 10 sensitization seminars/durbar for	Celebrated the first ever Grand HOMOFEST to climax this year's World Tourism Day on Saturday, 27th September, 2014. Secured Cabinet Approval for re-zoning, planning and development of the Marine Drive area, stretching from the Osu-Clotey to the Arts Centre, The Ministry of Tourism, Culture and Creative Arts has also initiated the processes of re-structuring of HOTCCAT into a Top training institute in the Sub- The Ministry has secured a parcel of land towards the construction of the multi-purpose cultural Village at Kumasi	50% Implemented

Objective 2: Intensify the Promotion of Domestic Tourism							
Period	Programmes	Sub-Programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
				Extension services provided to tourism operators to Monitor extension service schemes and returns that will improve quality standards by 31st Dec.2013	traditional rulers and opinion leaders for conservation of community base eco-tourism Train 21 District Tourism Officers in Resource Development	Planned the organization of the 2nd Accra Carnival to stimulate the local economy and tourism enterprises and create jobs for the youth but was postponed in view of the World Cup'14 euphoria hence public interest in the Carnival waned.	
	Tourism Research and Marketing		<p>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</p>	World Travel Market International Tourism Fair in Excel, London, UK;	<ol style="list-style-type: none"> 1) Participate in 1 National Policy Fair 2) Organize quarterly sensitization programmes for media practitioners to promote domestic tourism 3) Organise familiarization tours to tourist sites for policy and decision makers, 4) Corporate Ghana and Diplomats Organise 2 <i>familiarization</i> tours/ press trips for International Media 	The Ministry participated in the following fairs and conferences:	50% complete
				the 20 th Session United Nations World Tourism Organization, General Assembly,		World Travel Market International Tourism Fair in Excel, London, UK; I	
				UNESCO High Level International Forum in Hangzhou, China.		Ghana Participated in 56th UNWTO Commission for Africa Meeting, and Regional Seminar on Tourism and Air Transport Connectivity in Africa, Luanda, Angola	
				10 th Edition and 20 th Anniversary Celebration of PANAFEST in Accra, Cape Coast, Elmina, Assin Manso		Participated in the Inaugural INDABA Ministerial Session, Durban, South Africa	
				World Tourism Day Celebration under the theme "Tourism and Water: Protecting our Common Future"		7TH Ministerial Conference of the Coordinating Committee for the Development and Promotion of African Handicraft (CODEPA) held in Niamey, Niger from the 3rd – 5th June, 2014.	
				Participation in the 4 th Ghana Policy Fair at the Accra International Conference Centre		Participated at the Africa Travel Association's 9th Annual Presidential Forum on Tourism at New York University on Monday, 22nd September, 2014	
						Participated at the Africa Magic Viewer's Choice Awards in Lagos, Nigeria.	

	Objective 2: Intensify the Promotion of Domestic Tourism						
Period	Programmes	Sub-Programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
						Participated in Ghana -Russia Permanent Joint Commission on Co-operation, Moscow Russia Participated in the 20th Edition of the International Publishing and Book Fair in Casablanca, 13-25 February 2014, The grand launch of the Domestic Tourism Explore Ghana Programme	
	Tourism Quality Assurance		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 centres, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions	the Ministry engaged Heads of all 14 Agencies and subvented organizations including segments of the Creative Arts on their core functions and operations. The Ministry continued the Ghana Tourism Authority (GTA) restructuring process in line with Tourism Act 817 by engaging GTA to revamp the collection of 1% Levy paid by patrons of tourism enterprises for the Tourism Development Fund which is needed to support tourism programmes and projects. In furtherance of this it facilitated the appointment of new Board of Directors duly inaugurated it to commence work including managing the fund.	1) Train 20 staff in industry-related disciplines 2) Establish 5 District tourism development committees 3) Conduct inspections and license 5,000 tourism enterprises in eleven-(11) regional offices Operationalise Task Force to enforce service standards and Revenue generation Provide extension services to 50 plant developers in 10 regions Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates	Conducted inspections and licensed 5,000 tourism enterprises in eleven-(11) regional offices	40% Implemented

Objective 2: Intensify the Promotion of Domestic Tourism							
Period	Programmes	Sub-Programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
			1. Procure software for the collection on National Tourism Levy				
	Programmes	Sub-Programme	Broad Project/activity				
2015	Management and Administration	General Administration	1) Conduct a logistic needs assessment to procure goods, services and undertake works to enhance service delivery 2) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy 3) Ensuring the delivery of programme outputs and outcomes 4) Restructuring the National Commission on Culture 5) Restructuring the Ghana Tourism Authority 6) Restructuring HOTCATT 7) Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts 8) The signing of International conventions and agreements 9) To mobilize and manage funds as well as report on expenditures	Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others) Draft report on the Ministry's Re-alignment prepared for Task Force established and made operational for Revenue generation by Dec.2013 MoU on Tourism and Handicraft signed with Iran Administrative support provided Printed the following materials 1) 3,000 certificates 2) 4,500 invoices 3,000 returns sheet for the implementation of the Tourism Law Monthly meetings organised for for Board of Directors by Dec.2013	Provision of General Administration service Purchase of 5 Vehicles Rehabilitate office building Payment of subscriptions (UNWTO & ATA) Participate in budget workshops preparation (MTEF/GIFMIS programs) Extension of Head Office to accommodate the Authorities scope of work Purchase plant and Equipment for 11 regional offices Build Capacity and entrepreneurial skills of 500 unemployed youth & women at Tourist sites. Train 77 staff in industry related disciplines	The Ministry organized three Regional Familiarisation Tours to the Brong Ahafo (Jan. 20-21, 2015), Ashanti (Jan. 22-24, 2015) and the Northern (June 22-27, 2015) Regions The Ministry organized the 2nd Greater Accra Homogenous Festival (HOMOFEST) for the Chiefs and People of the Greater Accra which is aimed at repackaging Ga- Adangbe culture for local and international patronage and investment as well as to foster understanding, unity and peace for development. The Ministry organized the 12th edition of PANAFEST on the theme "PANAFEST at the Threshold of the Decade of the People of African Descent." A number of events were organized or participated in by the Ministry in line with its policy to promote domestic tourism , for Ghanaians to know more about their country and appreciate our rich local cultures and beautiful environment and preserve them for posterity, as well as, use domestic tourism to stimulate businesses in hospitality and cultural enterprises ,including hotel, catering, performing arts, entertainment, recreational and transport services, handicraft production and retailing for patronage of tourists in and around the communities and districts which host the events. They included: Re-launched the Explore Ghana Domestic Tourism Programme and Dedication of	40% implemented

	Objective 2: Intensify the Promotion of Domestic Tourism						
Period	Programmes	Sub-Programme	Broad Project/Activity	Indicators			Remarks in relation to criteria in Box 6
				Baseline (2013)	MTDP Target	Achievement	
						2015 as the Year of Tourism by the Hon. Minister to promote domestic tourism in the country.	
					Purchase 6 vehicles		

		Human Resource	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	15 staff trained in competency-based programs, 1 on scheme of service training			
	Tourism Product Development		Assess the marketability of the attraction Identify the infrastructure and superstructure gaps Promote tourism investment to improve the tourist experience	Collaborated with the Wangara Community to organise Kurubi Festival in Kintampo Five sensitizations program organised on the Tourism Law Act 817 for stakeholders IEC dummies developed Feature articles on tourism published and series of TV interviews aired to Public awareness on tourism	Organise familiarization tour for GTA staff Organize Annual HOMOFEST in Greater Accra (all traditional authorities inclusive) <i>Organize Carnival to stimulate the local economy and tourism enterprises</i> Facilitate the organization of (11) festivals and special events in the regions Organize ten (10) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	The Ministry organized the 2 nd Greater Accra Homogenous Festival (HOMOFEST) for the Chiefs and People of the Greater Accra which is aimed at repackaging Ga-Adangbe culture for local and international patronage. The Ministry also secured Cabinet Approval for re-zoning, planning and development of the Marine Drive area, stretching from the Osu-Clotey to the Arts Centre. The Ministry of Tourism, Culture and Creative Arts has also initiated the processes of re-structuring of HOTCCAT into a Top training institute in the Sub-region through a public-private-partnership arrangement A one -stop shop for information, ICT, entertainment and sports tourism development for domestic and international tourists, The Ministry will complete the seven tourist receptive facilities under construction at	50% implemented

						Salaga, Gwollu, Axim, Kpetoe, Agogo, Saltpond and Wli which are at various stages of completion (about 70 % on the average)	
						Besides opening up the tourist sites, at completion the projects will improve quality services required by tourists, create livelihood opportunities for the local people and increase investment in tourism-related micro, small and medium enterprises	
	Tourism Research and Marketing		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	World Travel Market International Tourism Fair in Excel, London, UK; ii. the 20th Session United Nations World Tourism Organization, General Assembly co-hosted by Zambia and Zimbabwe, iii. the UNESCO High Level International Forum in Hangzhou, China iv. and undertook an investment promotion tour in Turkey.	1) Participate in 1 National and 5 Regional Policy Fairs 2) Organize quarterly sensitization programmes for media practitioners to promote domestic tourism 3) Organise familiarization tour to tourist sites for policy and decision makers, 4) Corporate Ghana and Diplomats 5) Promote Domestic Tourism through Schools in 3 Regions 6) Participate in international conferences and exhibitions	The Ministry continued efforts to position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa. In so doing it showcased Ghana's rich and diverse tourism and cultural products to policy makers, international travel trade practitioners, the media and investors, among others, at the following events: The 21st UNWTO Session General Assembly, in Medellin, Columbia from 12-17 September, 2015 Africa Travel Association (ATA), 40 th Annual World Congress, Nairobi, Kenya November, 9-14, 2015 World Travel Market International Tourism Fair in Excel, London, UK; Joint Commission for Cooperation Bilateral Meetings organised by the Ministry of Foreign Affairs to review existing or prepare drafts MoU's on co-operation with a number of countries to develop and promote Tourism, Culture and Creative Arts. Ghana has new Draft MoU's under consideration with the following countries; Seychelles, Malta, Ethiopia and Zambia. V. 5th Edition of the Carnival International de Victoria 2015 at Seychelles. The occasion was also used to reconnect the shared Historical Cultural roots between Seychelles and Ghana. Ghana's trip to the Seychelles was a historical one. A significant visit that	40% implemented
			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		Organise 2 familiarization tours/ press trips for International Media	<p>afforded The Asantehene Otumfuo Osei Tutu II to retrace parts of his roots in Seychelles.</p> <p>vi. Ghana Hosted the UNWTO Regional Seminar on “Enhancing Brand Africa, Fostering Tourism Development” in Accra Ghana from 17-19 August 2015.</p> <p>The conference attracted over 200 delegates including the UNWTO Secretary- General, 5 African Tourism Ministers, Ambassadors and representation from the African Union and the International Media visibly represented by CNN and Check –In- TV based in Qatar, among others</p> <p>vii. The Ministry collaborated with Ministry of Foreign Affairs and Regional Integration (MFARI) and Golden Tulip Hotel, Kumasi to organize the first ever ambassadorial tour to Kumasi to participate in Akwasidae at Manhyia Palace. This innovative program was aimed at promoting Ghana’s rich culture to Ambassadors representing their countries.</p> <p>Viii. The Ministry organized the 12th edition of PANAFEST on the theme “PANAFEST at the Threshold of the Decade of the People of African Descent.”</p>	
<u>2016</u>	Management and Administration	General Administration	1) Conduct logistic needs assessment to procure goods, services and undertake works to enhance service delivery	1) Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others)	Monitor the establishment of GTA District Offices in line with tourism decentralization process.	The Ministry in accordance with the National Policy Framework (NDPC-GSGDA II) for the development and promotion of the tourism, culture and the creative arts sector.	30% implemented
		Human Resource	2) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy 3) Ensuring the delivery of programme outputs and outcomes 4) Restructuring the National Commission on Culture 5) Restructuring the Ghana Tourism Authority	2) Draft report on Ministry’s Re-alignment prepared for 3) Task Force established and made operational for Revenue generation by Dec.2013	Review the National Commission of Culture Law and Laws of Other Culture related Agencies as part of strengthening the cultural Agencies to deliver on their mandate Provide Legal and Regulatory Framework for the development and promotion of Creative Arts	Organized 2016 Management Retreat to Plan Programmes for the Year. The retreat provided a good platform for the staff review the sectors overall performance in 2015 and deliberate on the programmes and activities for the year under review. Participated in budget workshops preparation (MTEF/GIFMIS programs) to enhance the capacity of staff.	

			6) Restructuring HOTCATT 7) Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts 8) Signing of International conventions and agreements 9) To mobilize and manage funds as well as report on expenditures 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	4) MoU on Tourism and Handicraft signed with Iran 5) Administrative support provided 6) Printed the following materials 7) 3,000 certificates 8) 4,500 invoices 9) 3,000 returns sheet for the implementation of the Tourism Law 10) Monthly meetings organised for for Board of Directors by Dec.2013 15 staff trained in competency-based programs, 1 on scheme of service training	Establish the Council for the Creative Arts and Secretariat to oversee the re-organisation of the Creative Arts so as to develop a competitive creative arts industry. vi. Train staff in tourism, culture and creative arts related skills to build capacity for effective service delivery vii. Organise Mid-year Performance Review for the Sector viii. Undertake monitoring & evaluation of sector's programmes and projects ix. Organize quarterly Public Private Partnership forum x. Organise quarterly Ministerial Advisory Board Meetings xi. Organize Regional Familiarization Tours	Sensitisation workshop on Creative Arts Bill for practitioners was organised and inputs collated to enrich the Bill. Staff skills enhanced to complete appraisal instruments through training on staff performance on instruments appraisal.	
	Tourism Product Development		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)	Collaborated with the Wangara Community to organise Kurubi Festival in Kintampo Five sensitizations program organised on the Tourism Law Act 817 for stakeholders IEC dummies developed Feature articles on tourism published and series of TV interviews aired to Public awareness on tourism Pilots schemes initiated in 5 districts to Establish tourism Youth Corps in hundred (100) Districts with relevant stakeholders by 31st dec.2013 Extension services provided to tourism operators to Monitor extension service schemes and	Organise familiarization tour for GTA staff Organize Annual HOMOFEST in Greater Accra (all traditional authorities inclusive) <i>Organize Carnival to stimulate the local economy and tourism enterprises</i> Facilitate the organization of (11) festivals and special events in the regions Organize ten (10) sensitization seminars/durbar for traditional rulers and opinion leaders for	We facilitated the development of tourism, culture and creative arts products and linked them with appropriate infrastructure (transport, accommodation, interpretation) and visitor facilities. We provided high quality, diverse, complementary and well serviced Tourism, Culture and Creative Arts facilities and products that are essential for tourists to lengthen their stay and increase their spending. We organized the celebration of Chocolate Day to boost agro-tourism and appreciation of made -in -Ghana chocolate. Organised Hang Paragliding Festival to boost domestic tourism drive.	80% implemented

				returns that will improve quality standards by 31st Dec.2013	conservation of community base eco-tourism	The 3rd Ghana Carnival was organized to promote International appreciation of Ghanaian culture and increase tourist's visitations to other attractions.	
			Facilitating cooperation between all stakeholders – the Metropolitan, Municipal & District Assemblies (MMDAs), attraction operators, infrastructure providers.		<ul style="list-style-type: none"> 1) Establish 15 District Tourism offices 2) Train 43 District Tourism Officers in Resource Development 3) Establish 15 District tourism development committees 	<p>Organised Emancipation / PANAFEST Day with the diasporas and local communities. Planned and programmed the 3rd Homogenous Festival (HOMOFEST) in partnership with the Ga Dangbe traditional authorities and the MMDAs in the Greater Accra region</p> <p>The First ever Accra Tourist Information Center(ATIC) has been completed commissioned</p> <p>Marine Drive Tourism Investment Project: The Executive instrument for the compulsory acquisition of over 240 acres of land has been issued for the Ministry of Tourism, Culture and Creative Arts Central Tender Review Board has approved the Phase I of the Marine Drive Tourism Investment Project</p>	
	Tourism Research and Marketing		Conduct surveys, analysis and compilation of tourism statistics Maintain a research library	<p>World Travel Market International Tourism Fair in Excel, London, UK;</p> <p>the 20th Session United Nations World Tourism Organization, General Assembly co-hosted by Zambia and Zimbabwe,</p> <p>UNESCO High Level International Forum in Hangzhou, China</p> <p>undertook an investment promotion tour in Turkey.</p>	<p>The Ministry will vigorously promote Ghana's tourism products in target markets in Europe, America, Asia and Africa by showcasing Ghana's tourism, culture and creative arts to travel trade practitioners, the media and investors at international tourism fairs in</p> <p>Vakantierbuers, the Netherlands, FITUR</p> <p>International Tourism Fair in Spain, ITB International Tourism Fair in Berlin, Germany, African Travel Association Presidential Forum in New York, USA, China Tourism International Fair.</p>	<p>The Ministry promoted Ghana as a preferred tourism destination through the following fairs and exhibitions</p> <ul style="list-style-type: none"> 1) Vakantiebeurs International Tourism Fair, which was held in Utrecht, the Netherlands, from 13- 18 January 2016. 2) 36th Edition Feria Internacional de Turismo (FITUR) International Tourism Fair held in Madrid, Spain from 20th -24th January 2016 3) 50th Internationale Tourismus-Bourse (ITB) Tourism Fair which took place in Berlin, Germany, 3rd – 10th March 2016. 4) China's outbound travel and tourism market (COTTOM) in Beijing China, from 12-15 April 2016. 5) 28th Edition of "GHANAFEST" Chicago, USA, 25TH July 	Fully Implemented

					<p>These efforts are aimed at positioning Ghana on the international tourism map.</p> <p>Similarly, it will attend UNWTO/ UNESCO International Tourism/ Culture Conferences to articulate Ghana's Tourism and culture offer for international patronage.</p> <p>The Ministry's official tourism website (www.motcca.gov.gh) will be updated and made more interactive to improve global access to Ghana's tourism.</p> <p>The Ministry will attend Joint Commission for Cooperation Meetings with Iran, South Africa, Turkey, Brazil, Kenya, Ethiopia, Russia etc. to secure bilateral partnerships and support for the development of Ghana's tourism, culture and creative arts.</p> <p>The Ministry will Organise key events such as National Chocolate Day, Accra Carnival, World Tourism Day in September, Food Festival, Handicraft Fair, Paragliding Festival, Emancipation day celebration and Cultural Bazaar as part of boosting domestic tourism.</p>	<p>6) 103rd Session of the UNWTO General Assembly, Malaga – Spain, 9th – 11th May 2016</p> <p>7) African Handicraft Market and the House of Culture, Ankara-Turkey, 25th May 2016</p> <p>8) World Tourism Day Celebration was be organized on the 25th-27th September, in all the regions under the theme “Tourism for All, Promoting \Universal Accessibility”,</p>	
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Objective 3: Promote sustainable tourism to preserve historical, cultural and natural heritage							
Period	Programmes	Sub-Programme	Broad Project/activity	Indicators			Remarks
				Baseline (2013)	MTDP Target	Achievement	
2014	Management Administration	General Administration	1) Conduct logistic needs assessment to procure goods, services and undertake works to enhance service delivery 2) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy 3) Ensuring the delivery of programme outputs and outcomes 4) Restructuring the National Commission on Culture 5) Restructuring the Ghana Tourism Authority 6) Restructuring HOTCATT 7) Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts 8) Signing of International conventions and agreements 9) To mobilize and manage funds as well as report on expenditures	1) Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others) 2) Draft report on Ministry's Re-alignment prepared for 3) Task Force established and made operational for Revenue generation by Dec.2013 4) MoU on Tourism and Handicraft signed with Iran 5) Administrative support provided 6) Printed the following materials 7) 3,000 certificates 8) 4,500 invoices 9) 3,000 returns sheet for the implementation of the Tourism Law 10) Monthly meetings organised for for Board of Directors by Dec.2013	1) Organise the celebration of National Festival of Arts and Culture 2) Hold quarterly corporate management meetings 3) Hold quarterly meetings for Board of Directors	1) The Ministry in partnership Ministry of Chieftaincy and Traditional Affairs the private sector successfully celebrated the 2014 National Festival of Arts and Culture (NAFAC) in Sunyani in the month of December, 2014. In attendance was his Excellency John Dramani Mahama, President of Ghana. 2) It held several consultative workshops with key stakeholders to review the Cinematography Act for submission to Cabinet for approval. 3) Signed an agreement with the Turkish Exim Bank on funding arrangement toward the development of the Cultural Village at Kumasi. Land for the project has been secured with support from Ghana Airport Company and the Asantehene Otumfu Osei Tutu. The Project seeks to foster national cohesion and provide jobs for artisans and artists. 4) Nine (9) UNESCO conventions were approved by Cabinet and laid at the floor of Parliament for ratification	Fully Implemented

Period	Programmes	Sub-Programme	Broad Project/activity	Indicator			Remarks
				Baseline (2013)	MTDP Target	Achievement	
2015	Management Administration	General Administration	10) Conduct logistic needs assessment to procure goods, services and undertake works to enhance service delivery 11) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy 12) Ensuring the delivery of programme outputs and outcomes 13) Restructuring the National Commission on Culture 14) Restructuring the Ghana Tourism Authority 15) Restructuring HOTCATT 16) Identifying and monitoring the contribution that the private sector makes to	1) Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others) 2) Draft report on Ministry's Re-alignment prepared for 3) Task Force established and	1) Prepare and submit the Travel Trade Enterprise regulations for approval of 2) Parliament 3) Prepare and submit the Accommodation and Catering Enterprises regulations for the approval of Parliament 4) Monitor implementation of the National Tourism Development Plan (2013- 2017) 5) Hold quarterly corporate management meetings 6) Hold quarterly meetings for Board of Directors Organise HIV/AIDS sensitization workshop for both private and public stakeholders 7)	In this regard, the Ministry facilitated a trip to the People's Republic of China, Seychelles, and World Travel Market (ATM) in Berlin and, Chicago, USA, at the international front. Reconstituted the Board of the National Commission on Culture & Appoint a Chairman Established a Directorate for Creative Arts within the National Commission on Culture 4) The Ministry also organized a stakeholder Consultative Workshop for over 500 Creative Arts Practitioners in the Greater Accra Region as part of efforts to finalize the draft legal and regulatory framework for the Creative Arts Council and submission to Cabinet. The Cinematography Bill submitted to Cabinet has been approved and a series of sensitization workshops have been organized for the Parliamentary Select Committee	40% implemented

			<p>Tourism Culture and Creative Arts</p> <p>17) Signing of International conventions and agreements</p> <p>18) To mobilize and manage funds as well as report on expenditures</p>	<p>made operational for Revenue generation by Dec.2013</p> <p>4) MoU on Tourism and Handicraft signed with Iran</p> <p>5) Administrative support provided</p> <p>6) Printed the following materials</p> <p>7) 3,000 certificates</p> <p>8) 4,500 invoices</p> <p>9) 3,000 returns sheet for the implementation of the Tourism Law</p> <p>10) Monthly meetings organised for for Board of Directors by Dec.2013</p>			
	Tourism Quality Assurance		<p>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</p> <p>Conduct inspections and license tourism enterprises in eleven-(11) regional offices</p> <p>Operationalise Task Force to enforce service standards and Revenue generation</p> <p>Operationalise the Tourism Levy collection by printing Invoices and Returns</p>	<p>1. Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others)</p> <p>2. Draft report on the Ministry's Re-</p>	<p>Conduct inspections and license 5,000 tourism enterprises in eleven-(11) regional offices</p> <p>Operationalise Task Force to enforce service standards and Revenue generation</p> <p>Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates</p> <p>Provide extension services to 50 plant developers in 10 regions</p> <p>Develop standards for new Tourism enterprises (conference centers, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions</p>	<p>The Authority coordinated the activities for the establishment of a Data Centre at GTA Head Office and a Multi-Sectoral Stakeholders Committee for Tourism Satellite Account (STA). The Authority inspected and licensed 5,028 tourism enterprises as follows:</p> <p>Formal Accommodation = 2,716; formal Catering=483 (460 Restaurants & 23 Night Clubs);</p> <p>Travel Trade = 397 (317 Travel & Tours & 80 Car Rentals);</p> <p>Informal accommodation = 103;</p> <p>Informal Catering = 1,329 (493 Chop Bars, 827 Drinking Bars & 9 Snack Bars).</p> <p>GTA carried out enforcement exercise on 546 tourism enterprises.</p>	Fully Implemented

			<p>Provide extension services to plant developers in 10 regions</p> <p>Develop standards for new Tourism enterprises (conference centres, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions</p> <p>Procure software for the collection on National Tourism Levy</p> <p>Complete construction of training facilities</p>	<p>3. Task Force established and made operational for Revenue generation by Dec.2013</p> <p>4. MoU on Tourism and Handicraft signed with Iran</p> <p>5. Administrative support provided</p> <p>6. Printed the following materials</p> <p>7. 3,000 certificates</p> <p>8. 4,500 invoices</p> <p>9. 3,000 returns sheet for the implementation of the Tourism Law</p> <p>10. Monthly meetings organised for Board of Directors by Dec.2013</p>		<p>The Authority in collaboration with three District Assemblies opened three District Tourism Offices at Techiman, in the Brong Ahafo, Bosomtwi/Kuntanase in Ashanti and Mpraeso/Kwahu in the Eastern Regions respectively. This will ensure efficient tourism development and promotion at the district level.</p> <p>GTA continued to provide extension services for improvement of tourism facilities and services in all regions. 49 groups comprising 3,725 members/students were facilitated to visit 27 tourist sites in 6 regions, thus - Greater Accra, Central, Western, Northern, Brong-Ahafo and Eastern.</p>	
<u>2016</u>	Programmes	Sub-Programme	Broad Project/activity				
				Baseline (2013)	MTDP Target	Achievement	REMARKS
	<i>Management Administration</i>	<i>General Administration</i>	<p>1) Conduct logistic needs assessment to procure goods, services and undertake works to enhance service delivery</p> <p>2) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy</p> <p>3) Ensuring the delivery of programme outputs and outcomes</p>	<p>1) Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others)</p>	<p>Organise the celebration of National Festival of Arts and Culture</p> <p>Monitor implementation of the National Tourism Development Plan (2013- 2017)</p> <p>Hold quarterly corporate management meetings</p> <p>Hold quarterly meetings for Board of Directors</p> <p>Conduct inspections and license 5,000 tourism enterprises in eleven-(11) regional offices</p>	<p>The Ministry through the National Commission on Culture achieved the following;</p> <p>Institutional Collaboration and synergies fostered for the development of Culture in thirty-five (35) MDAs</p> <p>Organized Ten (10) SHS Drama Festivals to rejuvenate student's interest and appreciation in drama.</p>	50% Completed

			<p>4) Restructuring the National Commission on Culture</p> <p>5) Restructuring the Ghana Tourism Authority</p> <p>6) Restructuring HOTCATT</p> <p>7) Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts</p> <p>8) Signing of International conventions and agreements</p> <p>9) To mobilize and manage funds as well as report on expenditures</p>	<p>2) Draft report on Ministry's Re-alignment prepared for</p> <p>3) Task Force established and made operational for Revenue generation by Dec.2013</p> <p>4) MoU on Tourism and Handicraft signed with Iran</p> <p>5) Administrative support provided</p> <p>6) Printed the following materials</p> <p>7) 3,000 certificates</p> <p>8) 4,500 invoices</p> <p>9) 3,000 returns sheet for the implementation of the Tourism Law</p> <p>10) Monthly meetings organised for for Board of Directors by Dec.2013</p>	<p>Operationalise Task Force to enforce service standards and Revenue generation</p> <p>Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates</p> <p>Provide extension services to 50 plant developers in 10 regions</p> <p>Organise HIV/AIDS sensitization workshop for both private and public stakeholders</p>	<p>In this regard, the Ministry organized the 2016 Management Retreat to Plan Programmes for the Year. The retreat provided a good platform for the staff to review the sectors overall performance in 2015 and deliberate on the programmes and activities for the year under review.</p> <p>The Ministry participated in budget workshops preparation (ie MTEF/GIFMIS) programs which enhanced the capacity of staff.</p> <p>To enrich the creative as a bill, the Ministry organised a sensitisation workshop for the practitioners for their inputs to enrich the Bill. A training programme was organized to enhance the completion of appraisal forms.</p>	
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	Tourism Quality Assurance		<p>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</p> <p>Conduct inspections and license tourism enterprises in eleven-(11) regional offices</p> <p>Operationalise Task Force to enforce service standards and Revenue generation</p> <p>Operationalise the Tourism Levy collection by printing Invoices and Returns</p> <p>Provide extension services to plant developers in 10 regions</p> <p>Develop standards for new Tourism enterprises (conference centers, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions</p> <p>Procure software for the collection on National Tourism Levy</p> <p>Complete construction of training facilities</p>	<ol style="list-style-type: none"> 1. Discussions initiated with GUMA (South Africa) and other stakeholders to Undertake investment feasibility studies to promote SMEs through PPP (GUMA / Tourvest Group of South Africa & Others) 2. Draft report on Ministry's Re-alignment prepared for 3. Task Force established and made operational for Revenue generation by Dec.2013 4. MoU on Tourism and Handicraft signed with Iran 5. Administrative support provided 6. Printed the following materials 7. 3,000 certificates 8. 4,500 invoices 9. 3,000 returns sheet for the implementation of the Tourism Law 10. Monthly meetings organised for for Board of Directors by Dec.2013 	<p>Conduct inspections and license 5,000 tourism enterprises in eleven-(11) regional offices</p> <p>Operationalise Task Force to enforce service standards and Revenue generation</p> <p>Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates</p> <p>Provide extension services to 50 plant developers in 10 regions</p> <p>Develop standards for new Tourism enterprises (conference centers, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions</p>	<p>To enhance quality service delivery in the tourism sector, the Ministry of Tourism Culture and Creative Arts in Collaboration with the Ghana Tourism Authority inspected and licensed 7,116 tourism enterprises as follows:</p> <p>Formal accommodation units - 2,750 (124 New Establishments)</p> <p>Formal Catering units – 483 (460 Restaurants & 23 Night clubs)</p> <p>Informal Catering units-1,329 (493 chop bars & 836 Drinking Bars)</p> <p>Travel Trade – 397 (317 Travel & Tours & 80 Car Rentals)</p> <p>Informal Accommodation – 3,472</p> <p>The Hotel Catering Tourism Training Institute (HOTCATT) organised capacity building workshops nationwide which trained 8000 hospitality service providers to improve service delivery in the industry.</p> <p>The Ghana Tourism Authority has successfully developed draft standards for registration and licensing of SPAS, Conference Centres, Banqueting Halls, Golf Courses, Tourist Sites, etc</p> <p>HOTCATT in collaboration with the Ministry of Tourism, Culture and Creative Arts has also initiated the processes of re-structuring of HOTCCAT into a Top training institute in the Sub-region through a public-private-partnership arrangement and this had been approved by the cabinet</p>	Fully Implemented

						<p>HOTCATT trained (11) eleven students successfully, Two in Tourism (tour operations) and nine in Hospitality (some are employed in the hotel's industry)</p> <p>A two-day quality assurance workshop was conducted for twenty hospitality participants to improve service delivery. Awareness training and seminar was also conducted for forty catering students.</p>	
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		Objective: Develop a competitive creative arts industry					
<u>2014</u>	Programmes	Sub-Programme	Broad Project/activity				
				Baseline(2013)	MTDP Target	Achievement	REMARKS
	Culture, Creative Arts and Heritage Management	Creative Arts Management 1) Cultural Development 2) Promotion of Arts and Culture 3) Research and Preservation of Culture 4) Creative Arts Management		Pappoe Thompson Choral Festival Organised for corporate choirs A 9-member committee was constituted to prepare the regulatory and legislative framework for the Creative Arts industry 1) Bi- Weekly Baajoe programme Kpaatashie Programme on Indigenous Ghanaian Cuisines	<i>General Administration services</i> Constitute a nine-member committee to develop the legal and regulatory framework for the creative arts industry Provide administrative support for established collection societies Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc) Participate in 2 international fairs and exhibitions Constitute a nine member committee to develop the legal and regulatory framework for the creative arts industry Provide administrative support for established collection societies Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc) Participate in 2 international fairs and exhibitions	1) Provision of general administrative support services for the NCC and Centres for National Culture 2) Rejuvenation of Senior High School Students interest and appreciation in Drama and audience cultivation 3) Training of Ghanaian Youth in Traditional Art and Handicrafts Production 4) Printing and publication of NCC Magazine – ‘Efie Nkomo’ 5) Organisation of Regional Festival of Arts and Culture and provision of technical support to the National Festival of Arts and Culture 6) Furthermore the Ministry continued to engage the Ministry of Trade and Industry and various Creative Arts Trade Associations, as well as, the Executives of the Apex Body- the Ghana Culture Forum to discuss ways to develop a competitive creative industry in Ghana	
<u>2015</u>	Programmes	Sub-Programme	Broad Project/activity				
				Baseline(2013)	MTDP Target	Achievement	REMARKS
	Culture, Creative Arts and Heritage Management	Creative Arts Management		1. Bi- Weekly Baajoe programme 2. Kpaatashie Programme on Indigenous Ghanaian Cuisines 3. Pappoe Thompson Choral	1. Organise stakeholder consultative meeting to finalize draft legal framework 2. Engage a consultant to collate data on 10 domains of the creative arts industry 3. Develop the Establishment Proposal for the Culture Trust Fund	1. Printed 1,000 copies of the NCC Newsletter dubbed; ‘Efie Nkomo’. 2. Coordinated 10 Regional Senior High School Drama Festivals 3. Collated Reports for NAFAC 2014, review and evaluate and develop inputs for NAFAC 2016 in Accra 4. Intensified youth participation and interest in cultural programmes and activities at the Community Youth Cultural Centre and the 10 Regional Centres for National Culture	

				<p>Festival Organised for corporate choirs</p> <p>4. A 9 member committee was constituted to prepare the regulatory and legislative framework for the Creative Arts industry</p>	<p>4. Provide administrative support for established collection societies</p> <p>5. Establish a secretariat for the collection societies</p> <p>6. Work closely with relevant key stakeholders for the passage of the Film Bill (Cinematography Bill)</p> <p>7. Establish a National Commission on Films</p> <p>8. Collaborate with copyright office to establish an operational anti-piracy task force</p> <p>9. Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc)</p> <p>10. Participate in 2 international fairs and exhibitions</p> <p>11. Acquire land through PPP</p> <p>12. The Feasibility study for the establishment of a multi-purpose enclave for the creative industries</p> <p>13. Establish a Creative Arts desk at NCC</p> <p>14. Establish a Creative Arts desk at the Ministry</p>	<p>5. Organized Arts Skuul (School) programme</p> <p>6. Organised Pappoe Thompson Choral Festival for Industrial Choirs</p> <p>7. Organised Bi- Weekly Baajoe programme -</p> <p>8. Organised Second cycle Schools Drama Festival dubbed Sankofa</p> <p>9. Organised annual Kpaatashie Programme on Indigenous Ghanaian Cuisines</p> <p>10. Organised Visual Arts Exhibition dubbed Welcome Home</p> <p>11. Organized Eastern Regional Cultural Week to showcase the Region's potential</p> <p>12. Organised Vacation Camp Training Programme in Arts and Culture for the Youth</p> <p>13. Organized Workshop for Visual and Performing Arts on Production Techniques in the Western Region</p> <p>14. Organised Week-end Cultural Variety Programme</p> <p>15. Organized Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region</p> <p>16. Organised Cultural Variety Programme</p> <p>17. Organised Training Programme on Cloth wearing and Traditional Dance</p> <p>18. Organised Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -</p> <p>19. Organized Joe De Graft Student Drama Festival for 2nd Cycle Schools</p> <p>20. Organised Week-end Cultural Variety Programme</p> <p>21. Organised Cultural Quiz Competitions for Schools and Colleges</p> <p>22. Organised Capacity Building Programme for Officials and Creative Industry Players</p> <p>23. Organised Exhibition for Visual Artists in the Region</p>	
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						<p>24. Organized Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region</p> <p>25. Organised Youth Training Programme in Ceramics Production</p> <p>26. Organised Pappoe Thompson Choral Festival for Industrial Choirs</p> <p>27. Organised Bi- Weekly Baajoe programme -</p> <p>28. Organised Second cycle Schools Drama Festival dubbed Sankofa</p> <p>29. Organised annual Kpaatashie Progromme on Indigenous Ghanaian Cuisines</p> <p>30. Organised Visual Arts Exhibition dubbed Welcome Home</p> <p>31. Organized Eastern Regional Cultural Week to showcase the Region's potential</p> <p>32. Organised Vacation Camp Training Programme in Arts and Culture for the Youth</p> <p>33. Organized Workshop for Visual and Performing Arts on Production Techniques in the Western Region</p> <p>34. Organised Week-end Cultural Variety Programme</p> <p>35. Organized Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region</p> <p>36. Organised Cultural Variety Programme</p> <p>37. Organised Weekly Story-Telling Programmes</p> <p>38. Organized Seminar to effectively promote cultural programmes in the Upper East Region</p> <p>39. Organized Seminar /Workshops on Straw Basket and Leatherware Production Techniques</p> <p>40. Organized 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</p> <p>41. Organized Seminar/Workshop on Traditional Textiles Production Techniques for Industry Players</p>	
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						<p>42. Completed 2 Regional Cultural Complexes through PPP</p> <p>43. NCC also monitored and evaluated the regional offices to strengthen the administrative activities of the National Commission on Culture and the 10 Regional Centres for National Culture</p>	
2016	Programmes	Sub-Programme	Broad Project/activity				
				Baseline (2013)	MTDP Target	Achievement	REMARKS
	Culture, Creative Arts and Heritage Management	Creative Arts Management Creative Arts Management		<p>1. Pappoe Thompson Choral Festival Organised for corporate choirs</p> <p>2. A 9-member committee was constituted to prepare the regulatory and legislative framework for the Creative Arts industry</p> <p>3. Bi- Weekly Baajoe programme</p> <p>4. Kpaatashie Progrmme on Indigenous Ghanaian Cuisines</p>	<p>1. Engage a consultant to collate data on 10 domains of the creative arts industry</p> <p>2. Review the existing Tourism Law (Act 817) to capture the contributions of the creative arts</p> <p>3. Provide administrative support for established collection societies</p> <p>4. Work closely with relevant key stakeholders for the passage of the Film Bill (Cinematography Bill)</p> <p>5. Establish a National Commission on Films</p> <p>6. Collaborate with copyright office to establish an operational anti-piracy task force</p> <p>7. Organise quarterly meetings among key stakeholders</p> <p>8. Participate in 2 international fairs and exhibitions</p>	<p>1. Provision of general administrative support services for the NCC and Centres for National Culture</p> <p>2. Collated Annual Performance Reports from the CNCs-Ashanti, Volta, Western, Northern, Upper West and Eastern Regions CYCC, CNCs-Greater Accra, Central, Western, Volta, Eastern, Ashanti, Brong Ahafo, Upper West, Upper East and Northern Regions supplied with training equipment and raw materials</p> <p>3. Monitor, evaluate and strengthen the administrative activities of the National Commission on Culture and the 10 Regional Centres for National Culture</p> <p>4. Construction of Pottery and Ceramic Sheds at CYCC, Duayaw Nkwanta District CNC, Cape Coast CNC and Kpando District CNC completed</p> <p>5. Organize Arts Skuul (School) programme</p> <p>6. Organise Pappoe Thompson Choral Festival for Industrial Choirs</p> <p>7. Organize Eastern Regional Cultural Week to showcase the Region's potential</p> <p>8. Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region</p> <p>9. Organised Concert Party Programmes</p> <p>10. Art and Craft Bazaar organised</p> <p>11. Ghana India Cultural Exchange programme organised</p>	

