



REPUBLIC OF GHANA

MINISTRY OF TOURISM, CULTURE AND CREATIVE ARTS  
(MoTCCA)

---

# MOTCCA 2026-2029 SECTOR MEDIUM-TERM DEVELOPMENT PLAN

---

**JULY 2025**

## FORWARD

The Ministry of Tourism, Culture, and Creative Arts is pleased to present its Sector Medium-term Development Plan (SMTDP) for the period 2026–2029. This Plan serves as a strategic compass, guiding our efforts to harness the full potential of tourism, culture, and the creative arts as a dynamic engine for inclusive growth, national cohesion, and sustainable development.

Anchored in the National Development Policy Framework and developed in line with the planning Guidelines of the National Development Planning Commission (NDPC), the SMTDP outlines the sector's strategic priorities, programmes, and interventions over the medium term. It reflects our unwavering commitment to strengthening the contribution of tourism, culture, and the creative arts to Ghana's socio-economic transformation.

The preparation of this Plan was broad-based, benefiting from wide consultations with Government institutions, the private sector, civil society, academia, traditional authorities, and development partners. I also acknowledge with deep appreciation the technical assistance provided by our planning professionals, whose dedication enriched the quality of this document.

At the heart of the SMTDP are five flagship programmes:

- Institutional Strengthening and Administrative Effectiveness, to enhance governance, coordination, and operational efficiency.
- Tourism Infrastructure and Heritage Development Programme, to modernise facilities, upgrade sites, and preserve heritage resources.
- Tourism Marketing, Promotion, and Market Intelligence Development Programme, to strengthen destination branding, expand markets, and harness data-driven insights.
- Tourism Standards, Regulation, and Capacity Enhancement Programme, to raise service quality, ensure compliance, and develop a skilled workforce.
- National Culture, Creative Arts, and Heritage Development Programme, to safeguard Ghana's cultural assets while nurturing creativity and innovation.

These programmes are interwoven with cross-cutting priorities including climate change adaptation, digital transformation, community empowerment, and youth-focused job creation. Collectively, these priorities aim for international visibility, generating sustainable employment, and deepening the role of tourism, culture, and creative arts.

As we embark on implementation, I urge all stakeholders to sustain the spirit of collaboration and commitment that shaped this Plan. Together, we can build a resilient, attractive, and globally competitive tourism, culture, and creative arts sector that contributes to Ghana's development agenda.



**ABLA DZIFA GOMASHIE (MP)**

**HON. MINISTER FOR TOURISM, CULTURE AND CREATIVE ARTS**

## TABLE OF CONTENTS

<b>LIST OF TABLES</b> .....	3
<b>LIST OF ACRONYMS</b> .....	4
<b>EXECUTIVE SUMMARY</b> .....	6
<b>CHAPTER ONE – GENERAL INTRODUCTION</b> .....	7
<b>1.0 INTRODUCTION</b> .....	7
<b>1.1 BACKGROUND</b> .....	7
<b>1.1.1 Vision</b> .....	7
<b>1.1.2 Mission</b> .....	7
<b>1.1.3 Functions</b> .....	8
<b>1.1.4 Core Values</b> .....	8
<b>1.1.5 Organisational Structure (Organogram)</b> .....	9
<b>1.2 STRUCTURE OF THE PLAN</b> .....	11
<b>CHAPTER TWO - SITUATION ANALYSIS</b> .....	12
<b>2.0 INTRODUCTION</b> .....	12
<b>2.1 PERFORMANCE REVIEW</b> .....	12
<b>2.1.1 Status of Implementation - 2022–2025 SMTDP</b> .....	13
<b>2.1.2 Progress in Implementation</b> .....	13
<b>2.1.3 Key achievements</b> .....	14
<b>2.2 Existing Conditions and Diagnosis</b> .....	27
<b>2.2.1 Ministry and Sector Agencies</b> .....	27
<b>2.2.2 Characteristics of Tourist Sites</b> .....	28
<b>2.2.3 Economy</b> .....	29
<b>2.2.4 Infrastructure</b> .....	30
<b>2.2.5 Environment</b> .....	30
<b>2.2.6 Hazards, Disasters, and Security</b> .....	30
<b>2.3 Development Implications of the Issues Arising from the Analysis of Existing Conditions</b> .....	31
<b>2.4 List of Development Issues</b> .....	31

2.5 Financial Performance .....	34
2.6 Estimated Future Development Needs .....	35
<b>CHAPTER THREE: KEY DEVELOPMENT PRIORITIES .....</b>	<b>37</b>
3.0 Introduction .....	37
3.1 Process of Prioritisation of Key Development Issues .....	39
<b>CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES, AND STRATEGIES .....</b>	<b>40</b>
4.0 Introduction .....	40
4.1 Formulation of Development Goals, Objectives, and Strategies .....	40
4.4 Spatial Context of Development Proposals .....	45
<b>CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES .....</b>	<b>47</b>
5.0 Introduction .....	47
5.1 Assumptions and methodologies used for costing the POA .....	47
<b>CHAPTER SIX: ANNUAL ACTION PLANS .....</b>	<b>53</b>
6.0 Introduction .....	53
6.1 Brief Narrative on the Implementation of the Annual Action Plans .....	53
<b>CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENTS .....</b>	<b>111</b>
7.0 Introduction .....	111
7.1 Stakeholder Analysis .....	111
7.2 Brief Narrative on Intended Evaluation(s) to be conducted over the Plan Period (2026–2029) .....	125
7.3 Use of Evaluation Findings .....	126
7.4 Knowledge Management and Learning Framework for the Plan Period (2026–2029) .....	126
7.4.1 Objectives of the KML Framework .....	126
<b>CHAPTER EIGHT: DEVELOPMENT COMMUNICATION STRATEGY .....</b>	<b>129</b>
8.0 Introduction .....	129
8.1 Objectives of MoTCCA’s Communication Strategy: .....	129
8.2 Target Audience .....	129
8.3 Key TCA-Specific Considerations for the Strategy .....	133
8.4 Key Dissemination Channels .....	134

<b>8.5 Implementation Approach .....</b>	<b>134</b>
<b>8.6 Implementation of Framework.....</b>	<b>135</b>
<b>8.7 Events for Public Engagement and Expectation Management on the SMTDP: .....</b>	<b>136</b>
<b>8.8 Communication Messages for SMTDP Dissemination .....</b>	<b>137</b>
<b>8.10 Detailed Communication Budget (2026–2029).....</b>	<b>140</b>

## LIST OF TABLES

TABLE 1. 1 Performance review (2022 -2025).....	19
TABLE 2. 1 SWOT Analysis.....	31
TABLE 3 1 Financial Performance (2022-2025).....	34
TABLE 4 1 Key Development Priorities .....	37
TABLE 5 1 National Prioritised SDGs Goals and Targets .....	38
TABLE 6 1 Matrix on Development Goals, Objectives, and Strategies .....	42
TABLE 7 1 Programme of Action (PoA).....	48
TABLE 8 1 Programme Financing .....	49
TABLE 9 1 2026 Annual Action Plan.....	55
TABLE 10 1 2027 Annual Action Plan.....	71
TABLE 11 1 2028 Annual Action Plan.....	85
TABLE 12 1 2029 Annual Action Plan.....	85
Table 13. 1 2029 Annual Action Plan .....	97
TABLE 14. 1 Monitoring Matrix.....	115

## LIST OF ACRONYMS

AAPs	Annual Action Plans
AGI	Association of Ghana Industries
BGL	Bureau of Ghana Languages
CBT-	Community-Based Tourism
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
DPOs	Disable Persons Organisations
GDP	Gross Domestic Product
GHA	Ghana Hotel Association
GHATOF	Ghana Tourism Federation
GNCCI	Ghana National Chamber of Commerce and Industry
GSS	Ghana Statistical Service
GTA	Ghana Tourism Authority
GTDC	Ghana Tourism Development Company
GMMB	Ghana Museums and Monuments Board
HOTCATT	Hotel, Tourism and Catering Training Institute
ICT	Information and Communication Technology
ITB	ITB Berlin Travel Trade Show
KML	Knowledge Management and Learning
KNMP	Kwame Nkrumah Memorial Park
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments, and Agencies
MICE	Meetings, Incentives, Conferences, and Events
MMDAs	Metropolitan, Municipal District Assemblies
MOF	Ministry of Finance
MOTCCA	Ministry of Tourism, Culture and Creative Arts
MOUs	Memorandum of Understanding
MTDP	Medium Term Development Plan
NCC	National Commission on Culture
NDPC	National Development Planning Commission
NFB	National Folklore Board
NTG	National Theatre of Ghana
PANAFEST	Pan African Historical Theatre Festival
PPBME	Policy Planning, Budgeting, Monitoring, and Evaluation
PPP	Public-Private Partnership
PWD	Persons With Disability
PAWA	Pan African Writers Agency
SDGs	Sustainable Development Goals
SMEs	Small Medium Enterprises
SMTDP	Sector Medium Term Development Plan
TCA	Tourism, Culture, and Arts
TCCASMTDP	Tourism, Culture and Creative Arts Sector Medium-Term Development Plan

TOUGHA-	Tour Operators Union of Ghana
TSA	Tourism Satellite Account
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNWTO	United Nations World Tourism Organisation
WHL	World Heritage List

## EXECUTIVE SUMMARY

The 2026–2029 Sector Medium-Term Development Plan (SMTDP) of the Ministry of Tourism, Culture and Creative Arts (MoTCCA) was prepared using a participatory and evidence-based approach. The process involved reviewing the achievements and lessons from the 2022–2025 SMTDP, analysing sector performance data, and aligning proposed interventions with the Coordinated Programme of Economic and Social Development Policies (CPESDP) and relevant Sustainable Development Goals (SDGs 8, 9, 13, and 17). The Plan integrates policy, investment, and institutional strategies for sector transformation. Structured into eight chapters, the Plan outlines development priorities, strategic objectives, and implementation strategies for the next four years, with a focus on sustainable tourism, diversification, cultural preservation, and improved institutional co-ordination.

The plan preparation team comprised technical officers from the Ministry’s Policy Planning, Budgeting, Monitoring and Evaluation (PPBME) Directorate, supported by subject-matter specialists from relevant departments. The team included Ministries, Departments, and Agencies (MDAs), Sector Agencies, and the National Development Planning Commission (NDPC) for technical backstopping.