						<p>12. Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -</p> <p>13. Series of drama workshops related to the mission and vision of the following organizations organised: Lands Commission, Actors, Producers, Directors, Editors, Board Members For Northern Entertainment Awards and JICA</p> <p>14. Organize Joe De Graft Student Drama Festival for 2nd Cycle Schools</p> <p>15. Organise Capacity Building Programme for Officials and Creative Industry Players</p> <p>16. Exhibition organised for Sister City Delegation from Arkansas of USA Delta Region at Yakpo</p> <p>17. Organise Youth Training Programme in Ceramics Production</p> <p>18. Organize Seminar /Workshops on Straw Basket and Leatherware Production Techniques</p> <p>19. Organized Radio Discussion on Cultural Values and Norms for Healthy Leaving</p> <p>20. Organized working visit to Gwollu-Defence Wall and Gbele Game Reserve, Weavers at Nandom and Lawra and Disabled Centre</p> <p>21. The NCC has partnered with Reflects Ghana Limited to solicit funding from corporate Ghana for the National Drama Festival and the search continues</p> <p>22. Organise annual Kpaatashie Programme on Indigenous Ghanaian Cuisines</p> <p>23. Organised Official visit to Craft Centres for mobilization of Handicrafts</p> <p>24. Workshop on Drama and Theatre for Community Development for District Cultural Officers organised</p> <p>25. Workshop on Film Production to sharpen the skills of the directors in the region organised</p>	
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						<p>26. Brass Brand Musical Festival (Brasbafest) organised for the general public</p> <p>27. Dance lecture/training for group from Denmark organised</p> <p>28. Workshop on Sanitation during National Sanitation Day Celebration organised</p> <p>29. Collaboration with Africa Heritage Dance Troupe to organize HIV/AIDS Awareness Creation</p> <p>30. Organise Weekly Story-Telling Programmes</p> <p>31. Participated in SADA Trade Fair in Tamale by exhibiting smocks</p> <p>32. Organized Drama Competition among seven (7) selected second cycle schools</p> <p>33. Collate Reports for NAFAC 2014, review and evaluate and develop inputs for NAFAC 2016 in Accra</p> <p>34. Intensify youth participation and interest in cultural programmes and activities at the Community Youth Cultural Centre and the 10 Regional Centres for National Culture</p> <p>35. Organise Visual Arts Exhibition dubbed Welcome Home</p> <p>36. Organised Basic Schools Drama and Poetry Festival</p> <p>37. 4th Senior High Schools Drama and Poetry Festival for Play Writing and Play Direction organised</p> <p>38. Inter-Schools and Colleges choral competition organised at Dwaberem Theatre</p> <p>39. Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -</p> <p>40. Inter-schools debate Contest organised at Keta SHS</p> <p>41. Organized Workshop on Sexual and Gender Based Violence</p> <p>42. Collaborated with Forestry Commission to promote ecotourism</p> <p>43. NCC also monitored and evaluated the regional offices to strengthen the administrative activities of the</p>	
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						National Commission on Culture and the 10 Regional Centres for National Culture	
		Thematic Area : Transparent and Accountable Governance					
		Objective Harness culture for national development					
2014	Programmes	Sub-Programme	Broad Project/activity	Baseline (2013)	MTDP Target	Achievement	Remarks
	Cultural Development	Promotion of Arts and Culture Research and Preservation of Culture	1. Organizing Black History Month to promote the cherished ideas and ideals of Dr W. E. B. Dubois and his undying concept of Pan Africanism. 2. Developing, promoting, preserving, presenting and conserving of Ghana's folklore through seminars, conferences, workshops and publications. 3. 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. 4. Permanent exhibitions, museum services and the presentation of Ghana's material cultural heritage, inter alia, forts,	1. Black History Month / W. E. B. DuBois Memorial Lectures organized. 2. Joint performance with German-British and French Groups 3. Joe De Graft Student Drama Festival held for 2nd Cycle schools 4. Workshop for Visual and Performing Artists on Production techniques organised 5. 2-day orientation for District Cultural Officers on the relevance of sacred and ritual music	1. Organize 4 Cultural Exchange Programmes 2. Publish 1,000 copies of NCC Newsletter/Magazine 3. Establish Ghana Culture Development Indicator Suite 4. Organize 10 Regional & 1 National Drama Festivals 5. Organize 10 Regional Festivals of Arts and Culture 6. Provide administrative support service for the NCC/ CNCs and CYCC 7. Provide Administrative support services for orchestral music production 8. Provide Administrative support services for theatre production 9. Provide Administrative support services for dance production 10. Provide Administrative support services for drama production 11. Purchase Plant and Office Equipment 12. Pay PAWA subscription fees 13. Provide Administrative support services for Du Bois programmes 14. Provide Administrative support services for Ghana Museums & Monuments Board 15. Provide Administrative support services for National Folklore Board	1. Provision of general administrative support services for the NCC and Centres for National Culture 2. Rejuvenation of Senior High School Students interest and appreciation in Drama and audience cultivation 3. Training of Ghanaian Youth in Traditional Art and Handicrafts Production 4. Printing and publication of NCC Magazine – 'Efie Nkomo' 5. Organisation of Regional Festival of Arts and Culture and provision of technical support to the National Festival of Arts and Culture 6. Technical/ feasibility studies for the development of the Christianburg Castle, Osu-Accra into a multi-purpose use 7. GMMB is collaborating with the British High Commission to Develop the James fort into an ultra-modern ICT center 8. Establishment of the Ghana-Dutch History Museum at Fort San Antonio, Axim and Stakeholder consultation on the 500th anniversary celebration. 9. Organized permanent and temporary exhibitions including the Terracotta Figurines Exhibition from Komaland. 10. Collaboration with the French government to Translate labels and text in GMMB galleries into French 11. Update of nomination dossier for Tongo Teng-Zuk as World Heritage Site & ICOMOS evaluation visit. 12. Preparation for nomination dossier on Navrongo Cathedral.	

			<p>castles, antiquities, mausoleum etc.</p> <p>5. Research, documentation, publication and the collective development of Ghanaian languages to promote mass communication for economic growth.</p> <p>6. Holistic development and promotion of Ghana's Creative arts through music, dance, drama, handicrafts, etc. and the provision of cultural infrastructure for performances.</p> <p>7. Research, documentation, presentation and promotion of Ghanaian and Pan African culture through literary texts and publications.</p> <p>8. Organization of Cultural Exchange programmes</p> <p>9. Establishment of Ghana Culture Development Indicator Suite</p> <p>10. Printing and publication of Magazine/Newsletter on Arts and Culture</p> <p>11. Organization of District, Regional and National Festivals of Dance, Music, Drama and Visual Arts</p>	<p>to National heritage and development organised</p> <p>6. 50 persons trained in various Artistic Discipline</p> <p>7. 50 persons in smock weaving trained</p> <p>8. Required materials for training skills of Cultural Officers and Artisans provided</p> <p>9. Handicraft and Export Production workshop organised</p>	<p>16. Provide Administrative support services for Kwame Nkrumah Memorial Park</p> <p>17. Provide Administrative support services for Bureau of Ghanaian languages</p> <p>18. Organize Arts Skuul (School) programme</p> <p>19. Organise Pappoe Thompson Choral Festival for Industrial Choir</p> <p>20. Organise Bi- Weekly Baajoe programme -</p> <p>21. Organise Second cycle Schools Drama Festival dubbed Sankofa</p> <p>22. Organise annual Kpaatashie Progromme on Indigenous Ghanaian Cuisines</p> <p>23. Organise Visual Arts Exhibition dubbed Welcome Home</p> <p>24. Organize Eastern Regional Cultural Week to showcase the Region's potential</p> <p>25. Organise Vacation Camp Training Programme in Arts and Culture for the Youth</p> <p>26. Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region</p> <p>27. Organise Week-end Cultural Variety Progmmme</p> <p>28. Organize Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region</p> <p>29. Organise Cultural Variety Programme</p> <p>30. Organise Training Programme on Cloth wearing and Traditional Dance</p> <p>31. Seminars/ Workshops on Traditional Textiles Production Techniques for Industry Players -</p>	<p>13. Inventorization of museum lands and properties and the development of a land use plan.</p> <p>14. A Seven (7) member artistes team participated in a 5 day workshop led by Joseph Aka, a France based Ivorian choreographer from 23 June – 27 June, 2014.</p> <p>15. Two (2) performers were granted approval to pursue a two year sandwich course at the University of Ghana</p> <p>16. Two members of the company participated in Dance Fellowship Grants for Ghanaian dancers (Cultural Exchange) organized and sponsored by the Colombia Embassy of Ghana in Colombia.</p> <p>17. The Deputy Artistic Director together with two dancers participated in the 6th Edition of “Projet Engagement Féminin” a month long workshop in Ouagadougou. (July 2 – 3rd August, 2014).</p> <p>18. A Seven (7) member artistes team participated in a 5 day workshop led by Joseph Aka, a France based Ivorian choreographer from 23 June – 27 June, 2014.</p> <p>19. Two (2) performers were granted approval to pursue a two year sandwich course at the University of Ghana</p> <p>20. Two members of the company participated in Dance Fellowship Grants for Ghanaian dancers (Cultural Exchange) organized and sponsored by the Colombia Embassy of Ghana in Colombia.</p> <p>21. The Deputy Artistic Director together with two dancers participated in the 6th Edition of “Projet Engagement Féminin” a month long workshop in Ouagadougou. (July 2 – 3rd August, 2014).</p> <p>22. The National Theatre in 2014 successfully;</p>	
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			<p>12. Development of Cultural Heritage</p> <p>13. Development of Cultural/ Historic Sites</p> <p>14. Organization of Seminars and Workshops on Culture and Development,</p> <p>15. Investment promotion for made-in-Ghana products in-line with mainstreaming culture for national development</p> <p>16. Creation of spaces for exhibitions</p> <p>17. Development and completion of fully functional Centers for National Culture</p> <p>18. Training of Cultural Officers and Artists</p> <p>19. 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.</p> <p>20. Performs sketches on new products to be launched on the market for corporate organizations.</p> <p>21. Organizes Ghanaian traditional theatre and drama workshops for professional dramatists/artistes to</p>		<p>32. Organize Joe De Graft Student Drama Festival for 120 2nd Cycle Schools</p> <p>33. Organise Week-end Cultural Variety Programme</p> <p>34. Organise Cultural Quiz Competitions for Schools and Colleges</p> <p>35. Organise Capacity Building Programme for Officials and Creative Industry Players</p> <p>36. Organise Exhibition for Visual Artists in the Region</p> <p>37. Organise Seminar to orchestrate traditional song</p> <p>38. Organize programme to celebrate Ghanaian Orchestral Icons</p> <p>39. Organise Orchestral Performances in second cycle schools to promote Arts Music</p> <p>40. Organise Orchestral Performances in second cycle schools to promote Arts Music</p> <p>41. Organise Annual Kiddafest and support for performing arts</p> <p>42. Organise 12 Dance the Stress Away Programmes for general public</p> <p>43. Organise national and international</p> <p>44. Organize programme to celebrate Ghanaian Orchestral Icons</p> <p>45. Organise Orchestral Performances in second cycle schools to promote Arts Music</p> <p>46. Organise Annual Kiddafest and support for performing arts</p> <p>47. Organise 12 Dance the Stress Away Programmes for general public</p>	<p>23. Collaborated with Artistic Institutes and Individuals to stage programmes.</p> <p>24. Sourced for financial support to fund their Programmes from corporate Ghana.</p> <p>25. Encouraged both artistic and non-artistic patrons to use theatre space during the week at subsidized rates.</p> <p>26. Collaborated with GES and other child centered Institutions towards building a solid Theatre audience.</p> <p>27. Restored the Central A/C plant to full operational capacity.</p> <p>28. Did aggressive marketing by using both the traditional and e-marketing approach.</p> <p>29. Encouraged more staff to undertake training to enhance their performance</p>	
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			<p>improve production quality.</p> <p>22. Organize awareness creation seminars on Ghanaian traditional theatre and drama.</p> <p>23. 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 lifestyle of a people, as in. “Bukom”, Ahengoro (Durbar of Chiefs) and historic presentation as in “Musu” – Saga of the Slave Trade, etc.</p> <p>24. Organization of workshops, the 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.</p> <p>25. 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</p>		<p>48. Organise national and international tour to promote Ghanaian Culture</p> <p>49. Organize programme to celebrate Ghanaian Orchestral Icons</p> <p>50. Research into new dance forms to promote Ghanaian culture</p> <p>51. Organise training programme for Ghanaian Youth in Native Dances</p> <p>52. Organise Museums interaction programme</p> <p>53. Collect, Conserve & Document Artifacts / Sites for Museums</p> <p>54. Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)</p> <p>55. Research into new dance forms to promote Ghanaian culture</p> <p>56. Organise training programme for Ghanaian Youth in Native Dances</p> <p>57. Organise Museums interaction programme</p> <p>58. Collect, Conserve & Document Artifacts / Sites for Museums</p> <p>59. Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)</p> <p>60. Research into new dance forms to promote Ghanaian culture</p> <p>61. Organise training programme for Ghanaian Youth in Native Dances</p> <p>62. Organise Museums interaction programme</p> <p>63. Collect, Conserve & Document Artifacts / Sites for Museums</p>	
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			<p>Culture (NAFAC), Kiddafest – a National Theatre Festival for Kids and others</p> <p>26. Organize Museum interaction programmes</p> <p>27. Collect, Conserve & Document Artifacts / Sites for Museums</p> <p>28. Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)</p> <p>29. Organize exhibition on our Cultural Heritage</p> <p>30. Organize educational Programs for Schools and Communities</p> <p>31. Conduct feasibility studies on Christiansborg Castle Cultural Enclave -</p> <p>32. Complete Regional Cultural Complexes through PPP</p> <p>33. Complete National Craft village</p> <p>34. Establish Museums in 4 Regions</p> <p>35. Complete Museum of Science and Technology through PPP</p> <p>36. Establish a Creative Arts desk at the Ministry</p> <p>37. The Feasibility study for the establishment of a multi-purpose enclave for the creative industries.</p>		<p>64. Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)</p> <p>65. Research into new dance forms to promote Ghanaian culture</p> <p>66. Organise training programme for Ghanaian Youth in Native Dances</p> <p>67. Organise exhibition on our Cultural Heritage</p> <p>68. Organise educational Program for Schools and Communities</p> <p>69. Conduct feasibility studies on Christianborg Castle Cultural Enclave -</p> <p>70. Undertake research on Heritage objects for Documentation</p> <p>71. Train 66 GMMB staff -</p> <p>72. Pay subscription to International Organisations</p> <p>73. Organise exhibition on our Cultural Heritage</p> <p>74. Organise educational Program for Schools and Communities</p> <p>75. Conduct feasibility studies on Christianborg Castle Cultural Enclave -</p> <p>76. Undertake research on Heritage objects for Documentation</p> <p>77. Train 66 GMMB staff -</p> <p>78. Pay subscription to International Organisations</p> <p>79. Organise exhibition on our Cultural Heritage</p> <p>80. Organise educational Program for Schools and Communities</p> <p>81. Conduct feasibility studies on Christianborg Castle Cultural Enclave -</p>	
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					82. Undertake research on Heritage objects for Documentation 83. Train 66 GMMB staff - 84. Pay subscription to International 85. Organisations 86. Organise Fashion and Design Fair for African Garments 87. Organise Outreach Programme for Du Bois ideas and ideals 88. Organise Lecture on Dr. Nkrumah, Du Bois Martin Luther King Jnr. and Padmore 89. Celebrate Black History Month 90. Organise Seminar/workshop /conference for stakeholders on the existence of folklore 91. Print 1000 copies of Folklore magazine/newsletter 92. Organise Book Fair for Ghanaian writers and key stakeholders 93. Organise Seminar on Ghanaian languages 94. Organize Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region 95. Organisations 96. Organise Fashion and Design Fair for African Garments 97. Organise Outreach Programme for Du Bois ideas and ideals 98. Organise Lecture on Dr. Nkrumah, Du Bois Martin Luther King Jnr. and Padmore 99. Celebrate Black History Month 100. Organise Seminar/workshop /conference for stakeholders on the existence of folklore 101. Print 1000 copies of Folklore magazine/newsletter	
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					<p>102. Organise Book Fair for Ghanaian writers and key stakeholders</p> <p>103. Organise Seminar on Ghanaian languages</p> <p>104. Organize Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region</p> <p>105. Organise Youth Training Programme in Ceramics Production</p> <p>106. Organise Weekly Story-Telling Programme</p> <p>107. Organize Seminar to effectively promote cultural programme in the Upper East Region</p> <p>108. Organize Seminar /Workshop on Straw Basket and Leatherware Production Techniques</p> <p>109. 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</p> <p>110. Organize Seminar/Workshop on Traditional Textiles Production Techniques for Industry Players</p> <p>111. Restructure the National Commission on Culture</p> <p>112. Establish Museum in Western Region</p> <p>113. Organise Weekly Story-Telling Programme</p> <p>114. Organize Seminar to effectively promote cultural programme in the Upper East Region</p> <p>115. Organize Seminar /Workshop on Straw Basket and Leatherware Production Techniques</p>	
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					116. 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 117. Organize Seminar/Workshop on Traditional Textiles Production Techniques for Industry Players 118. Restructure the National Commission on Culture 119. Establish Museum in Western Region		
2015	Programmes	Sub-Programme	Broad Project/activity				
				Baseline (2013)	MTDP Target	Achievement	
	Cultural Development	1. Promotion of Arts and Culture 2. Research and Preservation of Culture	1. Organizing Black History Month to promote the cherished ideas and ideals of Dr. W. E. B. Dubois and his undying concept of Pan Africanism. 2. Developing, promoting, preserving, presenting and conserving of Ghana's folklore through seminars, conferences, workshops and publications. 3. Permanent exhibitions, provision of museum and library services	1. Black History Month / W. E. B. DuBois Memorial Lectures organized. 2. Joint performance with German-British and French Groups 3. Joe De Graft Student Drama Festival held for 2nd Cycle schools	1. Organize 4 Cultural Exchange Programmes 2. Publish 1,000 copies of NCC Newsletter/Magazine 3. Establish Ghana Culture Development Indicator Suite 4. Organize 10 Regional & 1 National Drama Festivals 5. Complete 2 Regional Cultural Complexes through PPP 6. Provide administrative support service for the NCC/ CNCs and CYCC 7. Provide Administrative support services for orchestral music production 8. Provide Administrative support services for theatre production 9. Provide Administrative support services for dance production	1. Printed 1,000 copies of the NCC Newsletter dubbed; 'Efie Nkomo'. 2. Provision of general administrative support services for the NCC and Centres for National Culture 3. Completed 2 Regional Cultural Complexes through PPP 4. 1Kiddafest programme was organized to provide basic school students the opportunity to realize and present their artistic talent 5. 3Comedy Series were organized to give up and coming comedians the Platform to perform and promote stand up 7. 10 Highlife were organized to give up and coming comedians the Platform to perform and promote stand up 9. 4 Slam Ghana were organized to rejuvenate the love of poetry and	

			<p>to preserve the memory and the cherished ideas and ideals of Dr. Nkrumah and his concept of nationalism and Pan Africanism.</p> <p>4. Permanent exhibitions, museum services and the presentation of Ghana's material cultural heritage, inter alia, forts, castles, antiquities, mausoleum etc.</p> <p>5. Research, documentation, publication and the collective development of Ghanaian languages to promote mass communication for economic growth.</p> <p>6. Holistic development and promotion of Ghana's Creative arts through music, dance, drama, handicrafts, etc. and the provision of cultural infrastructure for performances.</p> <p>7. Research, documentation, presentation and promotion of Ghanaian and Pan African culture through literary texts and publications.</p> <p>8. Organization of Cultural Exchange programmes</p>	<p>4. Workshop for Visual and Performing Artists on Production techniques organised</p> <p>5. 2-day orientation for District Cultural Officers on the relevant of sacred and ritual music to National heritage and development organised</p> <p>6. 50 persons trained in various Artistic Discipline</p> <p>7. 50 persons in smock weaving trained</p> <p>8. Required materials for training skills of Cultural Officers and Artisans provided</p> <p>9. Handicraft and Export Production workshop organised</p>	<p>10. Provide Administrative support services for drama production</p> <p>11. Rehabilitate National Theatre</p> <p>12. Purchase of Vehicles</p> <p>13. Acquire Production equipment for dance</p> <p>14. Procurement of Vehicle (National Symphony Orchestra)</p> <p>15. Pay PAWA subscription fees</p> <p>16. Provide Administrative support services for Du Bois programmes</p> <p>17. Provide Administrative support services for Ghana Museums & Monuments Board</p> <p>18. Provide Administrative support services for National Folklore Board</p> <p>19. Provide Administrative support services for Kwame Nkrumah Memorial Park</p> <p>20. Provide Administrative support services for Bureau of Ghanaian languages</p> <p>21. Purchase 3 GMMB Vehicles</p> <p>22. Organize Arts Skuul (School) programme</p> <p>23. Organise Pappoe Thompson Choral Festival for Industrial Choir</p> <p>24. Organise Bi- Weekly Baajoe programme -</p> <p>25. Organise Second cycle Schools Drama Festival dubbed Sankofa</p> <p>26. Organise annual Kpaatashie Programme on Indigenous Ghanaian Cuisines</p> <p>27. Organise Visual Arts Exhibition dubbed Welcome Home</p> <p>28. Organize Eastern Regional Cultural Week to showcase the Region's potential</p>	<p>inculcate into the students the art of writing</p> <p>10. Ghana Theatre Festival was organized to provide artistic groups who cannot afford the rental of the facility, the opportunity to present their artistic work</p> <p>11. An exchange to promote cultural, educational and scientific co - operation between Ghana and Nigeria.</p> <p>12. Abibigromma & Dance Ensemble undertook on an outreach programme at St. Mary's Senior High School.</p> <p>13. Presented "King's Dilemma" to the public</p> <p>14. Rehearsal of "Musu" for the Black History Month at the National Theatre</p> <p>15. Five Members of the Company and Abibigromma & the Theatre undertook some theatre collaborative work in Nigeria</p> <p>16. 300 participants were educated on Pan Africanism 2)</p> <p>17. Drama, Poetry recital were organised to improve poetry and artistic performances for promotion and preservation of culture</p> <p>18. To Commemorate achievements of Heroes of Emancipation day, Wreath laying ceremony was organised at Du Bois Tomb, Padmore Library and KNMP</p> <p>19. To commemorate achievements of Heroes of Pan Africanism, there was a Presentation by Mr. Kojo Yankah to AUCC, Prof. Robinson Wilwood at the Du Bois-Padmore-Nkrumah Pan African Lectures.</p> <p>20. To promote cross cultural interactions with other students, Schools Outreach Programme were organised.</p>	
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			<p>9. Establishment of Ghana Culture Development Indicator Suite</p> <p>10. Printing and publication of Magazine/Newsletter on Arts and Culture</p> <p>11. Organization of District, Regional and National Festivals of Dance, Music, Drama and Visual Arts</p> <p>12. Development of Cultural Heritage</p> <p>13. Development of Cultural/ Historic Sites</p> <p>14. Organization of Seminars and Workshops on Culture and Development,</p> <p>15. Investment promotion for made-in-Ghana products in-line with mainstreaming culture for national development</p> <p>16. Creation of spaces for exhibitions</p> <p>17. Development and completion of fully functional Centers for National Culture</p> <p>18. Training of Cultural Officers and Artists</p> <p>19. 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</p>		<p>29. Organise Vacation Camp Training Programme in Arts and Culture for the Youth</p> <p>30. Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region</p> <p>31. Organise Week-end Cultural Variety Programme</p> <p>32. Organize Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region</p> <p>33. Organise Cultural Variety Programme</p> <p>34. Organise Training Programme on Cloth wearing and Traditional Dance</p> <p>35. Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -</p> <p>36. Organize Joe De Graft Student Drama Festival for 120 2nd Cycle Schools</p> <p>37. Organise Week-end Cultural Variety Programme</p> <p>38. Organise Cultural Quiz Competitions for Schools and Colleges</p> <p>39. Organise Capacity Building Programme for Officials and Creative Industry Players</p> <p>40. Organise Exhibition for Visual Artists in the Region</p> <p>41. Organise Seminar to orchestrate traditional song</p> <p>42. Organize programme to celebrate Ghanaian Orchestral Icons</p> <p>43. Organise Orchestral Performance in second cycle schools to promote Arts Music</p> <p>44. Organise Annual Kiddafest and support for performing arts</p>	<p>21. Organised Tour guiding education for tour guides to provide tour guide to Tourists at Du Bois Museum.</p> <p>22. Technical Training for GMMB Staff was organized to Strengthen institutional capacity for Conservation and Presentation on heritage sites</p> <p>23. International Museums Day 2015 was successfully marked with awareness creation and interaction with the deaf and dumb students</p> <p>24. Collation of records and site plans of all GMMB lands and sites for registration at the lands Commission</p> <p>25. Two Officers trained in Botswana to review the document for resubmission</p> <p>26. Re- enactment of Declaration of independence</p> <p>27. Emancipation day Wreath laying ceremony</p> <p>28. Founders day wreath laying ceremony a. DuBios/Padmore/Nkrumah Pan-African Lectures 2015</p> <p>29. Collecting more African works for new repertoire and recording</p> <p>30. Performed with African/American in a concert Dubbed DIEMA.</p> <p>31. To Sensitize Ghanaians on the importance of the use of the Mother language Synopsis for radio/Tv programmes were developed.</p> <p>32. International Mother Language Day Celebration was also launched</p> <p>33. Developed Blueprint of "Way to Knowledge Series" Books 1 & 2A</p> <p>34. Translated the Blueprint of Books 1 & 2A of the "Way to Knowledge Series" into Ghanaian Languages.</p> <p>35. Organised language Committee Meetings to discuss terminologies and workshop to explain terminologies to BGL staff</p>	
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			<p>schools and conducting drama performances.</p> <p>20. Performs sketches on new products to be launched on the market for corporate organizations.</p> <p>21. Organizes Ghanaian traditional theatre and drama workshops for professional dramatists/artists to improve production quality.</p> <p>22. Organize awareness creation seminars on Ghanaian traditional theatre and drama.</p> <p>23. 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.</p> <p>24. Organization of workshops, teaching of dances, Collaborative Programmes with Renowned Choreographers both local and international and also among the</p>	<p>45. Organise 12 Dance the Stress Away Programmes for general public</p> <p>46. Organise national and international tours to promote Ghanaian Culture</p> <p>47. Research into new dance forms to promote Ghanaian culture</p> <p>48. Organise training programme for Ghanaian Youth in Native Dances</p> <p>49. Organise Museum interaction programmes</p> <p>50. Collect, Conserve & Document Artifacts / Sites for Museums</p> <p>51. Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)</p> <p>52. Organise exhibition on our Cultural Heritage</p> <p>53. Organise educational Programs for Schools and Communities</p> <p>54. Conduct feasibility studies on Christiansborg Castle Cultural Enclave -</p> <p>55. Undertake research on Heritage objects for Documentation</p> <p>56. Train 66 GMMB staff</p> <p>57. Pay subscription to International Organizations</p> <p>58. Organise Outreach Programme for Du Bois ideas and ideals</p> <p>59. Organise Lecture on Dr. Nkrumah, Du Bois Martin Luther King Jnr. and Padmore</p> <p>60. Celebrate Black History Month</p> <p>61. Organise Seminar/workshop/conference for stakeholders on the existence of folklore</p>	<p>36. PPP documents, booklets and brochures were successfully translated</p> <p>37. Organized Arts Skuul (School) programme</p> <p>38. Organised Pappoe Thompson Choral Festival for Industrial Choirs</p> <p>39. Organised Bi- Weekly Baajoe programme -</p> <p>40. Organised Second cycle Schools Drama Festival dubbed Sankofa</p> <p>41. Organised annual Kpaataashie Programme on Indigenous Ghanaian Cuisines</p> <p>42. Organised Visual Arts Exhibition dubbed Welcome Home</p> <p>43. Organized Eastern Regional Cultural Week to showcase the Region's potential</p> <p>44. Organised Vacation Camp Training Programme in Arts and Culture for the Youth</p> <p>45. Organized Workshop for Visual and Performing Arts on Production Techniques in the Western Region</p> <p>46. Organised Week-end Cultural Variety Programme</p> <p>47. Organized Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region</p> <p>48. Organised Cultural Variety Programme</p> <p>49. Organised Training Programme on Cloth wearing and Traditional Dance</p> <p>50. Organised Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -</p> <p>51. Organized Joe De Graft Student Drama Festival for 2nd Cycle Schools</p> <p>52. Organised Week-end Cultural Variety Programme</p>	
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			<p>resident troupes of the Theatre and Regional Tours to showcase what we have to others.</p> <p>25. 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</p> <p>26. Organize Museum interaction programmes</p> <p>27. Collect, Conserve & Document Artifacts / Sites for Museums</p> <p>28. Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)</p> <p>29. Organize exhibition on our Cultural Heritage</p> <p>30. Organize educational Programs for Schools and Communities</p> <p>31. Conduct feasibility studies on Christiansborg Castle Cultural Enclave -</p> <p>32. Complete Regional Cultural Complexes through PPP</p> <p>33. Complete National Craft village</p>		<p>62. Print 1500 copies of Folklore magazine/newsletter</p> <p>63. Organise Book Fair for Ghanaian writers and key stakeholders</p> <p>64. Organize Seminar on Ghanaian languages</p> <p>65. Organize Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region</p> <p>66. Organise Youth Training Programme in Ceramics Production</p> <p>67. Organise Weekly Story-Telling Programmes</p> <p>68. Organize Seminar to effectively promote cultural programmes in the Upper East Region</p> <p>69. Organize Seminar /Workshops on Straw Basket and Leatherware Production Techniques</p> <p>70. 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</p> <p>71. Organize Seminar /Workshop on Traditional Textiles Production Techniques for Industry Players</p> <p>72. Restructure the National Commission on Culture</p> <p>73. Complete Museum of Science and Technology through PPP</p> <p>74. Establish Museum in Brong Ahafo Region</p> <p>75. Renovate Kuku Hill flats and regional offices through PPP</p> <p>76. Rehabilitate Exhibition spaces</p> <p>77. Re-wire Headquarters and Regional office buildings and re-roof National Gallery</p>	<p>53. Organised Cultural Quiz Competitions for Schools and Colleges</p> <p>54. Organised Capacity Building Programme for Officials and Creative Industry Players</p> <p>55. Organised Exhibition for Visual Artists in the Region</p> <p>56. Organized Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region</p> <p>57. Restoration activity to maintain the state of the Forts and castles</p> <p>58. Organized Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region</p> <p>59. Organised Youth Training Programme in Ceramics Production</p> <p>60. Organised Weekly Story-Telling Programmes</p> <p>61. Organized Seminar /Workshops on Straw Basket and Leatherware Production Techniques</p> <p>62. Organized 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</p> <p>63. Organized Seminar/Workshop on Traditional Textiles Production Techniques for Industry Players</p>	
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			<p>34. Establish Museums in 4 Regions</p> <p>35. Complete Museum of Science and Technology through PPP</p> <p>36. Establish a Creative Arts desk at the Ministry</p> <p>37. The Feasibility study for the establishment of a multi-purpose enclave for the creative industries.</p>		<p>78. Complete BGL Office building</p> <p>79. Purchase Vehicle for Kwame Nkrumah Memorial Park</p> <p>80. Acquire one Vehicle for Folklore programmes</p> <p>81. Purchase PAWA Office equipment</p> <p>82. Purchase Plant and Equipment for Du Bois</p> <p>83. Renovate Du Bois Museum</p> <p>84. Acquire two(2) Vehicle for Du Bois programmes</p> <p>85. Acquire Office furniture for Du Bois</p> <p>86. Mount Crafts Shed at Du Bois</p>		
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2016	Programmes	Sub-Programme	Broad Project/activity				
				<u>Baseline (2013)</u>	<u>MTDP Target</u>	<u>Achievement</u>	<u>Remarks</u>
	Cultural Development	Promotion of Arts and Culture Research and Preservation of Culture	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> Black History Month / W. E. B. DuBois Memorial Lectures organized. Joint performance with German-British and French Groups Joe De Graft Student Drama Festival held for 2nd Cycle schools Workshop for Visual and Performing Artists on Production techniques organised 	<ol style="list-style-type: none"> Organize 4 Cultural Exchange Programmes Publish 1,000 copies of NCC Newsletter/Magazine Establish Ghana Culture Development Indicator Suite Organize 10 Regional & 1 National Drama Festivals Organize 5 Regional Festivals of Arts and Culture Complete National Craft village Complete 2 Regional Cultural Complexes through PPP Provide administrative support service for the NCC/ CNCs and CYCC 	<ol style="list-style-type: none"> Exhibition organised for Sister City Delegation from Arkansas of USA Delta Region at Yakpo Ghana India Cultural Exchange programme organised Concert Party Highlife Time World Poetry Day International Dance Day TEEN SLAM GHANA Programmes and activities for the National Dance Company during the 	