Stakeholder consultations were undertaken to ensure inclusivity and ownership of the Plan. These involved representatives from government institutions, private sector tourism and creative arts associations, civil society organisations, traditional authorities, and development partners. Input was gathered through workshops, focus group discussions, and validation meetings, with feedback integrated into the Plan to reflect the perspectives of all key actors.

The SMTDP is built around two overarching objectives: (1) diversify Ghana’s tourism products and source markets to achieve a 50% increase in sector revenue and a 70% growth in international visitor arrivals, driven by strengthened marketing strategies and enhanced service delivery capacities, and (2) strengthen the creative arts sub-sector by promoting and commercialising local talent through stakeholder partnerships, to achieve 40% growth in sector revenue.

These objectives are executed through five core development interventions: Institutional Strengthening and Administrative Effectiveness; Tourism Infrastructure and Heritage Development Programme; Tourism Marketing, Promotion, and Market Intelligence Development Programme; Tourism Standards, Regulation, and Capacity Enhancement Programme; and National Culture, Creative Arts, and Heritage Development Programme.

The total estimated cost of the Plan is GH¢4.35 billion, with funding expected from the Government of Ghana (GoG), Internally Generated Funds (IGF), Development Partners (DPs), and others. There is, therefore, a need to pursue public-private partnerships and increase innovative resource mobilisation to provide for any shortfall(s) in financing the development programmes. Monitoring and Evaluation will be led by the Ministry’s PPBME Directorate using a results-based framework, with annual reviews and stakeholder engagement to ensure accountability and adaptive planning.

## **CHAPTER ONE – GENERAL INTRODUCTION**

### **1.0 INTRODUCTION**

This chapter presents a brief background of the tourism sector. It also outlines the vision, mission, functions, core values, organogram, and structure of the various chapters of the plan. This chapter also highlights the five programmes covering activities and projects.

### **1.1 BACKGROUND**

In the post-pandemic era, Ghana's tourism sector has demonstrated remarkable resilience and growth, with international arrivals surging to 1.13 million in 2023 (GTA 2024). This represents a significant recovery from the pandemic low of 355,000 visitors in 2020, signaling strong demand for Ghana's unique tourism offerings. The rebound has been fueled by strategic marketing campaigns, such as "Experience Ghana, Share Ghana, Wear Ghana" and "December in GH," which have boosted international and domestic tourism.

Ghana's tourism appeal lies in its rich culture and heritage, including UNESCO World Heritage Sites such as the Cape Coast and Elmina Castles, as well as vibrant festivals like Chale Wote and Panafest. The country's eco-tourism assets, including Kakum National Park's canopy walkway and Mole National Park's safari experiences, continue to attract nature enthusiasts. Again, new initiatives, including medical tourism and creative arts tourism, are expanding the sector's diversity.

Despite the established strengths, challenges exist and hinder the sector's full potential. Inadequate infrastructure, including poor road networks to key attractions (waterfalls and Paga Crocodile Pond), remains a challenge to the Sector. Over-reliance on a few major sites leaves other regions underdeveloped, while the informal nature of 60% of tourism businesses (GTA 2023) limits scalability and investment. Meanwhile, climate change impacts, including coastal erosion at Ada and Keta, threaten critical beach tourism assets.

With a 6.2% sector contribution to GDP in 2023 (up from 4.9% in 2019) and employing over 800,000 Ghanaians, the sector remains an important driver of the Ghanaian economy. However, addressing structural challenges will be crucial to sustaining growth and achieving the government's targets of 2 million annual international arrivals by 2026.

#### **1.1.1 Vision**

Sustainable tourism pivots on Ghanaian culture and creative arts for accelerated national development.

#### **1.1.2 Mission**

MoTCCA exists to create a conducive environment for sustainable growth and development through the initiation, formulation, monitoring, and evaluation of Sector policies (plans),

Programmes, and projects to facilitate public-private partnerships with the Diaspora for resource mobilisation and investment.

### **1.1.3 Functions**

Section 13 of the Civil Service Act, 1993 (PNDCL 327) states the following:

“A Ministry shall:

- (a) Initiate and formulate policies, considering the needs and aspirations of the people.
- (b) Undertake development planning in consultation with the National Development Planning Commission; and
- (c) Coordinate, monitor, and evaluate the efficiency and effectiveness of the Sector's performance.

Based on the above framework, the Ministry of Tourism, Culture and Creative Arts performs the following specific functions:

- i. Formulation of policy, planning, and programming for domestic, regional, and international tourism, culture, and creative arts.
- ii. Promulgation of legislation, regulations, investment policies, and incentives on tourism, culture, and creative arts development.
- iii. Conducting research into regional and global trends in tourism, culture, and creative arts.
- iv. Human resources development within the private and public sectors to effectively promote tourism, culture, and creative arts.
- v. Co-ordination and collaboration with other Government agencies, Development Partners, the Private Sector, and Non-Governmental Organisations on matters of tourism, culture, and creative arts
- vi. Initiation of policies and programmes to link up with Africans, including Ghanaians in the Diaspora, for investment in and promotion of tourism, culture, and creative arts.
- vii. Monitoring and evaluation of the sector's performance.

### **1.1.4 Core Values**

The core values of the Sector include the following:

- i. Customer Satisfaction,
- ii. Teamwork,
- iii. Professionalism,
- iv. Integrity,
- v. Commitment, and
- vi. Gender Equity.

The Sector Medium-term Development Plan (SMTDP) captures broad and specific policies, programmes, and activities, including indicators of the monitoring and evaluation (M&E) Plan and other related issues as highlighted in the various sections, covering the following programmes:

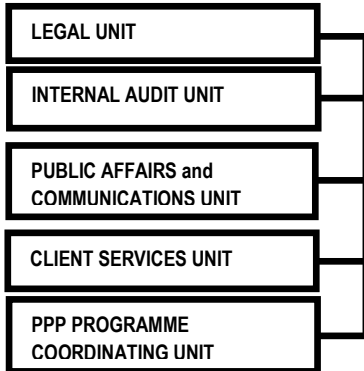
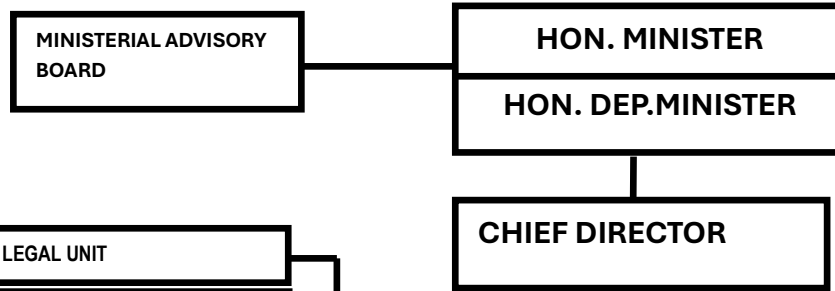
- Institutional Strengthening and Administrative Effectiveness
- Tourism Infrastructure and Heritage Development Programme
- Tourism Marketing, Promotion, and Market Intelligence Development Programme
- Tourism Standards, Regulation, and Capacity Enhancement Programme
- National Culture, Creative Arts, and Heritage Development Programme

### 1.1.5 Organisational Structure (Organogram)

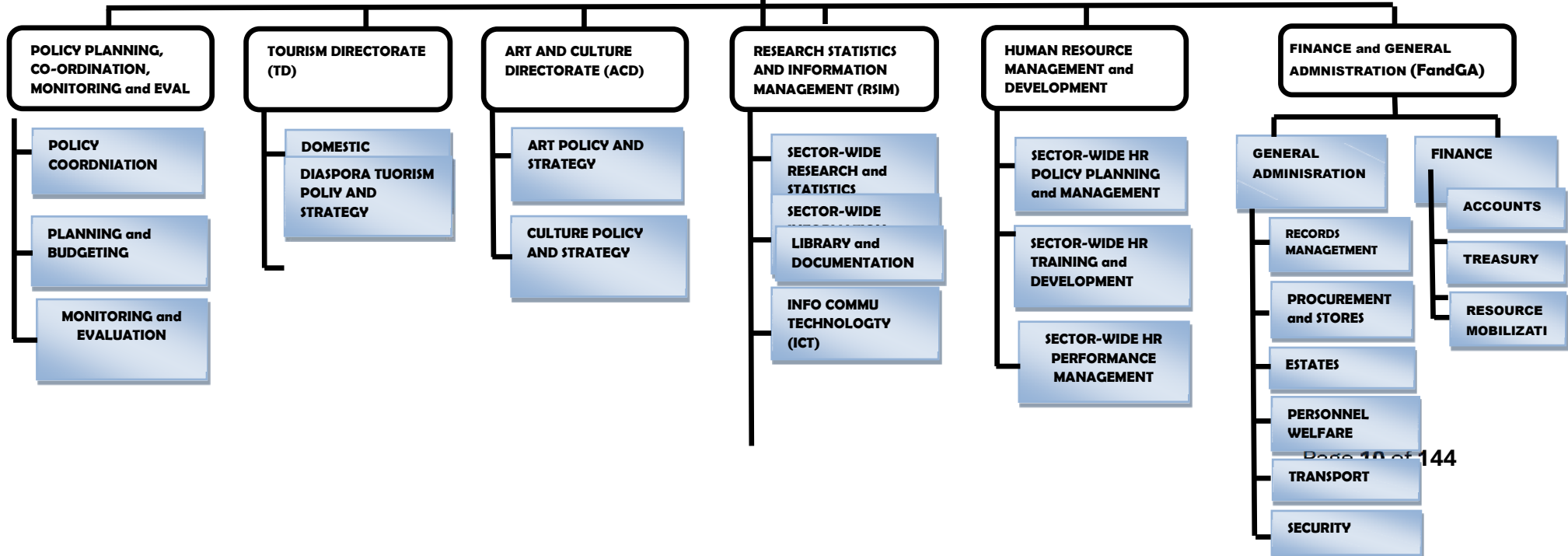
The implementation of the 2022–2025 Sector Medium-term Development Plan (SMTDP) involves multiple stakeholders, structured as follows:

- **Policy Level:** Ministry of Tourism, Culture and Creative Arts (MoTCCA).
- **Regulatory and Implementing Agencies:** Ghana Tourism Authority (GTA), and the Ministry’s other 12 agencies.
- **Private Sector and Partners:** Ghana Tourism Federation (GHATOF), Tour Operators Union of Ghana (TOUGHGA), Ghana Hotels Association, and investors.
- **Community and Local Governance:** District Assemblies, Traditional Authorities, Community-Based Tourism (CBT) groups.

# MINISTRY OF TOURISM, CULTURE ORGANISATIONAL STRUCTURE



- AGENCIES
- Ghana Tourism Authority (GTA)
  - Ghana Tourism Development Company Limited (GTDC)
  - Hotel Catering and Tourism Training Institute (HOTCATT)
  - Ghana Museums and Monument Board (GMMB)
  - National Theatre of Ghana (NTG)
  - Kwame Nkrumah Memorial Park (KNMP)
  - National Commission on Culture (NCC)
  - National Folklore Board (NFB)
  - Bureau of Ghana Languages (BGL)
  - Pan African Writers Association (PAWA)
  - W.E.B Dubois Memorial Centre (WEB DMC)
  - Tourism Development Fund Secretariat (TDF\$)



## **1.2 STRUCTURE OF THE PLAN**

This Plan is presented in **Eight (8) Chapters**: **CHAPTER ONE** focuses on Profile of the Sector Ministry; **Chapter two** deals with the situational Analysis; **Chapter Three** presents key development priorities in line with government priorities as well as the National Medium-term Development Framework; **Chapter Four** outlines development goals, objectives and strategies, **Chapter five** looks at the composite development programmes, whiles **Chapter Six** considers the annual actions plans( 2026-2029). **Chapter Seven** looks at the Monitoring and Evaluation Arrangements of the plan. **Chapter Eight** looks at the communication aspect of the plan.

## **CHAPTER TWO - SITUATION ANALYSIS**

### **2.0 INTRODUCTION**

Ghana's tourism, culture, and creative arts sector holds immense potential to drive economic growth, jobs, and global recognition. As outlined in the 2022–2025 Sector Medium-Term Development Plan (SMTDP), strategic interventions have been implemented to enhance tourism's GDP contribution, improve infrastructure, diversify offerings, and strengthen marketing efforts. While progress has been made, including successful Diaspora engagement, improved air connectivity, and digital innovations, critical challenges remain, such as delayed infrastructure projects, underdeveloped tourism segments, and funding gaps.

This chapter provides a comprehensive situation analysis, evaluating the achievements and setbacks in implementing the SMTDP as Ghana approaches the final year of the plan. It highlights key successes in branding, visa policies, and private-sector partnerships while identifying urgent priorities—including road networks, eco-tourism development, and climate resilience—that require immediate attention. By addressing these gaps, Ghana can accelerate progress toward the 2025 targets, re-inforcing her position as a leading sustainable and cultural tourism destination in Africa.

### **2.1 PERFORMANCE REVIEW**

Implementing the 2022-2025 Medium-Term Development Plans (MTDPs) has been critical to advancing national tourism development priorities. A comprehensive review of this period is essential to assess progress, identify challenges, and extract valuable lessons for future planning.

Several key factors drove the successful implementation of tourism-related objectives under the 2022-2025 MTDP. Government commitment played a pivotal role, particularly through policy frameworks that prioritise the sector, such as visa liberalisation, infrastructure investments, and marketing campaigns. Public-private partnerships (PPPs) are critical in developing tourism facilities, with private investors contributing to hotel expansions, eco-tourism projects, and transport connectivity. Meanwhile, digital transformation enhanced the sector, with online booking systems, digital marketing, and e-visa platforms improving tourist accessibility and convenience. Additionally, international collaborations and participation in global tourism expos helped rebrand the country as a competitive destination. The recovery of global travel post-COVID-19 further boosted arrivals, backed by targeted marketing strategies and unique culture, wildlife, and adventure tourism offerings in Ghana.

Despite progress, several challenges impeded optimal tourism growth during the MTDP period. Infrastructure gaps, particularly in transportation (e.g., poor road networks and limited airport capacity in key tourist sites), prevented sector expansion. Security concerns in certain regions deterred or reduced visitation to attractions. While bureaucratic inefficiencies in investment approvals slowed private sector participation, climate change impacts, such as extreme weather events, disrupted eco-tourism activities, and damaged natural attractions. Again,

inadequate data and weak monitoring systems, resulting from a lesser appreciation of the importance of monitoring and evaluation, made it difficult to assess accurate tourism performance and adapt strategies in real time.

The review highlighted critical lessons to strengthen future tourism planning. First, resilience-building is essential, and tourism policies must integrate crisis management strategies to mitigate shocks such as pandemics or economic downturns. Second, enhancing infrastructure, particularly transport and digital connectivity, will improve accessibility and visitor experiences. Third, streamlining regulatory processes and reducing red tape can attract more private investments. Fourth, sustainability must be a priority in eco-friendly tourism and cultural heritage sites. Fifth, robust data collection and real-time performance tracking should guide decision-making to ensure adaptive and evidence-based policies. Lastly, destination diversification to develop lesser-known tourist sites can reduce overcrowding in popular spots and distribute economic benefits more evenly.

The 2022-2025 MTDP period demonstrated achievements and persistent challenges in tourism development. Leveraging partnerships, improving infrastructure, and adopting sustainable and adaptive strategies will be crucial for maximising tourism's economic impact. These lessons should inform the next MTDP cycle to ensure long-term sector growth and competitiveness.

### **2.1.1 Status of Implementation - 2022–2025 SMTDP**

As Ghana approaches the final year of its 2022–2025 Sector Medium-term Development Plan (SMTDP), significant progress has been made in several key areas, while other initiatives remain pending or delayed. This situation analysis examines the achievements and highlights the outstanding components that require urgent attention to ensure the plan's successful completion.

### **2.1.2 Progress in Implementation**

One of the most notable successes of the SMTDP has been the enhancement of Ghana's tourism branding and marketing strategies. The Government effectively extended the momentum from the *"Year of Return"* (2019) with the *"Beyond the Return"* campaign, which continued to attract Diaspora tourists and re-inforced Ghana's reputation as a culture and heritage destination. Participation in major international travel fairs, such as the World Travel Market and ITB Berlin, further elevated the country's global profile. Additionally, digital marketing efforts, including social media campaigns and virtual tours, have played a crucial role in attracting a younger, tech-knowledge demographic.

Another key achievement has been the improvement in visa policies and air connectivity. The expansion of visa-on-arrival facilities for travellers from the U.S., the UK, and other African nations has simplified entry procedures, encouraging more visitors. Increased flight routes by major airlines, including Qatar Airways, Delta, and Ethiopian Airlines, have significantly improved international access to Ghana. Furthermore, upgrades at Kotoka International Airport

have enhanced the overall passenger experience, making the country more appealing to business and leisure travellers.

The engagement of the private sector and local communities has also seen positive developments. Partnerships with platforms like Airbnb have promoted homestays and community-based tourism, providing economic benefits to local populations. Training programmes for small and medium-sized enterprises (SMEs) in the hospitality sector have improved service standards, while select community-led tourism projects, such as those in Nzulezu and Tafi Atome, have received funding and capacity-building support.

Infrastructure development, though slower in some areas, has seen progress in site upgrades and digitisation. The ongoing construction of Kumasi International Airport is expected to boost tourism in the Ashanti Region. Additionally, the introduction of digital ticketing systems at major attractions, including Cape Coast Castle, has improved revenue tracking. Efforts to enhance sanitation and security at popular beaches, including Labadi and Kokrobite, have also contributed to a better visitor experience.

### **2.1.3 Key achievements**

#### **A. Capacity-Building Training**

The Ministry, through the Human Resource Directorate, successfully held and implemented training programmes that up-skilled 142 staff members. These staff, comprising Top Management, Middle, and Junior Officers, participated in targeted sessions aimed at improving efficiency and leadership in the Civil Service. Training Highlights: Conflict Resolution and Negotiation Skills, Familiarization with key Civil Service Policy documents, and Effective Leadership and Management. This training initiative is part of the Ministry's commitment to enhancing institutional capacity for improved service delivery and policy implementation.

#### **B. Development of National Tourism and Cultural Policies**

The development of the Tourism Policy was a comprehensive process that unfolded in several stages. Initially, an inception meeting in Accra set the stage for discussing the key thematic areas of the policy. This was followed by a series of consultation workshops across the southern zone, encompassing the Greater Accra, Western, Central, and Volta regions, to gather diverse inputs. In February 2024, parallel stakeholder engagements were held in the northern zone, including the Northern, Upper West, and Upper East regions. The Ashanti region and others in the middle belts were engaged during a validation workshop in Ho. The validation workshop received significant participation from various tourism stakeholders, academia, Ministries, Departments, and Agencies (MDAs), including policy experts.

The culmination of these efforts is the implementation plan, which is the final step before the policy can be submitted to the Cabinet, pending the allocation of necessary funds for its execution.

The development of the Cultural Policy for the sector commenced in 2022. This policy serves as the basis for promoting and preserving our cultural heritage.

The Ministry completed three stakeholder engagements, culminating in a validation workshop in Accra, to finalize the draft Culture Policy, which is now pending Cabinet approval.

The Ministry has also implemented measures to meet the recommendations of the UNESCO Reactive Monitoring Team to prevent Ghana's delisting from the prestigious World Heritage List (WHL) by the Organisation.

### **C. Bilateral and Multilateral Agreements**

The Ministry has made significant strides in expanding Ghana's international collaborations, signing Memoranda of Understanding (MoUs) with six countries: Angola, Mexico, Spain, Colombia, Malta, Seychelles, and South Africa.

These partnerships aim to foster bilateral co-operation in tourism development and promote cultural exchange, while enhancing economic transformation.

### **D. Tourism Product Development**

#### **i. Upgrade of Tourist Sites**

Several key tourist attractions were rehabilitated and developed to enhance their appeal and boost local economies. These include: Tano Boase Sacred Grove, Denkyira Eco-Park, Pikworo Slave Camp, and Heritage Site.

Additionally, the following major sites were commissioned:

- Bonwire Kente Museum (January 10, 2024): This cultural museum supports local employment and promotes indigenous textile heritage.
- Refurbished Salaga Slave Market, Wells, and Bath (July 22, 2024): Transformed into a world-class cultural heritage destination, this project forms part of the Emancipation 2024 celebrations, emphasizing reconciliation and remembrance.

### **E. Launch of the 2023 Tourism Report**

On April 29, 2024, the Ministry, in collaboration with the Ghana Tourism Authority (GTA), launched the 2023 Tourism Report, highlighting a robust post-pandemic recovery.