			<p>concept of nationalism and Pan Africanism.</p> <p>4. Permanent exhibitions, museum services and the presentation of Ghana's material cultural heritage, inter alia, forts, castles, antiquities, mausoleum etc.</p> <p>5. Research, documentation, publication and the collective development of Ghanaian languages to promote mass communication for economic growth.</p> <p>6. Holistic development and promotion of Ghana's Creative arts through music, dance, drama, handicrafts, etc. and the provision of cultural infrastructure for performances.</p> <p>7. Research, documentation, presentation and promotion of Ghanaian and Pan African culture through literary texts and publications.</p> <p>8. Organization of Cultural Exchange programmes</p> <p>9. Establishment of Ghana Culture Development Indicator Suite</p> <p>10. Printing and publication of Magazine/Newsletter on Arts and Culture</p> <p>11. Organization of District, Regional and National Festivals of Dance, Music, Drama and Visual Arts</p> <p>12. Development of Cultural Heritage</p> <p>13. Development of Cultural/ Historic Sites</p>	<p>5. 2-day orientation for District Cultural Officers on the relevant of sacred and ritual music to National heritage and development organised</p> <p>6. 50 persons trained in various Artistic Discipline</p> <p>7. 50 persons in smock weaving trained</p> <p>8. Required materials for training skills of Cultural Officers and Artisans provided</p> <p>9. Handicraft and Export Production workshop organised</p>	<p>9. Provide Administrative support services for orchestral music production</p> <p>10. Provide Administrative support services for theatre production</p> <p>11. Provide Administrative support services for dance production</p> <p>12. Provide Administrative support services for drama production</p> <p>13. Rehabilitate National Theatre</p> <p>14. Purchase Plant and Office Equipment</p> <p>15. Pay PAWA subscription fees</p> <p>16. Provide Administrative support services for Du Bois programmes</p> <p>17. Provide Administrative support services for Ghana Museums & Monuments Board</p> <p>18. Provide Administrative support services for National Folklore Board</p> <p>19. Provide Administrative support services for Kwame Nkrumah Memorial Park</p> <p>20. Provide Administrative support services for Bureau of Ghanaian languages</p> <p>21. Purchase 3 GMMB Vehicles</p> <p>22. Organize Arts Skuul (School) programme</p> <p>23. Organise Pappoe Thompson Choral Festival for Industrial Choir</p> <p>24. Organise Bi- Weekly Baajoe programme -</p> <p>25. Organise Second cycle Schools Drama Festival dubbed Sankofa</p> <p>26. Organise annual Kpaatashie Progromme on Indigenous Ghanaian Cuisines</p>	<p>first quarter were quite impressive. The Ensemble provided services for the following Institutions: State Protocol, MOTCCA, Urban Roads, Shippers Authority, WAEC, Reroy Group Ltd, NHIS, MOTCCA, I-ZAR Consult, GTA, Bureau of Ghana Languages, West links Travel etc.</p> <p>9. A total number of twenty-five (25) booking for performances was recorded. For the month of January activities of the Dance Company was slow, the company recorded four (4) booking, February recorded fourteen (14) bookings and seven (7) booking for the month of March. National Dance Company (Ghana Dance Ensemble) of the National Theatre for the third quarter rendered services to the following institutions: Cybel Energy Ltd, Nyansapa College, Min. of Foreign Affairs, Ten oil, Ghana Institute of taxation, Ghana Shippers Authority, Min. of Trade & Industry, Volta River Authority, National Commission on small Arms, Min. of Tourism Culture and Creative Arts, PM etc.</p> <p>10. Dance Ensemble during this quarter aslo organized a workshop on 8th July, 2016 "This World Music" for Jeremy Cohen (USA) at the Dance Hall of the National Theatre. The Company also staged dance-drama production called "ASIPIM" during the Ghana Theatre Festival organized by the National Theatre. The above mentioned production compelled the Ensemble to forgo incoming performances to enable them work extremely hard to present "ASIPIM".</p> <p>a.</p> <p>11. The National Drama Company (Abibgromma) during this quarter rehearsal on a new script 'KOKROKOO' a farcical political comedy. Ten Blocks on the Camino Real was performed in selected</p>	
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			<p>14. Organization of Seminars and Workshops on Culture and Development,</p> <p>15. Investment promotion for made-in-Ghana products in-line with mainstreaming culture for national development</p> <p>16. Creation of spaces for exhibitions</p> <p>17. Development and completion of fully functional Centers for National Culture</p> <p>18. Training of Cultural Officers and Artists</p> <p>19. 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.</p> <p>20. Performs sketches on new products to be launched on the market for corporate organizations.</p> <p>21. Organizes Ghanaian traditional theatre and drama workshops for professional dramatists/artists to improve production quality.</p> <p>22. Organize awareness creation seminars on Ghanaian traditional theatre and drama.</p> <p>23. Creation and development of national heritage and artistic forms through research and creative experiment in the form of theatrical presentations, that is, stage performances</p>		<p>27. Organise Visual Arts Exhibition dubbed Welcome Home</p> <p>28. Organize Eastern Regional Cultural Week to showcase the Region's potential</p> <p>29. Organise Vacation Camp Training Programme in Arts and Culture for the Youth</p> <p>30. Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region</p> <p>31. Organise Week-end Cultural Variety Programme</p> <p>32. Organize Handicraft and Export Promotion Workshop for Craftsmen in the Ashanti Region</p> <p>33. Organise Cultural Variety Programme</p> <p>34. Organise Training Programme on Cloth wearing and Traditional Dance</p> <p>35. Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -</p> <p>36. Organize Joe De Graft Student Drama Festival for 120 2nd Cycle Schools</p> <p>37.</p> <p>38. Organise Week-end Cultural Variety Programme</p> <p>39. Organise Cultural Quiz Competitions for Schools and Colleges</p> <p>40. Organise Capacity Building Programme for Officials and Creative Industry Players</p> <p>41. Organise Exhibition for Visual Artists in the Region</p> <p>42. Organise Seminar to orchestrate traditional song</p> <p>43. Organize programme to celebrate Ghanaian Orchestral Icons</p>	<p>communities including James Town, Madina, Dormi and Sampaman. Ananse in the Land of Idiots, Dilemma of a Ghost and Oedipus Rex were major projects for the company.</p> <p>12. Projection made for Abibigromme was fifteen (15). Booking recorded nine (9) for the third quarter.</p> <p>13. The celebration of Black History Month. The objective of this activity was to educate the general public on the achievements of blacks all over the world and the promotion of Pan-Africanism. The celebration and participations witnessed an improvement over past event held by educating over 500 students</p> <p>14. Rain makers' show was also held to promote the creative arts (performing Arts). The celebration originally targeted 150 people but realized 70-80 per show.</p> <p>15. AU Day celebration was also held to contribute to African unity. This was done in collaboration with the Accra Polytechnic which saw an improvement in the content</p> <p>16. Story Moja Festival was held to honor the late Professor Kofi N. Awoonor. This encouraged reading among students and the general public</p> <p>17. The center participated in the NAFAC to showcase the legacy of Dr. Du Bois and the Pan Africanism to the general public. This educated the general public on African consciousness</p> <p>18. A Stakeholder Consultative Workshop was successfully</p> <p>19. Conservation of Monuments and Sites:</p> <p>20. Technical/ feasibility studies at the Christiansburg Castle, Osu-Accra</p> <p>21. GMMB is collaborating with the British High Commission to Develop the James fort into an ultra-modern ICT center</p> <p>22. Management of the Established Ghana-Dutch History Museum at Fort</p>	
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			<p>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.</p> <p>24. 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.</p> <p>25. 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</p> <p>26. Organize Museum interaction programmes</p> <p>27. Collect, Conserve & Document Artifacts / Sites for Museums</p> <p>28. Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)</p> <p>29. Organize exhibition on our Cultural Heritage</p> <p>30. Organize educational Programs for Schools and Communities</p> <p>31. Conduct feasibility studies on Christiansborg Castle Cultural Enclave -</p>		<p>44. Organise Orchestral Performance in second cycle schools to promote Arts Music</p> <p>45. Organise Annual Kiddafest and support for performing arts</p> <p>46. Organise 12 Dance the Stress Away Programmes for general public</p> <p>47. Organise national and international tours to promote Ghanaian Culture</p> <p>48. Research into new dance forms to promote Ghanaian culture</p> <p>49. Organise training programme for Ghanaian Youth in Native Dances</p> <p>50. Organise Museum interaction programmes</p> <p>51. Collect, Conserve & Document Artifacts / Sites for Museums</p> <p>52. Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)</p> <p>53. Organise exhibition on our Cultural Heritage</p> <p>54. Organise educational Programs for Schools and Communities</p> <p>55. Conduct feasibility studies on Christiansborg Castle Cultural Enclave -</p> <p>56. Undertake research on Heritage objects for Documentation</p> <p>57. Train 66 GMMB staff</p> <p>58. Pay subscription to International Organisations</p> <p>59. Organise Outreach Programme for Du Bois ideas and ideals</p> <p>60. Organise Lecture on Dr. Nkrumah, Du Bois Martin Luther King Jnr. and Padmore</p>	<p>San Antonio, Axim and Stakeholder consultation on the 500th anniversary celebration.</p> <p>23. Exhibitions and Visitor Statistics:</p> <p>24. The main gallery of the National Museum has been closed pending renovation but the various galleries in the regional museums, castles and forts are currently open for exhibitions.</p> <p>25. World Heritage Nominations and Museums Lands</p> <p>26. Update of nomination dossier for Tongo Teng-Zuk as World Heritage Site & ICOMOS evaluation visit.</p> <p>27. Preparation for nomination dossier on Navrongo Cathedral.</p> <p>28. Inventorization of museum lands and properties and the development of a land use plan</p> <p>29. Re- enactment of Declaration of independence</p> <p>30. Emancipation day Wreath laying ceremony</p> <p>31. Founders day wreath laying ceremony</p> <p>32. DuBios/Padmore/Nkrumah Pan-African Lectures 201</p> <p>33. Celebration Of The International Mother Language Day</p> <p>34. Review And Translation Of “Way To Knowledge Series”</p> <p>35. Review Of Language Guide</p> <p>36. The Enforcement Of Anti-Piracy Laws/Reglations Of Bglbooks</p> <p>37. . Translation Of Financial Literacy Materials In Ghanaian Languages For Giz</p> <p>38. Translation On Adopted Electoral Reforms In Ghanaian Languages For Legal Resources Centre</p> <p>39. . Translation Of “Child And Family Welfare” For Unicef</p> <p>40. Organize Arts Skuul (School) programme</p>	
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			<p>32. Complete Regional Cultural Complexes through PPP</p> <p>33. Complete National Craft village</p> <p>34. Establish Museums in 4 Regions</p> <p>35. Complete Museum of Science and Technology through PPP</p> <p>36. Establish a Creative Arts desk at the Ministry</p> <p>37. The Feasibility study for the establishment of a multi-purpose enclave for the creative industries.</p>		<p>61. Celebrate Black History Month</p> <p>62. Organise Seminar/workshop/conference for stakeholders on the existence of folklore</p> <p>63. Print 1500 copies of Folklore magazine/newsletter</p> <p>64. Organise Book Fair for Ghanaian writers and key stakeholders</p> <p>65. Organize Seminar on Ghanaian languages</p> <p>66. Organize Seminar, Conference for stakeholders to showcase potential in the Brong Ahafo region</p> <p>67. Organise Youth Training Programme in Ceramics Production</p> <p>68. Organise Weekly Story-Telling Programmes</p> <p>69. Organize Seminar to effectively promote cultural programmes in the Upper East Region</p> <p>70. Organize Seminar /Workshops on Straw Basket and Leatherware Production Techniques</p> <p>71. 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</p> <p>72. Organize Seminar /Workshop on Traditional Textiles Production Techniques for Industry Players</p> <p>73. Restructure the National Commission on Culture</p> <p>74. Complete Museum of Science and Technology through PPP</p> <p>75. Establish Museum in Northern Region</p>	<p>41. Organise Pappoe Thompson Choral Festival for Industrial Choirs</p> <p>42. Organise annual Kpaatashie Programme on Indigenous Ghanaian Cuisines</p> <p>43. Organise Visual Arts Exhibition dubbed Welcome Home</p> <p>44. Organize Eastern Regional Cultural Week to showcase the Region's potential</p> <p>45. Organize Workshop for Visual and Performing Arts on Production Techniques in the Western Region</p> <p>46. Seminar/ Workshop on Traditional Textiles Production Techniques for Industry Players -</p> <p>47. Organize Joe De Graft Student Drama Festival for 2nd Cycle Schools</p> <p>48. Organised Capacity Building Programme for Officials and Creative Industry Players</p> <p>49. Organized working visit to Gwollu-Defence Wall and Gbele Game Reserve, Weavers at Nandom and Lawra and Disabled Centre</p> <p>50. GMMB is collaborating with the British High Commission to Develop the James fort into an ultra-modern ICT center</p> <p>51. Management of the Established Ghana-Dutch History Museum at Fort San Antonio, Axim and Stakeholder consultation on the 500th anniversary celebration</p>	
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					76. Re-wire Headquarters and Regional office buildings and re-roof National Gallery 77. Acquire one Vehicle for Folklore programmes 78. Purchase PAWA Office equipment 79. Purchase Plant and Equipment for Du Bois 80. Construct Drainage for Du Bois Open Air Theatre		
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Table 2: Total Releases from Government of Ghana

Year	Requested as Planned	Approved as Ceiling	Released	Derivations		Actual Expenditure	Variance
	A	B	C	A - B	B - C	D	C - D
PESONNEL EMULOMENTS (wages and salaries)							
2014	21,591,438	21,591,438	21,591,438	0	0	21,591,438	0
2015	22,289,031	22,289,031	22,289,031	0	0	22,289,031	0
2016	26,617,668	26,617,668	26,617,668	0	0	26,617,668	0
2017	27,909,902	27,909,902	27,909,902	0	0	27,909,902	0
CAPITAL EXPENDITURE/ ASSETS							
2014	3,246,199	3,246,199	800,000	0	2,446,199	800,000	0
2015	1,000,000	1,000,000	70,062	0	929,938	70,062	0
2016	-	-	-	-	-	-	-
2017	120,000,000	1,000,000	-	119,000,000	-	-	-
GOODS AND SERVICES							
2014	2,876,656	2,876,656	1,870,656	0	1,006,000	1,870,656	0
2015	1,438,328	1,438,328	1,413,328	0	25,000	1,413,328	0
2016	2,144,038	2,144,038	598,198	0	1,545,840	598,198	0
2017	50,000,000	4,272,846	-	45,727,154	-	-	-

Table 3: All Sources of Financial Resources for the MDAs

<u>Source</u> <u>s</u>	2014			2015			2016			2017		
	Planned	Actual Received	Variance	Planned	Actual Received	Vari ance	Planned	Actual Received	Varia nce	Planned	Actual Received	Variance
<u>GOG</u>	27,714,293	24,262,094	–	24,727,359	23,772,421	–	28,761,706	27,215,866	–	197,909,902	27,215,866	–
<u>IGF</u>	7,155,577.00	1,159,256.94		8,569,184	7,710,852.27		10,156,687	5,262,276.75	48.1	10,376,500	6,429,868.89	38.03
<u>DACF</u>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
<u>DDF</u>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
<u>UDG</u>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
<u>Develo pment Partner s</u>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
<u>GETF UND</u>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
<u>Others</u>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
<u>TOTA L</u>												

1.4 Challenges Encountered During the Implementation Stage of the GSGSDA II

The Key Development Problems/Issues that the Ministry and its departments and agencies encountered during the implementation of Ghana Shared Growth and Development Agenda (2014-2017) included the following:

- 1) Inadequate office accommodation for the Ministry and agencies for requisite man-power
- 2) Inadequate human resource particularly technical staff
- 3) Inadequate office machinery, equipment and transport for effective service delivery
- 4) Insufficient budgetary allocation, slow pace of releases or non-releases to implement Tourism, Culture and Creative Arts programmes, projects and events
- 5) Poor standards and quality of service and product delivery in the sector resulting in low patronage
- 6) Inadequate transport infrastructure particularly, poor road network coupled with congestion inhibit convenient and rapid movement of tourists around the country and major cities
- 7) Inadequate capacity building programmes and training facilities for staff, practitioners and the unemployed youth in Tourism, Culture and Creative Arts
- 8) Inadequate incentives/ concessions/ tax holidays resulting in limited investment in Tourism, Culture and Creative Arts by the private sector
- 9) Low appreciation and support of tourism, culture and creative arts sector by policy and decision makers including MDA's and MMDA'S
- 10) Lack of reliable data on contribution of the Sector (tourism, culture and creative arts) to national development
- 11) Lack of adequate tourism, culture and creative arts infrastructure (Receptive facilities, information offices, museums, production workshops, exhibition spaces and craft villages)
- 12) Inadequate mainstreaming of cross-cutting issues (HIV/AIDS, Sanitation, Gender, etc.)
- 13) Inadequate education programmes on Tourism, Arts and Culture 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
- 14) High cost of destination (High airfares and accommodation, utility services, etc.).

1.5 Analysis of Current Sector Existing Situation and Profile of the MDA

1.5.1 Sector Profile of the MDA

The Ministry of Tourism, Arts and Culture 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)

1.4.2 Institutional Capacity Needs

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

Table 4: 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	69	Inadequate Human Resource
Ghana Tourism Authority	380	204	-do-
Hotel, Catering and Tourism Training Institute	20	6	-do-
National Commission on Culture	910	873	-do-
Ghana Museums and Monuments Board	366	250	-do-
National Folklore Board	5	5	-do-
Kwame Nkrumah Memorial Park	25	15	-do-
National Theatre of Ghana	95	68	-do-
Pan African Writers Association	N/A	2	-do-
W.E.B Du Bois Memorial Centre for Pan African Culture	21	14	-do-
Bureau of Ghana Languages	63	35	-do-
TOTAL	2,119	1,656	

Table 5: Staff Categorisation (Ministry/ Department)

MINISTRY OF TOURISM, ARTS AND CULTURE	CLASS	SENIOR STAFF		JUNIOR STAFF		TOTAL
		MALE	FEMALE	MALE	FEMALE	
MOTCCA	Administrative	8	7	-	6	21
	Accounting	4	4	-	-	8
	Tourism	7	6	-	-	13
	Planning			-	-	
	It/Im	1	2	-	-	3
	Audit	1	1	-	-	2
	Transport			4	-	4
	Procurement /Stores	1	2	-	-	3

	Protocol	1	1	-	-	1
	TOTAL	23	23	4	6	59
GTA	Chief Executive	1				1
	Administration	16	6	27	12	61
	Quality Assurance	18	15	1		34
	Marketing	17	12	1	1	31
	Planing& Business Development	4	3		1	
	Public Relations	1	2			3
	Finance	10	1	1	1	13
	Revenue	2	-	-	-	2
	Operations	1	-	-	-	1
	F&A	1	-	-	-	1
	Internal Audit	1	-	-	-	1
	Research	7	2		3	12
	Human Resource	1	4			5
	TOTAL	80	45	30	18	165
HOTCATT	Administration	1			5	

	Teaching Faculty	1				
	Accounting	-	-	-	-	
	Secretarial	-	-	-	-	
TOTAL		2			5	7
NCC	Administration	14	1			15
	Culture	4	3			7
	Accounting		1	1		2
	Records		1	1	1	3
	Secretarial		2			2
	TOTAL	18	8	2	1	29
GMMB	Administration					
	Engineering					
	Accounting					
	Secretarial					
	Records					
	TOTAL	64	32	125	29	250
NFB	Records					
	Engineering					
	Accounting	1	1			
	Secretarial		2			

TOTAL		1	3	-	-	4
KNMP	Administration	1		8		
	Museums	4				
	Accounting	1				
	Secretarial				1	
	Total	6		8	1	14
NTG	Administration	2	6	21		
	Marketing	1				
	Technical	9				
	Programmes	3		1		
	Accounting	1	2			
	PR	1				
	Procurement		3			
	TOTAL	17	11	22		50
PAWA	Executive	1				
	Records	1				
	Engineering					
	Accounting					
	Secretarial				1	
	TOTAL	2	-		1	3

W.E.B DU BOIS	Records	-	-	-	-	-
	Engineering	-	-	-	-	-
	Accounting	1	1	-	-	-
	Transport			1		
	Museums			1		
	Programmes	1				
	Secretarial	1	-			-
TOTAL		3	1	2		6
BGL	Records	1				
	Engineering					
	Accounting	3				
	Secretarial			3	2	
TOTAL		4		3	2	9

Table 6: Age Distribution (Ministry / Department)

MIN OF TOURISM, CULTURE AND CREATIVE ARTS	AGE RANGE	20-30YRS	31-40YRS	41-50YRS	51-60YRS	60YRS +	TOTAL
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MAIN MINISTRY	MALE	2	8	10	10	1	31
	FEMALE	7	13	8	10	0	38
	SUB-TOTAL	9	21	18	20	1	69
GTA	MALE	5	38	15	10	-	68
	FEMALE	13	49	43	31	-	136
	SUB-TOTAL	18	87	58	41	-	204
HOTCATT	MALE			2	1	-	3
	FEMALE	1		1	1	-	3
	SUB-TOTAL	1		3	2	-	6
NCC	MALE	2	3	5	13	-	23
	FEMALE	2	2	2	4	-	10
	SUB-TOTAL	4	5	7	17	-	33
GMMB	MALE						
	FEMALE						

	SUB-TOTAL						
NFB	MALE	-	-	1	2	-	3
	FEMALE	-	2	-	-	-	2
	SUB-TOTAL	-	2	1	2	-	5
KNMP	MALE		8	5	2		12
	FEMALE		3	1			4
	SUB-TOTAL		8	6	2		16
NTG	MALE	1	20	22	13		56
	FEMALE		6	5	1		12
	SUB-TOTAL	1	26	27	14		68
PAWA	MALE				1		
	FEMALE			1			
	SUB-TOTAL						
W.E.B DUBOIS	MALE		4	2	2		8

	FEMALE		4	1	1		6
	SUB-TOTAL		8	3	3		14
BGL	MALE	0	4	6	9	-	19
	FEMALE	1	3	5	7	-	17
	SUB-TOTAL	1	7	11	16	-	35
TOTAL							

Table 7: Sex Distribution (Ministry /Department)

MINISTRY TOURISM CULTURE AND CREATIVE ARTS	DISTRIBUTION	
	MALE	FEMALE
MAIN MINISTRY	31	38
GTA	136	68
HOTCATT	3	3
NCC	570	303
GMMB	166	46
NFB	3	2
KNMP	11	4
NTG	56	12

PAWA	1	1
W.E.B DU BOIS	9	5
BGL	19	16
TOTAL		

Table 8 Logistics Capacity of the Ministry of Tourism, Arts and Culture/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 •Tables •Chairs •Sofa •Desks •Executive Swivel Chairs •Filing Cabinets •Room Dividers •Cupboards and Drawers	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

Item	Number		Remarks
	Required	Existing	
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
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) Gender Equality

Being, predominantly a service industry tourism product, 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.

2) Environment, Climate Change and Green Economy

Policies, programmes and events over the period were environmentally friendly. Most of the interventions such as community-based ecotourism development were sought to promote traditional methods for the conservation of the environment, biodiversity, 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.

3) Employment

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.

4) Population Dynamics

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

5) Local economic development

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.

6) Science, Technology and Innovation (STI)

Culture provides the basis for the 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.

7) 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 a holistic, secure and safe environment for all visitors and industry players.

8) Natural and man-made disasters

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.

9) Natural resource Utilisation (water, minerals, forest products, etc.)

The relationship between tourism and natural resources is symbiotic. Tourism is a global phenomenon that for its success depends on the physical environment and a wide range of natural resources, including water, energy wildlife, food and landscapes. Thus tourism has a significant impact on natural resources and the environment, while it can also contribute to the conservation of theses same resources.

Table 9 Analysis of the Tourism, Arts and Culture Sector (SWOT)

Strategy	Programme	Strengths	Weakness	Opportunities	Threats
Market Ghana as a competitive tourist destination	Tourism Research & Marketing	1) Ghana has unique and diverse cultural and natural Resources 2) Growing middle and higher income 3) domestic market segment	1) Lack of financial and human resource to market destination 2) Limited research on tourism 3) Low promotion of tourism products 4) Under-developed tourist products 5) High attrition of Ministers	1) Political stability, safe and secure environment for visitors 2) Proverbial hospitality and friendliness of Ghanaians 3) Ghana has a well-connected flight network	1) The high cost of airfares 2) Outbreak of epidemics 3) Low interest and commitment of policy and decision-makers 4) Competition from emerging tourism destination in Africa
Increase efforts to improve the quality of tourism personnel and services at all levels	Tourism Quality Assurance	Existence of HOTCATT and other training facilities	1) Lack of training facilities and infrastructure 2) Inadequate budgetary allocations for capacity building in the tourism sector	1) Youthful and vibrant population 2) Growing trained and skilled manpower	1) Disregard for global best practices by unscrupulous tourism professionals 2) Low investment in hospitality training institutions.
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	1) Instability of the Ghanaian cedi 2) Unreliable energy supply 3) The high cost of Utility services
Encourage health care providers to promote	Tourism Product Development	1) A policy framework to promote health tourism	1) Inadequate number of health resorts and spas 2) Lack of conducive environments for leisure and health tourism	1) Traditional healing experts 2) The growing interest in health-fitness among the population	Poaching of existing skilled personnel by neighbouring countries

health tourism		2) Traditional healing centres (bone treatment centres)	3) Lack of skilled personnel		
Strengthen collaboration and coordination among key stakeholders to develop the tourism sector	Management and Administration	The cordial working relationship between the Ministry, RCCs and MDAs	Lack of understanding about tourism potential to national development among major stakeholders	1) Existence of tourism development committees in the RCCs and MDAs 2) Existence of private sector industry players(GHATOF and Ghana Cultural Forum)	The high attrition rate of Regional Ministers and DCEs
Encourage the expansion of tourist event attractions	Tourism Product Development	Existence of tourism events annual calendar	1) Lack of Funds and logistics for promotion of events 2) Inadequate publicity on Ghanaian events 3) Lack of support from corporate Ghana towards local events	Growing interest by communities to celebrate their local festivals	Frequent traditional and 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 the assessment of existing funds	Continuous contribution of tourism to the national economy	Competition by other sectors
Ensure tourism planning in	Tourism Product Development	Ongoing sensitization of District Assemblies about	Lack of tourist promotional materials in Districts	Availability of natural, cultural, and historic attractions in the Districts	1) Poor sanitation

District Development plans to promote tourism development		the contribution of tourism to the district			2) Degradation of the environment(illegal mining, felling of trees, bush fires etc)
Develop sustainable eco-tourism, culture and historical sites	Tourism Product Development	Existing unique, natural and diverse resources	1) Inadequate logistics to monitor the development 2) Low enforcement of regulations and standards	1) Availability of natural, cultural, and historic attractions 2) Private sector participation and involvement 3) Initiatives by local tourism development committees	1) Lack of collaboration by key stakeholders 2) Lack of framework for revenue sharing within communities where attractions are located. 3) Non-compliance of tourism laws in tourism generation communities
Eradicate emerging threats to tourism particularly sex tourism	Management and Administration	1) Ghana is a signatory to the international convention on child labour exploitation 2) The Ministry seriously frauds on sex tourism-related tendencies	Logistics for enforcement	Sex education in schools	1) The high influx of tourist 2) Pounded poverty in communities 3) Availability of internet and social media
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	<ol style="list-style-type: none"> 1) Enthusiastic and vibrant media 2) An existing award scheme for media houses who promote tourism 	Inadequate promotional materials	Growing interest by local media to be associated with tourism programmes and events	Negative publicity of tourism events and programmes by the 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	<ol style="list-style-type: none"> 1) Hostile communities 2) Land litigation
Develop a policy framework and enforce existing legal and regulatory frameworks for the development of the creative arts industry	Management and Administration	<ol style="list-style-type: none"> 1) Commitment by government and industry players to develop the creative industry 2) Re-alignment of the Ministry of Tourism with the Creative Arts industry is a policy decision to develop the creative arts industry 	<ul style="list-style-type: none"> • Unreliable data on the creative Arts domains 	<ul style="list-style-type: none"> • International attention and focus on the contribution of Creative Arts 	<ul style="list-style-type: none"> • Non-cooperation of relevant stakeholders

Promote research into the industry to establish data to inform evidence-based policy formulation	Tourism Research & Marketing		<ol style="list-style-type: none"> 1) Lack of funds for data collection 2) Inadequate research officers 3) Lack of research materials for data collection 		
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	The proliferation of substandard training facilities
Strengthen the copyright office and	Culture & Creative Arts Management	1) Existence of Copyright Office and related institutions	Inadequate Copyright enforcement	1. Existence of anti-piracy tax force	Unauthorized access to works under copyright protection via the internet and other media

its related institutions		2) Existence of Copyright administrator		2. High-level commitment from law enforcement agencies	
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	<ol style="list-style-type: none"> 1. Lack of effective inter-sartorial coordination for the creative arts industry 2. Lack of legal framework for the creative arts industry 	Existence of a sector Ministry and designated Creative Arts desk	<ol style="list-style-type: none"> 1) Ineffective communication between MDAs and the creative industry 2) Absence of joint sector coordinated programmes
Facilitate access to finance and the export market for products of Ghana's creative arts industry	Culture & Creative Arts Management	<ol style="list-style-type: none"> 1) The existence of a sector Ministry, MOTI, GEPA etc. 2) Availability of EDAIF and other financial institutions 	<ol style="list-style-type: none"> 1) Weak capacity to market ideas/ proposals to generate funding 2) Inability to position the industry to attract funding 	<ol style="list-style-type: none"> 1) Availability of new national, regional and international markets 2) Availability of development partners, Banks, Lotteries, Charity organizations, endowment funds and tax breaks for arts funding 	Lack of effective responsiveness from financial institutions
Strengthen the National Commission on Culture to support the creative arts industry	Culture & Creative Arts Management	<ol style="list-style-type: none"> 1) Existence of institutional mandate/ legal framework 2) Existence of a Cultural Policy 	<ol style="list-style-type: none"> 1) Inadequate cultural infrastructure 2) Inadequate logistics and human resource capacity 3) Inadequate budgetary allocation 	<ol style="list-style-type: none"> 1) Positioned as prima facie advisory and implementing body for culture and creative arts 2) High-level commitment from sector Ministry 	<ol style="list-style-type: none"> 1) Lack of full GOG commitment for culture and the creative arts 2) Adulteration of foreign culture

Establish a council for the creative arts industry	Culture & Creative Arts Management	<ul style="list-style-type: none"> 1) Existence of a sector Ministry 2) Existence of designated creative arts domains 	<ul style="list-style-type: none"> 1) Lack of comprehensive data on the Creative Arts domains 2) Ineffective inter-sectorial coordination for the creative arts industry 	Draft legal framework 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"> 1) Existence of a sector Ministry and the National Commission on Culture 2) Existence of the Cultural Policy of Ghana 	<ul style="list-style-type: none"> 1) Inadequate cultural infrastructure 2) Inadequate logistics and human resource capacity 3) Inadequate budgetary allocation 	<ul style="list-style-type: none"> 1) Review of the existing institutional mandates of national cultural organizations 2) National cultural organizations positioned to attract support from both national and international organization 	<ul style="list-style-type: none"> 1) Lack of full GOG commitment for culture and the creative arts 2) Adulteration of foreign culture
Mainstream culture in the nation's social and economic development agenda	Culture & Creative Arts Management	<ul style="list-style-type: none"> 1) Existence of a sector Ministry and its implementing agencies 2) Existence of the Cultural Policy of Ghana 	<ul style="list-style-type: none"> 1) Inadequate cultural infrastructure 2) Inadequate logistics and human resource capacity 3) Inadequate budgetary allocation 	<ul style="list-style-type: none"> 1) The abundance of virtuous cultural education programmes 2) A rich repository of indigenous and traditional knowledge experts 	<ul style="list-style-type: none"> 1) Lack of full GOG commitment for culture and the creative arts 2) Adulteration of foreign culture
Assist less endowed traditional authorities to document their culture and history	Culture & Creative Arts Management	<ul style="list-style-type: none"> 1) Existence of a sector Ministry and its implementing agencies 2) Existence of the Cultural Policy of Ghana 	<ul style="list-style-type: none"> 1) Inadequate cultural infrastructure 2) Inadequate logistics and human resource capacity 3) Inadequate budgetary allocation 	<ul style="list-style-type: none"> 1) The abundance of virtuous cultural education programmes 2) A rich repository of indigenous and traditional knowledge experts 	<ul style="list-style-type: none"> 1) Lack of full GOG commitment for culture and the creative arts 2) Adulteration of foreign 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"> 1) Existence of a sector Ministry and its implementing agencies 2) Existence of a designated Minister for PPP at the Office of the President 	<ul style="list-style-type: none"> 1) Abandoned incomplete cultural infrastructure 2) Inadequate human resource for effective service delivery 	<ul style="list-style-type: none"> 1) Complete outstanding cultural infrastructure through PPP 2) Concept Paper for the completion of outstanding cultural infrastructure through PPP developed 	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"> 1) Existence of institutional mandate/ legal frame work 2) Existence of a Cultural Policy 	<ul style="list-style-type: none"> 1) Inadequate cultural infrastructure 2) Inadequate logistic and human resource capacity 3) Inadequate budgetary allocation 	<ul style="list-style-type: none"> 1) Positioned as prima facie advisory and implementing body for culture and creative arts 2) High level commitment from sector Ministry 	<ul style="list-style-type: none"> 1) Lack of full GOG commitment for culture and the creative arts 2) Adulteration of foreign culture

1.5.1 Impact Analysis

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 2018-2021, through increasing the sector's contribution to GDP and foreign exchange earnings, as well as employment and incomes.

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 2018 – 2021, while employment generated from the tourism sub-sector is projected to increase from 506,967 in 2018 to 571,915.5 by 2021 representing 4.1% annual growth rate.

On the other hand, employment generated from the culture and creative arts sub-sector are projected to increase from 1,262,880 in 2018 to 1,680,893.17 in 2021 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 are projected to increase at the rate of 7 % per annum, while number of hotel establishment is expected to 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 5.0% and 5.0% respectively.

i. Opportunities for the promotion of cross-cutting issues such as

1) Gender equality with respect to practical and strategic needs and interests;

Being, predominantly a service industry tourism product, 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.

2) HIV and AIDS in terms of the target groups in the sector for targeted interventions e.g. elimination of stigmatization

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.

3) 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.

4) 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.

5) 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.

2) 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.

3) 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.

4) 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.

Table 10: Sustainable prioritised issues as categorised under Development Dimensions

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES
Economic Growth and Employment	Diversify and Expand the Tourism Industry for Economic Development	<ol style="list-style-type: none">1) Transforming Ghana into a major Meetings, Incentives, Conferences and Exhibitions (MICE) Centre2) Expanding the tourism sector through investment, innovation and pursuit of service excellence3) Promoting public-private partnerships for investment in the sector: promoting local tourism4) Developing available and potential sites to meet international standards5) Mainstreaming tourism development in district development plans6) Developing palace museums to preserve national culture and promote tourism in communities7) Instituting measures to curtail emerging threats such as sex tourism8) Promoting the establishment of tourism clubs in all educational institutions

Tourism and Creative Arts Development	Develop a Competitive Creative Arts Industry	<ol style="list-style-type: none"> 1) Drawing up policy and enforcing legal and regulatory frameworks for the creative arts industry to flourish 2) Strengthening the National Creative Arts Council to implement its programs effectively: promoting PPP in the development of the creative arts industry 3) Strengthening the copyright Office and its related agencies 4) Strengthening partnership and participation in the global oriented arts events and business; strengthening institutions and improving the coordination framework of the creative arts sector, including National Commission on Culture 5) Raising awareness of the importance of tourism and creative arts
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1.6 The Lessons learnt which have implications for TCCASMTDP (2018-2021)

The lessons within the Tourism, Arts and Culture Sub-Sectors which have implications for NMTDPF (2018 – 2021) are to:

- 1) Secure assistance from Development Partners to support implementation of programmes
- 2) Intensify and expand IGF collection
- 3) Developing adequate and reliable statistics for policy formulation
- 4) Strengthen collaboration with relevant MDAs for development of Tourism, Arts and Culture infrastructure (airports, roads, communication, water & electricity, Culture Village etc.)

- 5) 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.
- 6) 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
- 7) Increase access to credit through collaboration with relevant organizations (MOTI, MOF, Development Partners, Financial Institutions)
- 8) Phase1 the implementation of the 15 Year National Tourism Development Plan and the Cultural Policy of Ghana into manageable units
- 9) Engage Development Partners to support in the provision of logistics for the Ministry and its agencies (vehicles, computer equipment and accessories, photocopiers, etc.)
- 10) Implement a Local Area Network infrastructure with Internet to link the Ministry with its agencies nationwide
- 11) 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
- 12) Engage corporate Ghana in the packaging, marketing and promotion of Tourism, Culture and Creative Arts products
- 13) Strengthen collaboration and encourage District Assemblies to incorporate Tourism, Culture and Creative Arts in their Medium Term Development Plans and annual budgets
- 14) Establish District Tourism, Culture and Creative Arts offices
- 15) Take an inventory of National Tourism, Culture and Creative Arts Assets in the regions
- 16) Conduct quarterly M&E visits to all organizations, departments and agencies under the Ministry

CHAPTER 2

2.0 DEVELOPMENT ISSUES

2.1 Introduction

This chapter presents development projections for 2018 to 2021 in relation to the adopted issues. This is to ascertain the additional social, economic and infrastructural services that should be provided within the medium-term in order to achieve national development objectives.

2.2 Summary of Current 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 (2014-2017) included the following:

Table 11 Summary of Issues of GSGDA II

THEMATIC AREA	DEVELOPMENTAL ISSUES
ECONOMIC GROWTH AND EMPLOYMENT	
Key Focus Area 1: Developing the Tourism Industry	<ol style="list-style-type: none">1) Limited exploitation of potentials in the tourism sector2) Inadequate investment in the tourism sector3) Limited attention to the development of tourism at the local level4) Poor tourism services and low-quality standards in the industry5) Inadequate numbers of professionally trained personnel in the industry6) High cost of hospitality services

	<ul style="list-style-type: none"> 7) Inadequate promotion of domestic Inadequate office accommodation for the Ministry and agencies for requisite man-power 8) Inadequate human resource particularly technical staff 9) Inadequate office machinery, equipment and transport for effective service delivery 10) Insufficient budgetary allocation, slow pace of releases or non-releases to implement Tourism, Culture and Creative Arts programmes, projects and events 11) Poor standards and quality of service and product delivery in the sector resulting in low patronage 12) Inadequate transport infrastructure particularly, poor road network coupled with congestion inhibit convenient and rapid movement of tourists around the country and major cities 13) Inadequate capacity building programmes and training facilities for staff, practitioners and the unemployed youth in Tourism, Culture and Creative Arts 14) Inadequate incentives/ concessions/ tax holidays resulting in limited investment in Tourism, Culture and Creative Arts by the private sector 15) Low appreciation and support of tourism, culture and creative arts sector by policy and decision makers including MDA's and MMDA'S 16) Lack of reliable data on contribution of the Sector (tourism, culture and creative arts) to national development 17) Lack of adequate tourism, culture and creative arts infrastructure (Receptive facilities, information offices, museums, production workshops, exhibition spaces and craft villages) 18) Inadequate mainstreaming of cross-cutting issues (HIV/AIDS, Sanitation, Gender, etc.) 19) Inadequate education programmes on Tourism, Arts and Culture 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
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	20) High cost of destination (High airfares and accommodation, utility services, etc.).
Key Focus Area 2: Culture and Creative Arts Industry	1) Lack of a policy framework 2) Weak enforcement of copyright laws 3) Weak coordination among the MDAs on issues related to the creative arts industry
TOURISM AND CREATIVE ARTS DEVELOPMENT	
Key Focus Area 1: National Culture for Development	1) Lack of a comprehensive National Creative Arts Policy 2) Limited attention to issues of creative arts in national development 3) Limited documentation on Ghanaian creative and history 4) Few well-equipped Centres for National Culture and Creative arts across the regions and districts 5) Low patronage of local creative industry

2.3 The Key development issues identified by the Ministry from the NMTDPF (2018 – 2021) are as indicated in the table below:

Table 12: Identified Development Issues under GSGDA II and Agenda for Jobs, 2018-2021

GSGDA II, 2014-2017		Agenda for Jobs, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSION	ISSUES
Enhancing Competitiveness of Ghana's Private Sector	1)Limited exploitation of potentials in the tourism sector 2)Inadequate investment in the tourism sector 3)Limited attention to the development of tourism at the local level 4)Poor tourism services and low-quality standards in the industry 5)Inadequate numbers of professionally trained personnel in the industry 6)High cost of hospitality services 7)Inadequate promotion of domestic Inadequate office accommodation for the Ministry and agencies for requisite man-power 8)Inadequate human resource particularly technical staff 9)Inadequate office machinery, equipment and transport for effective service delivery 10)Insufficient budgetary allocation, slow pace of releases or non-releases to implement Tourism, Culture and Creative Arts programmes, projects and events 11)Poor standards and quality of service and product delivery in the sector resulting in low patronage 12)Inadequate transport infrastructure particularly, poor road network coupled with congestion inhibit convenient and rapid movement of tourists around the country and major cities	Tourism and Creative Arts Development	1) Poor Standards 2) Inefficiencies and low productivity in customer service 3) Poor tourism and creative arts infrastructure 4) High hotel cost 5) Low skills development: informality and lack of an effective legal regulatory and institutional regime for the creative industry 6) Weak coordination among public institutions in the implementation of policy interventions related to the creative arts industry

	<p>13) Inadequate capacity building programmes and training facilities for staff, practitioners and the unemployed youth in Tourism, Culture and Creative Arts</p> <p>14) Inadequate incentives/ concessions/ tax holidays resulting in limited investment in Tourism, Culture and Creative Arts by the private sector</p> <p>15) Low appreciation and support of tourism, culture and creative arts sector by policy and decision makers including MDA's and MMDA'S</p> <p>16) Lack of reliable data on contribution of the Sector (tourism, culture and creative arts) to national development</p> <p>17) Lack of adequate tourism, culture and creative arts infrastructure (Receptive facilities, information offices, museums, production workshops, exhibition spaces and craft villages)</p> <p>18) Inadequate mainstreaming of cross-cutting issues (HIV/AIDS, Sanitation, Gender, etc.)</p> <p>19) Inadequate education programmes on Tourism, Arts and Culture 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</p> <p>20) High cost of destination (High airfares and accommodation, utility services, etc.).</p> <p>21.Lack of a policy framework</p> <p>22Weak enforcement of copyright laws</p> <p>23Weak coordination among the MDAs on issues related to the creative arts industry</p>		
Transparent And	<p>1) Lack of a comprehensive National Culture Policy</p> <p>2) Limited attention to issues of culture in national development</p>	Economic Growth and Employment	1) Slow down in economic growth caused by power supply challenges and lack of an enabling environment

Accountable Governance	3) Limited documentation on Ghanaian culture and history 4) Few well-equipped Centers for National Culture across the regions and districts 5) Low patronage of local creative industry		for private sector growth and development 2) Erratic pattern of sources of economic growth 3) Economic growth not accompanied by appropriate levels of job creation and weak linkage between agriculture and industry

Table 13: Development Dimension and adopted Issues of SMTDP of MDAs

DEVELOPMENT DIMENSIONS 2018-2021	ADOPTED ISSUES
Economic Growth and Employment	1) Slowdown in economic growth caused by power supply challenges and lack of an enabling environment for private sector growth and development 2) Erratic pattern of sources of economic growth 3) Economic growth not accompanied by appropriate levels of job creation and weak linkage between agriculture and industry
Tourism and Creative Arts Development	1) Poor Standards 2) Inefficiencies and low productivity in customer service 3) Poor tourism and creative arts infrastructure 4) High hotel cost 5) Low skills development: informality and lack of an effective legal regulatory and institutional regime for the creative industry 6) Weak coordination among public institutions in the implementation of policy interventions related to the creative arts industry

Table 14: prioritised development issues linked to the relevant development dimensions of Agenda for Jobs, 2018-2021

GOAL	SMTDP SUB-GOALS	ISSUES
Economic Development	Economic Growth and Employment	<ol style="list-style-type: none"> 1) The slowdown in Economic growth Caused by power supply challenges and lack of an enabling environment for private sector growth and development 2) Erratic pattern of sources of economic growth 3) Economic growth not accompanied by appropriate levels of job creation and weak linkage between agriculture and industry
Social Development	Tourism and Creative Arts Development	<ol style="list-style-type: none"> 1) Poor Standards 2) Inefficiencies and low productivity in customer service 3) Poor tourism and Creative Arts infrastructure 4) High hotel rates 5) Low skills development: informality and lack of an effective legal, regulatory and institutional regime for the creative industry 6) Weak coordination among public institutions in the implementation of policy interventions related to the creative industry

CHAPTER 3

3.0 DEVELOPMENT GOAL, ADOPTED OBJECTIVES AND STRATEGIES

3.1 Adopted Relevant Dimensions of the Medium-Term Development Policy Framework (2018- 2021)

Table 15 The Ministry has adopted Economic Growth and Employment and Tourism and Creative Arts Development

Economic Growth and Employment	<ol style="list-style-type: none">1) The slowdown in Economic growth Caused by power supply challenges and lack of an enabling environment for private sector growth and development2) Erratic pattern of sources of economic growth3) Economic growth not accompanied by appropriate levels of job creation and weak linkage between agriculture and industry
Tourism and Creative Arts Development	<ol style="list-style-type: none">1) Poor Standards2) Inefficiencies and low productivity in customer service3) Poor tourism and Creative Arts infrastructure4) High hotel rates5) Low skills development: informality and lack of an effective legal, regulatory and institutional regime for the creative industry6) Weak coordination among public institutions in the implementation of policy interventions related to the creative industry

3.2 Development Projections of the Ministry for 2018-2021(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 2018-2021, 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 2018 – 2021, while employment generated from the tourism sub-sector is projected to increase from 506,967 in 2018 to 571,915.5 by 2021 representing 4.1% annual growth rate.