**Key Findings:** A strong rebound in international and domestic tourism, expansion into diversified visitor markets, and growth in hotel infrastructure in Accra

The report will serve as a strategic tool for policymaking and investment planning within the tourism sector.

## **F. Tourism Research and Marketing Programme**

### **i. Organisation of Special Events**

The Ministry, in collaboration with its agencies, successfully organised a series of vibrant cultural and tourism events, promoting both domestic and international engagement. Key events include UN Tourism Day, Kwahu Paragliding Festival, Panafest/Emancipation, National Chocolate Week, December in GH, Black History Month, African Union Day Celebration, WEB Du Bois 156th Birthday Commemoration, Heritage Month, Du Bois-Padmore-Nkrumah Memorial Lectures, and Ghana Night.

These events showcased Ghana's rich heritage, creativity, and natural beauty, attracting diverse audiences and fostering national pride.

### **G. Conduct of Tourism Surveys**

The Ministry partnered with the Ghana Statistical Service (GSS) to conduct two of the planned four surveys of the Ghana Tourism Satellite Account (TSA), with support from the World Bank. These surveys are crucial for capturing data for the full tourism economic contribution.

### **H. Tourism Quality Assurance Programme**

The Ministry, through the Ghana Tourism Authority (GTA), issued a total of 6,280 operational licenses to tourism and hospitality establishments nationwide as of September 30, 2024.

Additionally, 635 new establishments were licensed, reflecting the sector's growth and increased investor confidence. The GTA also began processing charter flight licenses for two applicants, which is expected to enhance accessibility and travel convenience to Ghana.

The Ministry of Tourism, Culture, and Creative Arts has demonstrated an unwavering commitment to transforming Ghana into a premier destination for culture and heritage tourism. These achievements underscore strategic progress in policy development, infrastructure enhancement, staff capacity-building, and international positioning. Moving forward, the Ministry remains focused on these gains to develop the sector and contribute meaningfully to national economic development.

#### **1. Culture, Creative Arts and Heritage Management Programme**

The culture and creative arts sub-sector in Ghana is recognised as a key driver for economic growth, cultural preservation, and international recognition.

The Ministry of Tourism, Arts, and Culture (MoTAC) has outlined clear policy objectives to:

- Develop a competitive creative arts industry,
- Integrate culture into national development,
- Enhance Ghana's international image.

## Key Initiatives and Achievements

### a. Institutional Strengthening

Creative Arts Agency (CAA): Established to regulate, set standards, and foster collaborations within the industry.

Policy Reforms: The government is reforming financing and investment frameworks, including tax incentives, to attract private sector participation.

### b. Infrastructure Development

Kwame Nkrumah Memorial Park (KNMP): Underwent a \$3 million modernisation, including a new museum, administration building, presidential library, and musical fountain.

National Gallery Renovation: The National Museum's Gallery, which has been closed since 2016, was renovated and re-opened with the "Unity in Diversity" exhibition.

Open-Air Amphitheater in Kumasi: Construction underway, with a 1,000-seat capacity, as part of a broader plan to build five amphitheatres nationwide.

### c. Film and Content Sub-sector

National Film Authority (NFA): Launched the Film Classification Committee and the Presidential Film Pitch Series to position Ghana as a regional film hub.

Film Village (Ashanti Region): Planned to support local and international film production.

### d. Heritage and Cultural Preservation

Heritage Strategic Framework (2022–2029): Multi-stakeholder approach to protect and promote Ghana's heritage.

Repatriation and Restitution Team: Tasked with recovering stolen cultural artefacts.

### e. Ongoing and Pending Projects:

- Renovation of the National Theatre and other regional cultural centres.
- Construction of regional theaters and the Gold Museum in the Western Region.
- Upgrades to museums and heritage sites (e.g., W.E.B. Du Bois Centre, Christiansburg Castle).

### f. Creative Hubs and Education

- Establishment of creative hubs, recording studios, galleries, and film studios.
- Integration of arts education and vocational training into the national curriculum.

### g. Cultural Promotion

"Black Star Experience" Initiative: Year-round celebration of Ghanaian culture through food, film, design, literature, performing arts, dance, and fashion.

## Challenges and Opportunities

- **Effective Policy Implementation:** Ensuring that reforms and initiatives are executed efficiently.
- **Infrastructure Gaps:** Continued need for modern facilities and maintenance of existing sites.
- **Funding and Investment:** Access to sustainable funding and private sector involvement.  
**Skills Development:** Expanding vocational and digital arts training to meet the sector

**TABLE 1. 1 Performance review (2022 -2025)**

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term targets	Cumulative Achievements		Remarks
				Year	Data	
<b>Economic Development</b>	1. Change in distinct tourism products or experiences developed and operationalised	Inadequate office accommodation for the Ministry and agencies for the requisite manpower	Create a conducive environment that facilitates smooth work progress.	2024	-Renovated some selected office spaces for the accommodation of staff - Serviced office equipment -Supplied office equipment (All-in-One desktop, Laptop, Photocopier, shredder, Tonner) -Procured Office Furniture	A conducive work environment is created, promoting efficiency, teamwork, and productivity.
		Quarterly financial and statutory reports are produced	Ensure compliance with accounting procedures and timely reporting	2024	-Quarter financial report produced  -Quarterly statutory reports are produced.	Accounting procedures and reporting processes have been redefined to promote compliance, efficiency, and reliability.
		All financial transactions are accurately recorded and up-to-date	Maintaining proper accounting records	2024	Cash book and monthly bank reconciliation	Accounting records are meticulously maintained, reflecting a commitment to transparency, accuracy, and financial integrity.

		Cash flow statement prepared	Preparation of cash-flow statements and final accounts	2024	Cash flow statements prepared	Demonstrates financial discipline and transparency
		50 Staff trained in ICT, administrative, and tourism-related skills	Development of staff capacity	2024	Train 142 staff in leadership and management	Staff capacity development initiatives have significantly enhanced team performance and productivity.
		Performance appraisal completed	Staff Performance Management	2024	Completed Staff Performance Appraisals.	Robust performance management systems have enabled targeted growth, development, and recognition of staff strengths.
		Stakeholder engagements initiated	Policy Formulation	2024	Tourism and Culture Policies have been finalised and are awaiting Cabinet approval.	Policies, if approved, will be instrumental in promoting Ghana's rich heritage and boosting economic growth.
		Events previously organised with moderate attendance.	Organisation of Special Events	2024	UN World Tourism Day, Panafest/ Emancipation, Kwahu Paragliding Festival, National Chocolate Week, December in GH, Black History Month, African Union Day Celebration, Commemoration of 156 <sup>th</sup> Birthday of W.E.B. Du Bois, Heritage Month Celebration, Du Bois-Padmore-Nkrumah	Events were successfully executed with high attendance.

					Memorial Lectures, Ghana Night	
		The Ministry signed MoUs with ... countries, including...	Bilateral and Multilateral Agreements	2024	Strategically signed MoUs with six (6) countries, including Angola, Mexico, Spain, Colombia, Malta, and Seychelles.	This will strengthen international co-operation and open new avenues for economic growth.
		The Ministry participated in several international conferences, including the UNWTO conferences, where Ghana became an executive member of the council	Project a good image of the sector within and outside the country through the dissemination of information on the policies and activities	2023	Organised a Presidential summit on Tourism	Through strategic events and reporting, we have positioned tourism for growth and awareness.
				2024	-Participated in eight (8) major international and domestic events -2023 Tourism Report Launch	
		Launched the National Tourism Destination Single Window Project (NTDSW)	Conduct research into sector activities to remove bottlenecks and enhance service delivery	2024	-Conducted a survey in the Arts and Culture industry under the HISWAP Project. -Conducted an international travellers survey at KIA  -Conducted a survey on the Kwahu Paragliding event, Independence Day event, Panafest, and Emancipation Day activities	Research initiatives have been instrumental in identifying sector bottlenecks, which will lead to improved service delivery and efficiency.

					<ul style="list-style-type: none"> <li>-Continue with the survey on Tourism Satellite Account</li> <li>-Conducted research on Tourism Levy collection</li> <li>-Conducted research and monitored the activities of tourism enterprises during local events and festivals</li> </ul>	
		Limited documentation of Ghanaian culture and heritage	Create and maintain a database of information on the sector for decision-making	2024	A workshop to train data collection officers has been organised, and a questionnaire has been developed.	The workshop significantly enhanced the skills of data collection officers, ensuring more accurate and reliable data gathering.
		The client service unit lacks logistics.	Provide a system of feedback to clients and stakeholders	2024	Provided a functional client service unit	The unit will deliver high-quality service, build strong relationships, and earn trust with our clients.
		<ul style="list-style-type: none"> <li>•Preparatory works finalised on six (6) tourist sites</li> <li>•Five (5) projects were completed</li> </ul>	Develop natural and man-made tourist sites to make Ghana a preferred tourist destination.	2023	Rehabilitated and modernized the Kwame Nkrumah Memorial Park	Anticipate a surge in visitor numbers, driving revenue growth.

				2024	<ul style="list-style-type: none"> <li>•Rehabilitated the Nationalism Park, Tano Boase Sacred Grove, Salaga Slave Market, Wells and Bath, Denkyira Eco-Park, Pikworo Slave Camp, and Heritage Site.</li> <li>• Launch of Bonwire Kente Museum.</li> <li>• Constructed the Gees Park (Phase I)</li> </ul>	Anticipate a surge in visitor numbers, driving revenue growth.
		Inadequate transport infrastructure, particularly a deplorable road network	Facilitate the Construction of feeder roads to tourist sites	2024	Yet to be done	It will improve access to tourist sites when roads are constructed
		Organised a month-long arts and crafts exhibition at the CNC in Kumasi	Promote Ghana through Participation in domestic and international fairs and exhibitions	2024	Participated in six (6) international fairs and exhibitions to market Ghana as a preferred tourist destination	It has significantly boosted our global visibility and attracted new business opportunities.
		Participated in 4 UNWTO/UNESCO International conferences to promote Ghana	Promote Ghana through participation in international conferences	2024	Attended four (4) UNWTO/UNESCO international conferences to promote Ghana as a preferred tourist destination	Our presence at global conferences has positioned Ghana as a premier tourist destination, highlighting unique experiences and opportunities.
<b>Social Dimension</b>	Proportion of cultural assets upgraded or	42.4% increase in the licensing of tourism enterprises,	Inspection and Licensing of Tourism Enterprises	2024	<ul style="list-style-type: none"> <li>• Issued licenses to 618 new tourism and hospitality facilities nationwide.</li> </ul>	This will ensure tourism enterprises meet high standards, which will enhance visitor

	modernized with innovative solutions.	and operational licenses	Maintain a unique cultural identity and values to promote an integrated national culture and contribute to the nation's overall economic development.	2024	<ul style="list-style-type: none"> <li>• Conducted national enforcement exercise</li> <li>• Conducted service assessment of up-market hotels.</li> <li>• Participated in the Aboakyir festival, Fourth Ghana Day festival, Folkloric Symbols TV show</li> <li>• Celebrated International Mother Language Day</li> </ul>	<p>experience and sector credibility.</p> <p>Our participation in these events showcased our commitment to cultural diversity and community engagement.</p>
		Embarked on a COVID-19 awareness campaign in selected regions across the country	Create several performances with a unique touch of Ghanaian /African traditional theatre elements	2024	Organised eight (8) Concert party theatres, ten (10) Wednesday theatres, and five (5) Fun World shows.	The events were a huge success, entertaining audiences and showcasing local talents.
			Create major performances involving all the resident groups	2024	<ul style="list-style-type: none"> <li>• Organised the Ghana Theatre Festival</li> <li>• Organised four (4) performances</li> </ul>	The events were a huge success, entertaining audiences and showcasing local talents.