On the other hand, employment generated from the culture and creative arts sub-sector is projected to increase from 1,262,880 in 2018 to 1,680,893.17 in 2021 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 7 % 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 5.0% and 5.0% respectively.

Table 16 Adopted National Development Projections for 2018-2021 (National Indicators and Targets)

Indicators	Targets						Average annual growth Rate (%)
	2016	2017	2018	2019	2020	2021	
International Arrivals	1322.5	1454.7	1,600,203	1,760,223.3	1,936,244.63	2,129,870	10
Receipts (Mil US\$)	2,505.0	2,758.0	3,022,766	3,325,042.6	3,657,546.86	4,023,301.5	10
Tourism Related Employment	438,000	487,000	506,967	527,752,6	549,390.5	571,915.5	4.1
Hotel Rooms	3,157.87	3,378.92	3,615.4	3,868.5	4,139.3	4,429.1	7
Domestic Tourists (At 25 Sites Only): - Arrivals	1,353,253 (for 25 sites)	1,420,915.7	1,491,961.5	1,566,559.6	1,644,887.6	1,727,131.98	5.0

Indicators	Targets						Average annual growth Rate (%)
	2016	2017	2018	2019	2020	2021	
- Receipts (GH¢)	3,210,565	3371093.3	3,539647.9	3,716,630.2	3,902,461.7	4097584.8	5.0

Sources: MOTCCA, NCC & GTA

NB: 2009 and beyond are projections

Table 17 Projected Employment Generated in the Tourism Sector, 2018 – 2021

Indicators	Targets					Average Annual Growth
	2017	2018	2019	2020	2021	
Direct ('000)Employment	139	144.6	150.4	156.4	162.7	4.1
Indirect('000) Employment	348	361.9	376.4	391.5	407.2	4.1

Table 18 Projections for Culture & Creative Arts, 2018-2021

Indicators	Targets						Average annual growth Rate (%)
	2016	2017	2018	2019	2020	2021	
Jobs Creation through Cultural and Creative Arts Occupations	1,043 702	1,148,072.2	1,262,880	1,389,167.9	1528,084.7	1,680,893.17	10
Handicrafts Exported (USD \$)			3,965,497.57	3969463.1	3973432.6	5,278,077.27 (0.10 %)	0.10%

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

3.3 Adopted Policy Objectives and Strategies from the National Medium-Term Plan 2018 – 2021

The Policy Objectives and Strategies from the National Medium-Term Plan 2018– 2021, adopted by the Ministry are as follows:

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

To diversify and expand the tourism industry for revenue generation, Ghana will implement the following strategic interventions:

- 1) Transforming Ghana into a major Meetings, Incentives, Conferences and Exhibitions (MICE) Centre
- 2) Expanding the tourism sector through investment, innovation and pursuit of service excellence
- 3) Promoting public-private partnerships for investment in the sector: promoting local tourism
- 4) Developing available and potential sites to meet international standards
- 5) Mainstreaming tourism development in district development plans
- 6) Developing palace museums to preserve national culture and promote tourism in communities
- 7) Instituting measures to curtail emerging threats such as sex tourism
- 8) Promoting the establishment of tourism clubs in all educational institutions

3.3.2 Tourism and Creative Arts Development

The following interventions will be implemented the Ministry in order to develop the tourism and creative arts industry

3.4 Drawing up policy and enforcing legal and regulatory frameworks for the creative arts industry to flourish

- 2) Strengthening the National Creative Arts Council to implement its programs effectively: promoting PPP in the development of the creative arts industry
- 3) Strengthening the copyright Office and its related agencies
- 4) Strengthening partnership and participation in the global oriented arts events and business; strengthening institutions and improving the coordination framework of the creative arts sector, including National Commission on Culture
- 5) Raising awareness of the importance of tourism and creative arts

Table 19 Adopted goal, issues, policy objectives and strategies of the Organization

Adopted Goals	Key Focus Area	Issues	Policy Objectives	Strategies
Economic Development	Economic Growth and Employment	<p>1) Slowdown in Economic growth Caused by power supply challenges and lack of an enabling environment for private sector growth and development</p> <p>2) Erratic pattern of sources of economic growth</p> <p>3) Economic growth not accompanied by appropriate levels of job creation and weak linkage between agriculture and industry.</p>	Diversify and expand the tourism industry for economic development	<ul style="list-style-type: none"> • Transforming Ghana into a major Meetings, Incentives, Conferences and Exhibitions (MICE) Centre • 2) Expanding the tourism sector through investment, innovation and pursuit of service excellence • 3) Promoting public-private partnerships for investment in the sector: promoting local tourism • 4) Developing available and potential sites to meet international standards • 5) Mainstreaming tourism development in district development plans • 6) Developing palace museums to preserve national culture and promote tourism in communities • 7) Instituting measures to curtail emerging threats such as sex tourism • 8) Promoting the establishment of tourism clubs in all educational institutions

Adopted Goals	Key Focus Area	Issues	Policy Objectives	Strategies
Social Development	Tourism and Creative Arts Development	Poor Standards 2)Inefficiencies and low productivity in customer service 3)Poor tourism and Creative Arts infrastructure 4)High hotel rates 5)Low skills development: informality and lack of an effective legal, regulatory and institutional regime for the creative industry 6)Weak coordination among public institutions in the implementation of policy interventions related to the creative industry	Develop a Competitive Arts Industry	1) Drawing up policy and enforcing legal and regulatory frameworks for the creative arts industry to flourish 2)Strengthening the National Creative Arts Council to implement its programs effectively: promoting PPP in the development of the creative arts industry 3)Strengthening the copyright Office and its related agencies 4)Strengthening partnership and participation in the global oriented arts events and business; strengthening institutions and improving the coordination framework of the creative arts sector, including National Commission on Culture 5)Raising awareness of the importance of tourism and creative arts.

Adopted Goals	Key Focus Area	Issues	Policy Objectives	Strategies
				1)

CHAPTER 4

4.0 DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE MDA

4.1 Introduction

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.

4.1.1 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:

- 1) General Administration
- 2) Finance
- 3) Human Resource and
- 4) Policy, Planning, Monitoring and Evaluation

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

- 1) Develop and manage a comprehensive annual budget
- 2) 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
- 3) Conduct logistic needs assessment to procure goods, services and undertake works to enhance service delivery
- 4) Ensure the development, implementation, monitoring and evaluation of the Tourism, Culture and Creative Arts Policy
- 5) Ensuring the delivery of programme outputs and outcomes
- 6) Restructuring the National Commission on Culture
- 7) Restructuring the Ghana Tourism Authority
- 8) Restructuring HOTCATT
- 9) Identifying and monitoring the contribution that the private sector makes to Tourism Culture and Creative Arts
- 10) Signing of International conventions and agreements
- 11) To mobilize and manage funds as well as report on expenditures
- 12) Preparation of cash-flow statements and final accounts.

4.1.2. Programmed 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, and 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:

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

4.1.3. 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:

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

4.1.4 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:

1. 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
2. Conduct inspections and license tourism enterprises in eleven-(11) regional offices
3. Operationalize Task Force to enforce service standards and Revenue generation
4. Operationalize the Tourism Levy collection by printing Invoices and Returns
5. Provide extension services to plant developers in 10 regions
6. Develop standards for new Tourism enterprises (conference centers, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions
7. Procure software for the collection on National Tourism Levy
8. Complete construction of training facilities
9. Organize training for school leavers for the Hospitality Industry
10. Organize capacity building Programmes for hospitality service providers

4.1.5. 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:

- Cultural Development
- Promotion of Arts and Culture
- Research and Preservation of Culture
- Creative Arts Management

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

- 1) Organizing Black History Month to promote the cherished ideas and ideals of Dr. W. E. B. Dubois and his undying concept of Pan Africanism.
- 2) Developing, promoting, preserving, presenting and conserving of Ghana's folklore through seminars, conferences, workshops and publications.
- 3) 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.
- 4) Permanent exhibitions, museum services and the presentation of Ghana's material cultural heritage, inter alia, forts, castles, antiquities, mausoleum etc.
- 5) Research, documentation, publication and the collective development of Ghanaian languages to promote mass communication for economic growth.

- 6) Holistic development and promotion of Ghana's Creative arts through music, dance, drama, handicrafts, etc. and the provision of cultural infrastructure for performances.
- 7) Research, documentation, presentation and promotion of Ghanaian and Pan African culture through literary texts and publications.
- 8) Organization of Cultural Exchange programmes
- 9) Establishment of Ghana Culture Development Indicator Suite
- 10) Printing and publication of Magazine/Newsletter on Arts and Culture
- 11) Organization of District, Regional and National Festivals of Dance, Music, Drama and Visual Arts
- 12) Development of Cultural Heritage
- 13) Development of Cultural/ Historic Sites
- 14) Organization of Seminars and Workshops on Culture and Development,
- 15) Investment promotion for made-in-Ghana products in-line with mainstreaming culture for national development
- 16) Creation of spaces for exhibitions
- 17) Development and completion of fully functional Centers for National Culture
- 18) Training of Cultural Officers and Artists
- 19) 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.
- 20) Performs sketches on new products to be launched on the market for corporate organizations.
- 21) Organizes Ghanaian traditional theatre and drama workshops for professional dramatists/artists to improve production quality.
- 22) Organize awareness creation seminars on Ghanaian traditional theatre and drama.

- 23) 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.
- 24) 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.
- 25) 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
- 26) Organize Museum interaction programmes
- 27) Collect, Conserve & Document Artifacts / Sites for Museums
- 28) Investing in our Cultural Heritage (Cape Coast Castle, Elmina Castle and Fort Santo Antonio - Axim)
- 29) Organize exhibition on our Cultural Heritage
- 30) Organize educational Programs for Schools and Communities
- 31) Conduct feasibility studies on Christiansborg Castle Cultural Enclave -
- 32) Complete Regional Cultural Complexes through PPP
- 33) Complete National Craft village
- 34) Establish Museums in 4 Regions
- 35) Complete Museum of Science and Technology through PPP
- 36) Establish a Creative Arts desk at the Ministry
- 37) The Feasibility study for the establishment of a multi-purpose enclave for the creative industries.

4.1.6 Prioritization of Programmes and Sub Programmes

Definition of Score

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

Table 20 Prioritization Model

No.	Programmes	National Impact e.g. Employment Generation, Economic Enhancement, Educational, 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
•	Management and Administration	2	2	2	1	7	3

No.	Programmes	National Impact e.g. Employment Generation, Economic Enhancement, Educational, 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
•	Tourism Product Development	3	3	2	1	10	1
•	Tourism Research and Marketing	3	3	2	1	9	2
•	Tourism Quality Assurance	2	1	3	1	7	3
•	Culture, Creative Arts and Heritage Management	3	3	2	1	10	1

Table 21 PROGRAMMES AND SUB-PROGRAMMES OF MINISTRY OF TOURISM ARTS AND CULTURE 's 2018-2021:

ADOPTED OBJECTIVES	ADOPTED STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
Diversify and expand the tourism industry for economic development	<ol style="list-style-type: none"> 1) Increase efforts to improve the quality of tourism personnel at all levels 2) Promote public private partnership for investment in the sector 3) Encourage health care providers to promote health tourism 4) Strengthen collaboration and coordination among key stakeholders to develop the tourism sector 5) Encourage the expansion of tourist event attractions 6) Accord export status to the tourism industry to enable it benefit from the EDAIF facility 	Management and Administration	General Administration Finance Human Resource PPME
Develop a Complete Creative Arts Industry	<ol style="list-style-type: none"> 1) Drawing up policy and enforcing legal and regulatory frameworks for the creative arts industry to flourish 2) Strengthening the National Creative Arts Council to implement its programs effectively: promoting PPP in the 	Culture, Creative Arts and Heritage Management	<ol style="list-style-type: none"> 1) Cultural Development 2) Promotion of Arts and Culture 3) Research and Preservation of Culture 4) Creative Arts Management

	<p>development of the creative arts industry</p> <p>3) 3) Strengthening the copyright Office and its related agencies</p> <p>4) 4) Strengthening partnership and participation in the global oriented arts events and business; strengthening institutions and improving the coordination framework of the creative arts sector, including National Commission on Culture</p> <p>5) 5) Raising awareness of the importance of tourism and creative arts</p>		
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4.1.7 Development Programmes/Sub-Programmes of Action of the MDA for 2018-2021 linked to the programme-based budgeting and reflecting international obligations and sustainability measures

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Diversify and expand the tourism industry for accelerated job creation	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	19,960	-	-	MOTAC	-
			Purchase of 25 Vehicles	Accra	Number of vehicles purchased	10	5	5	5	3,750	-	-	MOTAC HQ	Purchase of 20 Vehicles
			Purchase of office Equipment	Accra	Office Equipment Purchased	1	-		-	300	-	-	MOTAC HQ	-
			Procure Office and furniture findings	Accra						200				
			Rehabilitate office building	Accra	No of office building rehabilitated	1		-		781	-	-	MOTAC HQ	-
		Management and Administration Finance	Payment of subscriptions (UNWTO & ATA)	Accra	UNWTO & ATA subscriptions paid	1	1	1	1	968	-	-	MOTAC	-
			Participate in 4 budget workshops preparation (MTEF/GIFMIS programs)	Accra	Budget workshops preparation (MTEF/GIFMIS programs) participated	1	1	1	1	600	-	-	MOTAC	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Establish Africa Regional Centre for UNWTO-STEP International	ACCRA			-	-	-	500			MOTAC	
			Undertake Beach Sanitation and Management Programme and Construct toilet facilities along the 540km coastline	Accra						6,500			MOTAC	
			Develop National Tourism Strategic Plan	Accra				-	-	120			MOTAC	AGENCIES
			Improve capacity and service delivery in the Tourism Sector	Nation Wide						550			/GTA	MOTAC
			Upgrade Existing Tourist and Cultural Sites	Nation wide						1500			MOTAC	NCC
			Establish Project Management Unit for the Marine Drive	Accra						800			MOTAC	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Produce Tourism Investment Profiles (Manuals) and Road shows in five (5) Countries – USA, China, Germany, South Africa and Nigeria							6000			MOTAC	GTA
			Complete Receptive Facilities – Axim, Salaga, Wli, Kpetoe, Gwollu							1500			MOTAC	GTA
			Facilitate the development of the Ghana Hospitality Institute and Satellite Campuses (HOTCATT)	Nationwide						300			MOTAC	PPP
			Undertake nationwide training for stakeholders in the Industry.	Nationwide						500			GTA	GHATOF
			Payment of subscriptions (UNWTO & ATA)	Accra						150			MOTAC	
			Organize quarterly Ministerial Advisory Board Meetings	Accra						37			MOTAC	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	Strengthen collaboration and coordination among key stakeholders to develop the tourism sector:		Organize 2 Public Private Partnership fora	Accra						49			MOTAC	
			Undertake Monitoring & Evaluation of policies, programmes and projects	Countrywide						1500			MOTAC	AGENCIES
			Participate in (8) International Conferences	overseas						500			MOTAC	
			Participate in five (5) Bilateral Cooperation Meetings	Accra						200			MOTAC	
			Organize mid-year performance review for the sector	Accra						300			MOTAC	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Build Capacity and entrepreneurial skills of 400 unemployed youth & women at Tourist sites.	Country wide						500			GTA	MOTAC/AG ENCIES
			Train 50 staff in administrative, ICT, tourism and tourism-related skills	Accra						62			MOTAC	
			Organize the celebration of National Festival of Arts and Culture	Regions						746			NCC	MOTAC
			Hold quarterly Inter-Ministerial committee meetings	Accra						250			MOTAC	
			Hold quarterly Ministerial for Advisory Board Meetings	Accra						350			MOTAC	
			Organize quarterly Audit Review Implementation Committee	ACCRA						100			MOTAC	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Organize quarterly Public Private Partnership forum	Accra							350		MOTAC	
			Facilitate the development of the Marine Drive Tourism Investment Project	ACCRA							1000		MOTAC	
			Facilitate the construction of Cocoa Musuem at Mampong Akuapem	ACCRA							600		MOTAC	
			Organize Homogeneous Festival (Grand Homowo Festival	Accra							300		MOTAC	
			Organize Carnival to stimulate the local economy	ACCRA						400			MOTAC	
			Internal organization of the Creative Arts	ACCRA						800			MOTAC	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Facilitate the establishment of a Creative Arts Secretariat and Council	Accra						1200			MOTAC	
			Facilitate the establishment of a Creative Arts Fund	Accra						2000			MOTAC	
			Facilitate the passage of the Creative Arts Bill	ACCRA						300			MOTAC	
			Procure vehicles and equipment for creative Arts sector	Nationwide						1500			MOTAC	
			Facilitate the construction of the Kawukudi-Kanda Culture and Craft Village Complex	Accra						350			MOTAC	
			Participate in Cultural Exchange Programs and Seminars in five (5) selected countries (China, Morocco, Iran, etc.)	Overseas						1000			NCC	MOTAC

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Intensify the promotion of domestic tourism			Rehabilitate Paa Grant's house as a Historical Museum	Accra						200			GMMB	MOTAC
			Digitization of literary works							1500			GMMB	
	Pursue the incorporation of tourism development into district development plans:	Tourism Product Development	Provision of General Administration	Accra	General Administration service provided	1	1	1	1	3168	3,050	-	GTA	-
			Establish five (5) Districts offices in selected regions by 31st Dec.2018. ie Axim/Nzema East Municipal Assembly, Damongo/West Gonja District, Winneba/Effutu Municipal Assembly, Obuasi/Adanse West, Ada Foah/East District Assembly	Nationwide						250			GTA	MOTAC
			Conduct Feasibility study on Northern Zone investment drive.	North						120			MOTAC	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Management and oversight of all receptive facilities	Nation wide						1000			MOTAC	GTA
			Major sanitation drive in all key public beaches. 1. Elmina 2. Sakumono 3. Kokrobite 4. La 5. Nungua 6. Brenu Akyenu 7. Busua 8. Princess town 9. Botianor 10. Keta	Accra						1200			MOTAC	
			Organize nationwide lifeguard and pool attendant training programme with HOTCATT	Nationwide						200			GTA	MOTAC
			Upgrade paragliding site to include facilities such as restaurants, hot balloon take-off points at Atibie (Kwahu	Kwahu						350			GTA	MOTAC
			Design and Build "Iconic Centre of Ghana" project at Kintampo by Dec. 2018.	Kintampo						1100			MOTAC	PPP
			Upgrade /Rehabilitate 33 facilities at Tourist Attractions Sites across the country." Three (3) per Regions respectively							3300			GTA	MOTAC

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			1. Greater Accra - Restoration of Colonial Building; Osu Castle, Asomdwe park and La-Pleasure Beach 2. Ashanti Region - Lake Bosomtwe Basin, Bonwire Craft Centre and Ahwiaa Craft Centre. 3. Northern Region - Larabanga Mosque, Bui National Park and Mole Game Reserve. 4. Upper East - Paga Crocodile Pond, Pikorna Slave Camp, Tongo Rocks and Tenzu Shrine. 5. Upper West - Gwollu Slave Defence Wall, Wechia u Community Hippo											

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			6. sanctuary and Nakoro Mos Brong Ahafo - Buaben g Fiema Monkey Sanctuar y, Kintamp o Waterfal ls and Centre of Ghana, Duaside m Monkey Santaur y 7. Eastern Region - Odwean oma Paraglid ing Site, Aburi Botanic al Gardens and Dodi cruise / Dodi Island. 8. Central Region - Assin Manso, Brenu Akyeni											

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			m and Promen de Farm, Bakano - UCC Gate 9. Western Region - Ankasa Forest Reserve, Nzulezu and Restorat ion of Paa Grant's Residen ce into a Museum 10. Volta Region - Afadjato , Wli Waterfal ls and Amedzo fe 11. Tema - Shai Hills Resoure Reserve, Centre of the World project and Songhor Lagoon Salt Industry (Songho											

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			r Ramseu r Site) que											
			Develop Roads to Tourist Sites(63KM Wechau Road	Country wide						200	80	40	MOTAC	MRT
			Develop 5 Tourist Attractions	Country wide		5	5	5	5	2000		2000	GTA	
			Commence construction of the second phase of the marine drive project	Accra	Site Reports	1	-	-	-	55	-	-	MOTAC	
			Undertake feasibility study for Aburi Botanical Gardens	Aburi	Aburi Botanical Gardens feasibility document produced	-	1	-	-	33	-	-	MOTAC	-
			Undertake feasibility study for Hotcatt	Accra/ Koforidua	HOTCATT feasibility documents produced	1	-	-	-	39	-	-	MOTAC	HOTCATT
			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	1	1	-	-	66	-	-	MOTAC	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Completion of Receptive Facilities	Axim	Axim Receptive Facility completed	-	1	-	-	248	-	-	MOTAC	-
			Undertake 50 investment feasibility studies to promote SMEs through PPP	Accra	No. of tourism investment feasibility studies developed	-	15	20	15	119	-	-	MOTAC	-
			Develop Roads to Tourist sites	Country wide		1	1	1	1				MOTAC	
			Develop 20 Tourist Attraction	Country wide		5	5	5	5				GTA	
	Develop sustainable eco-tourism, culture and historical sites	Tourism Research and Marketing	Market Ghana through participation in 32 UNWTO/UNESCO International conferences	Overseas	No. of International conferences participated	8	8	8	8	4,530	-	-	MOTAC	-
	Promote public private partnership for investment in the sector		Promote Ghana in the International Media	Overseas	No. of adverts placed in international media	1	1	1	1	237	-	1,860	MOTAC	DEV/P
	Attract health care entrepreneurs to establish medical facilities offering clinical and surgical services to promote		Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	Accra	Official website upgraded and IT infrastructure improved	1	1	1	1	66	-	106	MOTAC	-
			Organise World Tourism Day Celebration	Accra	World Tourism Day Celebrated	1	1	1	1	693	-	-	MOTAC	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	wellness facilities, i.e. natural Spas, to ensure long-term stay of convalescents at selected tourism attraction sites:		Attend 20 Joint Commission For Cooperation Meetings	Overseas	Joint Commission for cooperation meetings attended	5	5	5	5	2,233	-	-	MOTAC	-
			Conduct research and collate data for tourism statistics (Tourism Satellite Account)	Regions	Data collated for tourism statistics	1	1	1	1	151	-	-	MOTAC	-
			Market Ghana through participation in 40 International and 20 Local Fairs & Exhibitions	Overseas	No. of International fairs and exhibitions participated	10	10	10	10	11,066	2,070	4,230	GTA	DP
				Local	No. of local fairs and exhibitions participated	5	5	5	5	468	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

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Promote sustainable tourism to preserve historical, cultural and natural heritage			Produce tourism promotional materials(brochures , maps CDs fliers)	Accra	Tourism promotional materials produced	1	1	1	1	2000	135	180	GTA	GHATOF
			Organise PANAFEST	Country wide	PANAFEST report produced	-	1	-	1	330	-	700	MOTAC	PANAFEST FOUNDATION
			Organise Emancipation Day	Country wide	Emancipation Day report produced	1	1	1	1	250	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	149	-	-	GTA	MOE/GES
			Wear Ghana, See Ghana, feel Ghana, Eat Ghana	Nationwide						550				
			Print 2019 Calenders branded pads and Diaries	Accra	No. of copies Tourism directory produced	2019	2019	2019	2019	400			GTA	GHATOF

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Organize 8 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Country wide	No. of sensitization programmes organized	2	2	2	2	119	115	-	GTA	GHATOF
			Collect and analyze tourism data	Country wide	Data Collected	1	1	1	1	33	217	-	GTA	-
			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	69	-	-	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

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Country wide	Quarterly M&E Report	4	4	4	4	83	110	-	GTA	-
			Participate in Program Based Budget preparation	Accra	Budget Document Produced	1	1	1	1	110	40	-	GTA	-
			Erect 20 signages in regional capitals to promote tourists sites	Regional Capitals	No of signages erected	-	5	10	5	220	-	50	GTA	RCCs/ MMDAs
			Establish tourism library at Head Office	Accra	Tourism Library established	-	1	-	-	61	-	-	GTA	GLB
			Construct Monuments to locate the Greenwich Meridian	Tema	Greenwich Meridian monument constructed	-	1	1	-	-	-	400	GTA	TMA
			Promote Domestic Tourism through Schools in 10 Regions	Regions	No. of Regions	-	3	3	4	110	-	110	MOTAC	
			Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Country wide	No. of sensitization programmes organized	4	4	4	4	127	-	75	MOTAC	MOTCCA AGENCIES, GHATOF & CULTURE FORUM

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	Increase efforts to improve the quality of tourism personnel at all levels:		Organise 8 familiarization tours/ press trips for International Media	Country wide	No. of familiarization tours organised	2	2	2	2	220	-	870	MOTAC	MOTCCA AGENCIES, Private Sector
		Tourism Quality Assurance	Refurbishment of Head Office Building	Accra	Head office building refurbished	-	1	-	-	110	-	-	GTA	-
			Purchase of Plant and Equipment (HOTCATT)	Accra	Plant and Equipment Purchased	-	1	1	1	61	-	-	HOTCATT	-
			Complete construction of training facilities	Accra	Training facilities completed	-	1	-	-	55	-	-	HOTCATT	-
			Organize training for 1200 school leavers for the Hospitality Industry	Country Wide	No. of School Leavers trained	300	300	300	300	473	62	-	HOTCATT	-
			Develop and print 4000 new registration forms	Accra	No. of Registration Forms Printed	1000	1000	1000	1000	32	-	-	HOTCATT	-
			Provision of General Administrative services (HOTCATT)	Accra	General Administrative services provided	1	1	1	1	490	-	-	HOTCATT	MOTAC

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Organize eight(8) Public Private Partnership forums	Accra	No of quarterly Public Private Partnership forums	2	2	2	2	237	-	-	MOTAC	-
			Organize two(2) wellness facilities investment promotion forums for key stakeholders	Accra & Tamale	No. of investment promotion forums organized	-	-	1	1	61	55	220	GTA	MOTCCA/M OH
			Develop profiles on wellness centers	Country wide	No. of profiles developed	-	1	-	-	-	50	100	GTA	MOTCCA/G HATOF
			Organize familiarization tour	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	308	-	-	GTA	-
			Facilitate the organization of forty-four (44) festivals and special events in the regions	Regions	Festival / special events reports	11	11	11	11	22	80	-	GTA	MMDAs, TAs

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	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	149	-	75	GTA	TAs
		Tourism Research and Marketing												
	Encourage private investment in the development of affordable facilities for use of domestic tourists:	2. Tourism Product Development	Organise 4 familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	Country wide	No. of familiarization tours organised	1	1	1	1	253	-	200	MOTAC	Diplomatic Corps, Members of Parliament, Corporate Ghana and Media
	:	Management and Administration General Administration	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	110	-	-	MOTAC	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Organise the celebration of National Festival of Arts and Culture	Regions8	NAFAC report produced	1	-	1	-	1,540	-	-	MOTAC	NCC
			Prepare and submit the Travel Trade Enterprise regulations for approval of Parliament	Accra	<i>Travel Trade Enterprise regulations document</i>	-	1	-	-	55	-	-	GTA	Parliament
			Prepare and submit the Accommodation and Catering Enterprises regulations for the approval of Parliament	Accra	<i>Accommodation and Catering Enterprises regulations document</i>	-	1	-	-	55	-	-	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	352	320	40	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Hold quarterly meetings for Board of Directors	Accra	No. of Board meetings held/ reports	4	4	4	4	428	-	-	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	237	220	-	GTA	-
			Operationalise Task Force to enforce service standards and Revenue generation	Country wide	Task force reports produced	1	1	1	1	77	159	-	GTA	-
			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	902	-	-	GTA	
			Provide extension services to 200 plant developers in 10 regions	Regions	No. plant developers provided with extension services	50	50	50	50	61	55	-	GTA	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			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	61	-	-	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	50	-	35	MOTAC	GAC
Develop a competitive creative arts industry	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	1	-	-	-	55	-	-	MOTAC	-
			Organise stakeholder consultative meeting to finalize draft legal framework	Accra	Final legal framework document developed		1	-	-	110	-	200	MOTAC	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	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	-	61	-	-	MOTAC	-
	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 Develop the Establishment Proposal for the Culture Trust Fund	Accra	Tourism Law (Act 817) reviewed document Establishment Proposal Developed	-	-	1	-	280	-	-	MOTAC	-
	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 Provide administrative support for established collection societies	Accra	Secretariat established Administrative support services provided	-	1	-	-	110	-	-	MOTAC	-
	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	-	1	1	-	121	-	-	MOTAC	-
			Establish a National Commission on Films	Accra	National Commission on Films established	-	1	1	-	660	-	-	MOTAC	-
	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	237	-	-	MOTAC	Copyright Office, Culture Forum

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	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	193	-	-	MOTAC	-
	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	2,365	-	-	MOTAC	-
	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			110	-	-	MOTAC	-
	Facilitate the establishment process of a creative industry Centre to serve as a creative space and enclave for SMEs in the Creative Industry:	Culture, Creative Arts and Heritage Management Creative Arts Management	The Feasibility study for the establishment of a multi-purpose enclave for the creative industries	Accra	Feasibility study report produced	-	1	-	-	55	-	-	MOTAC	NCC, GHANA CULTURE FORUM
			Acquire land through PPP	Accra	Land Documents	-	1	-	-	-	-	3,500	MOTAC	NCC/ MMDA's
	Strengthen the National Commission on Culture to support the	Culture, Creative Arts and Heritage Management	Establish a Creative Arts desk at NCC	Accra	Creative Arts Desk established	-	1	-	-	110	-	-	NCC	MOTCCA

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						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
	creative Industry:	Creative Arts Management												
Harness culture for national development	Strengthen the existing regulatory and institutional framework on culture	Cultural Development	3 consultative Meetings of experts for Review of the existing cultural policy framework		Proposal/ specific amendments for review of the existing cultural policy framework					1,380,00 0.00	-	-	NCC	MOTAC, CNCs
	Mainstream culture in the nation's social and economic development agenda		Orchestral Music for Development to accelerate poverty reduction		Total count of Orchestral Music for Development					1,270,00 0.00	12,000, 000.00	-	NSO	
			Theatre for Development		Total count of Theatre for Development					1,270,00 0.00	12,000, 000.00	-	NTP	
		Promotion of Arts and Culture	Traditional Dances to accelerate poverty		Total count of Traditional Dances to accelerate poverty					1,270,00 0.00	12,000, 000.00	-	NDC	
			Capacity of the youth built in Dance, Drama and Music for sustainable livelihood and employment		Total count of Capacity of the youth built in the Performing Arts Disciplines					1,270,00 0.00	12,000, 000.00	-	NTG	
			National Theatre Infrastructure improved		Works Certificate for completion					99,000,0 00.00	80,000, 000.00	-	NTG	

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	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		SHS Drama Festivals organized		Total count of Regional SHS and National Drama Festival					- 960,000.00	-	NCC	CNCs, GES, MOE	
			3 Meetings with Curriculum Development and Enrichment Division of GES to incorporate Cultural heritage education in school syllabus		No. of Meetings with Curriculum Development and Enrichment Division of GES					920,000.00	-	-	NCC	MOTAC, GES/MOE
			Establish 10 Regional CNC Art and Craft Shops/ Sheds 4 Gift/ Souvenir Shops through PPP		Total Count of PPP Craft Shops/Sheds/ Gift/Souvenir Shops					16,900,000.00	40,000,000.00	-	NCC	PPP, CNCs GMMB DUBOIS KNMP
			organize 3 PPP Forums to canvas for investments for the culture sector		PPP Policy Document to support culture					910,000.00	-	-	NCC	MOTAC
			2 Meetings to discuss the Establishment Proposal for Ghana Culture Fund that will provide innovative solutions to ensure adequate funding of tourism, culture and creative arts sub-sector		Total count of meetings for the Establishment Proposal for the establishment of a Ghana Culture Fund					690,000.00	-	-	NCC	MOTAC

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
		Research and Preservation of Culture	MMDAs in 3 Northern Regions to Facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices		Total count of MMDAs/ Traditional Authorities who establish bye-laws to prevent negative cultural practices					1,290,00 0.00	-	-	NCC	CNCs MMDAs/ Traditional Authorities
			3 FGM awareness campaigns and 1 on Trokosi		Total number of awareness campaigns held to eradicate negative cultural practices					4,600,00 0.00	-	-	NCC	CNCs
			Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2018		Number of sensitization and advocacy workshops held with relevant stakeholders					4,600,00 0.00	-	-	NCC	CNCs
			10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organized		Total count of Review Legislation indicating roles and responsibilities and coordinating mechanisms of culture and creative arts sectors developed					3,150,00 0.00	-	-	NCC	MOTAC, CNCs Interim Creative Arts Council, GTA, Culture Forum
			Projected 10,000 Jobs to be Created through cultural/ creative arts industries		Number of Jobs Created by the Industry					4,700,00 0.00	-	-	NCC	MOTAC, CNCs

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Establish Collection societies for the 2 domains of the Creative Arts Industry as classified by UNCTAD		Total count of Collection societies					4,700,00 0.00	-	-	MOTAC, NCC	Interim Creative Arts Council, GTA, Culture Forum
			Facilitate the enforcement of the Film and Copyright Laws of Ghana through 3 workshops and seminars		Total count of workshops and seminars /Legislation enacted to safeguarding the intellectual property and creative heritage of Ghana					1,310,00 0.00	-	-	NCC	MOTAC, CNCs, Interim Creative Arts Council, GTA, Culture Forum
	Complete the establishment of fully-functional Centers for National Culture at all levels and enhance their capacity to promote culture	Cultural Development	Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry		Total count of Cultural Exchange Programmes					720,000. 00	-	-	NCC	CNCs
			Capacity Building/Training Programmes to harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth		Total count of Capacity Building/Training Programmes					320,000. 00	2,000,0 00.00	-	CNCs	-
			Prepare Culture database for a comprehensive record of all national cultural assets		Ghana Culture Development Indicator Suite					4,900,00 0.00	-	-	NCC	CNCs
			Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars		Total count of Visual Arts Exhibitions – Traditional Food Fairs, Craft					395,000. 00	800,000 .00	-	CNCs	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			and fine Arts organised		Bazaars and fine Arts									
			Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized		Total count of Bi-Weekly Performing Arts Programmes					1,950,000.00	20,000,000.00	-	CNCs	-
			NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries		Copies of NCC Newsletter/Magazine produced					281,000.00	-	-	NCC	CNCs
			Cultural infrastructure at Koforidua developed for NAFAC 2018		Infrastructure at Koforidua CNC developed					8,800,000.00	-	-	NCC	CNC/ER
	Assist less endowed traditional authorities to document their culture and history	Cultural Development	Cultural heritage materials collected, preserved and documented		Total count of Cultural heritage materials collected, preserved and documented					101,000.00	200,000.00	-	GMMB	-

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Exhibitions on material cultural heritage organised		Total count of Exhibitions on material cultural heritage					223,000.00	4,200,000.00	-	GMMB	-
			Outreach education programmes on material cultural heritage organised		Total count of Outreach education programmes on material cultural heritage					225,000.00	1,200,000.00	-	GMMB	-
			1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in local language		Total count of Ghanaian Language Books produced and sold					920,000.00	-	-	BGL	-
			Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism		Report of Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized					103,000.00	1,680,000.00	-	DuBois KNMP	MOTAC
		Promotion of Arts and Culture	Awareness Creation Seminars on Key		Total number of Awareness Creation Seminars					105,000.00	200,000.00	-	NFB	Copyright Office

Adopted Objectives	Adopted Strategies	Programmes and sub-programmes	Projects/ Operations	Location	Indicators	Time Frame/ Target				Indicative Budget (,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
			Stakeholders commitments on the Use of Folklore organized											

4.1.9 Preparation of indicative financial strategy

The implementation of the Ministry's MTDP 2018-2021 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.

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

- 1) Economic Growth and Development
- 2) Tourism Creative Arts Development

The estimated total resources required to implement the Tourism, Arts and Culture Sector Medium Term Plan (2018-2021) is **GHC456,494,000.00** comprising the following: GoG-**GHC224,407,000.00** (49.7%); IGF-**GHC206,651,000.00** (47.5%); Donor- **GHC12,325,000.00** (27.8%). This cost excludes wages and salaries.