		100 Projects in the form of documentaries, feature films, and entrepreneurs were received from the Ghanaian Film Entrepreneurs, out of which twenty-five (25) have been shortlisted.	Implement the Presidential Film Pitch Series	2024	Not Yet	When this project is implemented, it will boost the film sub-sector through job creation and empowering young entrepreneurs.
		A pan African Writers' Conference was organised	Provide a forum for all writers of Africa and those of African origin	2023	Participated in the 1st Djibouti Book Fair in Djibouti	Our participation in the book fair provided a valuable platform for promoting literature, culture, and knowledge sharing.
		A pan African Writers' Conference was organised.	Encourage the establishment and recognition of only one national writers' association in each African Country.	2022	Yet to be done	This will promote African literature and education throughout Africa
		Pan African Writers Day was celebrated on 7 <sup>th</sup> November 2021 to honor African	Seek and vigorously defend freedom of expression for all Africans	2023	Organised a virtual panel discussion on African Literature and Artificial Intelligence (AI)	This innovative event showcased the exciting possibilities emerging from the fusion of technology and creative expression.

		Writers and their contribution				
			Pursue the material and spiritual interests of African writers and their Association.	2024	Yet to be done	
		Formed two (2) literary clubs in Serwaa Kese SHS in the Tano North District and Ahafoman SHS in the Asunafo North District	Promote literacy and eradicate illiteracy in Africa	2024	<ul style="list-style-type: none"> <li>•Participated in the 21<sup>st</sup> Ghana International Book Fair (GIBF)</li> <li>• Developed an e-shop where users can easily acquire books from BGL via the internet</li> </ul>	Our participation in book fairs showcased our commitment to promoting literature and learning, while our e-shop innovation will expand access to books for our wider audience.
		A few well-equipped Centres for National Culture across regions and districts	To rehabilitate the Centres of National Culture across the country	2024	The Centre for National Culture in Sekondi is under renovation	The completion of the CNC would lead to cultural preservation and promotion, Tourism and economic development, community engagement and education, and the promotion of local artists and artisans.

## 2.2 Existing Conditions and Diagnosis

### 2.2.1 Ministry and Sector Agencies

The Ministry is a Cabinet Ministry with an advisory board. The Ministry is currently headed by a Minister of State, Hon. Abla Dzifa Gomashie, and assisted by a Deputy Minister, Hon. Yussif Issaka Jajah, with the Chief Director, Mr Joseph Kwasi Amoah, as the administrative head, assisted by a six-line (6) line Directorate. These include:

- **Finance and Administration**
  - Human Resources Management Development
  - Policy Planning, Budgeting, Monitoring and Evaluation
  - Research, Statistics, and Information Management
  - Tourism
  - Arts and Culture

The Ministry is the main policy-making body of the sector and has oversight responsibility for twelve (13) agencies, namely:

- **Civil Service Departments**
  - Bureau of Ghana Languages (BGL)
  - Hotel, Tourism and Catering Training Institute (HOTCATT)
  
- **Public Service Organisations**
  - Ghana Tourism Authority (GTA)
  - National Commission on Culture (NCC) and ten (10) Regional Centers for National Culture
  - Ghana Museums and Monuments Board (GMMB)
  - National Theatre of Ghana (NTG) and its three (3) resident groups
  - Kwame Nkrumah Memorial Park (KNMP)
  - National Folklore Board (NFB)
  - Pan African Writers Association (PAWA)
  - National Film Authority (NFA)
  - Ghana Tourism Development Company (GTDC) is an autonomous quasi-public-private entity and the commercial wing of the sector.
  - Creative Arts Agency
  - W.E.B. DU BOIS Memorial Centre
  - Public Boards and Corporations
  - Ghana Tourism Development Company (GTDC) Board
  - Ghana Tourism Authority (GTA) Board
  - National Folklore (NFB) Board
  - National Theatre of Ghana (NTG) Board
  - Ghana Museums and Monuments Board (GMMB) Board
  - National Commission on Culture (NCC) Board
  - Kwame Nkrumah Memorial Park (KNMP).

- **Human Resource Situation of the Ministry**

The Ministry of Tourism, Culture and Creative Arts (MoTCCA) has a total staff strength of one hundred and thirty-five (135), comprising various Civil Service grades. An analysis of seniority and age distribution indicates a balanced progression structure within the Ministry.

Staff are categorised into eighty-six (86) professionals and forty-nine (49) sub-professionals. During the reporting period, twenty-one (21) officers were promoted, thirteen (13) males and eight (8) females, through competitive examinations and/or interviews. These promotions enhanced staff morale and boosted confidence levels.

Between January and September 2024, five (5) officers were posted out of the Ministry, while ten (10) new officers were posted in. The movement of staff had a generally positive impact on the Ministry's operations, contributing to improved work output.

A major human resource challenge encountered in 2024 was the shortage of office space to accommodate new postings. To address this, management re-assigned some officers to the Ministry's Agencies, thereby easing space constraints. This intervention not only created a more suitable working environment but also enhanced co-ordination and collaboration between the Ministry and its Agencies. However, the effectiveness of this measure depended on factors such as the availability of office space at the Agencies and the officers' adaptability to new roles. While the challenge was only partially resolved, the re-assignment strategy contributed to sustaining efficiency and productivity.

#### Staff Strength

At the end of the year, the Ministry's staff strength stood at 135, comprising fifty-three (53) males and eighty-two (82) females.

#### Staff Categorisation

Out of the total staff, one hundred and five (105) were Senior Staff, thirty-eight (38) males and sixty-seven (67) females, while thirty (30) were Junior Staff, made up of thirteen (13) males and seventeen (17) females. The detailed categorisation of the Ministry and its Agencies is provided in subsequent sections.

### **2.2.2 Characteristics of Tourist Sites**

There are 30 to 40 fully developed tourist sites across the country, which are promoted. These include Kakum National Park, Cape Coast and Elmina Castles, Mole National Park, Wli Waterfalls, Paga Crocodile Pond, and the Kwame Nkrumah Memorial Park, alongside a wide range of community-based cultural sites, festivals, and craft villages.

However, the condition of these sites varies greatly. A few flagship attractions, particularly those under UNESCO watch or supported by an international project, are relatively well-maintained,

attracting domestic and international tourists. For example, the castles at Cape Coast and Elmina receive regular global visibility as symbols of the trans-Atlantic slave trade, and Kakum National Park continues to draw visitors with its canopy walkway.

However, many of the sites face critical challenges, including a lack of basic visitor facilities such as modern washrooms, restaurants, accommodation, reliable electricity, and clean water. Access roads to several attractions remain poor, making it difficult for tourists to reach them. In addition, there are gaps in signage, interpretation, and digital visibility, which limit the storytelling and educational value of these sites. Heritage sites suffer from in-adequate conservation and restoration funding, leading to structural deterioration. For instance, some forts and shrines are at risk of collapsing due to neglect and environmental wear.

Another pressing issue is the weak enforcement of maintenance and service standards. Visitor experience is often undermined by poor customer service, in-adequately trained tour guides, and in some cases, un-regulated informal operators who provide in-consistent services. Security concerns and weak safety measures at certain natural attractions also pose risks for tourists.

The implications of these issues for the tourism sector are significant. First, the underdevelopment of most sites constrains the sector's potential for job creation and income generation, especially at the community level, where tourism could serve as a key driver of livelihoods. Second, poor maintenance and deterioration of cultural heritage sites threaten the preservation of Ghana's cultural identity and historical narrative, which are essential for educational and reconciliation purposes. Third, the lack of modern facilities and poor infrastructure undermines Ghana's competitiveness as a destination in comparison to other African countries that are investing heavily in eco-tourism and heritage management.

In effect, while Ghana is abundantly endowed with rich and diverse tourism assets, the gap between potential and actual performance remains wide. Addressing the infrastructural, managerial, and conservation challenges is, therefore, crucial if the country is to transform its tourism sector into a leading contributor to national development, enhance international arrivals, and strengthen domestic tourism.

### **2.2.3 Economy**

Ghana's tourism sector is a vital driver of economic growth, foreign exchange earnings, and employment creation—ranking as the fourth-largest foreign exchange earner after gold, cocoa, and oil. Its labour-intensive nature offers significant opportunities for youth and women, particularly in rural communities. In 2019, boosted by the *Year of Return*, the sector generated over US\$3.3 billion from 1.13 million international arrivals. By 2023, arrivals rebounded to 1.15 million, generating US\$3.81 billion—a 25% increase from 2022 and a 2% rise above pre-COVID levels. Projections indicate that, with effective implementation of the 2022–2025 Sector Medium-Term Development Plan (SMTDP), tourism could contribute around 6% to GDP by 2025 and generate US\$8.3 billion annually by 2027, supported by an estimated 4.3 million international arrivals.

Government priorities focus on increasing tourism's GDP share, creating jobs, and diversifying offerings into high-value segments such as medical, conference, eco, and adventure tourism, as

well as community-based tourism for inclusive growth. Strategic interventions include improving policy implementation, strengthening data systems like the Tourism Satellite Account (TSA), enhancing skills development, and fostering private and foreign investment through incentives and public–private partnerships (PPPs). Sustained marketing, positioning Ghana as the *Gateway to West Africa*, will build on the successes of “Year of Return” and “Beyond the Return.” However, challenges such as low service standards, under-resourced institutions, and weak policy monitoring require urgent attention to realise the sector’s economic potential.