Out of the total, the estimated resources required to implement the thematic area Enhancing Private Sector Competitiveness is **GHC76,617,000.00** while resources required to implement Transparent and Accountable Governance is **GHC367,513,000.00**

4.1.10 INDICATIVE FINANCIAL STRATEGY

Programme	Total Cost 2018-2021	Expected Revenue						Summary of Resource Mobilisation Strategy	Alternative Course of Action
		GOG	IGF	Donor	Others	Total Revenue	Gap		
1 Management and Administration	20,647,000.00	17,777,000.00	940,000.00	1,930,000.00	-	41,294,000.00	20,647,000.00	Increase GOG funds	Donor Fund
2 Tourism Product Development	25,455,000.00	12,991,000.00	3,998,000.00	8,466,000.00	-	50,910,000.00	25,455,000.00	Enhance IGF and generation and revenue mobilization	Donor Fund
3 Tourism Research and Marketing	36,842,000.00	20,278,000.00	2,874,000	13,690,000.00	-	73,684,000.00	36,842,000.00	Enhance IGF and generation and revenue mobilization	Donor Fund

4 Tourism Quality Assurance	5,627,000.00	4,128,000.00	489,000.00	1,010,000.00	-	11,254,000.00	5,627,000.00	Enhance IGF and generation and revenue mobilization	Donor Fund
5: Culture, Creative Arts and Heritage Management	367,923,000.00	169,233,000.00	198,350,000.00	340,000.00	-	735,846,000.00	367,923,000.00	Enhance IGF and generation and revenue mobilization	Donor Fund
GRAND TOTAL	456,494,000.00	224,407,000.00	206,651,000.00	25,436,000.00			456,494,000.00		

FIGURE 1 PROGRAM COST FOR 2018 AND 2019

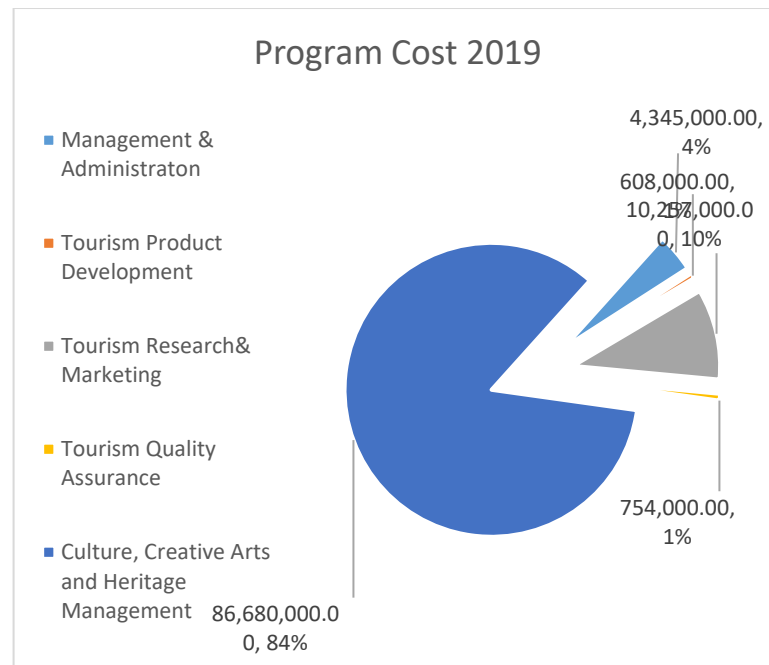
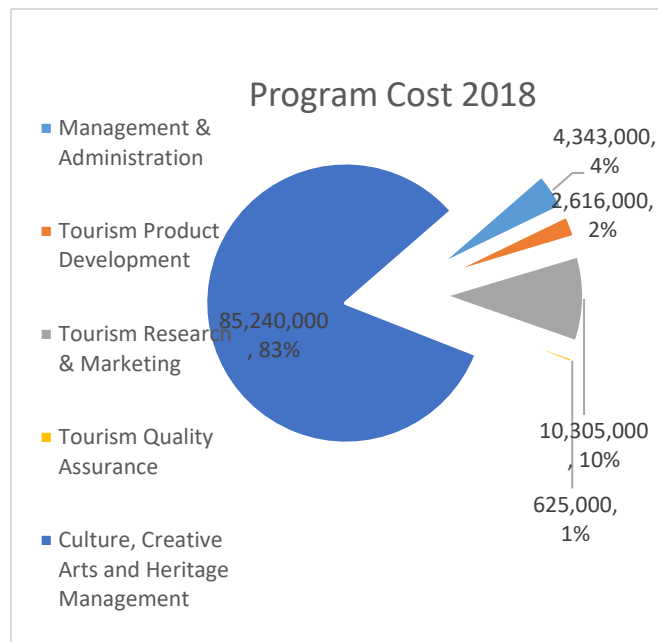
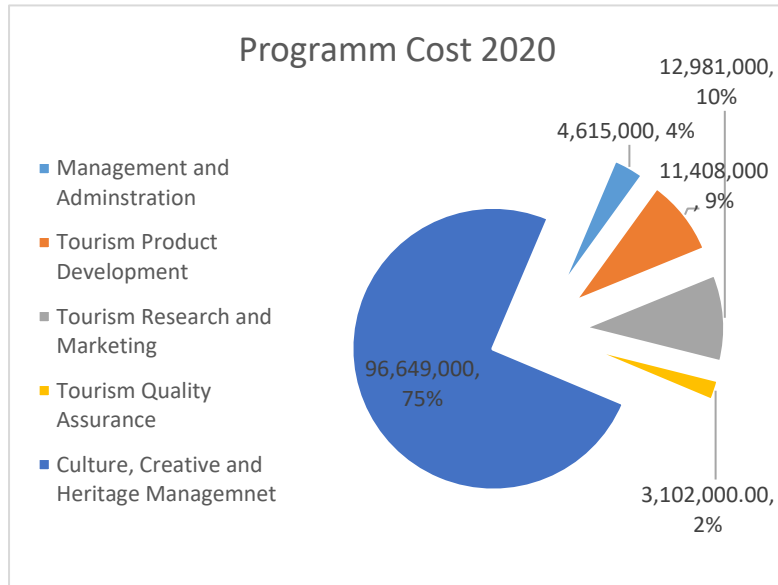


FIGURE 2 PROGRAM COST FOR 2020 AND 2021



CHAPTER 5

5.0 Introduction

This chapter outlines the Annual Action Plan of the Ministry of Tourism, Arts and Culture SMPC by phasing out the PoA on annual basis. The AAPs details the following:

- 1) Programmes and Sub Programmes
- 2) Activities/Operations
- 3) Location of the activity/operation
- 4) Baselin
- 5) Output indicator
- 6) Time Schedule
- 7) Budget and
- 8) Implementing Agency

5.1 ANNUAL ACTION PLAN FOR 2018

Adopted MDA Goal: Enhancing Private Sector Competitiveness													
Programmes and Sub Programmes	Activities (Operations)	Location	Baseline	Output Indicators	2018 Quarterly Time Schedule				Indicative Budget in GH¢			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Management and Administration	Provision of General Administration service	Accra	No generators, stationery and vehicle, inadequate and uncondusive office space	General Administration service provided					4,840	-	-	MOTA C	-
Finance	Establish Africa Regional Centre office for UNWTO -STEP International	ACCRA	No. Africa Regional Centre office for UNWTO -STEP International	Africa Regional Centre office for UNWTO -STEP International esterbilished					500	-	-	MOTA C	-

	Undertake Beach Sanitation and Management Programme and construct toilet facilities along the 540km coastline	ACCRA	Dirty beaches and lack toilet facilities along beaches	Beach Sanitation and Management Programme and toilet facilities along the 540km coastline constructed					6,500	-	-	MOTA C	-
	Develop a National Tourism Strategic Plan	Accra	Lack of updated National Tourism Strategic Plan	National Tourism Strategic Plan developed					120	-	-	MOTA C	-
	Improve capacity and service delivery in the Tourism Sector	Nation Wide	Capacity and service delivery lacking in the Tourism sector	capacity and service delivery in the Tourism Sector improved					550	-	-	MOTA C	-
	Upgrade Existing Tourist and Cultural Sites	Nationwide	Obsolete Existing Tourist Cultural Sites	Existing Tourist and Cultural Sites upgraded					1500	-	-	MOTA C	-
	Establish Project Management Unit for the Marine Drive	Accra	No Project Management Unit for the Marine Drive	Project Management Unit for the Marine Drive established					800	-	-	MOTA C	-
	Produce Tourism Investment Profiles (Manuals) and Roadshows in five (5) Countries – USA, China, Germany, South Africa and Nigeria		No Tourism Investment Profiles (Manuals) and Roadshows in five (5) Countries – USA, China, Germany, South Africa and Nigeria	Tourism Investment Profiles (Manuals) and Roadshows in five (5) Countries – USA, China, Germany, South Africa and Nigeria produced					6000	-	-	MOTA C	MOTCCA Agencies
	Complete Receptive Facilities – Axim, Salaga, Wli, Kpetoe, Gwollu			Receptive Facilities – Axim, Salaga, Wli, Kpetoe, Gwollu completed					1500	-	-	MOTA C	MOTCCA Agencies
	Procure office furniture and fittings		Lack of Furniture in Offices	office furniture and fittings procured					200	-	400	MOTA C	COTVET, Local Gov't Service & GHATOF

	Purchase of 10 Vehicles	Accra	No vehicles	Number of vehicles purchased					1500	-	-	MOTA C	-
	Purchase of Office Equipment	Accra	No generators, Obsolete equipment,	Plant and Equipment Purchased					300	-	-	MOTA C	NCC
	Facilitate the development of the Ghana Hospitality Institute and Satellite Campuses (HOTCATT)	Nationwide	No Satellite campuses to train in the tourism sector	development of the Ghana Hospitality Institute and Satellite Campuses (HOTCATT) facilitated					300	75	10	GTA	-
	Undertake nationwide training for stakeholders in the Industry.	Nationwide	Need to build the capacity of various stakeholders in the industry	nationwide training for stakeholders in the Industry undertaken					500	-	-	GTA	-
	Payment of subscriptions (UNWTO & ATA)	Accra	Indebtedness of Ghana'S membership to UNWTO&ATA	UNWTO & ATA subscriptions paid					270			MOTA C	
	Participate in budget <i>workshops preparation (MTEF/GIFMIS programs)</i>	Accra	Budget estimate report	Budget workshops preparation (MTEF/GIFMIS programs) participated					150			MOTA C	
	Organize quarterly Ministerial Advisory Board Meetings	Accra	Inauguration of the Ministerial advisory board	No. of Ministerial Advisory Board Meetings/ reports					37			MOTA C	
	Organize 2 Public Private Partnership fora	Accra	Commence process to organize one Private Partnership fora	No of Public Private Partnership forum					49			MOTA C	
	Undertaker Monitoring & Evaluation of policies, programmes and projects	Countrywide	Commence Process emback quarterly Monitoring & Evaluation	Quarterly M&E Reports					1500			MOTA C	
	Participate in (8) International Conferences	overseas		(8) International Conferences attended					500			MOTA C	

	Participate in five (5) Bilateral Cooperation Meetings	Accra		five (5) Bilateral Cooperation Meetings participated					200			MOTA C	
	Organise mid-year performance review for the sector	Accra	Organise mid-year performance review for the sector	Mid-Year report					300			MOTA C	
	Build Capacity and entrepreneurial skills of 400 unemployed youth & women at Tourist sites.	Countrywide	Prepare training materials and identifying tourist sites throughout the country for the training	No of unemployed youth & women at tourist sites developed					-		400	MOTA C	
	Train 50 staff in administrative, ICT, tourism and tourism-related skills	Accra	Inadequate Capacity Building of Staff	No. of Staff Trained					62			MOTA C	
	Organise the celebration of National Festival of Arts and Culture	Regions	Organise the celebration of National Festival of Arts and Culture	NAFAC report produced					746			NCC	
	Hold quarterly Inter-Ministerial committee meetings	Accra	Hold quarterly corporate management meetings	No. of meetings held/ reports					250	75	10	GTA	
	Hold quarterly Ministerial for Advisory Board Meetings	Accra	Commence process to hold quarterly Ministerial Advisory Board Meetings	No. of Board meetings held/ reports					350			GTA	
	Organise quarterly Audit Review Implementation Committee	ACCRA	No quarterly Audit Review Implementation Committee	quarterly Audit Review Implementation Committee organised					100			MOTA C	
	Organise quarterly Public Private Partnership forum	Accra	Public-Private Partnership forum was not organised	quarterly Public Private Partnership forum organised					350			MOTA C	
	Facilitate the development of the Marine Drive	ACCRA	Sod-cutting of Marine drive undertaken	development of the Marine Drive Tourism					1000			MOTA C	

	Tourism Investment Project			Investment Project facilitated									
	Establish a Marine Drive Project Management Unit	ACCRA	No Marine Drive Project Management Unit	Marine Drive Project Management Unit established					1500		MOTAC		
	Facilitate the construction of Cocoa Museum at Mampong Akuapem	ACCRA	No Cocoa Museum at Mampong Akuapem	Cocoa Museum at Mampong Akuapem constructed					600		MOTAC		
	Organise Homogeneous Festival (Grand Homowo Festival)	Accra	Homogeneous Festival (Grand Homowo Festival) organised	Homogeneous Festival (Grand Homowo Festival) organised					300		MOTAC		
	Organise Carnival to stimulate the local economy	ACCRA	Carnival to stimulate the local economy organised	Carnival to stimulate the local economy organised					400		MOTAC		
	The internal organisation of the Creative Arts	ACCRA		The internal organisation of the Creative Arts					800		MOTAC		
	Facilitate the establishment of a Creative Arts Secretariat and Council	Accra	No Creative Arts Secretariat and Council	Creative Arts Secretariat and Council established					1200		MOTAC		
	Facilitate the establishment of a Creative Arts Fund	Accra	No Creative Arts Fund	Creative Arts Fund established					2000		MOTAC		
	Facilitate the passage of the Creative Arts Bill	ACCRA	No Creative Arts Bill	Creative Arts Bill passed					300		MOTAC		
	Procure vehicles and equipment for the creative Arts sector	Nationwide	Lack of Vehicles for Creative Arts sector	vehicles and equipment for the creative Arts sector procured					1500		MOTAC		

	Facilitate the construction of the Kawukudi-Kanda Culture and Craft Village Complex	Accra		construction of the Kawukudi-Kanda Culture and Craft Village Complex					350		MOTAC		
	Participate in Cultural Exchange Programs and Seminars in five (5) selected countries (China, Morocco, Iran, etc.)	Overseas		Participate in Cultural Exchange Programs and Seminars in five (5) selected countries (China, Morocco, Iran, etc.) facilitated					1000		NCC		
	Rehabilitate Paa Grant's house as a Historical Museum	ACCRA	Dilapidated Paa Grant Historical Museum	Paa Grant's house as a Historical Museum rehabilitated					2000		MOTAC		
	Digitization of literary works								1500		GMMB		
									44,424	150	820		
Sub-total MA									45,394				
Tourism Product Development	Establish five (5) Districts offices in selected regions by 31st Dec.2018. ie Axim/Nzema East Municipal Assembly, Damongo/West Gonja District, Winneba/Effutu Municipal Assembly, Obuasi/Adanse West, Ada Foah/East District Assembly	Nationwide	five (5) Districts offices in selected regions by 31st Dec.2018 established	five (5) Districts offices in selected regions established					250	750	-	GTA	-
	Conduct a Feasibility study on Northern Zone investment drive.	North	Feasibility study on the Northern Zone investment drive conducted	Feasibility study on the Northern Zone investment drive. conducted					120	-	-	MOTTC A HQ	-

	Management and oversight of all receptive facilities	Nationwide	oversight of all receptive facilities managed	Management and oversight of all receptive facilities					1000	-	-	MOTA C	
	Major sanitation drive in all key public beaches. 1. Elmina 2. Sakumono 3. Kokrobite 4. La 5. Nungua 6. Brenu Akyenu 7. Busua 8. Princess town 9. Botianor 10. Keta	Accra	Major sanitation drive in all key public beaches	Major sanitation drive in all key public beaches report					1200	-	250	MOTA C	MLGRD, MCTA, MMDAs, RCC, Regional House of Chiefs Greater Accra, Private Sector
	Organize nationwide lifeguard and pool attendant training programme with HOTCATT	Nationwide	nationwide lifeguard and pool attendant training programme with HOTCATT	nationwide lifeguard and pool attendant training programme with HOTCATT organised					200	30	-	GTA	-
	Upgrade paragliding site to include facilities such as restaurants, hot balloon take-off points at Atibie (Kwahu)	Kwahu	paragliding site to include facilities upgraded	paragliding site to include facilities such as restaurants, hot balloon take-off points at Atibie (Kwahu upgraded					350	-	-	GTA	
	Design and Build "Iconic Centre of Ghana" project at Kintampo by Dec. 2018.	Kintampo	"Iconic Centre of Ghana" project at Kintampo by Dec. 2018 build	"Iconic Centre of Ghana" project at Kintampo by Dec. 2018, build					1100	50	-	GTA	
	Upgrade /Rehabilitate 33 facilities at Tourist Attractions Sites across the country." Three (3) per Regions respectively 1.Greater Accra - Restoration of Colonial Building; Osu Castle,		33 facilities at Tourist Attractions Sites rehabilitated	33 facilities at Tourist Attractions Sites across the country." Three (3) per Regions upgraded					3300	25	75	MOTA C	MOTAC AGENCIES

	<p>Asomdwe park and La-Pleasure Beach</p> <p>2.Ashanti Region - Lake Bosomtwe Basin, Bonwire Craft Centre and Ahwiaa Craft Centre.</p> <p>3.Northern Region - Larabanga Mosque, Bui National Park and Mole Game Reserve.</p> <p>4.Upper East - Paga Crocodile Pond, Pikoma Slave Camp, Tongo Rocks and Tenzu Shrine.</p> <p>5.Upper West - Gwollu Slave Defence Wall, Wechiau Community Hippo sanctuary and Nakoro Mos</p> <p>6.Brong Ahafo - Buabeng Fiema Monkey Sanctuary, Kintampo Waterfalls and Centre of Ghana, Duasidem Monkey Sanctuary</p> <p>7.Eastern Region - Odweanoma Paragliding Site, Aburi Botanical Gardens and Dodi</p>													
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	cruise / Dodi Island. 8. Central Region - Assin Manso, Brenu Akyenim and Promende Farm, Bakano - UCC Gate 9. Western Region - Ankasa Forest Reserve, Nzulezu and Restoration of Paa Grant's Residence into a Museum 10. Volta Region - Afadjato, Wli Waterfalls and Amedzofe 11. Tema - Shai Hills Resource Reserve, Centre of the World project and Songhor Lagoon Salt Industry (Songhor Ramseur Site) que												
	Develop Roads to Tourist Sites(63KM Wechau Road	Countrywide	Rehabilitation of 32km Kakum National Park Road and 10km Elmina Castel Road	63KM Wechau Road Rehabilitated					50	20	10	GTA	MMDAs, TAs
	Develop 5 Tourist Attractions	Countrywide	Commence the identification and development of five (5) tourist sites	5 Tourist Attractions developed					500	-	500	GTA	TAs
									8070	875	890		
SUBTOTAL TP									9,835				
Tourism Research and Marketing	Market Ghana through	Overseas	Participate in 8 international conferences	No. of International					1510	-	-	MOTA C	-

	participation in eight (8) international Fairs & Exhibitions by 31st December 2018, ie. Vakantiebeurs in Holland, MATKA in Finland, COTTM in China, FITUR in Spain, ITB in Germany, Party in the Park in the UK, Ghanafest in USA, World Travel Market in UK			conferences participated									
	Produce tourism promotional materials (brochures, maps, CDs, fliers)			tourism promotional materials (brochures, maps, CDs, fliers) produced					500	-	450	MOTA C	DEV/P
	Print 2019 Calendars, branded pads and Diaries			2019 Calendars, branded pads and Diaries printed					100	-	25	MOTA C	-
	Wear Ghana, See Ghana, Feel Ghana, Eat Ghana” campaign	Nationwide		Wear Ghana, See Ghana, Feel Ghana, Eat Ghana” campaign					550	-	-	MOTA C	-
	Development of MoTAC and all Agencies Websites	Accra	Inefficient website (slow bandwidth)	Official website upgraded and IT infrastructure improved					100	-	-	MOTA C	-
	Advertise Ghana’s Tourism in both international and local journals (Internal, local magazines and documentaries) and media activities (TV, radio and print			Ghana’s Tourism in both international and local journals (Internal, local magazines and documentaries) and media activities (TV, radio and print					150	-	-	MOTA C	-

	media by 31st Dec. 2018			media by 31st Dec. 2018 advertised									
	Collate and analyze International Tourist Arrival statistics from embarkation and disembarkation cards as a major indicator for the Tourism industry in Ghana			International Tourist Arrival statistics from embarkation and disembarkation cards as a major indicator for the Tourism industry in Ghana collated and analysed					100	500	1000	GTA	DEV/P
	Undertake Research on Domestic Tourism Data as an indicator for the Tourism industry in Ghana			Research on Domestic Tourism Data as an indicator for the Tourism industry in Ghana undertaken					100	50	-	GTA	-
	Organize 2018 Familiarisation Tours for staff and management			2018 Familiarisation Tours for staff and management organised					100	-	2000	GTA	DEV/P
	Organize eleven (11) festivals and special events in the regions by 31 st December 2018			eleven (11) festivals and special events in the regions by 31 st December 2018 organised					130	15	25	GTA	DEV/P
	Organize five (5) Familiarization tours for Tourist Clubs to promote Domestic Tourism			five (5) Familiarization tours for Tourist Clubs to promote Domestic Tourism organised					200	30	30	GTA	GHATOF
	Organise World Tourism Day Celebration	Accra	Ensure the celebration of world tourism day	World Tourism Day Celebrated					186	5	50	GTA	PANAFEST FOUNDATION
									103,626	600	3,580		
SUBTOTAL TMR									107,806				

Tourism Quality Assurance	Conduct registration, inspection and licensing of all new tourism enterprises (Function & Leisure Centres, Movie Houses, Outdoor and Airline Catering, Golf Courses, Spa (Health Farms), etc)			registration, inspection and licensing of all new tourism enterprises (Function & Leisure Centres, Movie Houses, Outdoor and Airline Catering, Golf Courses, Spa (Health Farms), etc) conducted					250	12	-	HOTCATT	-
	Organise 10 mobile training for 200 workers in the hospitality industry by December 2018 – (HOTCATT)			10 mobile training for 200 workers in the hospitality industry by December 2018 – (HOTCATT) organised					1200	-	-	GTA	
	Complete construction of training facilities by December 2018 (HOTCATT)	ACCRA		construction of training facilities by December 2018 (HOTCATT) completed					1400	8	-	GTA	MMDAs
									2,850	20			
	Subtotal TQ								2,870				
Adopted MDA Goal: Tourism and Creative Arts Development													
Programmes and	Activities (Operations)	Location	Baseline	Output Indicators	2018 Quarterly Time Schedule			Indicative Budget in GH¢				Lead	Collaborating

Sub Program mes													
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor		
Culture, Creative Arts and Heritage Management Creative Arts Management	Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc)	Accra	Processes of organizing Quarterly Meetings with Key stakeholders	Quarterly reports of meetings					50	-	-	MOTAC	
	Participate in 2 international fairs and exhibitions	International	Participate in 2 international fairs and exhibitions	No. of International fairs participated					622	-	-	MOTAC	
Program me 5- Sub Program me 5:1 – Cultural Development	3 consultative Meetings of experts for Review of the existing cultural policy framework	Accra, Kumasi Tamale	2004 Cultural Policy Document	Proposal/ specific amendments for review of the existing cultural policy framework					300	-	-	NCC	MOTAC, CNCs
Program me 5- Sub Program me 5:2 – Promotion of Arts and Culture	Orchestral Music for Development to accelerate poverty reduction	All Regions	Orchestral Music for Development staged in 2016 = 47	Total count of Orchestral Music for Development					290	3,000	-	NSO	-
	Theatre for Development	All Regions	Theatre for Development staged in 2016 = 47	Total count of Theatre for Development					290	3,000	-	NTP	-
	Traditional Dances to accelerate poverty	All Regions	Traditional Dances for Development staged in 2016 = 47	Total count of Traditional Dances to accelerate poverty					290	3,000	-	NDC	-
	The capacity of the youth built-in Dance, Drama and Music for	All Regions	The capacity of the youth built-in Dance, Drama and Music in 2016	Total count of Capacity of the youth built in the					290	3,000	-	NTG	-

	sustainable livelihood and employment			Performing Arts Disciplines									
	National Theatre Infrastructure improved	Accra	Apparent structural defects which require immediate action	Works Certificate for completion					20,000	20,000	-	NTG	-
Program me 5- Sub Program me 5:1 – Cultural Develop ment	SHS Drama Festivals organised	All Regions and Accra	10 Regional SHS Drama Festivals and 1 National SHS Drama Festivals organised in 2014	Total count of Regional SHS and National Drama Festivals					200	-	-	NCC	CNCs, GES, MOE
	Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	All regions	2 Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	Total count of Cultural Exchange Programmes					140	-	-	NCC	CNCs
	Capacity Building/Training Programmes to harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth	All regions	Capacity Building/Training Programmes to harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth organised in 2016	Total count of Capacity Building/Training Programmes					60	500	-	CNCs	-
	Prepare Culture database for a comprehensive record of all national cultural assets	Accra	Ghana Culture Development Indicator Suite established for 891 Culture/Creative Industries	Ghana Culture Development Indicator Suite					1,000	-	-	NCC	CNCs
	Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organised	Accra, Kumasi, Cape Coast, Sekondi	Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organised in 4 regions in 2016	Total count of Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts					80	200	-	CNCs	-
	Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized	All Regions	Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized in 2016	Total count of Bi-Weekly Performing Arts Programmes					460	5,000	-	CNCs	-

	NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries	Accra	1,500 copies of NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries in 2014	Copies of NCC Newsletter/Magazine produced					50	-	-	NCC	CNCs
	Cultural infrastructure at Koforidua developed for NAFAC 2018	Koforidua	Outstanding works – Windows, electrical fittings, stage etc. as at 2017	Infrastructure at Koforidua CNC developed					2,000	-	-	NCC	CNC/ER
Program me 5-Sub Program me 5:3 – Research and preservat ion of Culture	Cultural heritage materials collected, preserved and documented	Accra, Cape Coast, Elmina, Bolga, Wa, Kumasi	Cultural heritage materials collected, preserved and documented in 2017	Total count of Cultural heritage materials collected, preserved and documented					20	50,000.00	-	GMMB	-
	Exhibitions on material cultural heritage organised	All Regions	Exhibitions on material cultural heritage organised in 2017	Total count of Exhibitions on material cultural heritage					50	1,050,000.00	-	GMMB	-
	Outreach education programmes on material cultural heritage organised	All Regions	Outreach education programmes on material cultural heritage organised in 2016	Total count of Outreach education programmes on material cultural heritage					50	300	-	GMMB	-
	1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in local language	Accra	1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in the local language	Total count of Ghanaian Language Books produced and sold					200	-	-	BGL	-
	Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism	Accra	Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism in 2016	Report of Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized					20	420	-	DuBois KNMP	MOTAC
	Awareness Creation Seminars on Key Stakeholders	Accra	Awareness Creation Seminars on Key Stakeholders	Total number of Awareness Creation Seminars					20	50	-	NFB	Copyright Office

	commitments on the Use of Folklore organized		commitments on the Use of Folklore organized in 2014										
Program me 5-Sub Program me 5:1 – Cultural Development	3 Meetings with Curriculum Development and Enrichment Division of GES to incorporate Cultural heritage education in school syllabus	Accra	Culture in Education Document prepared through the Consultative Conference of Experts	No. of Meetings with Curriculum Development and Enrichment Division of GES					210	-	-	NCC	MOTAC, GES/MOE
Program me 5-Sub Program me 5:1 – Cultural Development/ Sub Program me 5:3 – Research and preservation of Culture	Establish 10 Regional CNC Art and Craft Shops/ Sheds 4 Gift/ Souvenir Shops through PPP	All Regions	10 Regional CNC Art and Craft Shops/Sheds	Total Count of PPP Craft Shops/Sheds/ Gift/Souvenir Shops					4,000	10	-	NCC	PPP, CNCs GMMB DUBOIS KNMP
Program me 5-Sub Program me 5:1 – Cultural Development	Organise 3 PPP Forums to canvas for investments for the culture sector	All Regions	Request for a copy PPP Document/ Guidelines from Minister of State in Charge of PPP	PPP Policy Document to support culture					210	-	-	NCC	MOTAC
Program me 5-Sub Program me 5:1 – Cultural Development	2 Meetings to discuss the Establishment Proposal for Ghana Culture Fund that will provide innovative solutions to ensure adequate funding of tourism, culture and creative arts sub-sector	Accra and Kumasi	Draft Establishment Proposal for the establishment of a Ghana Culture Fund developed	Total count of meetings for the Establishment Proposal for the establishment of a Ghana Culture Fund					140	-	-	NCC	MOTAC
Program me 5-Sub	MMDAs in 3 Northern Regions to Facilitate the	3 Northern Regions	Gender activists, CHRAJ and MMDAs in the 3	Total count of MMDAs/ Traditional Authorities who establish bye-laws					300	-	-	NCC	CNCs MMDAs/

Program me 5:1 – Cultural Development	enforcement of MMDAs byelaws against FGM and other negative cultural practices	Wa, Tamale and Bolgatanga	northern regions enacted byelaws to stop FGM	to prevent negative cultural practices									Traditional Authorities
Program me 5-Sub Program me 5:1 – Cultural Development	3 FGM awareness campaigns and 1 on Trokosi	Wa, Bolga, Tamale and Klikor	10 Peaceful Election Campaigns, 3 FGM awareness campaigns in the 3 northern regions and 1 on Trokosi held in Volta Region	Total number of awareness campaigns held to eradicate negative cultural practices					1,000	-	-	NCC	CNCs
Program me 5-Sub Program me 5:1 – Cultural Development	Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2018	All Regions	Ten (10) Regional Festivals of Arts and Culture and NAFAC 2016 organised	Number of sensitization and advocacy workshops held with relevant stakeholders					1,000	-	-	NCC	CNCs
Program me 5-Sub Program me 5:1 – Cultural Development	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organised	All Regions	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organised	Total count of Review Legislation indicating roles and responsibilities and coordinating mechanisms of culture and creative arts sectors developed					700	-	-	NCC	MOTAC, CNCs, Interim Creative Arts Council, GTA, Culture Forum
Program me 5-Sub Program me 5:1 – Cultural Development	Projected 10,000 Jobs to be Created through cultural/ creative arts industries	All Regions	No. of Jobs Created by 891 cultural/ creative arts industries only = 18,074 (10% ^)	Number of Jobs Created by the Industry					1,000	-	-	NCC	MOTAC, CNCs
Program me 5-Sub Program me 5:1 – Cultural Development	Establish Collection societies for the 2 domains of the Creative Arts Industry as classified by UNCTAD	Accra	GHAMRO and other Collection societies strengthened to provide a Support system for creators and owners of cultural knowledge, technologies and products	Total count of Collection societies					1,000	-	-	MOTAC, NCC	Interim Creative Arts Council, GTA, Culture Forum

Program me 5-Sub Program me 5:1 – Cultural Development	Facilitate the enforcement of the Film and Copyright Laws of Ghana through 3 workshops and seminars	Accra, Kumasi and Tamale	Passage of the Film Bill	Total count of workshops and seminars /Legislation enacted to safeguard the intellectual property and creative heritage of Ghana					300	-	-	NCC	MOTAC, CNCs, Interim Creative Arts Council, GTA, Culture Forum
									35,670,672	49,570,000.00			
SUB-TOTAL CA									85,240,672				
GRAND TOTAL									85,405,527				

5.2 ANNUAL ACTION PLAN FOR 2019

Adopted MDA Goal													
Programmes and Sub Programmes	Activities (Operations)	Location	Baseline	Output Indicators	2019 Quarterly Time Schedule				Indicative Budget in GH¢			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Management and Administration Finance	Provision of General Administration service	Accra	No generators, stationary and vehicle, inadequate and uncondusive office space	General Administration service provided					932	-	-	MOTAC	-
	Purchase of 5 Vehicles	Accra	No vehicles	Number of vehicles purchased					941	-	-	MOTAC	-
	Purchase of Plant and Equipment	Accra	No generators, Obsolute equipment,	Plant and Equipment Purchased					435	-	-	MOTAC	-
	Payment of subscriptions (UNWTO & ATA)	Accra	Indebtedness of Ghana'S membership to UNWTO&ATA	UNWTO & ATA subscriptions paid					270	-	-	MOTAC	-
	Participate in budget workshops preparation (MTEF/GIFMIS programs)	Accra	Budget estimate report	Budget workshops preparation (MTEF/GIFMIS					62	-	-	MOTAC	-

				programs) participated									
	Organize quarterly Ministerial Advisory Board Meetings	Accra	Inauguration of the Ministerial advisory board	No. of Ministerial Advisory Board Meetings/ reports					37	-	-	MOTAC	-
	Organize 2 Public Private Partnership fora	Accra	Commence process to organize one Private Partnership fora	No of Public Private Partnership forum					50	-	-	MOTAC	-
	Undertake quarterly Monitoring & Evaluation	Countrywide	Commence Process embank quarterly Monitoring & Evaluation	Quarterly M&E Reports					50	-	-	MOTAC	MOTAC Agencies
	Organise mid-year performance review for the sector	Accra	Organise mid-year performance review for the sector	Mid-Year report					62	-	-	MOTAC	MOTAC Agencies
	Build Capacity and entrepreneurial skills of 400 unemployed youth & women at Tourist sites.	Countrywide	Prepare training materials and identifying tourist sites throughout the country for the training	No of unemployed youth & women at tourist sites developed					-	-	400	MOTAC	COTVET, Local Gov't Service & GHATOF
	Train 50 staff in administrative, ICT, tourism and tourism-related skills	Accra	Inadequate Capacity Building of Staff	No. of Staff Trained					62	-	-	MOTAC	-
	Organise the celebration of National Festival of Arts and Culture	Regions		NAFAC report produced					746	-	-	MOTAC	NCC
	Hold quarterly corporate management meetings	Accra		No. of meetings held/ reports					94	75	10	GTA	-
	Hold quarterly meetings for the Board of Directors	Accra	CCommence process to hold quarterly meetings for the Board of Directors	No. of Board meetings held/ reports					119	-	-	GTA	-
									3860	75	410		
	SubTotal								4,345,000				
	Tourism Product Development			Provision of General Administration service					932	750	-	GTA	-
	Undertake feasibility study for marine drive tourism master plan		Commenced the construction of phase I of the project	Undertake feasibility study for marine drive tourism master plan					62	-	-	MOTAC	-

	Undertake feasibility study for HOTCATT		The inability of HOTCATT to train Tourism personnel	Undertake feasibility study for HOTCATT					44	-	-	MOTAC	
	Organize Annual HOMOFEEST in Greater Accra (all traditional authorities inclusive)	Greater Accra	Commence Preparation for the organization of HOMOFEEST	HOMOFEEST report produced					62	-	250	MOTAC	MLGRD, MCTA, MMDAs, RCC, Regional House of Chiefs Greater Accra, Private Sector
	Establish 5 District Tourism offices	Districts	Commencement the establishment 5 District Tourism Offices	50 District Tourism Offices established					25	30	-	GTA	-
	Train 21 District Tourism Officers in Resource Development	Districts	Commence the training of 20 District Tourism Officers in Resource Development	No. of District Tourism Officers trained					50	-	-	GTA	
	Organise familiarization tour	Regions	Commence familiarization tour fo the Ministry and its agencies	Familiarization Tour Report					-	50	-	GTA	
	Organize Carnival to stimulate the local economy and tourism enterprises	Accra	Commence the organisation of Ghana Carnival in Greater Accra	Report on Carnival produced					62	25	75	MOTAC	MOTAC Agencies
	Facilitate the organization of 11 festivals and special events in the regions	Regions	Commence the organization of eight (10) special events	Festival / special events reports					7	20	-	GTA	MMDAs, TAs
	Organize 10 sensitization seminars/durbar for traditional rulers and opinion leaders for the conservation of community base eco-tourism	Countrywide	Commence the Organization of eight (8) sensitization seminars/durbar for traditional rulers and opinion leaders for the conservation of community base eco-tourism	No. of seminars/ durbars organized					37	-	15	GTA	TAs
	Organise familiarization tours to tourist sites for policy and decision-makers, Corporate Ghana and Diplomats	Countrywide	Commence Organise familiarization tours to tourist sites for policy and decision-makers, Corporate Ghana and Diplomats	No. of familiarization tours organised					62	-	50	MOTCC A	Diplomatic Corps, Members of Parliament, Corporate

													Ghana and Media
	Develop Roads to Tourist	Countrywide											
	Develop Tourist Sites	Countrywide											
								1343	875	390			
Subtotal								2,608,000					
Tourism Research and Marketing	Market Ghana through participation in 8 UNWTO/UNESCO International conferences	Overseas	Participate in 8 international conferences	No. of International conferences participated				1243	-	-	MOTAC	-	
	Promote Ghana in the International Media	Overseas	2adverts in international/local media	No. of adverts placed in international media				62	-	450	MOTAC	DEV/P	
	Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	Accra	Inefficient website (slow bandwidth)	Official website upgraded and IT infrastructure improved				16	-	25	MOTAC	-	
	Organise World Tourism Day Celebration	Accra	Ensure the celebration of world tourism day	World Tourism Day Celebrated				186	-	-	MOTAC	-	
	Attend 5 Joint Commission For Cooperation Meetings	Overseas	1 Memorandum of Understanding (MOU)	Joint Commission for cooperation meetings attended				621	-	-	MOTAC	-	
	Conduct research and collate data for tourism statistics (Tourism Satellite Account)	Regions	Data collection Report	Data collated for tourism statistics				37	-	-	MOTAC	-	
	Market Ghana through participation in 10 International and 5 Local Fairs & Exhibitions	Overseas	Participate in 2 international fairs and exhibitions	No. of International fairs and exhibitions participated				3108	500	1000	GTA	DEV/P	
		Local	Participate in 2 international fairs and exhibitions	No. of Local fairs and exhibitions participated				124	50	-	GTA	-	
	Place 2 adverts in international media and 10 adverts in local media	Overseas	2 adverts in international media	No. of adverts placed in International media				-	-	2000	GTA	DEV/P	

		Locals	10 adverts in local media	No. of adverts placed in local media					-	15	25	GTA	DEV/P
	Produce tourism promotional materials(brochures, maps CDs fliers)	Accra	Lack of tourism promotional materials (brochures, maps CDs fliers	Tourism promotional materials produced					25	30	30	GTA	GHATOF
	Organise Emancipation Day	Countrywide	Commence organization of Emancipation day	Emancipation Day report produced					62	5	50	GTA	PANAFEST FOUNDATION
	Facilitate the establishment of 15 Tourist Clubs to promote domestic tourism	Countrywide	Tertiary 250 tourist clubs launched	No. of tourist clubs established and made operational					37	-	-	GTA	MOE/GENS
	Produce 5,000 copies of tourism directory	Accra	Lack of tourism directories	No. of copies Tourism directory produced					-	50	50	GTA	GHATOF
	Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Countrywide	Sensitization programmes particularly community levels.	No. of sensitization programmes organized					32	25	-	GTA	GHATOF
	Collect and analyze tourism data	Countrywide		Data Collected					-	50	-	GTA	-
	Organize 50 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Countrywide	Lack of awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programs	No. of awareness creation programmes organized					12	-	-	GTA	Media Houses
	Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Countrywide	Commence monitoring to the regions	Quarterly M/E Report					19	25	-	GTA	-
	Participate in Program Based Budget preparation	Accra		Budget Document Produced					27	7	-	GTA	-
	Organize quarterly sensitization programmes for media	Countrywide	Commence the sensitisation program with all the media houses	No. of sensitization					32	-	15	MOTAC	MOTCC AGENCY

	practitioners to promote domestic tourism			programmes organized									ES, GHATOF & CULTURE FORUM
	Organise 2 familiarization tours/ press trips for International Media	Countrywide	Commence the organization of one familiarization tours/ press trips for International Media	No. of familiarization tours organised					62	-	200	MOTAC	MOTAC AGENCIES, Private Sector
TOTAL									5705	707	3845		
Subtotal									10,257,000.00				
Tourism Quality Assurance	Organize training for 300 school leavers for the Hospitality Industry	Country Wide		No. of School Leavers trained					124	12	-	HOTCAT T	-
	Provision of General Administrative services (HOTCATT)	Accra		General Administrative services provided					124	-	-	HOTCAT T	MOTAC
	Train 20 staff in industry-related disciplines	Accra	Commence the establishment of 10 District tourism development committees	No. of staff trained					50	-	-	GTA	
	Establish 5 District tourism development committees	Districts	Commence the establishment of 5 District tourism development committees	No. of District tourism development committees established					3	8	-	GTA	MMDAs
	Conduct inspections and license 5,000 tourism enterprises in eleven-(11) regional offices	Countrywide	Commence the inspections and license 5,000 tourism enterprises in eleven-(11) regional offices	No. of tourism enterprises inspected					62	50	-	GTA	-
	Operationalise Task Force to enforce service standards and Revenue generation	Countrywide	Commence the Operationalisation of task Force to enforce service standards and Revenue generation	Taskforce reports produced					15	37	-	GTA	-
	Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates	Countrywide	Commence the Operationalisation of the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates	No. of invoices and returns printed					248	-	-	GTA	

	Provide extension services to 50 plant developers in 10 regions	Regions	Processes of organizing Quarterly Meetings with Key stakeholders	No. plant developers provided with extension services					11	10	-	GTA	-
TOTAL									637	117	-		
Subtotal									754				
Adopted MDA Goal Transparent and Accountable Governance													
Programmes and Sub Programmes	Activities (Operations)	Location		Output Indicators	2019 Quarterly Time Schedule				Indicative Budget in GH¢			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Culture, Creative Arts and Heritage Management	Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc)	Accra	Process of organizing Quarterly Meetings with Key stakeholders	Quarterly reports of meetings					50	-	-	MOTAC	
Creative Arts Management													
	Participate in 2 international fairs and exhibitions	International	Participate in 2 international fairs and exhibitions	No. of International fairs participated					722	-	-	MOTAC	
Programme 5-Sub-Programme 5:1 – Cultural Development	3 consultative Meetings of experts for Review of the existing cultural policy framework	Accra, Kumasi Tamale	2004 Cultural Policy Document	Proposal/ specific amendments for review of the existing cultural policy framework					320,000.00	-	-	NCC	MOTAC, CNCs
Programme 5-Sub-Programme 5:2 – Promotion of Arts and Culture	Orchestral Music for Development to accelerate poverty reduction	All Regions	Orchestral Music for Development staged in 2016 = 47	Total count of Orchestral Music for Development					310,000.00	3,000,000.00	-	NSO	-
Tourism Product Development	Theatre for Development	All Regions	Theatre for Development staged in 2016 = 47	Total count of Theatre for Development					310,000.00	3,000,000.00	-	NTP	-
	Traditional Dances to accelerate poverty	All Regions	Traditional Dances for Development staged in 2016 = 47	Total count of Traditional Dances to accelerate poverty					310,000.00	3,000,000.00	-	NDC	-

	The capacity of the youth built-in Dance, Drama, and Music for sustainable livelihood and employment	All Regions	The capacity of the youth built-in Dance, Drama, and Music in 2016	Total count of Capacity of the youth built in the Performing Arts Disciplines					310,000.00	3,000,000.00	-	NTG	-
	National Theatre Infrastructure improved	Accra	Apparent structural defects which require immediate action	Works Certificate for completion					20,000,000.00	20,000,000.00	-	NTG	-
Programme 5-Sub Programme 5:1 – Cultural Development	SHS Drama Festivals organised	All Regions and Accra	10 Regional SHS Drama Festivals and 1 National SHS Drama Festivals organised in 2014	Total count of Regional SHS and National Drama Festivals					250,000.00	-	-	NCC	CNCs, GES, MOE
	Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	All regions	2 Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	Total count of Cultural Exchange Programmes					170,000.00	-	-	NCC	CNCs
	Capacity Building/Training Programmes to harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth	All regions	Capacity Building/Training Programmes to harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth organised in 2016	Total count of Capacity Building/Training Programmes					70,000.00	500,000.00	-	CNCs	-
	Prepare Culture database for a comprehensive record of all national cultural assets	Accra	Ghana Culture Development Indicator Suite established for 891 Culture/Creative Industries	Ghana Culture Development Indicator Suite					1,200,000.00	-	-	NCC	CNCs
	Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organised	Accra, Kumasi, Cape Coast, Sekondi	Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organised in 4 regions in 2016	Total count of Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts					100,000.00	200,000.00	-	CNCs	-
	Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized	All Regions	Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized in 2016	Total count of Bi-Weekly Performing Arts Programmes					500,000.00	5,000,000.00	-	CNCs	-

	NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries	Accra	1,500 copies of NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries in 2014	Copies of NCC Newsletter/Magazine produced					70,000.00	-	-	NCC	CNCs
	Cultural infrastructure at Koforidua developed for NAFAC 2018	Koforidua	Outstanding works – Windows, electrical fittings, stage etc. as at 2017	Infrastructure at Koforidua CNC developed					2,100,000.00	-	-	NCC	CNC/ER
Programme 5-Sub Programme 5:3 – Research and preservation of Culture	Cultural heritage materials collected, preserved and documented	Accra, Cape Coast, Elmina, Bolga, Wa, Kumasi	Cultural heritage materials collected, preserved and documented in 2017	Total count of Cultural heritage materials collected, preserved and documented					30,000.00	50,000.00	-	GMMB	-
Tourism Research and Marketing	Exhibitions on material cultural heritage organised	All Regions	Exhibitions on material cultural heritage organised in 2017	Total count of Exhibitions on material cultural heritage					60,000.00	1,050,000.00	-	GMMB	-
	Outreach education programmes on material cultural heritage organised	All Regions	Outreach education programmes on material cultural heritage organised in 2016	Total count of Outreach education programmes on material cultural heritage					60,000.00	300,000.00	-	GMMB	-
	1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in local language	Accra	1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in the local language in 2014	Total count of Ghanaian Language Books produced and sold					210,000.00	-	-	BGL	-
	Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism	Accra	Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism in 2016	Report of Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized					30,000.00	420,000.00	-	DuBois KNMP	MOTAC
	Awareness Creation Seminars on Key Stakeholders commitments on the	Accra	Awareness Creation Seminars on Key Stakeholders commitments	Total number of Awareness Creation Seminars					30,000.00	50,000.00	-	NFB	Copyright Office

	Use of Folklore organized		on the Use of Folklore organized										
Programme 5-Sub Programme 5:1 – Cultural Development	3 Meetings with Curriculum Development and Enrichment Division of GES to incorporate Cultural heritage education in school syllabus	Accra	Culture in Education Document prepared through the Consultative Conference of Experts	No. of Meetings with Curriculum Development and Enrichment Division of GES					230,000.00	-	-	NCC	MOTAC, GES/MOE
Programme 5-Sub Programme 5:1 – Cultural Development/ Sub Programme 5:3 – Research and preservation of Culture	Establish 10 Regional CNC Art and Craft Shops/ Sheds 4 Gift/ Souvenir Shops through PPP	All Regions	10 Regional CNC Art and Craft Shops/Sheds	Total Count of PPP Craft Shops/Sheds/ Gift/Souvenir Shops					4,100,000.00	10,000,000.00	-	NCC	PPP, CNCs GMMB DUBOIS KNMP
Programme 5-Sub Programme 5:1 – Cultural Development	Organise 3 PPP Forums to canvas for investments for the culture sector	All Regions	Request for a copy PPP Document/ Guidelines from Minister of State in Charge of PPP	PPP Policy Document to support the culture					230,000.00	-	-	NCC	MOTAC
Programme 5-Sub Programme 5:1 – Cultural Development	2 Meetings to discuss the Establishment Proposal for Ghana Culture Fund that will provide innovative solutions to ensure adequate funding of tourism, culture and creative arts sub-sector	Accra and Kumasi	Draft Establishment Proposal for the establishment of a Ghana Culture Fund developed	Total count of meetings for the Establishment Proposal for the establishment of a Ghana Culture Fund					170,000.00	-	-	NCC	MOTAC
Programme 5-Sub Programme 5:1 – Cultural Development	MMDAs in 3 Northern Regions to Facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	3 Northern Regions Wa, Tamale and Bolgatanga	Gender activists, CHRAJ and MMDAs in the 3 northern regions enacted byelaws to stop FGM	Total count of MMDAs/ Traditional Authorities who establish bye-laws to prevent negative cultural practices					310,000.00	-	-	NCC	CNCs MMDAs/ Traditional Authorities
Programme 5-Sub Programme 5:1 – Cultural Development	3 FGM awareness campaigns and 1 on Trokosi	Wa, Bolga, Tamale and Klikor	10 Peaceful Election Campaigns, 3 FGM awareness campaigns in the 3 northern regions and 1 on Trokosi held in Volta Region	Total number of awareness campaigns held to eradicate negative cultural practices					1,100,000.00	-	-	NCC	CNCs

Programme 5-Sub Programme 5:1 – Cultural Development	Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2018	All Regions	Ten (10) Regional Festivals of Arts and Culture and NAFAC 2016 organised	Number of sensitization and advocacy workshops held with relevant stakeholders					1,100,000.00	-	-	NCC	CNCs
Programme 5-Sub Programme 5:1 – Cultural Development	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organised	All Regions	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organised	Total count of Review Legislation indicating roles and responsibilities and coordinating mechanisms of culture and creative arts sectors developed					720,000.00	-	-	NCC	MOTAC, CNCs Interim Creative Arts Council, GTA, Culture Forum
Programme 5-Sub Programme 5:1 – Cultural Development	Projected 10,000 Jobs to be Created through cultural/ creative arts industries	All Regions	No. of Jobs Created by 891 cultural/ creative arts industries only = 18,074 (10% ^)	Number of Jobs Created by the Industry					1,200,000.00	-	-	NCC	MOTAC, CNCs
Programme 5-Sub Programme 5:1 – Cultural Development	Establish Collection societies for the 2 domains of the Creative Arts Industry as classified by UNCTAD	Accra	GHAMRO and other Collection societies strengthened to provide a Support system for creators and owners of cultural knowledge, technologies and products	Total count of Collection societies					1,200,000.00	-	-	MOTAC, NCC	Interim Creative Arts Council, GTA, Culture Forum
Programme 5-Sub Programme 5:1 – Cultural Development	Facilitate the enforcement of the Film and Copyright Laws of Ghana through 3 workshops and seminars	Accra, Kumasi and Tamale	Passage of the Film Bill	Total count of workshops and seminars /Legislation enacted to safeguard the intellectual property and creative heritage of Ghana					310,000.00	-	-	NCC	MOTAC, CNCs, Interim Creative Arts Council, GTA, Culture Forum
TOTALS									37,110,000.00	49,570,000.00			
SUB-TOTAL ESTIMATES FOR 2019									86,680,000.00				
TOTAL ESTIMATES FOR 2019									48,655,000.00	51,344,000.00	4,645,000.00		
GRAND TOTAL									104, 644,000.00				

5.3 ANNUAL ACTION PLAN FOR 2020

Adopted MDA Goal													
Programmes and Sub Programmes	Activities (Operations)	Location	Baseline	Output Indicators	2020 Quarterly Time Schedule				Indicative Budget in GH¢			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Management and Administration	Provision of General Administration service	Accra	No generators, stationary and vehicle, inadequate and uncondusive office space	General Administration service provided					1019	-	-	MOTAC	
	Purchase of 5 Vehicles	Accra	No vehicles	Number of vehicles purchased					957	-	-	MOTAC	
	Purchase of Plant and Equipment	Accra	No generators, Obsolute equipment,	Plant and Equipment Purchased					447	-	-	MOTAC	
	Payment of subscriptions (UNWTO & ATA)	Accra	Indebtedness of Ghana’S membership to UNWTO&ATA	UNWTO & ATA subscriptions paid					273	-	-	MOTAC	
	Participate in budget workshops preparation (MTEF/GIFMIS programs)	Accra	Budget estimate report	Budget workshops preparation (MTEF/GIFMIS programs) participated					75	-	-	MOTAC	
	Undertake quarterly Monitoring & Evaluation	Countrywide	Inauguration of the Ministerial advisory board	Quarterly M&E Reports					57	-	-	MOTAC	MOTCCA Agencies
	Organise mid-year performance review for the sector	Accra	Commence process to organize one Private Partnership fora	Mid-Year report					87	-	-	MOTAC	MOTCCA Agencies
	Build Capacity and entrepreneurial skills of 400 unemployed youth & women at Tourist sites.	Countrywide	Commence Process back quarterly Monitoring & Evaluation	No of unemployed youth & women at tourist sites developed					-	-	500	MOTAC	COTVET, Local Gov’t Service & GHATOF
	Train 50 staff in administrative, ICT, tourism and tourism-related skills	Accra	Organise mid-year performance review for the sector	No. of Staff Trained					69	-	-	MOTAC	-
	Organise the celebration of National Festival of Arts and Culture	Regions	Prepare training materials and identifying tourist sites throughout the country for the training	NAFAC report produced					994	-	-	MOTAC	NCC

	Monitor implementation of the National Tourism Development Plan (2013- 2017)	Accra	Inadequate Capacity Building of Staff	The first phase of the National Tourism Development Plan (2013- 2017) implemented					37	-	-	MOTCCA	-
TOTAL									4015	-	600		
									4,615				
Tourism Product Development	Undertake 20 investment feasibility studies to promote SMEs through PPP	Accra	Commence 20 investment feasibility studies to promote SMEs through PPP	No of Tourism Investment feasibility studies developed					883	760	-	GTA	-
	Organize Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)	Greater Accra	Commence the organization of Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)						50	-	-	GTA	MMDAs & TAs
	Establish 15 District Tourism offices	Districts	Commence the establishment 15th district Tourism Officers	Complete two (2) new boys' quarters for settlers on Accra Visitor Information Centre plot					1268	-	-	MOTAC	-
	Train 43 District Tourism Officers in Resource Development	Districts	Commence training of 43 Tourism Officers in Resource Development	End of Year programme report					69	-	470	MOTAC	DEV/P
	Organise familiarization tour for GTA staff	Regions	Commenced the construction of phase I of the project	HOMOFEST report produced					19	-	26	MOTAC	-
	Organize Carnival to stimulate the local economy and tourism enterprises	Accra	Commence the organization carnival to stimulate the local economy and tourism	Report on Carnival produced					199	-	-	MOTAC	-
	Facilitate the organization of 11 festivals and special events in the regions	Regions	Commence Preparation for the organization of HOMOFEST	Festival / special events reports					634	-	-	MOTAC	-
	Organize 10 sensitization seminars/durbar for traditional rulers and opinion leaders for the conservation of	Countrywide	Commencement the establishment 5 District Tourism Offices	No. of seminars/ durbars organized					44	-	-	MOTAC	-

	community base eco-tourism												
	Organise familiarization tours to tourist sites for policy and decision-makers, Corporate Ghana and Diplomats	Countrywide	Commence the training of 20 District Tourism Officers in Resource Development	No. of District Tourism Officers in resource Development					3120	520	1080	GTA	DEV/P
	Hold quarterly corporate management meetings	Accra	Commence familiarization tour for the Ministry and its agencies	No. of familiarization tours organised					131	55	-	GTA	-
	Hold quarterly meetings for the Board of Directors	Accra	Commence the organisation of Ghana Carnival in Greater Accra	No. of Board meetings held/ reports					-	-	2080	GTA	DEV/P
	Rehabilitation of Buabeng Fiamma Monkey Sanctuary Road	B/A	Commence the construction of 13km Nalerigu/ Gambaga Napkanduri Cluster of Attractions	Buabeng Fiamma Monkey Sanctuary Road Rehabilitated									
	Develop 5 tourist attractions	Countrywide	Commence the construction of 5 tourist attractions	5 tourist attractions developed									
TOTAL									6417	1335	3656		
									11,408				
Tourism Research and Marketing	Market Ghana through participation in 8 UNWTO/UNESCO International conferences	Overseas	Participated in 8 international conferences	No. of International conferences participated					1263	20	30	GTA	DEV/P
	Promote Domestic Tourism through Schools in 3 Regions	Regions	Commence the Organization of eight (8) sensitization seminars/durbar for traditional rulers and opinion leaders for the conservation of community base eco-tourism	No. of Regions					64	35	450	GTA	GHATOF
	Promote Ghana in the International Media	Overseas	Commence Organise familiarization tours to tourist sites for policy and decision-makers, Corporate Ghana and Diplomats	No. of adverts placed in international media					69	5	60	GTA	PANAFEST FOUNDATION

	Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	Accra	Inefficient website (slow bandwidth)	Official website upgraded and IT infrastructure improved					44	-	-	GTA	MOE/GES
	Organise World Tourism Day Celebration	Accra	Ensure the celebration of world tourism day	World Tourism Day Celebrated					-	200	55	GTA	GHATOF
	Attend 5 Joint Commission For Cooperation Meetings	Overseas	Attended 5 Joint Commission for Cooperation Meetings	Joint Commission for cooperation meetings attended					631	30	-	GTA	GHATOF
	Conduct research and collate data for tourism statistics (Tourism Satellite Account)	Regions	Lack of research and statistical data	Data collated for tourism statistics					-	55	-	GTA	-
	Market Ghana through participation in 10 International Fairs & Exhibitions	Overseas	Ghana was showcased through participation in International Fairs & Exhibitions	No. of International fairs and exhibitions participated					4000	500	1000	GTA	Media Houses
	5 Local Fairs & Exhibitions	Local	Data collection Report	No. of Local fairs and exhibitions participated					124	50	100	GTA	TMA/TDC/ MESTI
	Place 2 adverts in international media	Overseas	No adverts in international media	No. of adverts placed in International media					25	30	2000	GTA	-
	10 adverts in local media	Locals	No adverts in local media	No. of adverts placed in local media					32	15	25	GTA	-
	Produce tourism promotional materials (brochures, maps CDs fliers)	Accra	Lack of tourism promotional materials (brochures, maps CDs fliers)	Tourism promotional materials produced					124	15	15	GTA	RCCs/ MMDAs
	Organise Emancipation Day	Countrywide	Commence organization of Emancipation Day	Emancipation Day report produced					62	5	200	GTA	TMA
	Facilitate the establishment of 15 Tourist Clubs to promote domestic tourism	Countrywide	250 Tertiarytourist clubs launched	No. of tourist clubs established and made operational					25	-	-	HOTCATT	-
	Produce 5,000 copies of tourism directory	Accra	Insufficient production of copies of tourism directory	No. of copies Tourism directory produced					69	25	25	MOTAC	-
	Organize 2 sensitization Programmes for Tourism Consumers,	Countrywide	sensitization programmes particularly community levels.	No. of sensitization programmes organized					40	30	-	GTA	-

	Operators, Trade Practitioners and Media												
	Collect and analyze tourism data	Countrywide	Lack of tourism directories	Data Collected					137	20	-	HOTCATT	-
	Organize 50 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Countrywide	Lack of awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	No. of awareness creation programmes organized					15	50	-	HOTCATT	-
	Organize Meridian Festival to signify Ghana's position as the centre of world.	Tema	Ensure the organisation of the festival to signify Ghana's Position as the centre of the world.	Report on Festival produced.					144	25	-	HOTCATT	MOTCCA
	Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Countrywide	Commence monitoring to the regions by Finance Audit & Revenue Dept.	Quarterly M/E Report					57	50	-	MOTAC	-
	Participate in Program Based Budget preparation	Accra	Commence monitoring to the regions	Budget Document Produced					75	-	-	MOTAC	-
	Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Countrywide	Commence the organization of quarterly sensitization programmes for media practitioners to promote domestic tourism	No. of sensitization programmes organized					32	25	100	GTA	MOTCCA/ MOH
	Organise 2 familiarization tours/ press trips for International Media	Countrywide	Commence the sensitisation program with all the media houses	No. of familiarization tours organized					57	8	200	MOTAC	MOTAC Agencies
	Erect 10 signages in regional capitals to promote tourists sites	Regional Capitals	Commence the organization of one familiarization tours/ press trips for International Media	No of signages erected					87	-	-	MOTAC	MOTAC Agencies
	Construct Monuments to locate the Greenwich Meridian	Tema	PPP arrangements are being made to commence project	Greenwich Meridian monument constructed					-	-	500	MOTAC	COTVET, Local Gov't Service & GHATOF

TOTAL									7176	1045	4,760		
									12,981				
Tourism Quality Assurance	Purchase of Plant and Equipment (HOTCATT)	Accra	Lack of Plant and equipment's	Plant and Equipment Purchased					75	-	300	MOTAC	MLGRD, MCTA, MMDAs, RCC, Regional House of Chiefs Greater Accra, Private Sector
	Organize training for 300 school leavers for the Hospitality Industry	Country Wide	Commenced training of school leavers for the hospitality industry	No. of School Leavers trained					69	110	-	GTA	-
	Develop and print 1000 new registration forms	Accra	Lack registration forms	No. of Registration Forms Printed					75	-	-	GTA	
	Provision of General Administrative services (HOTCATT)	Accra	Provision of General Administrative services (HOTCATT)	General Administrative services provided					-	50	-	GTA	
	Train 77 staff in industry-related disciplines	Accra	Staff have not being trained in industry related skills	No. of staff trained					99	-	-	GTA	
	Establish 5 District tourism development committees	Districts	Commence the establishment of 10 District tourism development committees	No. of District tourism development committees established					646	-	-	GTA	-
	Conduct inspections and license 5,000 tourism enterprises in eleven-(16) regional offices	Countrywide	Inspected and licensed 5,300 enterprises in 11 regions	No. of tourism enterprises inspected					1268	-	-	GTA	-
	Operationalise Task Force to enforce service standards and Revenue generation	Countrywide	Participate in 2 international fairs and exhibitions	Taskforce reports produced					199	-	-	GTA	
	Operationalise the Tourism Levy collection - Print 21,000 Invoices, Returns & Certificates	Countrywide	Commenced the operationalization of the Tourism Levy	No. of invoices and returns printed					12	25	-	GTA	MMDAs

	Provide extension services to 50 plant developers in 10 regions	Regions	Commence the provision of extension services to 50 plant developers in 10 regions	No. plant developers provided with extension services					69	25	80	MOTAC	MOTAC Agencies
TOTAL									2512	210	380		
									3102				
Adopted MDA Goal Transparent and Accountable Governance													
Culture, Creative Arts and Heritage Management Creative Arts Management	Engage a consultant to collate data on 10 domains of the creative arts industry	Countrywide	Consultative meetings with creative arts practitioners on pendency right	Data collected on the domains					10	20	-	GTA	MMDAs, TAs
	Cinematography Bill)	Accra	Establishment of film board Establishment of classification board Operationalization of the bill Sensitisation of key Stakeholders and Capacity building	Passage of the Cinematography Bill					-	50	-	MOTAC Agencies	MOTAC
	Establish a National Commission on Films	Accra	Preparation of the Legislative Instrument (L.I)	National Commission on Films established					66	-	40	MOTAC	
	Collaborate with the copyright office to establish an operational anti-piracy task force	Accra	Inadequate resources to undertake the piracy activities Establishment of an anti-piracy unit under creative arts directorate	An operational task force constituted					37	-	20	MOTAC	MOTAC AGENCIES , GHATOF & CULTURE FORUM
	Organise quarterly meetings among key stakeholders	Accra	Processes of organizing Quarterly Meetings with Key stakeholders	Quarterly reports of meetings					62	-	220	MOTAC	MOTAC AGENCIES , Private Sector
	Participate in 2 international fairs and exhibitions	International	Participate in 2 international fairs and exhibitions	No. of International fairs participated					37	-	40	MOTAC	Diplomatic Corps, Members of

												Parliament, Corporate Ghana and Media
Programme 5- Sub Programme 5:2– Cultural Development	Review the existing cultural policy framework	Accra	Cultural Policy in Place	review of the existing cultural policy framework								
Programme 5- Sub Programme 5:2 – Promotion of Arts and Culture	Orchestral Music for Development to accelerate poverty reduction	All Regions	Orchestral Music for Development staged in 2016 = 47	Total count of Orchestral Music for Development					320,000.00	3,000,000.00	-	NSO -
	Theatre for Development	All Regions	Theatre for Development staged in 2016 = 47	Total count of Theatre for Development					320,000.00	3,000,000.00	-	NTP
	Traditional Dances to accelerate poverty	All Regions	Traditional Dances for Development staged in 2016 = 47	Total count of Traditional Dances to accelerate poverty					320,000.00	3,000,000.00	-	NDC
	The capacity of the youth built-in Dance, Drama and Music for sustainable livelihood and employment	All Regions	The capacity of the youth built-in Dance, Drama and Music in 2016	Total count of Capacity of the youth built in the Performing Arts Disciplines					320,000.00	3,000,000.00	-	NTG -
	National Theatre Infrastructure improved	Accra	Apparent structural defects which require immediate action	Works Certificate for completion					24,000,000.00	20,000,000.00	-	NTG GAC
Programme 5- Sub Programme 5:1 – Cultural Development	SHS Drama Festivals organised	All Regions and Accra	10 Regional SHS Drama Festivals and 1 National SHS Drama Festivals organised in 2014	Total count of Regional SHS and National Drama Festivals					250,000.00	-	-	NCC CNCs, GES, MOE
	Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	All regions	2 Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	Total count of Cultural Exchange Programmes					200,000.00	-	-	NCC CNCs
	Capacity Building/Training Programmes to harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth	All regions	Capacity Building/Training Programmes to harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth organised in 2016	Total count of Capacity Building/Training Programmes					90,000.00	500,000.00	-	CNCs -

	Prepare Culture database for a comprehensive record of all national cultural assets	Accra	Ghana Culture Development Indicator Suite established for 891 Culture/Creative Industries	Ghana Culture Development Indicator Suite					1,300,000.00	-	-	NCC	CNCs
	Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organised	Accra, Kumasi, Cape Coast, Sekondi	Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organised in 4 regions in 2016	Total count of Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts					95,000.00	200,000.00	-	CNCs	-
	Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized	All Regions	Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized in 2016	Total count of Bi-Weekly Performing Arts Programmes					480,000.00	5,000,000.00	-	CNCs	-
	NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries	Accra	1,500 copies of NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries in 2014	Copies of NCC Newsletter/Magazine produced					80,000.00	-	-	NCC	CNCs
	Cultural infrastructure at Koforidua developed for NAFAC 2018	Koforidua	Outstanding works – Windows, electrical fittings, stage etc. as at 2017	Infrastructure at Koforidua CNC developed					2,300,000.00	-	-	NCC	CNC/ER
Programme 5-Sub Programme 5:3 – Research and preservation of Culture	Cultural heritage materials collected, preserved and documented	Accra, Cape Coast, Elmina, Bolga, Wa, Kumasi	Cultural heritage materials collected, preserved and documented in 2017	Total count of Cultural heritage materials collected, preserved and documented					24,000.00	50,000.00	-	GMMB	-
	Exhibitions on material cultural heritage organised	All Regions	Exhibitions on material cultural heritage organised in 2017	Total count of Exhibitions on material cultural heritage					57,000.00	1,050,000.00	-	GMMB	-
	Outreach education programmes on material cultural heritage organised	All Regions	Outreach education programmes on material cultural heritage organised in 2016	Total count of Outreach education programmes on material cultural heritage					58,000.00	300,000.00	-	GMMB	-

	1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in local language	Accra	1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in the local language	Total count of Ghanaian Language Books produced and sold					220,000.00	-	-	BGL	-
	Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism	Accra	Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism in 2016	Report of Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized					27,000.00	420,000.00	-	DuBois KNMP	MOTAC
	Awareness Creation Seminars on Key Stakeholders commitments on the Use of Folklore organized	Accra	Awareness Creation Seminars on Key Stakeholders commitments on the Use of Folklore organized in 2014	Total number of Awareness Creation Seminars					28,000.00	50,000.00	-	NFB	Copyright Office
Programme 5-Sub Programme 5:1 – Cultural Development	3 Meetings with Curriculum Development and Enrichment Division of GES to incorporate Cultural heritage education in school syllabus	Accra	Culture in Education Document prepared through the Consultative Conference of Experts	No. of Meetings with Curriculum Development and Enrichment Division of GES					240,000.00	-	-	NCC	MOTAC, GES/MOE
Programme 5-Sub Programme 5:1 – Cultural Development/ Sub Programme 5:3 – Research and preservation of Culture	Establish 10 Regional CNC Art and Craft Shops/ Sheds 4 Gift/ Souvenir Shops through PPP	All Regions	10 Regional CNC Art and Craft Shops/Sheds	Total Count of PPP Craft Shops/Sheds/ Gift/Souvenir Shops					4,600,000.00	10,000,000.00	-	NCC	PPP, CNCs GMMB DUBOIS KNMP
Programme 5-Sub Programme 5:1 – Cultural Development	Organise 3 PPP Forums to canvas for investments for the culture sector	All Regions	Request for a copy PPP Document/ Guidelines from Minister of State in Charge of PPP	PPP Policy Document to support a culture					220,000.00	-	-	NCC	MOTAC
Programme 5-Sub Programme 5:1 – Cultural Development	2 Meetings to discuss the Establishment Proposal for Ghana Culture Fund that will provide innovative solutions to ensure adequate funding for	Accra and Kumasi	Draft Establishment Proposal for the establishment of a Ghana Culture Fund developed	Total count of meetings for the Establishment Proposal for the establishment of a Ghana Culture Fund					180,000.00	-	-	NCC	MOTAC

	tourism, culture and creative arts sub-sector												
Programme 5-Sub-Programme 5:1 – Cultural Development	MMDAs in 3 Northern Regions to Facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	3 Northern Regions Wa, Tamale, and Bolgatanga	Gender activists, CHRAJ and MMDAs in the 3 northern regions enacted byelaws to stop FGM	Total count of MMDAs/ Traditional Authorities who establish bye-laws to prevent negative cultural practices					330,000.00	-	-	NCC	CNCs MMDAs/ Traditional Authorities
Programme 5-Sub-Programme 5:1 – Cultural Development	3 FGM awareness campaigns and 1 on Trokosi	Wa, Bolga, Tamale, and Klikor	10 Peaceful Election Campaigns, 3 FGM awareness campaigns in the 3 northern regions and 1 on Trokosi held in Volta Region	Total number of awareness campaigns held to eradicate negative cultural practices					1,100,000.00	-	-	NCC	CNCs
Programme 5-Sub-Programme 5:1 – Cultural Development	Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2018	All Regions	Ten (10) Regional Festivals of Arts and Culture and NAFAC 2016 organized	Number of sensitization and advocacy workshops held with relevant stakeholders					1,100,000.00	-	-	NCC	CNCs
Programme 5-Sub-Programme 5:1 – Cultural Development	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organized	All Regions	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organized	Total count of Review Legislation indicating roles and responsibilities and coordinating mechanisms of culture and creative arts sectors developed					730,000.00	-	-	NCC	MOTAC, CNCs Interim Creative Arts Council, GTA, Culture Forum
Programme 5-Sub-Programme 5:1 – Cultural Development	Projected 10,000 Jobs to be Created through cultural/ creative arts industries	All Regions	No. of Jobs Created by 891 cultural/ creative arts industries only = 18,074 (10% ^)	Number of Jobs Created by the Industry					1,200,000.00	-	-	NCC	MOTAC, CNCs
Programme 5-Sub-Programme 5:1 – Cultural Development	Establish Collection societies for the 2 domains of the Creative Arts Industry as classified by UNCTAD	Accra	GHAMRO and other Collection societies strengthened to provide a Support system for creators and owners of cultural knowledge, technologies and products	Total count of Collection societies					1,200,000.00	-	-	MOTAC, NCC	Interim Creative Arts Council, GTA, Culture Forum

Programme 5- Sub Programme 5:1 – Cultural Development	Facilitate the enforcement of the Film and Copyright Laws of Ghana through 3 workshops and seminars	Accra, Kumasi and Tamale	Passage of the Film Bill	Total count of workshops and seminars /Legislation enacted to safeguard the intellectual property and creative heritage of Ghana					330,000.00	-	-	NCC	MOTAC, CNCs, Interim Creative Arts Council, GTA, Culture Forum
TOTAL									42,079,000.00	49,570,000.00	320		
SUB-TOTAL ESTIMATES FOR 2020									96,649,320.00				
TOTAL ESTIMATES FOR 2020									59,687,000.00	51,115,000.00	9,396,320.00		
GRAND TOTAL									120,198,000.00				

5.4 ANNUAL ACTION PLAN FOR 2021

Adopted MDA Goal													
Programmes and Sub Programmes	Activities (Operations)	Location	Baseline	Output Indicators	2021 Quarterly Time Schedule				Indicative Budget in GH¢			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Management and Administration General Administration	Provision of General Administration service	Accra	No generators, stationery and vehicle, inadequate and uncondusive office space	General Administration service provided					1056	-	-	MOTAC	-
	Purchase of 5 Vehicles	Accra	No vehicles	Number of vehicles purchased					970	-	-	MOTAC	-
	Payment of subscriptions (UNWTO & ATA)	Accra	Indebtedness of Ghana'S membership to UNWTO&ATA	UNWTO & ATA subscriptions paid					280	-	-	MOTAC	-
	Participate in budget workshops preparation (MTEF/GIFMIS programs)	Accra	Budget estimate report	Budget workshops preparation (MTEF/GIFMIS programs) participated					87	-	-	MOTAC	-
	Train 50 staff in administrative, ICT, tourism and tourism-related skills	Accra	Inauguration of the Ministeriall advisory board	No. of Staff Trained					895	790	-	MOTAC	-
	Organize quarterly Ministerial Advisory Board Meetings	Accra	Commence process to organize one Private Partnership fora	No. of Ministerial Advisory Board Meetings/ reports					47	-	-	MOTAC	MMDAs & TAs
	Organize 2 Public Private Partnership fora	Accra	Commence Process backquarterly Monitoring & Evaluation	No of Public-Private partnership fora					1,305	-	-	MOTAC	-
	Undertake quarterly Monitoring & Evaluation	Countrywide	Organise mid-year performance review for the sector	Quarterly M&E Reports					75	-	480	MOTAC	DEV/P
	Organise mid-year performance review for the sector	Accra	Prepare training materials and identifying tourist sites throughout the country for the training	Mid-Year report					25	-	30	MOTAC	-

	Build Capacity and entrepreneurial skills of 600 unemployed youth & women at Tourist sites.	Countrywide	Inadequate Capacity Building of Staff	No of unemployed youth & women at tourist sites developed					211	-	-	MOTAC	-
	Monitor implementation of the National Tourism Development Plan (2013- 2027)	Accra	Commencend the monitoring of the National Tourism Development Plan 2013-2027	The first phase of the National Tourism Development Plan (2013- 2017) implemented					646	-	-	MOTAC	-
TOTAL									6044	790	510	MOTAC	
									7,344			MOTAC	
Tourism Product Development	Provision of General Administration service	Accra	Lack of Plant and Equipment (HOTCATT)	General Administration service provided					87	30	90	MOTAC	-
	Undertake 15 investment feasibility studies to promote SMEs through PPP	Accra	Commence process to hold quarterly meetings for Board of Directors	No of Tourism Investment feasibility studies developed					3170	550	1100	GTA	DEV/P
	Organize) wellness facilities investment promotion forums for key stakeholders	Tamale		No. of investment promotion forums organized					149	60	-	GTA	-
	Organize Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)	Greater Accra	Commenced the construction of phase I of the project	HOMOFEST report produced					-	-	2,100	GTA	DEV/P
	Establish 10 District Tourism offices	Districts	The inability of HOTCATT to train Tourism personnel	No. of District Tourism Offices established					-	25	40	GTA	DEV/P
	Train 43 District Tourism Officers in Resource Development	Districts	Commence Preparation for the organization of HOMOFEST	No. of District Tourism Officers trained					50	40	60	GTA	GHATOF

	Organise familiarization tour for GTA staff	Regions	Commencement the establishment 5 District Tourism Offices	Familiarization Tour Report					186	-	400	MOTAC	PANAFEST FOUNDATION
	Organize Carnival to stimulate the local economy and tourism enterprises	Accra	Commence the training of 20 District Tourism Officers in Resource Development	Report on Carnival produced					87	20	70	GTA	PANAFEST FOUNDATION
	Facilitate the organization of (11) festivals and special events in the regions	Regions	Commence familiarization tour fo the Ministry and its agencies	Festival / special events reports					50	-	-	GTA	MOE/GES
	Organize forty (10) sensitization seminars/durbar for traditional rulers and opinion leaders for the conservation of community base eco-tourism	Countrywide	Commence the organisation of Ghana Carnival in Greater Accra	No. of seminars/ durbars organized					-	60	60	GTA	GHATOF
	Organise familiarization tour to tourist sites for policy and decision-makers, Corporate Ghana and Diplomats	Countrywide	Commence the organization of eight (10) special events	No. of familiarization tours organised					33	35	-	GTA	GHATOF
	Hold quarterly corporate management meetings	Accra	Commence the Organization of eight (8) sensitization seminars/durbar for traditional rulers and opinion leaders for the conservation of community base eco-tourism	No. of meetings held/ reports					37	60	-	GTA	-
	Hold quarterly meetings for the the Board of Directors	Accra	Commence Organise familiarization tours to tourist sites for policy and decision-makers, Corporate Ghana and Diplomats	No. of Board meetings held/ reports					32	-	-	GTA	Media Houses
	Participate in eight(8) international conferences	overseas	Participated in 8 international conferences	No. of conferences participated					-	-	110	GTA	TMA/TDC/ MESTI

	Place 2 adverts in international media and 10 adverts in local media	Overseas/loa ca	1adverts in international/local media						32	30	-	GTA	-
	Rehabilitation of the ring road linking the entire village around Bosomkwe-200km	Ashanti Region	Commence the construction of the Buaben-Fiama Monkey Sanctuary	ring road linking the entire village around Bosomkwe-200km rehabilitated									
	Develop 5 tourist attractions	Countrywide	Commence development of tourist attractions	5 tourist attractions developed.									
TOTAL									3880	910	4030		
									8,820				
Tourism Research and Marketing	Market Ghana through participation in 8 UNWTO/UNESCO International conferences	Overseas	Inefficient website (slow bandwidth	No. of International conferences participated					37	15	-	GTA	-
	Promote Ghana in the International Media	Overseas	Ensure the celebration of world tourism day	No. of adverts placed in international media					62	-	50	GTA	RCCs/ MMDAs
	Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	Accra	1 Memorandum of Understanding (MOU)	Official website upgraded and IT infrastructure improved					32	-	-	HOTCA TT	-
	Organize World Tourism Day Celebration	Accra	Data collection Report	World Tourism Day Celebrated					75	-	-	MOTAC	-
	Attend 5 Joint Commission For Cooperation Meetings	Overseas	Participate in 2 international fairs and exhibitions	Joint Commission for cooperation meetings attended					-	60	-	GTA	-
	Conduct research and collate data for tourism statistics (Tourism Satellite Account)	Regions	Participate in 2 international fairs and exhibitions	Data collated for tourism statistics					153	15	-	HOTCA TT	-

	Market Ghana through participation in 10 International and 5 Local Fairs & Exhibitions	Overseas	Participated in eight(8) international fairs	No. of International fairs and exhibitions participated					12	-	-	HOTCA TT	-
		Local	Participated in five(5) local fairs	No. of Local fairs and exhibitions participated					153	-	-	HOTCA TT	MOTCCA
	Produce tourism promotional materials(brochures, maps CDs fliers)	Accra	Lack of tourism promotional materials (brochures, maps CDs fliers	No. of adverts placed in International media					62	-	-	MOTAC	-
	Organize PANAFEST	Countrywide	Lack of tourism directories	PANAFEST report produced					75	-	-	MOTAC	MOTAC Agencies
	Organize Emancipation Day	Countrywide	Sensitization programmes particularly community levels.	Emancipation Day report produced					99	-	-	MOTAC	MOTAC Agencies
	Facilitate the establishment of 15 Tourist Clubs to promote domestic tourism	Countrywide	No tourist clubs to promote domestic tourism	No. of tourist clubs established and made operational					-	-	600	MOTAC	COTVET, Local Gov't Service & GHATOF
	Produce 5,000 copies of tourism directory	Accra	Lack of awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	No. of copies Tourism directory produced					99	-	400	MOTAC	MLGRD, MCTA, MMDAs, RCC, Regional House of Chiefs Greater Accra, Private Sector
	Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Countrywide	Commence monitoring to the regions	No. of sensitization programmes organized					81	110	-	GTA	-
	Collect and analyze tourism data	Countrywide	Collected data and analysed	Data Collected					75	-	-	GTA	

	Organize 50 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Countrywide	Commence the sensitisation program with all the media houses	No. of awareness creation programmes organized					-	50	-	GTA	
	Organize Meridian Festival to signify Ghana's position as the centre of world.	Tema	Commence the organization of one familiarization tours/ press trips for International Media	Meridian Festival Report					99	-	-	GTA	
	Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Countrywide	Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	Quarterly M/E Report					57	-	-	GTA	-
	Participate in Program Based Budget preparation	Accra	Participate in Program Based Budget preparation	Budget Document Produced					211	-	-	GTA	
	Erect 5 signages in regional capitals to promote tourists sites	Regional Capitals	Commence the establishment of 10 District tourism development committees	No of signages erected					19	30	-	GTA	MMDAs
	Promote Domestic Tourism through Schools in 4 Regions	Regions	Low awareness of domestic tourism in schools	No. of Regions					81	-	-	MOTAC	MOTAC Agencies
	Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Countrywide	Processes of organizing Quarterly Meetings with Key stakeholders	No. of sensitization programmes organized					-	55	-	MOTAC	MOTAC
	Organise 2 familiarization tours/ press trips for International Media	Countrywide	Participate in 2 international fairs and exhibitions	No. of familiarization tours organised					50	-	45	MOTAC	