#### **2.2.4 Infrastructure**

Tourism competitiveness in Ghana depends on a robust mix of attractions, access, and support facilities. The SMTDP and the 15-year National Tourism Development Plan (2013–2027) prioritise upgrading transport links, improving accessibility to tourist sites, and modernizing tourism offices. Recent investments include the redevelopment of the Kwame Nkrumah Memorial Park, renovation of Ghana Museums and Monuments Board galleries, and creation of the first-ever Music Wall of Fame in Sekondi. Ecotourism and cultural heritage sites such as Kintampo Waterfalls, Tafi Atome Monkey Sanctuary, Salaga Slave Market, Bonwire Kente Museum, Odweanoma Paragliding Site, and Bunso Eco Park have also been upgraded with support from a US\$40 million World Bank-funded project.

Digital innovations such as e-ticketing and improved visitor management systems are being rolled out to enhance efficiency. However, infrastructure gaps persist—especially in district-level tourism offices, hospitality facilities, and road connectivity to remote attractions. Delays in infrastructure projects and limited PPP facilitation slow sector growth, while inadequate equipment and transportation for the Ministry of Tourism, Arts and Culture constrain operational effectiveness.

#### **2.2.5 Environment**

Ghana’s tourism development faces significant environmental challenges that threaten sustainability. Coastal erosion, deforestation, habitat loss, and pollution, exacerbated by poor sanitation and waste management, undermine the attractiveness of natural and cultural assets. Rapid growth in coastal tourism puts pressure on fragile ecosystems, while inadequate adaptation strategies leave protected areas vulnerable to the impacts of climate change.

The exclusion of local communities from conservation and eco-tourism initiatives creates potential conflicts over land and resource use, weakening incentives for environmental stewardship. Mainstreaming climate resilience into coastal management plans, ensuring dedicated funding for ecological site protection, and fostering community participation are essential for sustainable tourism growth. Without these measures, Ghana risks degrading the very resources that make it a competitive destination.

#### **2.2.6 Hazards, Disasters, and Security**

Tourism depends on perceptions of safety and stability. In Ghana, the absence of adequate safety measures—such as signage, first aid stations, fire protection, and trained security personnel—at

many tourist sites compromises visitor confidence. District-level attractions often lack tourism offices to oversee safety and security issues.

The sector also remains vulnerable to broader risks, including crime, accidents, and regional instability, which could deter visitors. The Ministry of Tourism, working with national security agencies, is taking steps to enhance safety through surveillance, emergency preparedness, and stakeholder training. However, significant work remains to be done on safety and security as core components of tourism development. Without addressing these vulnerabilities, gains in arrivals and revenue could be undermined by isolated but high-profile incidents.

### 2.3 Development Implications of the Issues Arising from the Analysis of Existing Conditions

<b>Theme</b>	<b>Development Implications</b>
<b>Economy</b>	Tourism’s potential to contribute a projected 6% by 2025 presents opportunities for job creation for youth and women. Without stronger policy monitoring, better-resourced institutions, and higher service standards, sector competitiveness and investment attractiveness will decline.
<b>Infrastructure</b>	Upgrading site infrastructure, accessibility, and digital visitor management can boost competitiveness and visitor satisfaction. Persistent project delays, weak PPP facilitation, and inadequate district-level facilities risk slowing growth and limiting rural tourism benefits.
<b>Environment</b>	Environmental threats, erosion, habitat loss, and poor sanitation threaten the long-term viability of attractions. Integrating climate resilience, waste management, and community participation can preserve assets, generate green jobs, and position Ghana as a sustainable destination.
<b>Hazards, Disasters, and Security</b>	Weak safety measures, inadequate signage, and poor emergency preparedness undermine visitor confidence. Strengthening site safety, disaster risk management, and inter-agency security co-ordination will protect visitors, investments, and the sector’s image.

### 2.4 List of Development Issues

- Limited involvement or participation of youth and women in tourism, culture, and creative arts.
- In-adequate businesses within the sector.
- Poor service standards in the tourism, hospitality, culture, and creative arts sectors.
- Lack of automation in revenue collection at tourist sites.
- Lack of digital archiving of oral histories and intangible cultural heritage for preservation and wider accessibility.
- Weak monitoring and evaluation of policy implementation and accountability.
- In-adequate transport infrastructure, particularly the road network.
- In-sufficient diversification of tourism products, especially MICE, adventure, and community-based tourism.
- Lack of reliable data on the sector for national development.
- Weak implementation of climate-smart infrastructure to combat coastal erosion and habitat loss.
- Limited implementation of sanitation-related systems at all major attractions.

- Weak implementation of sustainable tourism models.
- Lack of comprehensive data on cultural and heritage assets.
- In-sufficient research, documentation, and knowledge-sharing initiatives to safeguard Ghana’s cultural identity for future generations.
- Lack of adequate human, financial, and technological capacity of the sector institutions.
- Lack of state-of-the-art infrastructure and training facilities to improve institutional performance and service delivery.
- Weak public-private partnerships in the development and promotion of the sector.
- Weak promotion of Ghana’s cultural identity and heritage.
- Low collaboration amongst local communities, creative professionals, and cultural institutions in branding the sector.

**TABLE 2.1: SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Ghana has a diverse and unique selling point (USP) in culture and heritage tourism, while also developing its offerings in medical, conference, and adventure tourism.</li> <li>• A growing middle class provides a strong impetus for the domestic tourism market segment.</li> <li>• HOTCATT, as a training institute, provides basic hospitality skills in gastronomy and culinary services at lower, middle, and supervisory levels of service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Ghana has an underdeveloped niche tourism sector, including medical, conference, and adventure tourism, with huge potential. However, in-sufficient infrastructure, investment, and global marketing to compete with established destinations are a challenge.</li> <li>• Over-reliance on culture and heritage tourism may lead to stagnation if diversification efforts are slow.</li> <li>• In-consistent preservation of heritage sites may lead to poor maintenance, reducing sites' appeal to international tourists.</li> <li>• Despite a growing middle class, a significant portion of Ghanaians still cannot afford regular leisure travel, restricting the full potential of domestic tourism.</li> <li>• Seasonal domestic tourism is often concentrated around holidays and festivals, leading to un-even revenue streams for hospitality businesses.</li> <li>• Some Ghanaians prefer international travel over domestic tourism due to perceptions of better service and value abroad.</li> <li>• HOTCATT may focus on foundational skills but lacks specialized training in high-end tourism services (e.g., luxury hospitality, digital tourism marketing).</li> <li>• Limited collaboration with top-tier hotels and international hospitality brands may reduce job placement opportunities for graduates.</li> <li>• Outdated training and a lack of curriculum adaptation to global hospitality trends (e.g., sustainability, tech-driven service) may result in graduates lagging international standards.</li> </ul>

<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Political stability provides a safe and secure environment for visitors.</li> <li>• The Ghanaian hospitality and friendliness toward visitors and tourists</li> <li>• Ghana has a well-connected flight network.</li> <li>• The growing interest in Ghana as a Meetings, Incentives, Conferences, and Events (MICE) destination.</li> <li>• Large un-tapped tourism offerings in all genres (nature, culture, heritage, history)</li> <li>• Rapidly growing domestic demand for leisure and tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Political unrest or sudden instability (e.g., election-related violence, protests, or coups) could deter tourists and damage Ghana’s reputation as a safe destination.</li> <li>• Negative tourist experiences (e.g., scams, harassment, or poor service in some areas) could harm Ghana’s image, leading to bad reviews and reduced visitor confidence.</li> <li>• Disruptions in air travel (e.g., airline bankruptcies, high ticket prices, or reduced routes due to global crises such as pandemics or fuel shortages) can limit accessibility for tourists.</li> <li>• Inadequate infrastructure and high costs of venues, hotels, and logistics (transport, internet, utilities) make Ghana expensive for MICE compared to competitors, such as South Africa, Kenya, or Rwanda.</li> <li>• Complex visa processes, slow permit approvals, or excessive paperwork could discourage international event planners.</li> <li>• Un-controlled tourism development (e.g., excessive construction near beaches or sacred sites) could degrade the authenticity and sustainability of attractions.</li> <li>• A surge in domestic tourism without proper planning could lead to congestion, pollution, and declining visitor experiences at popular sites.</li> </ul>

## 2.5 Financial Performance

A review of financial resources for implementing the 2022-2025 MTDP was undertaken and presented in the template provided in Table 5. This review highlighted sources of funds, estimated costs of the plan, the amount received, and its implications on the implementation of SMTDP.

The 2022-2025 Tourism Sector Medium-term Development Plan (SMTDP) implemented key strategies to enhance revenue generation while addressing structural challenges. A major focus was digital transformation, including the rollout of an electronic tourism levy system, which improved revenue tracking and reduced leakage, but was abruptly halted. The Ghana Tourism Authority (GTA) also expanded the tax net by formalising informal tourism operators, such as homestays and community-based eco-tourism ventures, into the tax system. The 1% Tourism Levy charged to hotels and restaurants also improved revenue.

Despite the gains made, increased operational costs for tourism businesses reduced profitability and taxable revenue. Corruption and weak enforcement at some tourist sites also allowed revenue leakages to persist. Furthermore, global travel disruptions and fluctuating tourist arrivals due to geopolitical and health concerns created revenue unpredictability.

**TABLE 3. 1 Financial Performance (2022-2025)**

Source of funds	Total estimated cost of plan (A)	Total amount received(B)	Variance (C) = (A-B)
GOG	1,898,386,090.45	327,710,352.16	1,570,675,738.29
IGF	681,109,643.82	66,767,506.62	614,342,137.20
DACF			
DACF-RFG			
DPs	143,693,418.00	127,479,418.00	16,214,000.00
ABFA			
Others(specify)			
<b>TOTAL</b>	<b>2,723,189,152.27</b>	<b>521,957,276.78</b>	<b>2,201,231,875.49</b>

**Notes:** The implementation of the 2022-2025 SMTDP is the sum of the estimated cost of the plan and the amount received from 2022 –2025. The 2025 figures are for half of the year.