	Organise familiarization tour to tourist sites for policy and decision-makers, Corporate Ghana and Diplomats	Countrywide	Familiarization tours organised for Diplomats	No. of familiarization tours organised					44	-	25	MOTAC	MOTAC AGENCIES, GHATOF & CULTURE FORUM
TOTAL									1694	365	1240	MOTAC	
									3,299			MOTAC	
Tourism Quality Assurance	Organize training for 300 school leavers for the Hospitality Industry	Country Wide	Trained for 300 school leavers for the Hospitality Industry	No. of School Leavers trained					70	-	250	MOTAC	MOTAC AGENCIES, Private Sector
	Provision of General Administrative services (HOTCATT)	Accra	Provision of General Administrative services (HOTCATT)	General Administrative services provided					57	-	-	MOTAC	-
	Organise quarterly meetings among key stakeholders	Accra	quarterly meetings among key stakeholders organised	Quarterly reports of meetings					36	45	-	GTA	
	Participate in 2 international fairs and exhibitions	International	Participated in international fairs and exhibitions	No. of International fairs participated					308			GTA	
TOTAL									471	45	250		
									766				
Programmes and Sub Programmes	Activities (Operations)	Location	Baseline	Output Indicators	2021 Quarterly Time Schedule				Indicative Budget in GH¢			Implementing Agencies	
					1 st	2 nd	3 rd	4 th				MOTCC A	GAC
Culture, Creative Arts and Heritage Management	Provide administrative support for established collection societies	Country iwde	Provide administrative support for established collection societies	Administrative support services provided					45		15		
Creative Arts Management	Collaborate with the copyright office to establish an operational anti-piracy task force	Accra	No Operational anti-piracy task force place	An operational task force constituted					87				
	Organise quarterly meetings among key stakeholders	Accra	Quarterly meetings among key stakeholders organised	Quarterly reports of meetings					60				

	Participate in 2 international fairs and exhibitions	Overseas	Participated in 2 international fairs and exhibitions	No. of International fairs participated					680				
Programme 5- Sub Programme 5:1 – Cultural Development	3 consultative Meetings of experts for Review of the existing cultural policy framework	Accra, Kumasi Tamale	2004 Cultural Policy Document	Proposal/ specific amendments for review of the existing cultural policy framework					286			-	MOTAC
Programme 5- Sub Programme 5:2 – Promotion of Arts and Culture	Orchestral Music for Development to accelerate poverty reduction	All Regions	Orchestral Music for Development staged in 2016 = 47	Total count of Orchestral Music for Development					39	-	-	MOTAC	-
	Theatre for Development	All Regions	Theatre for Development staged in 2016 = 47	Total count of Theatre for Development					89	-	-	MOTAC	Copyright Office, Culture Forum
	Traditional Dances to accelerate poverty	All Regions	Traditional Dances for Development staged in 2016 = 47	Total count of Traditional Dances to accelerate poverty					55	-	-	MOTAC	MOTI, MFARI
	Capacity of the youth built in Dance, Drama and Music for sustainable livelihood and employment	All Regions	Capacity of the youth built in in Dance, Drama and Music in 2016	Total count of Capacity of the youth built in the Performing Arts Disciplines					638	-	-	MOTAC	-
	National Theatre Infrastructure improved	Accra	Apparent structural defects which require immediate action	Works Certificate for completion					35,000,000.00	20,000,000.00	-	NTG	-
Programme 5- Sub Programme 5:1 – Cultural Development	SHS Drama Festivals organised	All Regions and Accra	10 Regional SHS Drama Festivals and 1 National SHS Drama Festivals organised in 2014	Total count of Regional SHS and National Drama Festivals					260,000.00	-	-	NCC	CNCs, GES, MOE
	Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	All regions	2 Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	Total count of Cultural Exchange Programmes					210,000.00	-	-	NCC	CNCs
	Capacity Building/Training Programmes to	All regions	Capacity Building/Training	Total count of Capacity					100,000.00	500,000.00	-	CNCs	-

	harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth		Programmes to harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth organised in 2016	Building/Training Programmes									
	Prepare Culture database for a comprehensive record of all national cultural assets	Accra	Ghana Culture Development Indicator Suite established for 891 Culture/Creative Industries	Ghana Culture Development Indicator Suite					1,400,000.00	-	-	NCC	CNCs
	Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organised	Accra, Kumasi, Cape Coast, Sekondi	Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organised in 4 regions in 2016	Total count of Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts					120,000.00	200,000.00	-	CNCs	-
	Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized	All Regions	Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized in 2016	Total count of Bi-Weekly Performing Arts Programmes					510,000.00	5,000,000.00	-	CNCs	-
	NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries	Accra	1,500 copies of NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries in 2014	Copies of NCC Newsletter/Magazine produced					81,000.00	-	-	NCC	CNCs
	Cultural infrastructure at Koforidua developed for NAFAC 2018	Koforidua	Outstanding works – Windows, electrical fittings, stage etc. as at 2017	Infrastructure at Koforidua CNC developed					2,400,000.00	-	-	NCC	CNC/ER
Programme 5- Sub Programme 5:3 – Research and preservation of Culture	Cultural heritage materials collected, preserved and documented	Accra, Cape Coast, Elmina, Bolga, Wa, Kumasi	Cultural heritage materials collected, preserved and documented in 2017	Total count of Cultural heritage materials collected, preserved and documented					27,000.00	50,000.00	-	GMMB	-

	Exhibitions on material cultural heritage organised	All Regions	Exhibitions on material cultural heritage organised in 2017	Total count of Exhibitions on material cultural heritage					56,000.00	1,050,000.00	-	GMMB	-
	Outreach education programmes on material cultural heritage organised	All Regions	Outreach education programmes on material cultural heritage organised in 2016	Total count of Outreach education programmes on material cultural heritage					57,000.00	300,000.00	-	GMMB	-
	1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in local language	Accra	1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in local language in 2014	Total count of Ghanaian Language Books produced and sold					290,000.00	-	-	BGL	-
	Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism	Accra	Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism in 2016	Report of Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized					26,000.00	420,000.00	-	DuBois KNMP	MOTAC
	Awareness Creation Seminars on Key Stakeholders commitments on the Use of Folklore organized	Accra	Awareness Creation Seminars on Key Stakeholders commitments on the Use of Folklore organized in 2014	Total number of Awareness Creation Seminars					27,000.00	50,000.00	-	NFB	Copyright Office
Programme 5- Sub Programme 5:1 – Cultural Development	3 Meetings with Curriculum Development and Enrichment Division of GES to incorporate Cultural heritage education in school syllabus	Accra	Culture in Education Document prepared through Consultative Conference of Experts	No. of Meetings with Curriculum Development and Enrichment Division of GES					240,000.00	-	-	NCC	MOTAC, GES/MOE
Programme 5- Sub Programme 5:1 – Cultural Development/ Sub Programme 5:3 – Research and	Establish 10 Regional CNC Art and Craft Shops/ Sheds 4 Gift/ Souvenir Shops through PPP	All Regions	10 Regional CNC Art and Craft Shops/Sheds	Total Count of PPP Craft Shops/Sheds/ Gift/Souvenir Shops					4,200,000.00	10,000,000.00	-	NCC	PPP, CNCs GMMB DUBOIS KNMP

preservation of Culture													
Programme 5- Sub Programme 5:1 – Cultural Development	Organise 3 PPP Forums to canvas for investments for the culture sector	All Regions	Request for a copy PPP Document/ Guidelines from Minister of State in Charge of PPP	PPP Policy Document to support culture					250,000.00	-	-	NCC	MOTAC
Programme 5- Sub Programme 5:1 – Cultural Development	2 Meetings to discuss the Establishment Proposal for Ghana Culture Fund that will provide innovative solutions to ensure adequate funding of tourism, culture and creative arts sub-sector	Accra and Kumasi	Draft Establishment Proposal for the establishment of a Ghana Culture Fund developed	Total count of meetings for the Establishment Proposal for the establishment of a Ghana Culture Fund					200,000.00	-	-	NCC	MOTAC
Programme 5- Sub Programme 5:1 – Cultural Development	MMDAs in 3 Northern Regions to Facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	3 Northern Regions Wa, Tamale and Bolgatanga	Gender activists, CHRAJ and MMDAs in the 3 northern regions enacted byelaws to stop FGM	Total count of MMDAs/ Traditional Authorities who establish bye-laws to prevent negative cultural practices					350,000.00	-	-	NCC	CNCs MMDAs/ Traditional Authorities
Programme 5- Sub Programme 5:1 – Cultural Development	3 FGM awareness campaigns and 1 on Trokosi	Wa, Bolga, Tamale and Klikor	10 Peaceful Election Campaigns, 3 FGM awareness campaigns in the 3 northern regions and 1 on Trokosi held in Volta Region	Total number of awareness campaigns held to eradicate negative cultural practices					1,400,000.00	-	-	NCC	CNCs
Programme 5- Sub Programme 5:1 – Cultural Development	Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2018	All Regions	Ten (10) Regional Festivals of Arts and Culture and NAFAC 2016 organised	Number of sensitization and advocacy workshops held with relevant stakeholders					1,400,000.00	-	-	NCC	CNCs
Programme 5- Sub Programme 5:1 – Cultural Development	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organised	All Regions	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organised	Total count of Review Legislation indicating roles and responsibilities and coordinating mechanisms of culture and					1,000,000.00	-	-	NCC	MOTAC, CNCs Interim Creative Arts Council, GTA, Culture Forum

				creative arts sectors developed									
Programme 5- Sub Programme 5:1 – Cultural Development	Projected 10,000 Jobs to be Created through cultural/ creative arts industries	All Regions	No. of Jobs Created by 891 cultural/ creative arts industries only = 18,074 (10% ^)	Number of Jobs Created by the Industry					1,300,000.00	-	-	NCC	MOTAC, CNCs
Programme 5- Sub Programme 5:1 – Cultural Development	Establish Collection societies for the 2 domains of the Creative Arts Industry as classified by UNCTAD	Accra	GHAMRO and other Collection societies strengthened to provide Support system for creators and owners of cultural knowledge, technologies and products	Total count of Collection societies					1,300,000.00	-	-	MOTAC , NCC	Interim Creative Arts Council, GTA, Culture Forum
Programme 5- Sub Programme 5:1 – Cultural Development	Facilitate the enforcement of the Film and Copyright Laws of Ghana through 3 workshops and seminars	Accra, Kumasi and Tamale	Passage of the Film Bill	Total count of workshops and seminars /Legislation enacted to safeguarding the intellectual property and creative heritage of Ghana					370,000.00	-	-	NCC	MOTAC, CNCs, Interim Creative Arts Council, GTA, Culture Forum
TOTALS									54,374,000.00	49,570,000.00	15,000.00		
SUB-TOTAL ESTIMATES FOR 2021									103,944,000				
TOTAL ESTIMATES FOR 2021									62,587,752.00	49,570,000.00	6030		
GRAND TOTAL									112,163,782.00				

CHAPTER 6

6.0 Introduction

6.1 Monitoring & Evaluation of the SMTDP 2018-2021

The Ministry of Tourism, Arts and Culture consider 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 policymaking, 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 II and NMTDF.

Monitoring the implementation of the Tourism, Arts and Culture Sector Medium Term Development Plan (TACSMTDP) 2018 to 2021 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 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 TACSMTDP.

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

- 1) Assess whether the Ministry is meeting its policies and development targets of the TACSMTDP
- 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 the 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 the 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, Arts and Culture 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.

Table 22: M&E Activities

Activities	Time Frame	Actors
	2018-2021	
Provision of General Administration service	Annually	MOTAC (PPME, Procurement)

Purchase of 20 Vehicles	5 vehicles annually	MOTAC
Purchase of Plant and Equipment	First 3-6 months annually	MOTAC (PPME)
Rehabilitate office building	By first 4months in 2018	MOTAC
Payment of subscriptions (UNWTO & ATA)	The second month annually	MOTAC/PPP, Projects, RSI
Participate in 4 budget workshops preparation (MTEF/GIFMIS programs)	All budget meetings annually	
Commence construction of the second phase of the marine drive project	January-February per annum	MOTAC (PPME, Projects
Undertake feasibility study for Aburi Botanical Gardens	January-July	MOTAC, GTA
Rehabilitate HOTCATT office in Accra and construct settle campus	January-April	MOTAC
Develop Roads to Tourist sites 3km Kakum Road, Wichau,	January- October Annually	MOTAC
Develop Tourist Sites	January-December Annually	MOTAC
Compleat Receptive Facilities	January-December Annually	MOTAC
Undertake 50 investment feasibility studies to promote SMEs through PPP	12 Feasibility reports	MOTAC (RSI)
Market Ghana through participation in 32 UNWTO/UNESCO International conferences	8 conferences annually	MOTAC (PPME, RSI. GTA)
Promote Ghana in the International Media	Annually	MOTAC
Improve official tourism website (www.motcca.gov.gh)and IT Infrastructure	January-December annually	MOTAC
Organise World Tourism Day Celebration	April-July every year	MOTAC (GHATOF)
Attend 20 Joint Commission For Cooperation Meetings	5 meetings annually	MOTAC
Conduct research and collate data for tourism statistics (Tourism Satellite Account)	Annually	MOTAC
Market Ghana through participation in 40 International and 20 Local Fairs &	January- December annually	MOTAC

Exhibitions		
Place adverts in international media and adverts in local media	Annually	MOTAC
		MOTAC (Internal Audit Unit
Produce tourism promotional materials(brochures, maps CDs fliers)	Annually	MOTAC
Organise PANAFEST	Bi-Annually	MOTAC (PPME, RSI, PROJECTS)
Organise Emancipation Day	April-August Annually	MOTAC (PPME, RSI, PROJECTS)
Facilitate the establishment of 60 Tourist Clubs to promote domestic tourism	Annually	MOTAC (PPME, RSI, HR)
Produce 20,000 copies of tourism directory	Annually	MOTAC
Organize 8 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Organize 2 programmes annually	MOTAC
Collect and analyze tourism data	Annually	MOTAC/GTA/FEADER/ROADS&HIGWAY S
Organize 200 awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	50 programmes annually from January-December	MOTAC/GTA/FEADER/ROADS&HIGWAY S
Organize Meridian Festival to signify Ghana's position as the centre of world.	Annually	MOTAC
Quarterly monitoring to the regions by Finance Audit & Revenue Dept.	4monitory sessions form Jan-Dec annually	MOTAC
Participate in Program Based Budget preparation	June-October Annually	MOTAC/GTA
Erect 20 signages in regional capitals to promote tourists sites	5 Annually	MOTAC/AGENCIES
Establish tourism library at Head Office	The first year 2018	MOTAC/GTA
Construct Monuments to locate the Greenwich Meridian	January-December 2018	MOTAC

Train 200 staff in administrative, ICT, tourism and tourism-related skills	Annually	MOTAC
Organize End of Year Programme	Annually	MOTAC
Refurbishment of Head Office Building	Annually June-August	MOTAC
Purchase of Plant and Equipment (HOTCATT)	Fist month of Every Year	MOTAC
Complete construction of training facilities	2018-2019	MOTAC
Organize training for 1200 school leavers for the Hospitality Industry	Annually	MOTAC
Develop and print 4000 new registration forms	Annually	MOTAC
Provision of General Administrative services (HOTCATT)	Annually	MOTAC
Organize quarterly Ministerial Advisory Board Meetings	4 meetings in the year	MOTAC/GTA
Organize eight(8) Public-Private Partnership forums	2 PPP Fora of every year	MOTAC/GTA
Organize two(2) wellness facilities investment promotion forums for key stakeholders	Bi-Annually	MOTAC/GTA
Develop profiles on wellness centres		MOTAC

Undertake quarterly Monitoring & Evaluation	4 M&E Annually	MOTAC
Organise mid-year performance review for the sector	One July-August Annually	MOTAC
Build Capacity and entrepreneurial skills of 2000 unemployed youth & women at Tourist sites.	Annually	MOTAC
Organise Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)	May-August Annually	MOTAC
Establish 50 District Tourism offices	10 Offices Annually	MOTAC
Establish 50 District tourism development committees	Annually	MOTAC
Train 150 District Tourism Officers in Resource Development	Annually	MOTAC
Organize Carnival to stimulate the local economy and tourism enterprises	Annually	MOTAC
Organise familiarization tours	Annually	MOTAC/GTA
Train 250 staff in industry-related disciplines	Annually	MOTAC
Facilitate the organization of forty-four (44) festivals and special events in the regions	12 festivals and events annually	MOTAC

Organize forty (40) sensitization seminars/durbar for traditional rulers and opinion leaders for the conservation of community base eco-tourism	10 seminars Annually	MOTAC
Promote Domestic Tourism through Schools in 10 Regions	Annually	MOTAC
Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Annually	MOTAC
Organise 8 familiarization tours/ press trips for International Media	2 familiarization tours annually	MOTAC
Organise 4 familiarization tours to tourist sites for policy and decision-makers, Corporate Ghana and Diplomats	1 farm tour annually	MOTAC
Monitor implementation of the National Tourism Development Plan (2013- 2017)	Annually	MOTAC
Organise the celebration of National Festival of Arts and Culture	Bi-Annually	MOTAC
Prepare and submit the Travel Trade Enterprise regulations for approval of Parliament	Jan-Dec 2018	MOTAC
Prepare and submit the Accommodation and Catering Enterprises regulations for the approval of Parliament	Jan-Dec 2018	MOTAC
Hold quarterly corporate management meetings	Jan-Dec Annually	MOTAC
Hold quarterly meetings for the Board of Directors	4 meetings Annually	MOTAC
Conduct inspections and license 20,000 tourism enterprises in eleven-(11) regional offices	Inspect and License 5000 enterprises	MOTAC
Operationalise Task Force to enforce service standards and Revenue generation	Jan.-March annually	MOTAC

Operationalise the Tourism Levy collection - Print 84,000 Invoices and Returns	Print 21000 invoices annually	MOTAC
Develop standards for new Tourism enterprises (conference centres, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions	Jan.-Dec 2018	MOTAC
Organise stakeholder consultative meeting to finalize the draft legal framework	Jan-April 2018	MOTAC
Engage a consultant to collate data on domains of the creative arts industry	Jan-March 2018	MOTAC
Review the existing Tourism Law (Act 817) to capture the contributions of the creative arts	Jan-May 2018	MOTAC
Develop the Establishment Proposal for the Culture Trust Fund	Jan-May 2018	MOTAC
Establish a National Commission on Films	Jan-May 2018	MOTAC
Collaborate with the copyright office to establish an operational anti-piracy task force	Jan-Dec 2018	MOTAC
Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc)	Jan-Dec annually	MOTAC
Participate in international fairs and exhibitions	Jan-Dec annually	MOTAC
Establish a Creative Arts desk at the Ministry	Jan-February 2018	MOTAC
The Feasibility study for the establishment of a multi-purpose enclave for the creative industries	Jan-Dec 2018	MOTAC
Establish a Creative Arts desk at NCC	Jan-February 2018	MOTAC

Transparent and Accountable Governance		
Collate reports of 3 consultative Meetings of experts for Review of the existing cultural policy framework	2 weeks after Meetings	NCC
Collate reports of Orchestral Music for Development to accelerate poverty reduction	2 weeks after Orchestral Music	NSO
Collate reports of Theatre for Development	2 weeks after Theatre for Development	NTP
Collate reports of Traditional Dances to accelerate poverty	2 weeks after Traditional Dances	NDC
Collate reports of Capacity of the youth built-in Dance, Drama and Music for sustainable livelihood and employment	2 weeks after Capacity of the youth building	NTG
Collate reports of National Theatre Infrastructure improved	2 weeks after Infrastructure improved	NTG
Collate reports of SHS Drama Festivals organised	2 weeks after SHS Drama Festivals	NCC
Collate reports of Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	2 weeks after Cultural Exchange Programmes	NCC
Collate reports of Capacity Building/Training Programmes to harness the potentials of the Culture/ Creative Industry for Key Stakeholders and the Youth	2 weeks after Capacity Building/Training Programmes	CNCs
Collate reports of Culture database for a comprehensive record of all national cultural assets	2 weeks after completion of Culture database	NCC
Collate reports of Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organised	2 weeks after Visual Arts Exhibitions	CNCs

Collate reports of Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized	2 weeks after Bi-Weekly Performing Arts Programmes	CNCs
Collate reports of NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries	2 weeks after NCC Newsletter/Magazine produced	NCC
Collate reports of Cultural infrastructure at Koforidua developed for NAFAC 2018	2 weeks after NAFAC 2018	NCC
Collate reports of Cultural heritage materials collected, preserved and documented	2 weeks after Cultural heritage materials collected	GMMB
Collate reports of Exhibitions on material cultural heritage organised	2 weeks after Exhibitions	GMMB
Collate reports of Outreach education programmes on material cultural heritage organised	2 weeks after Outreach education programmes	GMMB
Collate reports of 1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in local language	2 weeks after 11 Ghanaian Language Books produced and sold	BGL
Collate reports of Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism	2 weeks after Memorial Lectures	DuBois KNMP
Collate reports of Awareness Creation Seminars on Key Stakeholders commitments on the Use of Folklore organized	2 weeks after Awareness Creation Seminars	NFB
Collate reports of 3 Meetings with Curriculum Development and Enrichment Division of GES to incorporate Cultural heritage education in school syllabus	2 weeks after 3 Meetings	NCC
Collate reports of 10 Regional CNC Art and Craft Shops/Sheds 4 Gift/Souvenir Shops through PPP	2 weeks after completion	NCC

Collate reports of 3 PPP Forums to canvas for investments for the culture sector	2 weeks after PPP Forums	NCC
Collate reports of 2 Meetings to discuss the Establishment Proposal for Ghana Culture Fund that will provide innovative solutions to ensure adequate funding of tourism, culture and creative arts sub-sector	2 weeks after Meetings	NCC
Collate reports of MMDAs in 3 Northern Regions to Facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	2 weeks after enforcement of MMDAs byelaws	NCC
Collate reports of 3 FGM awareness campaigns and 1 on Trokosi	2 weeks after FGM awareness campaigns	NCC
Collate reports of Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2018	2 weeks after NAFAC 2018	NCC
Collate reports of 3 consultative Meetings of experts for Review of the existing cultural policy framework	2 weeks after Meetings	NCC
Collate reports of Orchestral Music for Development to accelerate poverty reduction	2 weeks after Orchestral Music	NSO
Collate reports of Theatre for Development	2 weeks after Theatre for Development	NTP
Collate reports of Traditional Dances to accelerate poverty	2 weeks after Traditional Dances	NDC
Collate reports of Capacity of the youth built-in Dance, Drama and Music for sustainable livelihood and employment	2 weeks after Capacity of the youth building	NTG
Collate reports of National Theatre Infrastructure improved	2 weeks after Infrastructure improved	NTG
Collate reports of SHS Drama Festivals organized	2 weeks after SHS Drama Festivals	NCC

Collate reports of Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	2 weeks after Cultural Exchange Programmes	NCC
Collate reports of Capacity Building/Training Programmes to harness the potential of the Culture/Creative Industry for Key Stakeholders and the Youth	2 weeks after Capacity Building/Training Programmes	CNCs
Collate reports of Culture database for a comprehensive record of all national cultural assets	2 weeks after completion of Culture database	NCC
Collate reports of Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars and fine Arts organized	2 weeks after Visual Arts Exhibitions	CNCs
Collate reports of Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized	2 weeks after Bi-Weekly Performing Arts Programmes	CNCs
Collate reports of NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries	2 weeks after NCC Newsletter/Magazine produced	NCC
Collate reports of Cultural infrastructure at Koforidua developed for NAFAC 2018	2 weeks after NAFAC 2018	NCC
Collate reports of Cultural heritage materials collected, preserved and documented	2 weeks after Cultural heritage materials collected	GMMB
Collate reports of Exhibitions on material cultural heritage organized	2 weeks after Exhibitions	GMMB
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Collate reports of 10 Regional CNC Art and Craft Shops/Sheds 4 Gift/Souvenir Shops through PPP	2 weeks after completion	NCC
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Collate reports of 2 Meetings to discuss the Establishment Proposal for Ghana Culture Fund that will provide innovative solutions to ensure adequate funding of tourism, culture and creative arts sub-sector	2 weeks after Meetings	NCC
Collate reports of MMDAs in 3 Northern Regions to Facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	2 weeks after enforcement of MMDAs byelaws	NCC
Collate reports of 3 FGM awareness campaigns and 1 on Trokosi	2 weeks after FGM awareness campaigns	NCC
Collate reports of Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2018	2 weeks after NAFAC 2018	NCC
MTDP Evaluations		
Mid-term Evaluation of Projects	Start 15th March 2018	PPMED
Terminal Evaluation of Projects	22 nd November 2018	PPMED
Impact Evaluations / studies of Specific Tourism Programmes / Events		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 <ul style="list-style-type: none"> ○ ITB (Berlin) ○ WTM(London) 	March, Annually November, Annually	GTA, NCC,GTDC,GHATOF
• Visitor Receptive Centers	July, annually	PPMED
Participatory M&E Workshop		
Prepare for PM&E with stakeholders (team building, , choice of methodology, etc	15 th December, 2019	PPMED
Design and review data collection instruments	January, 2019	PPMED/ RSI/ GTA/NCC
Train Personnel for fieldwork	January, 2019	PPMED
Conduct pre testing	January 2019	PPMED
Conduct PM & E	February,2019	PPMED
Collect, Colate and Analyse Data	From March 2019 annually	PPMED
Stakeholders Workshop to Review Report	May ,2019	PPMED
Print Final PM & E Report	July 2019	PPMED
Build M& E Capacity		
Compile M&E capacity and needs assessment for PPMED	May,2019	HR Division
Design a modular M&E skills training programme	July 2019	HR Division

Conduct M&E skills training for core staff	August,2019	PPMED/ HR Division
Procurement of Equipment, Office Supplies and Vehicle		
Procure Equipment, Office Supplies and Vehicle for PPMED	By June 2015	Chief Director/ F&A
M& E Plan Review		
Organise Stakeholders Workshop to review M& E Plan	August 2017	PPMED,

Implementation, Monitoring and Evaluation

Table 23: Monitoring Matrix/Results Framework

Ojective 1: Diversify and expand the tourism Industry										
Indicators	Indicator Definition	Indicator type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
General Administration service	Procurment of vehicles, generator plant, equipment, stationaryand	Output	Obsolute equipment, no generators, stationary and	Rehabilate office space, purchae 2- 4x4, 1 coaster- bus & 2 pick-ups and office	, purchae 2- 4x4, 1 coaster- bus & 2 pick-ups	Purchae 2- 4x4, 1 coaster- bus & 2 pick-ups and office equipment and stationary	, purchae 2- 4x4, 1 coaster- bus & 2 pick-ups and office	Quarterly	2	MOTAC (PPME, Procument)

	Refurbishment of office building		vehicle, inadequate and uncondusive office space	equipment and stationary	and office equipment and stationary		equipment and stationary			
The State of UNWTO & ATA subscriptions	Payment of subscriptions (UNWTO & ATA)	Output	Indebtedness of Ghana'S membership to UNWTO&ATA	Payment of 2 years' areas subscription to UNWTO&ATA	Payment Annual Scriptions	Payment Annual Scriptions	Payment Annual Scription	Twice	1	MOTAC
Budget workshops preparation (MTEF/GIFMIS programs)	Participate in budget workshops preparation (MTEF/GIFMIS programs)	Output	Budget estimate report	Budget estimate report	Budget estimate report	Budget estimate report	Budget estimate report	Quarterly	4	MOTAC (PPME)
The status of first and second phase of the Marine drive project	Undertake the construction of the first and second phase	Output	Finalize Marine Drive Tourism Investment Master Plan Organize 4 Stakeholder Engagements Sign MOUs with Osu and Gbese Traditional Councils Establish Project Management Unit 5)Commission Project 6)Finalize appointment of 2nd Anchor Developer	Prepare investment guidelines Undertake Investment Roadshow Organize Stakeholder Engagement with Investors Commence construction of Palaces for Osu and Gbese Appointment of Recruitment and Training Agency 50% of infrastructure completed 60% construction of Office complex completed 50% Dredging of Osu Klotey Lagoon completed 30% construction of Fish Wharf completed	Investors move to site to commence construction Recruit and train 80% of local residents Review and approve ten (10) investment proposals 100% of Infrastructure constructed 20% of superstructures constructed 90% of Office Complex constructed 100% Osu Klotey Lagoon dredged 60% of Fish Wharf constructed	50% of superstructures constructed Disburse Royalties to Osu and Gbese Traditional Councils 100% of Office Complex completed and made functional 100% construction of Fish Wharf	Commisiion the Marine Drive Project	Quarterly	4	MOTAC

Level of feasibility study for Aburi Botanical Gardens	Commence feasibility studies at Aburi Botanica Garden	Output	Poor management and maintenance of Aburi Botanical Garden	PPP arrangement to restore the park	PPP arrangement to restore the park	PPP arrangement to restore the park	PPP arrangement to restore the park	Quarterly	4	MOTAC/PPP, Projects, RSI
Level of feasibility study for Hotcatt	Commence HOTCATT feasibility	Output	Inability of HOTCATT to train Tourism personnel	PPP arrangement to restore the HOTCATT	PPP arrangement to restore the HOTCATT	HOTCATT commences training NO. of personnel trained	HOTCATT commences training No. of personnel trained	Quarterly	4	
State of Receptive Facilities	Complete Receptive Facilities	Output	5 receptive facilities under construction	Complete 2 receptive facilities	Complete 1 receptive facilities	Complete 1 receptive facilities	Complete 1 receptive facilities	Quarterly	4	
Tourism profiles for investment	Development of Tourism investment profiles	Output	Contract consultant to develop tourism profile	10 profiles Produced	10 profiles Produced	15 profiles Produced	15 profiles Produced	Quarterly	4	MOTAC (PPME, Projects
Market Ghana	International conferences/Meetings	Output	Participate in 8 international conferences	Participate in 8 international conferences	Participate in 8 international conferences	Participate in 8 international conferences	Participate in 8 international conferences	Quarterly	12	MOTAC, GTA
Promote Ghana in the International/Local Media	Adverts placed in international/local media	Output	2adverts in international/local media	2adverts in international/local media	2adverts in international/local media	2adverts in international/local media	2adverts in international/local media	Quarterly	12	MOTAC
Market Ghana in	International and local fairs and exhibitions	Output	10international and 5 local fairs and exhibitions	10international and 5 local fairs and exhibitions	10international and 5 local fairs and exhibitions	10international and 5 local fairs and exhibitions	10international and 5 local fairs and exhibitions	Quarterly	12	MOTAC,GTA,N CC
upgrade official website and IT infrastructure	Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	Output	Inefficient website (slow bandwidth)	No. of interactions on the website	No. of interactions on the website	No. of interactions on the website	No. of interactions on the website	Quarterly	12	MOTAC
Celebration of World Tourism Day	Showcase the socio-economic importance of the tourism industry	Outcome	Ensure the celebration of world tourism day	Ensure the celebration of world tourism day	Ensure the celebration of world tourism day	Ensure the celebration of world tourism day	Ensure the celebration of world tourism day	Annual	1	MOTAC
Joint Commission for cooperation meetings	Bilateral Relations in the area of tourism development	Outcome	1 Memorandum of Understanding (MOU)	5 Memorandum of Understanding (MOU)	5 Memorandum of Understanding (MOU)	5 Memorandum of Understanding (MOU)	5 Memorandum of Understanding (MOU)	Once	1	MOTAC
The Status of Data collection for tourism Arts and Culture statistics	Conduct research and collate data for tourism statistics	Output	Data collection Report	Data collection Report	Data collection Report	Data collection Report	Data collection Report	Quarterly	4	MOTAC (RSI)

	(Tourism Satellite Account)									
Tourism promotional materials	Produce tourism promotional materials (brochures, maps CDs fliers)	Output	Lack of tourism promotional materials (brochures, maps CDs fliers)	5000 tourism promotional materials (brochures, maps CDs fliers)	5000 tourism promotional materials (brochures, maps CDs fliers)	5000 tourism promotional materials (brochures, maps CDs fliers)	5000 tourism promotional materials (brochures, maps CDs fliers)	Annually	1	MOTAC (PPME, RSI, GTA)
Celebration of PANAFEST	OrganisePANAFEST	Output	Launched PANAFEST	OrganisePANAFEST	OrganisePANAFEST	OrganisePANAFEST	OrganisePANAFEST	B-Annually	1	MOTAC
Celebration of Emancipation Day	Organise Emancipation Day	Output	Launch Emancipation Day	Organise Emancipation Day	Organise Emancipation Day	Organise Emancipation Day	Organise Emancipation Day	B-Annually	1	MOTAC
State of tourist clubs established and made operational	Tourist Clubs to promote domestic tourism	Output	Tertiary 250 tourist clubs launched	50 Tertiary tourist clubs	50 Tertiary tourist clubs	50 Tertiary tourist clubs	50 Tertiary tourist clubs			MOTAC (GHATOF)
No. ProductionTourism directory	Production of tourism directory	Output	Lack of Tourism Directory	5000 tourism directory	5000 tourism directory	5000 tourism directory	5000 tourism directory	Quarterly	12	MOTAC
No. of sensitization programmes	Organize sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Outcome	No sensitization programmes particularly community levels.	Organize 2 sensitization Programmes for Tourism Consumer, Operators, Trade Practitioners and Media	Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Organize 2 sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	Quarterly	12	MOTAC
No. of awareness creation programmes	Organize awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Outcome	Lack of awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV program	Organize 10 TOT awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Organize 10 TOT awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Organize 10 TOT awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Organize 10 TOT awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	Quarterly	4	MOTAC

State of Ghana's position as the center of world	MarketingGhana the center of the world.	Outcome	Organising meetings with key stakeholders	Construction of an iconic structure closer to the point	Construction of monument along Ghana the centre of the world line	Organize festivals to signify Ghana's position in the world	Organize festivals to signify Ghana's position in the world	Quarterly	4	MOTAC
Prepare quarterly M&E Report	Undertake Quarterly monitoring to the GTA regional by Finance Audit & Revenue Dept.	output	Commence Quarterly monitoring to the GTA regional by Finance Audit & Revenue Dept.	Undertake Quarterly monitoring to the GTA regional by Finance Audit & Revenue Dept.	Undertake Quarterly monitoring to the GTA regional by Finance Audit & Revenue Dept	Undertake Quarterly monitoring to the GTA regional by Finance Audit & Revenue Dept	Undertake Quarterly monitoring to the GTA regional by Finance Audit & Revenue Dept	Quarterly	4	MOTAC (Internal Audit Unit)
State of Budget Document	Participate in Program Based Budget preparation	Output	Participate in Program Based Budget preparation	Participate in Program Based Budget preparation	Participate in Program Based Budget preparation	Participate in Program Based Budget preparation	Participate in Program Based Budget preparation	Annually	1	MOTAC
No of signages erected	Erect signages in regional/District capitals to promote tourist's sites	Output	Erect signages in regional/District capitals to promote tourist's sites	Erect 10 signages in regional capitals to promote tourist's sites	Erect 20 signages in regional/District capitals to promote tourist's sites	Erect 30 signages in regional/District capitals to promote tourist's sites	Erect 40 signages in regional/District capitals to promote tourist's sites	Quarterly	4	MOTAC (PPME, RSI, PROJECTS)
No. of Tourism Libraries established	Establishment of tourism library at Head Office	Output	No tourism library at Head Office	Establishment of tourism library at Head Office	Establishment of 10 tourism libraries at regional capitals	Establishment of 10 tourism libraries at the Metropolitan Assemblies	Establishment of 20 tourism Municipal Assemblies	Quarterly	4	MOTAC (PPME, RSI, PROJECTS)
No. of MOTAC Staff Trained	Train staff in administration, ICT, and tourism-related skills	Output	Inadequate Capacity Building of Staff	Train 50 staff in administration, ICT, and tourism-related skills	Train 50 staff in administration, ICT, and tourism-related skills	Train 50 staff in administration, ICT, and tourism-related skills	Train 50 staff in administration, ICT, and tourism-related skills	Quarterly	4	MOTAC (PPME, RSI, HR)
No. of Ministerial Advisory Board Meetings/	Organize quarterly Ministerial Advisory Board Meetings	Output	Inuageration of the Ministerial advisory board	4 Quarterly Meetings	4 Quarterly Meetings	4 Quarterly Meetings	4 Quarterly Meetings	Quarterly	4	MOTAC
No. of fora on investment promotion of wellness facilities.	Organize wellness facilities investment promotion fora for key stakeholders	Output	Inadequate wellness facilities investment promotion fora	1 wellness facilities investment promotion fora for key stakeholders		1 wellness facilities investment promotion fora for key stakeholders		Quarterly	4	MOTAC

			for key stakeholders							
Develop Roads to Tourist	Construction/Rehabilitation of Roads to tourist sites	Output	Rehabilitation of 32km Kakum National Park Road and 10km Elmina Castel Road	Rehabilitation of 63 Km Wechiau Community Hippo Sanctuary road	Rehabilitation of 13Km Nalerigu/Gambaga /Napkanduri Cluster of Attractions	Rehabilitation of Buabeng - Fiamma Monkey Sanctuary	Rehabilitation of the ring road linking the entire village around Lake Bosomtwe-200km	Quarterly	4	MOTAC/GTA/FEADER/ROADS & HIGHWAYS
Develop Tourist Sites	Identify and Develop Tourist Sites throughout the country	Output	Commence the identification and development of five (5) tourist sites	Identify five (5) and development of five tourist sites	Identify five (5) and development of five tourist sites	Identify five (5) and development of five tourist sites	Identify five (5) and development of five tourist sites	Quarterly	4	MOTAC/GTA/FEADER/ROADS & HIGHWAYS
No. of profiles developed	Develop profiles on wellness centers	output	No wellness profile	Develop 1 wellness profile				Quarterly	4	MOTAC
Mid-Year performance review	Organise mid-year performance review for the sector	Output	Organise mid-year performance review for the sector	Organise mid-year performance review for the sector	Organise mid-year performance review for the sector	Organise mid-year performance review for the sector	Organise mid-year performance review for the sector	Quarterly	4	MOTAC
2018-2021 NMTDF Objective: Promote Sustainable and Responsible Tourism to preserve Historical, Cultural and Natural Heritage										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Target				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
First phase of the National Tourism Development Plan (2013- 2027) implemented	Monitor implementation of the National Tourism Development Plan (2013- 2027)	Output	Participated in the trade shows and fairs/ exhibitions Organise farm tours and local tour operators in Ghana Intensify public awareness about tourism in Ghana Improve data collection	Participate in the trade shows and fairs/ exhibitions Organise farm tours and local tour operators in Ghana Intensify public awareness about tourism in Ghana Improve data collection Develop and introduce a new monthly	Participate in the trade shows and fairs/ exhibitions Organise farm tours and local tour operators in Ghana Intensify public awareness about	Participate in the trade shows and fairs/ exhibitions Organise farm tours and local tour operators in Ghana Intensify public awareness about	Participate in the trade shows and fairs/ exhibitions Organise farm tours and local tour operators in Ghana Intensify public awareness about	Quarterly		MOTAC

			Develop and introduce a new monthly accommodation statistics survey Develop an annual new inbound and outbound survey	accommodation statistics survey Develop an annual new inbound and outbound survey	tourism in Ghana Improve data collection Develop and introduce a new monthly accommodation statistics survey Develop an annual new inbound and outbound survey		Improve data collection Develop and introduce a new monthly accommodation statistics survey Develop an annual new inbound and outbound survey			
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Target				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
No of unemployed youth & women at tourist sites	Build Capacity and entrepreneurial skills of unemployed youth & women at Tourist sites.	Outcome	Prepare training materials and identifying tourist sites through out the country for the training.	Commence training of thirty (30) sites	Commence training of thirty (30) sites	Commence training of thirty (30) sites	Commence training of thirty (30) sites	Quarterly	4	MOTAC/GTA
HOMOFEST	Fordging unity and peace among the Ga Chiefs	Outcome	Commence preparation of HOMOFEST in Greater Accra	Celebration of HOMOFEST in Greater Accra by September	Celebration of HOMOFEST in Greater Accra by September	Celebration preparation of HOMOFEST in Greater Accra by September	Celebration preparation of HOMOFEST in Greater Accra by September	Once	1	MOTAC/AGENCIES
District Tourism Offices	Establish District Tourism offices	Output	Commencement the establishment of 5 District Tourism Offices	Establish 5 District Tourism Offices	Establish 5 District Tourism Offices	Establish 5 District Tourism Offices	Establish 5 District Tourism Offices	Quarterly	4	MOTAC/GTA
No. of District tourism development	Establish 50 District tourism development committees	OUTPUT	Commence the establishment of 10 District tourism	Establish 10 District tourism development committees	10 District tourism development committees	10 District tourism development committees	10 District tourism development committees	Quarterly	4	MOTAC

committees established			development committees							
Training of District Tourism Officers	Train 50 District Tourism Officers in Resource Development	output	Commence the training of 20 District Tourism Officers in Resource Development	Train 20 District Tourism Officers in Resource Development	Train 20 District Tourism Officers in Resource Development	Train 20 District Tourism Officers in Resource Development	Train 20 District Tourism Officers in Resource Development	Quarterly	4	MOTAC
Carnival	Organize Carnival to stimulate the local economy and tourism enterprises	Output	Commence the organisation of Ghana Carnival in Greater Accra	Organise Ghana Carnival in Greater Accra	Organise Ghana Carnival in Greater Accra	Organise Ghana Carnival in Greater Accra	Organise Ghana Carnival in Greater Accra	Quarterly	4	MOTAC
Familiarization Tour	Organise familiarization tour for the Ministry and its agencies	Output	Commence familiarization tour for the Ministry and its agencies	Organise familiarization tour for the Ministry and its agencies	Organise familiarization tour for the Ministry and its agencies	Organise familiarization tour for the Ministry and its agencies	Organise familiarization tour for the Ministry and its agencies	Quarterly	4	MOTAC
Excursion to tourist sites	Organise excursion for school pupils, tourism Staff and the general public	Output	Commence the organisation of excursions	Organise excursions to tourist sites for 1000 school pupils and 100 tourism staff by December	Organise excursions to tourist sites for 1000 school pupils and 200 MDAs staff by December	Organise excursions to tourist sites for 1000 school pupils and the corporate bodies/General Public by December	Organise excursions to tourist sites for 1000 school pupils and the corporate bodies/General Public	Quarterly	4	MOTAC
Festival / special events	Facilitate the organization of festivals and special events in the regions	Output	Commence the organization of eight (10) special events	Organize eight (10) special events	Organize eight (10) special events	Organize eight (10) special events	Organize eight (10) special events	Quarterly	4	MOTAC
No. of seminars/durbars organized	Organize forty (40) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Output	Commence the Organization of eight (8) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Organize eight (8) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Organize eight (8) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Organization of eight (8) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Organization of eight (8) sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	Quarterly	4	MOTAC

sensitization programmes for promotion of Domestic Tourism	Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	Output	Commence the sensitisation program with all the media houses.	Organize sensitisation program with all the media houses	Organize sensitisation program with all the media houses	Organize sensitisation program with all the media houses	Organize sensitisation program with all the media houses	Once	1	MOTAC
Familiarization tours for International Media in Ghana	Organise Familiarization tours/press trips for International Media to Market Ghana internationally	Output	Organise one(1) familiarization tours/press trips for international media to market Ghana	Organise one (1) familiarization tours/press trips for international media to market Ghana	Organise one(1) familiarization tours/press trips for international media to market Ghana	Organise one (1) familiarization tours/press trips for international media to market Ghana	Organise one (1) familiarization tours/press trips for international media to market Ghana	Quarterly	4	MOTAC
Familiarization tours for Policy and Decision Makers and others	Organise familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	Output	Organise familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	Organise familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	Organise familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	Organise familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	Organise familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	Annually	1	MOTAC/GTA
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Target				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Draft Creative arts/ legal regulatory framework document	Development of draft legal and regulatory framework for the creative arts industry	output	Draft of legal and regulatory framework for the creative arts industry developed and ready for approval by parliament Establish interim creative Arts council executive	Implementation of creative arts plans and programmes	Implementation of creative arts plans and programmes	Implementation of creative arts plans and programmes	Implementation of creative arts plans and programmes	Quarterly	4	MOTAC

Data collection on the domains	Engage a consultant to collate data on 10 domains of the creative arts industry	Output	Cosultative meetings with creative arts practitioners on pentency right	Procure a consultant to train staff on data collection exercise	Collection, processing and dissemination of data	Collection, processing, and dissemination of data	Collection, processing, and dissemination of data	Quarterly	4	MOTAC
Review of Tourism Law (Act 817)	Review the existing Tourism Law (Act 817) to capture the contributions of the creative arts	Outcome	Commencement of review of the law	Consultative meetings with the creative Arts practitioners of the review exercise Completion of the revised tourism law 817	Operationalisation of the revised Law to support their activities	Operationalisation of the revised Law to support their activities	Operationalisation of the revised Law to support their activities	Quarterly	4	MOTAC
Culture Trust Fund	Develop Proposal for the Culture Trust Fund	Output	Awaiting the passing of the creative Arts Bill	Operationalisation of the Culture Fund	Promotion of creative arts activities through the fund	Build capacity of creative arts practitioners through the fund	Build capacity of creative arts practitioners through the fund	Quarterly	4	MOTAC
Cinematography Bill	The Bill has been passed in 2016	Outcome	Establishment of the film board Establishment of classification board Operationalization of the bill Sensitisation of key Stakeholders and Capacity building	Sensitisation of key Stakeholders and Capacity building for pratinertiners	Sensitisation of key Stakeholders and Capacity building pratinertiners	Sensitisation of key Stakeholders and Capacity building pratinertiners	Sensitisation of key Stakeholders and Capacity building pratinertiners	Quarterly	4	MOTAC
Film Authority	Establishment of Film Authority	Output	Preparation of the Legislative Instrument (L.I)	Operationalization of the LI	Promote the development of the film Authority	Bulid Capacity of film producers and Drectors	Intenisfy the promotion and production of standard Ghanaian films	Quarterly	4	MOTAC
Anti-piracy task force	Collaborate with copyright office to operationalize the anti-piracy task force	Output	Inadequate resouces to undertake the piracy activities Estabilment of an anti-piracy unit under	Sentisization of Key stakeholders	Anti-Piracy activities	Anti-Piracy activities	Anti-Piracy activities	Quarterly	4	MOTAC

			creative arts directorate							
Meetings with Key Stakeholders	Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc)	Output	Process of organizing Quarterly Meetings with Key stakeholders	Meetings with Key stakeholders	Meetings with Key stakeholders	Meetings with Key stakeholders	Meetings with Key stakeholders	Quarterly	4	MOTAC
International fairs for creative arts	Participate in international fairs and exhibitions	Output	Participate in 2 international fairs and exhibitions	Participate in 2 international fairs and exhibitions	Participate in 2 international fairs and exhibitions	Participate in 2 international fairs and exhibitions	Participate in 2 international fairs and exhibitions	Quarterly	4	MOTAC
Creative Arts Directorate	Establishment a Creative Arts Directorate under NCC	Output	Creative Arts Directorate established Commencement of Creative Arts activities	Implementation of Creative Arts activities	Implementation of Creative Arts activities	Implementation of Creative Arts activities	Implementation of Creative Arts activities	Quarterly	4	MOTAC
Multi-purpose enclave for the creative industries	Feasibility study for the establishment of a multi-purpose enclave for the creative industries	Output								

2018-2021 NMTDF Objective: Develop a Competitive Creative Arts Industry

Indicators	Indicator Definition	Indicator Type	Baseline 2017					Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
Proposal for Review of the existing cultural policy framework	Proposal indicating specific amendments for review - articles, sections and other elements of the document to be reviewed	specific amendments for review	2004 Cultural Policy Document	3 consultative Meetings of experts	3 consultative Meetings of experts	3 validation Meetings	2 final validation meetings	Quarterly	2	MOTAC, NCC
Culture Integration Workshops/Conferences for MMDAs/RCCs/MDAs	Total number of Workshops/Conferences organized to integrate culture into development planning processes at all levels	Number of Workshops / Conferences / Reports	Promotion of Arts and Culture Programmes(189)	Promotion of Arts and Culture Programmes =189	Promotion of Arts and Culture Programmes =190	Promotion of Arts and Culture Programmes = 191	Promotion of Arts and Culture Programmes =192	Quarterly	2	MOTAC, NCC

Culture for Development programmes staged at Centres of National Culture	Total count of programmes on Culture for Development at regional Centres for National Culture		No. of Culture and Development Programmes(107)	No. of Culture and Development Programmes =107	No. of Culture and Development Programmes =108	No. of Culture and Development Programmes =109	No. of Culture and Development Programmes =110	Quarterly	2	MOTAC, NCC
Arts and Culture Exhibitions/ Youth orientation programmes to preserve cultural heritage	Total count of Arts and Culture Exhibitions/ Youth orientation programmes to preserve cultural heritage	Arts and Culture Exhibitions / Youth orientation programmes =14	Arts and Culture Exhibitions/ Youth orientation programmes=15	Arts and Culture Exhibitions/ Youth orientation programmes=15	Arts and Culture Exhibitions/ Youth orientation programmes =15	Arts and Culture Exhibitions/ Youth orientation programmes=15	Arts and Culture Exhibitions/ Youth orientation programmes=15	Quarterly	2	MOTAC, NCC
Awareness campaigns on promoting Ghanaian cultural heritage	Total number of Ghanaian cultural heritage promotion campaigns held	Research and preservation of culture=14	Research and preservation of culture=14	Research and preservation of culture=14	Research and preservation of culture=14	Research and preservation of culture=14	Research and preservation of culture=15	Quarterly	2	MOTAC, NCC
Meetings with Curriculum Development and Enrichment Division of GES to incorporate Cultural heritage education in school syllabus	No. of Meetings with Curriculum Development and Enrichment Division of GES	No. of Meetings/ Reports	2 meetings	3 Meetings	3 Meetings	3 Meetings	3 Meetings to seek parliamentary approval	Quarterly	2	MOTAC, NCC
Culture database	A comprehensive record of all national cultural assets	Culture database	Festival Documented=94 Culture and Historic sites=184	Festival Documented=94 Culture and Historic sites=184	Festival Documented =94 Culture and Historic sites=184	Festival Documented=94 Culture and Historic sites=184	Festival Documented=94 Culture and Historic sites=184	Quarterly	2	MOTAC, NCC
PPP Programmes and Projects	Total Count of PPP Programmes and Projects to promote culture	CNC Art and Craft Shops/Sheds Gift/Souvenir Shops	10 Regional CNC Art and Craft Shops/Sheds	10 Regional CNC Art and Craft Shops/Sheds 4 Gift/Souvenir Shops	10 Regional CNC Art and Craft Shops/Sheds 4 Gift/Souvenir Shops	10 Regional CNC Art and Craft Shops/Sheds 4 Gift/Souvenir Shops	11 Regional CNC Art and Craft Shops/Sheds 4 Gift/Souvenir Shops	Quarterly	2	MOTAC, NCC
PPP Policy Document to support culture	Policy Document to support private sector participation in culture	PPP Policy Document	Request for a copy PPP Document/Guidelines from Minister of State in Charge of PPP	Organise 3 PPP Forums to canvas for investments for the culture sector	Organise 3 PPP Forums to canvas for investments for the culture sector	Organise 3 PPP Forums to canvas for investments for the culture sector	Prepare Financing Agreements for PPP investments for the culture sector	Quarterly	2	MOTAC, NCC

Establishment Proposal for the establishment of a Ghana Culture Fund	Strategy that will provide innovative solutions to ensure adequate funding for tourism, culture and creative arts sub-sector	Establishment Proposal	Draft Establishment Proposal for the establishment of a Ghana Culture Fund developed	2 Meetings to discuss the Establishment Proposal for Ghana Culture Fund	3 Meetings to discuss the Operationalisation of the Ghana Culture Fund	3 Meetings to discuss the Operationalisation of the Ghana Culture Fund	Seek parliamentary approval for the Establishment of the Ghana Culture Fund	Quarterly	2	MOTAC, NCC
MMDAs/ Traditional Authorities to establish bye-laws to prevent negative cultural practices	The presence of legislation to prevent negative cultural practices	Legislation to prevent negative cultural practices	Gender activists, CHRAJ and MMDAs in the 3 northern regions enacted byelaws to stop FGM	MMDAs in 3 Northern Regions to Facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	MMDAs in 3 Northern Regions to Facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	MMDAs in 3 Northern Regions to facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	MMDAs in 3 Northern Regions to facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	Quarterly	2	MOTAC, NCC
Awareness campaigns on effects of negative cultural practices	Total number of awareness campaigns held to eradicate negative cultural practices	Awareness Campaigns Reports	10 Peaceful Election Campaigns, 3 FGM awareness campaigns in the 3 northern regions and 1 on Trokosi held in Volta Region	3 FGM awareness campaigns and 1 on Trokosi	3 FGM awareness campaigns and 1 on Trokosi	3 FGM awareness campaigns and 1 on Trokosi	3 FGM awareness campaigns and 1 on Trokosi	Quarterly	2	MOTAC, NCC
Stakeholder workshops held	Number of sensitization and advocacy workshops held with relevant stakeholders		Ten (10) Regional Festivals of Arts and Culture and NAFAC 2016 organised	Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2018	-	Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2020	-	Quarterly	2	MOTAC, NCC
Develop and Review Legislation indicating roles and responsibilities and coordinating mechanisms of culture and creative arts sectors	Production of legislation that provides legal mandate of institutions to coordinate activities in the sector	Legislation indicating roles and responsibilities and coordinating mechanisms of culture and	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organized	10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organized	3 Zonal Stakeholder Workshops on the Draft Creative Arts Industry Bill organized	3 Zonal Stakeholder Workshops on the Draft Creative Arts Industry Bill organized	Parliamentary approval for the passage of the Creative Arts Industry Bill	Quarterly	2	MOTAC, NCC

		creative arts								
Number of Jobs Created by the Industry	Count of total number of jobs created by the creative arts industry	Total number of jobs created	No. of Jobs Created by 891 cultural/ creative arts industries only = 784,149 (10% ^)	Projected No. of Jobs Created by cultural/ creative arts industries only = 1,262,880 (10% ^)	Projected No. of Jobs Created by cultural/ creative arts industries only = 1,389,168 (10% ^)	Projected No. of Jobs Created by cultural/ creative arts industries only = 1,528,085 (10% ^)	Projected No. of Jobs Created by cultural/ creative arts industries only = 1,680,893 (10% ^)	Quarterly	2	MOTAC, NCC, GTA
Creative arts share of NTEs	Value of creative arts products and services exported expressed as a percentage of total value of NTEs	Value of creative arts products and services	USD \$ 2,462,262.00 (0.10 %)	Projected Amount of USD \$ 3,965,497.57 (0.10 %)	Projected Amount of USD \$ 4,362,047.33 (0.10 %)	Projected Amount of USD \$ 4,798,252.06 (0.10 %)	Projected Amount of USD \$ 5,278,077.27 (0.10 %)	Quarterly	2	MOTAC, NCC, Handicrafts Section of GEPC
Support system for creators and owners of cultural knowledge, technologies, and products	Value of Support system for creators and owners of cultural knowledge, technologies, and products	Collection societies	Strengthen GHAMRO and other Collection societies	Establish Collection societies for the 2 domains of the Creative Arts Industry as classified by UNCTAD	Establish Collection societies for the 3 domains of the Creative Arts Industry as classified by UNCTAD	Establish Collection societies for the 3 domains of the Creative Arts Industry as classified by UNCTAD	Establish Collection societies for the 2 domains of the Creative Arts Industry as classified by UNCTAD	Quarterly	2	MOTAC, NCC, Interim Creative Arts Council, GTA, Culture Forum, Copyright Office
Legislation enacted to safeguarding the intellectual property and creative heritage of Ghana	No. of legislation to attract investment in intellectual property and creative heritage of Ghana	Legislation s to attract investment in intellectual property and creative heritage of Ghana	Passage of the Film Bill	Facilitate the enforcement of the Film and Copyright Laws of Ghana through 3 workshops and seminars	Facilitate the enforcement of the Film and Copyright Laws of Ghana through 3 workshops and seminars	Establish 5 Anti-Piracy Police and societies for enforcement of Film and Copyright Laws of Ghana	Establish 5 Anti-Piracy Police and societies for enforcement of Film and Copyright Laws of Ghana	Quarterly	2	MOTAC, NCC, Interim Creative Arts Council, GTA, Culture Forum, Copyright Office
Number of global art events held in Ghana	The total number of global art events that Ghana hosts	Global Arts Events that Ghana hosts	3 global art events that Ghana undertook = Implemented the UNIDO/UNWTO Integrated COAST Project Organism World Tourism Day Celebration 2018 Promotion of Tourism in the International Media	Implement the UNIDO/UNWTO Integrated COAST Project Organism World Tourism Day Celebration 2018 Promotion of Tourism in the International Media	Implement the UNIDO/UNWTO Integrated COAST Project Organism World Tourism Day Celebration 2019	Implement the UNIDO/UNWTO Integrated COAST Project Organism World Tourism Day Celebration 2020 Promotion of Tourism in the International Media	Implement the UNIDO/UNWTO Integrated COAST Project Organism World Tourism Day Celebration 2021 Promotion of Tourism in the	Quarterly	2	MOTAC, NCC, Interim Creative Arts Council, GTA, Culture Forum,

			Celebration 2017 Promotion of Tourism in the International Media		Promotion of Tourism in the International Media		International Media			
Number of global arts events attended	The total number of global arts events attended to strengthen partnerships with other countries in the creative arts economy	Global Arts Events attended	8	13	14	15	16	Quarterly	2	MOTAC, NCC, Interim Creative Arts Council, GTA, Culture Forum
Number of sector reforms implemented	The total number of institutional reforms carried out by sector	Institutional Reforms carried out	Restructuring of the newly created Ministry and its 14 agencies	Ministry to enhance revenue mobilization in its 14 agencies	Ministry to enhance revenue mobilization in its 14 agencies	Ministry to enhance revenue mobilization in its 14 agencies	Ministry to enhance revenue mobilization in its 14 agencies	Quarterly	2	MOTAC, NCC, Interim Creative Arts Council, GTA, Culture Forum

6.6 Monitoring matrix or results framework outlining all indicators, their baselines and targets

Table 24: Data collection matrix

Indicator	Data collection period	Data collection method	Data disaggregation	Results
International Arrivals	Daily	Registrations at Airports and all other check points		
Receipts (Mil US\$)	Daily			
Tourism Related Employment	Quartely		Direct and Indirect	
Hotel Rooms	Quartely		1-5star	
Domestic Tourists (At 25 Sites Only): - Arrivals - Receipts (GH¢)	Daily	Registrations at tourist sites		

Table 25: Table Communication Activity Matrix

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Provision of General Administration service	To make available Stationary, payment of utilities, Compensation	Ministry of Tourism Staff and offices	Purchase of A4 sheets, Envelopes, Pens, and Pencils, staples Pins Files etc, water and electricity, salaries of workers etc.	Quarterly	GOG/MOTAC
Purchase of 20 Vehicles	M&E and the Official Movement of staff	Ministry of Tourism Staff and offices	4x4 Vehicles, Buses,	Quarterly	GOG/MOTAC
Purchase of Plant and Equipment	Efficient work	Ministry of Tourism Staff and offices	Generator, computers, photocopy Machines	Quarterly	GOG/MOTAC
Rehabilitate office building		Ministry of Tourism Staff and offices		Quarterly	GOG/MOTAC
Payment of subscriptions (UNWTO & ATA)	Maintain Ghana's membership at the UNWTO&ATA	Ghana's tourism Industry	Finance	Annually	GOG/MOTAC
Participate in budget workshops preparation (MTEF/GIFMIS programs)	Build capacity in budget preparation	Ministry of Tourism Budget Team	Computers Personnel	Quarterly	GOG/MOTAC
Commence construction of the second phase of the marine drive project	To transform the Marine Drive area into a tourism enclave to create jobs and income for the youths	Local Community members, tourism industry	Contractors/ consultants	Quarterly	GOG/MOTAC/PPP

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
	and also help manage the environmental challenges pertaining at the site currently	stakeholders, General public etc.			
Undertake feasibility study for Aburi Botanical Gardens	To re-develop the Garden and to ensure good management and maintenance of Aburi Botanical Garden	Local Community, Tourist, and stakeholders	Contractors/ Consultants	Quarterly	GOG/MOTAC/PPP
Undertake feasibility study for Hotcatt	To provide a good training facility for HOTCATT to train Tourism personnel	Stakeholders, General public and Tourism industry	Contractors/ Consultants	Quarterly	GOG/MOTAC/PPP
Completion of Receptive Facilities	To create the needed employment at the site for the indigenous people. It will also ensure increase tourist visitation	Local Community members, Tourist, Tourism Stakeholders	Contractor	Quarterly	GOG/MOTAC
Tourism profiles for investment	To promote SMEs through PPP	Investors, SMEs	Consultant	Quarterly	GOG/MOTAC
Market Ghana through participation in UNWTO/UNESCO International conferences	To position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa	Tourism Industry stakeholders, Tourist	Participate in international Conferences	Quarterly	GOG/MOTAC
Promote Ghana in the International Media	To position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa	General Public, Tourist and stakeholders	Media interaction, organize tours to tourist attractions in Ghana for international media officials	Quarterly	GOG/MOTAC
Improve official tourism website (www.motcca.gov.gh) and IT Infrastructure	To position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa	General Public, Tourist and Stakeholders	Ensure consistent function of the website. Ensure website is up to date.	Quarterly	GOG/MOTAC
Organise World Tourism Day Celebration	Create awareness of tourism and show case all the tourism potentials	General Public, Tourist and Stakeholders	Formal programme attended by the Minister of Tourism	Annually	GOG/MOTAC
Attend Joint Commission For Cooperation Meetings	To develop, promote and coordinate all tourism, Arts and Culture activities in their respective countries	Stakeholders in the tourism industry of the respective countries	Bilateral Meetings	Quarterly	GOG/MOTAC

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Conduct research and collate data for tourism statistics (Tourism Satellite Account)	For policy analysis, formulation and review. It is also to quantify the contribution of tourism to economic development	Tourist, General Public and Stakeholders	Collate information at airports, and the various entry points through out the country	Quarterly	GOG/MOTAC
Market Ghana through participation in International and Local Fairs & Exhibitions	To position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa	Tourism Industry stakeholders, Tourist	Participate in international Fairs/exhibitions	Quarterly	GOG/MOTAC
Place adverts in international media and adverts in local media	To position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa	Tourism Industry stakeholders, Tourist	Adverts on tourism attractions and culture	Quarterly	GOG/MOTAC
Produce tourism promotional materials(brochures, maps CDs fliers)	To market and position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa	Tourism Industry stakeholders, Tourist	Brochures, Maps, CDs, Fliers etc.	Quarterly	GOG/MOTAC
Organise PANAFEST	To join hands with other sister countries to promote cultural heritage in terms of a festival and provide people of African Descent the opportunity to trace their roots- "ROOT PILGREGIMAGE"	people of African Descent		Quarterly	GOG/MOTAC
Organise Emancipation Day	Commemorate the abolishing of slavery, provides people of African Descent to trace their routes	people of African Descent		Quarterly	GOG/MOTAC
Facilitate the establishment of Tourist Clubs to promote domestic tourism	Promote domestic tourism	School pupils,	Organise Tourist Clubs at schools	Quarterly	GOG/MOTAC
Produce copies of tourism directory	To market and position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa	Tourism Industry stakeholders, Tourist		Quarterly	GOG/MOTAC

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Organize sensitization Programmes for Tourism Consumers, Operators, Trade Practitioners and Media	To market and position Ghana's tourism in the global market while developing Ghana as the preferred tourist destination in Africa	Tourism Consumers, Operators, Trade Practitioners and Media	Durbars, Workshops, Public Forum	Quarterly	GOG/MOTAC
Collect and analyze tourism data	For Policy formulation and review,	Tourism Industry stakeholders	Research	Quarterly	GOG/MOTAC
Organize awareness programmes on tourism industry standards among stakeholders (Hotels, Restaurants, etc.) through newspaper, articles and TV programmes	To ensure Standards and quality service delivery of tourism enterprises	Stakeholders, Hotels, Restaurants,	Durbars, Workshops, Public Forum, newspaper, articles and TV programmes	Quarterly	GOG/MOTAC
Organize Meridian Festival	To signify Ghana's position as the center of world.	Community members, Tourist Tourism stakeholders	Festival	Annually	GOG/MOTAC
Erect signages in regional capitals to promote tourists sites	To direction to tourist sites as well as market tourist attractions	Tourist	Billboards	Quarterly	GOG/MOTAC
Establish tourism library at Head Office	To provide information on tourism	Tourism staff/General Public	Tourism Books, Library space	Quarterly	GOG/MOTAC
Construct Monuments to locate the Greenwich Meridian	To signify Ghana's position as the center of the world.	Community members, Tourist Tourism stakeholders		Quarterly	GOG/MOTAC
Train staff in administrative, ICT, tourism and tourism-related skills	To enhance the development of the Tourism sector	Ministry of Tourism Staff	Computers, reading materials on tourism	Quarterly	GOG/MOTAC
Purchase of Plant and Equipment (HOTCATT)	Enhance the efficient functioning of HOTCATT	HOTCATT Staff	Computers, Generators, photocopy machine etc	Quarterly	GOG/MOTAC
Organize training for school leavers for the Hospitality Industry	To create employment and increase quality service delivery	school leavers for the Hospitality Industry	Training Workshop	Quarterly	GOG/MOTAC
Organize quarterly Ministerial Advisory Board Meetings	Synchronize activities of Tourism Ministry with relevant Ministries	Ministers of Relevant Agencies	Meetings	Quarterly	GOG/MOTAC
Organize eight Public Private Partnership forums	Enhance investments and the development of the Tourism industry	Privat Sector	Public Fora	Quarterly	GOG/MOTAC
Prepare quarterly M&E on Accounts of the Ministry	Undertake Quarterly monitoring to the GTA regional by Finance Audit & Revenue Dept	GTA regional by Finance Audit & Revenue Dept		Quarterly	GOG/MOTAC

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Organize wellness facilities investment promotion forums for key stakeholders	To promote health tourism	Investors of wellness facilities		Quarterly	GOG/MOTAC
Develop Roads to Tourist sites	To improve road infrastructure	General Public community members, Tourist,	Finance, Contractors	Annually	GOG/MOTAC/PPP
Develop Tourist Sites	To attract tourist and increase visitation	General Public community members, Tourist		Quarterly	GOG/MOTAC
Undertake quarterly Monitoring & Evaluation	To ensure quality and timely completion of projects and activities			Quarterly	GOG/MOTAC
Organise mid-year performance review for the sector	To take stock of what was done in the preceding year and the state of affairs of the Ministry.	Ministry and its Agencies	Workshop	Quarterly	GOG/MOTAC
Build Capacity and entrepreneurial skills of unemployed youth & women at Tourist sites.	Enhance quality service delivery	unemployed youth & women at Tourist sites.	Workshop	Quarterly	GOG/MOTAC
Organise Annual HOMOFEST in Greater Accra (all traditional authorities inclusive)	Promote culture unity and peace of the people of Ga-Danbge	Ga-Danbge People	Festival	Quarterly	GOG/MOTAC
Establish District Tourism offices	To enhance the development of eco-tourism	Local Community members	Establish an office	Quarterly	GOG/MOTAC
Establish District tourism development committees	To enhance the development of eco-tourism	Local Community members	development committees	Quarterly	GOG/MOTAC
Train District Tourism Officers in Resource Development	To enhance the development of tourism	District Tourism Officers	Training workshops	Quarterly	GOG/MOTAC
Organize Carnival to stimulate the local economy and tourism enterprises	To boost both domestic and international tourism	General Public, Tourism Staff, stakeholders	Street Carnival	Quarterly	GOG/MOTAC
Organise familiarization tour for Ministries and its agencies	To boost both domestic	MDA, General public	Organised tours to tourist attractions	Quarterly	GOG/MOTAC

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Train staff in industry related disciplines	To ensure quality service delivery	Tourism Staff	Training workshop	Quarterly	GOG/MOTAC
Facilitate the organization of forty-four festivals and special events in the regions	To boost both domestic	Local Communities	Festivals	Quarterly	GOG/MOTAC
Organize sensitization seminars/durbar for traditional rulers and opinion leaders for conservation of community base eco-tourism	To enhance the development of eco-tourism	Traditional rulers opinion leaders	seminars/durbar	Quarterly	GOG/MOTAC
Promote Domestic Tourism through Schools in Regions	To boost both domestic	School pupils	Organised tours for school children, tourism clubs	Quarterly	GOG/MOTAC
Organize quarterly sensitization programmes for media practitioners to promote domestic tourism	To boost both domestic	media practitioners	sensitization programmes	Quarterly	GOG/MOTAC
Organise familiarization tours/ press trips for International Media	Enhance tourism development	International Media	Tours to tourist attractions	Quarterly	GOG/MOTAC
Organise familiarization tours to tourist sites for policy and decision makers, Corporate Ghana and Diplomats	To provide understanding and importance of tourism	policy and decision makers, Corporate Ghana and Diplomats	Tours to tourist attractions	Quarterly	GOG/MOTAC
Monitor implementation of the National Tourism Development Plan (2013- 2017)	Enhance tourism development	Tourism stakeholders,	Policy formulation and implementation	Quarterly	GOG/MOTAC
Organise the celebration of National Festival of Arts and Culture	To promote the development of Arts and Culture	Traditional rulers	Festivals	Quarterly	GOG/MOTAC
Prepare and submit the Travel Trade Enterprise regulations for approval of Parliament	To ensure the operations of Travel Trade Enterprise are backed by law			Quarterly	GOG/MOTAC
Prepare and submit the Accommodation and Catering Enterprises regulations for the approval of Parliament	To give legal backing to the operations of Accommodation and Catering Enterprises			Quarterly	GOG/MOTAC
Hold quarterly corporate management meetings	To ensure smooth running of the Ministry			Quarterly	GOG/MOTAC
Hold quarterly meetings for Board of Directors	To solicit experts advice on tourism activities	Board of Directors, stakeholders	Board meetings	Quarterly	GOG/MOTAC
Conduct inspections and license tourism enterprises in eleven-(11) regional offices	To ensure standards and regulation	tourism enterprises	inspections and license	Quarterly	GOG/MOTAC
Operationalise Task Force to enforce service standards and Revenue generation	To increase quality service delivery	Tourism stakeholders	Visits to tourism establishments	Quarterly	GOG/MOTAC

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Develop standards for new Tourism enterprises (conference centers, SPAs, Parks, Health Farms, Off-shore catering establishments, Tour guides) and tourist attractions	To ensure standards and regulation To ensure standards and regulation	Tourism enterprises	Visits to tourism establishments	Quarterly	GOG/MOTAC
Organise consultative meeting stakeholders	To promote tourism development	stakeholders	Meetings	Quarterly	GOG/MOTAC
Engage a consultant to collate data on domains of the creative arts industry	For policy formulation and to determine the contribution creative arts industry	creative arts industry	consultant	Quarterly	GOG/MOTAC
Review the existing Tourism Law (Act 817) to capture the contributions of the creative arts	Regulate the creative Arts industry	creative arts industry	Parliament	Quarterly	GOG/MOTAC
Develop Proposal for the establishment of a Culture Trust Fund	To support creative Arts industry activities	creative arts industry	Estabilsh Fund	Quarterly	GOG/MOTAC
Work closely with relevant key stakeholders for the passage of the Film Bill (Cinematography Bill)	To regulate and develop the fill industry	Staholders		Quarterly	GOG/MOTAC
Establish a National Commission on Films	To regulate and develop the fill industry	Staholders		Quarterly	GOG/MOTAC
Collaborate with copyright office to establish an operational anti-piracy task force	To regulate and prevent piracy	Stakeholders		Quarterly	GOG/MOTAC
Organise quarterly meetings among key stakeholders (MOTI, MFARI. etc)	To develop the tourism industry	Stakeholders	quarterly meetings	Quarterly	GOG/MOTAC
Participate in international fairs and exhibitions	To showcase and promote Ghana as a preferred tourist destination	Stakeholders	Attend international fairs and exhibitions	Quarterly	GOG/MOTAC
Establish a Creative Arts desk at the Ministry	To manage the activities of the Creative Arts industry	creative arts industry	Creative Arts desk at the Ministry	Quarterly	GOG/MOTAC
The Feasibility study for the establishment of a multi-purpose enclave for the creative industries	To enable creative arts industry to develop its products	creative arts industry	Construct a multi-purpose enclave	Quarterly	GOG/MOTAC
Establish a Creative Arts desk at NCC	To manage the activities of the Creative Arts industry	creative arts industry	Creative Arts desk at NCC		
3 consultative Meetings of experts for Review of the existing cultural policy framework	To create awareness on the Consultative Meetings	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Orchestral Music for Development to accelerate poverty reduction	To create awareness on the Orchestral Music for Development	Community members, Traditional authorities etc.	Community durbars, drama, mass media, role play etc.	Quarterly	NSO
Theatre for Development	To create awareness on the Theatre for Development	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NTP
Traditional Dances to accelerate poverty	To create awareness on the Traditional Dances to accelerate poverty	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NDC
Capacity of the youth built in Dance, Drama, and Music for sustainable livelihood and employment	To create awareness on the Capacity of the youth built in Dance, Drama, and Music	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NTG
National Theatre Infrastructure improved	To create awareness on the National Theatre Infrastructure	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NTG
SHS Drama Festivals organized	To create awareness on the SHS Drama Festivals	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
Cultural Exchange Programmes organized to promote Ghanaian Culture and the Creative Industry	To create awareness on the Cultural Exchange Programmes	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
Capacity Building/Training Programmes to harness the potential of the Culture/ Creative Industry for Key Stakeholders and the Youth	To create awareness on the of Capacity Building/Training Programmes	Community members, Traditional authorities etc.	Community durbars, drama, role play etc.	Quarterly	CNCs
Culture database for a comprehensive record of all national cultural assets	To create awareness on the Culture database	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
Visual Arts Exhibitions – Traditional Food Fairs, Craft Bazaars, and fine Arts organized	To create awareness on the Visual Arts Exhibitions	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	CNCs
Bi-Weekly Performing Arts Programmes – Music, Dance, Drama, Baajoe, Anokyekrom, Kpataashie organized	To create awareness on the Bi-Weekly Performing Arts Programmes	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	CNCs

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
NCC Newsletter/Magazine produced for awareness Creation for Culture/Creative Industries	To create awareness on the NCC Newsletter/Magazine	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
Cultural infrastructure at Koforidua developed for NAFAC 2018	To advertise the Cultural infrastructure at Koforidua to be developed	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
Cultural heritage materials collected, preserved and documented	To create awareness on the Cultural heritage materials collected, preserved and documented	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	GMMB
Exhibitions on material cultural heritage organised	To advertise the Exhibitions on material cultural heritage	Community members, Traditional authorities etc.	Community durbars, drama, role play etc.	Quarterly	GMMB
Outreach education programmes on material cultural heritage organised	To advertise the Outreach education programmes on material cultural heritage	Community members, Traditional authorities etc.	Community durbars, drama, role play etc.	Quarterly	GMMB
1,500 copies of 11 Ghanaian Language Books produced and sold for supplementary reading to promote literacy in local language	To advertise the 11 Ghanaian Language Books produced	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	BGL
Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan Africanism organized in memory of Ghana's fallen Heroes and to promote patriotism	To advertise the Memorial Lectures for Du Bois, Nkrumah, Padmore, Pan on Africanism	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	DuBois KNMP
Awareness Creation Seminars on Key Stakeholders commitments on the Use of Folklore organized	To create awareness on the Use of Folklore	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NFB
3 Meetings with Curriculum Development and Enrichment Division of GES to incorporate Cultural heritage education in school syllabus	To create awareness on the Meetings with Curriculum Development and Enrichment Division	Community members, Traditional authorities etc.	Community durbars, drama, role play etc.	Quarterly	NCC
10 Regional CNC Art and Craft Shops/Sheds 4 Gift/Souvenir Shops through PPP	To advertise the Craft Shops/Sheds 4 Gift/Souvenir Shops through PPP	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
3 PPP Forums to canvas for investments for the culture sector	To advertise the investments for the culture sector	Community members,	Community durbars, drama, role play etc.	Quarterly	NCC

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
		Traditional authorities etc.			
2 Meetings to discuss the Establishment Proposal for Ghana Culture Fund that will provide innovative solutions to ensure adequate funding for tourism, culture and creative arts sub-sector	To create awareness on the Ghana Culture Fund	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
MMDAs in 3 Northern Regions to Facilitate the enforcement of MMDAs byelaws against FGM and other negative cultural practices	To create awareness on the enforcement of MMDAs byelaws against FGM and other negative cultural practices	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
3 FGM awareness campaigns and 1 on Trokosi	To create awareness on FGM and Trokosi	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
Ten (10) Regional Festivals of Arts and Culture and 1 NAFAC 2018	To advertise the Regional Festivals of Arts and Culture and NAFAC 2018	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
10 Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill organized	To advertise the Regional Stakeholder Sensitization Workshops on the Draft Creative Arts Industry Bill	Community members, Traditional authorities et.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
Projected 10,000 Jobs to be Created through cultural/ creative arts industries	To create awareness on Jobs to be Created through cultural/ creative arts industries	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	NCC
Collection societies for the 2 domains of the Creative Arts Industry as classified by UNCTAD	To create awareness on Collection societies	Community members, Traditional authorities etc.	Community durbars, drama, role play, mass media, etc.	Quarterly	MOTAC, NCC

6.7 EVALUATION

Table 26: Evaluation Matrix

Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Methods
	Main Questions	Sub- Questions			
Relevance	What purpose does it serve?/What problem does it solve?	Is it very necessary?	Report of Programme/ Activity	All MOTAC Agencies	Field Research, Desk Research and M&E visits
Efficiency	It is working as required to produce good results or positive change?	Are the steps taken good enough to ensure progress towards target	Report of Programme/ Activity	All MOTAC Agencies	Field Research, Desk Research and M&E visits
Effectiveness	Has it got what it takes to produce good results or positive change?	Are the targets set achieved?	Report of Programme/ Activity	All MOTAC Agencies	Field Research, Desk Research and M&E visits
Impact	What are the positive outcomes or benefits to the community at large?	What change has it brought to <u>bare</u> on the beneficiaries?/What Are outcomes evident for people to see or attest to?	Report of Programme/ Activity	All MOTAC Agencies	Field Research, Desk Research, and M&E visits
Sustainability	What can be done to keep up the momentum of positive change	How can we ensure continuity?	Report of Programme/ Activity	All MOTAC Agencies	Field Research, Desk Research, and M&E visits
Others	Is there any feedback for corrective action?	What corrections should be made?	Report of Programme/ Activity	Board of Directors/ All MOTAC Agencies	Field Research, Desk Research, and M&E visits