## 2.6 Estimated Future Development Needs

Despite these achievements, several critical components of the SMTDP remain un-fulfilled or face delays. One major setback has been the slow progress on infrastructure projects, particularly road networks leading to key tourist sites such as Mole National Park and attractions in the Volta Region. In-complete hospitality facilities in emerging attractions, including Paga Crocodile Pond and Wli Waterfalls, have also hindered the sector's growth.

Another area requiring attention is the diversification of tourism products. While SMTDP outlined plans to develop medical, conference, and adventure tourism, these segments remain underdeveloped. The lack of eco-tourism certification and clear sustainability standards further limits Ghana's ability to compete with regional counterparts like Rwanda and Kenya, which have made significant strides in these areas.

Funding and investment gaps continue to pose challenges. Public-private partnerships (PPPs) for hotel and resort development have progressed more slowly than anticipated, and many small tourism businesses still struggle to access financing. Additionally, the Tourism Satellite Account (TSA), a crucial tool for data-driven policy-making, has yet to be fully implemented, leaving gaps in monitoring and evaluation.

Environment concerns also remain unaddressed. Coastal erosion in areas like Ada and Keta threatens beach tourism, yet there is no comprehensive sustainable tourism policy in place to mitigate these risks. Without urgent action, climate change could undermine long-term growth in the sector.

While Ghana has made commendable progress in tourism marketing, visa facilitation, and select infrastructure projects, delays in critical areas risk undermining the full potential of the SMTDP. To ensure the plan's objectives are met by 2025, the Ministry of Tourism, Culture and Creative Arts (MoTCCA) must prioritise the following:

- i. Expediting infrastructure projects, particularly road networks and hospitality facilities, through stronger public-private collaboration.
- ii. Diversifying tourism offerings by investing in medical, conference, and eco-tourism, alongside certification programmes.
- iii. Improving access to financing for SMEs and fast-tracking PPPs in tourism development.
- iv. Finalising the Tourism Satellite Account to enhance data collection and policy formulation.
- v. Implementing climate resilience measures to protect vulnerable coastal and ecological sites.
- vi. Increasing the Ministry's budgetary allocation.
- vii. Enhancing standards and quality of service in product delivery.
- viii. Improving skills development and training facilities for public and private tourism actors
- ix. Provide incentives, concessions, and tax holidays to increase investment in the tourism, culture, and creative arts sector.

- x. Initiating the implementation of tourism and culture policies.
- xi. Providing state-of-the-art office space, office equipment, and vehicles for the sector Ministry.

With focused efforts on these outstanding areas, Ghana can still achieve its goal of becoming a leading tourism destination in Africa. However, time is of the essence, and stakeholders must act swiftly to capitalise on the progress made.

## CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

### 3.0 Introduction

The key development priorities outlined in this chapter include the Ministry’s office space upgrade, provision of office equipment, procurement of vehicles, and budget allocation increment to boost tourism and culture. Skills development, training for public and private tourism stakeholders, and service standards are also captured. Additionally, the Ministry aims to finalise the Tourism Satellite Account to enhance data collection and infrastructure development, particularly in road networks and hospitality facilities. Tax holidays and concessions to investors are considered.

Also captured in this chapter is the diversification of tourism offerings into medical, conference, and eco-tourism with certifications. Support for SMEs through improved financing and fast-tracked Public-Private Partnerships (PPPs) is another priority, along with climate resilience measures to protect vulnerable coastal and ecological sites.

Again, the chapter includes several Sustainable Development Goals (SDGs), particularly SDG 8, SDG 9 and SDG 17. Other relevant SDGs include 13, 14, and 15.

**TABLE 4.1 Key Development Priorities**

Economic Development	Issues
<p><b>Objective 1:</b> By 2029, diversify Ghana’s tourism products and source markets to achieve a 50% increase in sector revenue and a 70% growth in international visitor arrivals, driven by strengthened marketing strategies and enhanced service delivery capacities.</p>	<ul style="list-style-type: none"> <li>• Limited involvement or participation of youth and women in tourism, culture, and creative arts.</li> <li>• In-adequate businesses within the sector.</li> <li>• Poor service standards in the tourism, hospitality, culture, and creative arts sectors.</li> <li>• Lack of automation in revenue collection at tourist sites.</li> <li>• Lack of digital archiving of oral histories and intangible cultural heritage for preservation and wider accessibility.</li> <li>• Weak monitoring and evaluation of policy implementation and accountability.</li> <li>• In-adequate transport infrastructure, particularly the road network.</li> <li>• In-sufficient diversification of tourism products, especially MICE, adventure, and community-based tourism.</li> <li>• Lack of reliable data on the sector for national development.</li> <li>• Weak implementation of climate-smart infrastructure to combat coastal erosion and habitat loss.</li> <li>• Limited implementation of sanitation-related systems at all major attractions.</li> <li>• Weak implementation of sustainable tourism models.</li> </ul>

Social Development	Issues
<p><b>Objective 2:</b> By 2029, strengthen the creative arts sub-sector by promoting and commercialising local talent through stakeholder partnerships, to achieve 40% growth in sector revenue.</p>	<ul style="list-style-type: none"> <li>• Lack of comprehensive data on cultural and heritage assets.</li> <li>• In-sufficient research, documentation, and knowledge-sharing initiatives to safeguard Ghana’s cultural identity for future generations.</li> <li>• Lack of adequate human, financial, and technological capacity of the sector institutions.</li> <li>• Lack of state-of-the-art infrastructure and training facilities to improve institutional performance and service delivery.</li> <li>• Weak public-private partnerships in the development and promotion of the sector.</li> <li>• Weak promotion of Ghana’s cultural identity and heritage.</li> <li>• Low collaboration amongst local communities, creative professionals, and cultural institutions in branding the sector</li> </ul>

**TABLE 5.1 SDGs Goals and Targets**

Goals	Targets
<p><b>8</b> Decent Work and Economic Growth</p>	<p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including young people  8.6 Reduce the proportion of youth not in employment, education, or training  8.9 Revise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.  8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value-added and labour-intensive sectors.</p>
<p><b>9</b> Infrastructure Development and Operational Efficiency</p>	<p>9.1 By 2030, “Develop quality, reliable, sustainable and resilient infrastructure  9.c Increasing access to information and communications technology</p>
<p><b>17</b> Partnerships for the Goals</p>	<p><b>17.18</b> By 2030, enhance capacity-building support to developing countries to increase the availability of high-quality, timely, and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location, and other characteristics relevant in national contexts.</p>
<p><b>9</b> Industry, Innovation, and Infrastructure</p>	<p>9.1 By 2030, develop sustainable and resilient infrastructure. Since improved airline connectivity is part of the transport infrastructure,</p>
<p><b>16</b> Peace, Justice and Strong Institutions</p>	<p>Reflects a gap in progress toward SDG 16. Target 16.6 (develop effective, accountable and transparent institutions at all levels) and Target 16.7 (ensure responsive, inclusive, participatory and representative decision-making).</p>

Clean Water and Sanitation	6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation. 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping, and minimising the release of hazardous chemicals and materials.
11 Sustainable Cities and Communities	11.4 By 2030, protect the world’s cultural and natural heritage as eco-tourism sites.
17 Partnerships for the Goals	17.18 By 2020, enhance capacity-building support to developing countries to increase significantly the availability of high-quality, timely, and reliable data
14 Life Below Water	14.2: Sustainably manage and protect marine and coastal ecosystems from coastal erosion and marine habitat loss.
15 Life on Land	15.5: Halt the loss of biodiversity for terrestrial habitats.

### **3.1 Process of Prioritisation of Key Development Issues**

The key development issues were prioritised through a comprehensive planning process that involved the National Tourism Policy, the Cultural Policy, and the National Tourism Plan 2015-2027. A systematic approach was employed to identify, analyse, and select the most critical issues that require attention and resources. A thorough analysis of development challenges and opportunities was conducted in the context of the tourism sector development.

## **CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES, AND STRATEGIES**

### **4.0 Introduction**

This chapter presents the sector's integrated strategy to harness tourism and creative arts as catalysts for inclusive prosperity, while transforming tourism through expanded niche offerings and geographic reach into underserved regions. It further develops a competitive creative arts sector involving talent cultivation, infrastructure, security enhancements, governance frameworks, and data systems. Crucially, the strategy integrates culture and heritage preservation with arts-tourism synergies to enhance visitor experiences and foster social cohesion, positioning culture as a dynamic economic pillar for national advancement.

### **4.1 Formulation of Development Goals, Objectives, and Strategies**

#### **Goals**

Ghana's tourism sector will drive inclusive prosperity by generating diverse, year-round employment opportunities across its entire value chain and empowering local communities and MSMEs. This will be achieved by significantly boosting sustainable revenue streams, including foreign exchange earnings, tax contributions, and economic activities, while ensuring equitable distribution of benefits from visitor spending and investment.

The sector will safeguard national stability by guaranteeing the safety and security of visitors and communities through robust measures and effective justice systems for tourism-related incidents. Simultaneously, it will strengthen national unity by fostering social cohesion, promoting culture and heritage, and encouraging domestic tourism, actively demonstrating how tourism underpins peace and resilience.

#### **4.2 Objectives**

a. By 2029, diversify Ghana's tourism products and source markets to achieve a 50% increase in sector revenue and a 70% growth in international visitor arrivals, driven by strengthened marketing strategies and enhanced service delivery capacities.

Ghana will strategically broaden its tourism offerings beyond traditional sun-and-sand attractions to unlock new markets and increase visitor yield. This involves developing and promoting diverse niche products such as culture and heritage trails (focusing on historical sites like forts, castles, and traditional kingdoms), immersive eco-tourism experiences (including rainforests, wildlife reserves, and sustainable community stays), specialised adventure tourism, culinary tourism showcasing Ghanaian cuisine, and robust MICE (Meetings, Incentives, Conferences, Exhibitions) infrastructure. Geographic expansion is key, extending tourism development and marketing efforts beyond the coast to unlock the significant potential of the Northern, Central, and Western regions, ensuring benefits reach underserved communities. This diversification aims to attract a wider range of visitors year-round, extend the average length of stay, boost spending, and build resilience

against market fluctuations, ultimately creating more inclusive economic opportunities nationwide.

b. By 2029, strengthen the creative arts sub-sector by promoting and commercialising local talent through stakeholder partnerships, to achieve 40% growth in sector revenue.

Concurrently, Ghana will cultivate a thriving, globally competitive creative arts sub-sector, recognising its intrinsic value and powerful synergy with tourism. This entails investing in talent development through enhanced arts education, specialised skills training, and mentorship programmes for visual artists, musicians, performers, filmmakers, writers, designers, and craftspeople. Critical infrastructure development, including modern galleries, performance spaces, studios, and craft incubators, will be prioritised. Strategic support will focus on enhancing market access for artists, promoting innovation, safeguarding intellectual property rights, and developing sustainable business models. The creative arts sub-sector will be actively integrated into the tourism value chain to transform cultural expressions into marketable experiences (performances, workshops) and unique products (crafts, fashion, art), thereby enhancing visitor experiences while creating significant new revenue streams and employment opportunities for Ghanaian creatives. This holistic approach positions the creative arts as a dynamic economic engine.

### 4.3 Strategies

#### **Transformative Enabling Environment and Growth Catalysts**

This unified strategy focuses on creating the foundational conditions and driving targeted interventions to un-lock the full economic and cultural potential of Ghana's tourism and creative arts sector. It integrates:

- **System Enablers:** Securing sustainable funding (donor partnerships, PPPs, timely budgets), mitigating risks (security, terrorism), building critical infrastructure (roads, theatres, museums), establishing robust governance (regulatory/IP frameworks, institutional co-ordination), and deploying data systems (site database).
- **Growth Accelerators:** Directly expanding tourism (MICE development, site upgrades, service excellence, innovation) and empowering the creative arts (talent development, global market access, institutional strengthening), while fostering national awareness, community participation, and cross-sector synergies.

To systematically leverage Ghana's culture and heritage for national progress, this strategy prioritizes preserving and institutionalizing cultural assets through up-to-date documentation and adequately resourcing Centres of National Culture nationwide. Concurrently, it drives the transformation of the creative arts into a competitive economic engine by enforcing robust regulatory frameworks, strengthening the National Creative Arts Council, developing critical infrastructure like production theatres in underserved areas, revamping cultural establishments, and promoting public-private partnerships (PPPs). These efforts are amplified by capacity-building

initiatives and public awareness campaigns on culture’s development, collectively harnessing creativity and heritage to fuel economic growth, social cohesion, and a thriving creative sub-sector.

### 6.1 Matrix on Development Goals, Objectives, Strategies, and Programmes

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<b>Dimension/Thematic Area:</b>					
<p>1. Limited involvement or participation of youth and women in tourism, culture, and creative arts.</p> <p>2. In-adequate businesses within the sector.</p> <p>3. Poor service standards in the tourism, hospitality, culture, and creative arts sector.</p> <p>4. Lack of automation in revenue collection at tourist sites.</p> <p>5. Lack of digital archiving oral histories and intangible cultural heritage for preservation and wider accessibility.</p> <p>6. Weak monitoring and evaluation of policy implementation and accountability.</p> <p>7. In-adequate transport infrastructure, particularly the road network.</p> <p>8. In-sufficient diversification of tourism products, especially MICE,</p>	Build a prosperous society.	By 2029, diversify Ghana’s tourism products and source markets to achieve a 50% increase in sector revenue and a 70% growth in international visitor arrivals, driven by strengthened marketing strategies and enhanced service delivery capacities.	Diversify and Expand the Tourism Industry	<p>1) Position the country as a leading hub for Meetings, Incentives, Conferences, and Exhibitions (MICE).</p> <p>2) Grow the tourism sector through strategic investment, innovation, and commitment to service excellence.</p> <p>3) Upgrade existing and potential attractions, including palace museums, to meet global standards.</p> <p>4) Implement preventive strategies to address emerging threats to tourism, especially terrorism.</p> <p>5) Support community-led</p>	<p>Institutional Strengthening and Administrative Effectiveness</p> <p>Tourism Infrastructure and Heritage Development Programme</p> <p>Tourism Marketing, Promotion, and Market Intelligence Development Programme</p> <p>Tourism Standards, Regulation, and Capacity Enhancement Programme</p>

<p>adventure, and community-based tourism.</p> <p>9. Lack of reliable data on the sector for national development.</p> <p>10. Weak implementation of climate-smart infrastructure to combat coastal erosion and habitat loss.</p> <p>11. Limited implementation of sanitation-related systems at all major attractions.</p> <p>12. Weak implementation of sustainable tourism models.</p>				<p>tourism initiatives and collaborate with chiefs and traditional leaders to commercialize heritage festivals.</p> <p>6) Enhance tourism infrastructure, including road access to tourist destinations.</p> <p>7) Create and share a comprehensive database of all tourist attractions.</p> <p>8) Encourage the inclusion of local dishes on hotel and tourism facility menus.</p> <p>9) Establish “Cultural Villages” to highlight Ghana’s cultural diversity and promote domestic arts and tourism.</p> <p>10) Facilitate the commercialization of cultural and artistic products and services.</p> <p>11) Ensure safety and security at all tourist sites.</p>	
---	--	--	--	--	--

<b>Social Development</b>			<b>Aligned National Objective</b>		
<p>1. Lack of comprehensive data on cultural and heritage assets.</p> <p>2. In-sufficient research, documentation, and knowledge-sharing initiatives to safeguard Ghana’s cultural identity for future generations.</p> <p>3. Lack of adequate human, financial, and technological capacity of the sector institutions.</p> <p>4. Lack of state-of-the-art infrastructure and training facilities to improve institutional performance and service delivery.</p> <p>5. Weak public-private partnerships in the development and promotion of the sector.</p> <p>6. Weak promotion of Ghana’s cultural identity and heritage.</p> <p>7Low collaboration amongst local communities, creative professionals, and cultural institutions in branding the sector.</p>	<p>Maintain a stable, united, and safe country.</p>	<p>By 2029, strengthen the creative arts sub-sector by promoting and commercialising local talent through stakeholder partnerships, to achieve 40% growth in sector revenue.</p>	<p>Develop a Competitive Creative Arts Industry</p>	<ul style="list-style-type: none"> <li>• Enforce regulations governing the creative arts sector.</li> <li>• Construct production and performance theatres to nurture talent in underserved regions.</li> <li>• Strengthen the Copyright Office and related bodies to protect intellectual property and creative heritage.</li> <li>• Enhance the capacity of the National Creative Arts Council and improve institutional co-ordination within the industry.</li> <li>• Deepen partnerships with stakeholders in the music and dance sectors to develop, market their work, and engage in</li> </ul>	<p>National Culture, Creative Arts, and Heritage Development Programme</p>

				international events. <ul style="list-style-type: none"> <li>• Invest in local digital content creation initiatives that showcase Ghanaian culture.</li> <li>• Formulate a comprehensive National Strategy for the Creative Arts Industry</li> </ul>	
--	--	--	--	--	--

#### 4.4 Spatial Context of Development Proposals

In line with the NDPC planning guidelines, the Ministry of Tourism, Culture and Creative Arts (MoTCCA) has outlined the spatial dimensions of its development proposals for 2026–2029. The spatial framework reflects a deliberate effort to ensure balanced national development by aligning programmes with regional comparative advantages and addressing geographic disparities. The maps below illustrate the future desired situation.

##### 4.4.1 Regional Clusters and Anchor Nodes

The Ministry’s interventions are organised into four broad spatial clusters:

###### 1. Northern Eco-Cultural Corridor

- Anchored on Mole National Park, Paga Crocodile Pond, and Larabanga Mosque.
- Upgrades in access roads, visitor facilities, and community-based tourism initiatives will position the North as Ghana’s leading eco-cultural tourism zone.

###### 2. Middle Belt Creative Hub

- Centred on Kumasi and Sunyani, this cluster hosts new theatres, creative hubs, and cultural industries.
- The region will become the powerhouse of Ghana’s creative economy, focusing on crafts, textiles, and performance arts.

###### 3. Coastal Heritage and MICE Zone

- Encompassing Accra, Cape Coast, Elmina, Takoradi, and Volta.

- Development will focus on forts, castles, memorial parks, and Meetings, Incentives, Conferences, and Exhibitions (MICE) facilities.
- Climate-smart interventions will address coastal erosion at Ada, Keta, and Cape Coast.

#### 4. Urban Anchor Nodes

- Accra, Kumasi, Tamale, and Cape Coast will serve as national gateways, linked by upgraded transport networks to facilitate the domestic and international circulation of visitors and creatives.

#### 4.4.2 Thematic Spatial Interventions

Complementing the regional clusters, the Ministry will roll out thematic interventions with national coverage:

- Tourism Roads and Connectivity: Feeder and arterial roads linking Mole, Tamale, Kumasi, Cape Coast-Elmina, and Volta eco-sites.
- Creative Arts Hubs and Theatres: Modern infrastructure in Accra, Kumasi, Sunyani, and Cape Coast to support talent development and showcase performances.
- Climate-Sensitive Coastal Sites: Investments to protect Keta, Ada Foah, Cape Coast Castle, and Elmina Castle from erosion and climate impacts.

#### 4.5 Desired Future Situation

By 2029, the sector is expected to achieve:

- A well-connected network of eco-tourism and heritage attractions across all ecological zones.
- Regional creative hubs generating inclusive employment, particularly for youth and women.
- Strengthened climate resilience for vulnerable coastal heritage sites.
- Anchor nodes (Accra, Kumasi, Tamale, Cape Coast) serve as growth poles, distributing benefits nationwide.

This spatial framework ensures that MoTCCA's development proposals move beyond sector strategies to territorial equity, enhancing competitiveness and resilience while delivering inclusive growth across Ghana.

*The Ministry does not currently have spatial maps for its development proposals.*

## **CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES**

### **5.0 Introduction**

This chapter presents the program of action, highlighting the Ministry's development programmes, goals, objectives, and strategies. It also outlines the programme cost, status, and implementation institution, as well as timelines. Finally, Chapter highlights the indicative financial strategy covering the period 2026-2029, signaling the expected revenue and sources of finance, as well as existing gaps, where necessary. It also provides the assumptions and methodologies used for costing POA.

### **5.1 Assumptions and methodologies used for costing the POA.**

Costing programmes and activities in MoTCCA involve the following assumptions and methodologies:

- i. Programme-Based Costing: Costs were assigned to activities based on their consumption of resources.
- ii. Risk Assessment: Costs were adjusted based on risk assessments to account for uncertainties and contingencies.
- iii. Budgetary Analysis: This involves analysing historical budgets, spending patterns, and trends to forecast future costs.
- iv. Cost Estimation Techniques: These include expert judgment, analogous estimating (using similar past activities as a basis), parametric estimating (using statistical relationships), and bottom-up estimating (estimating individual tasks and rolling them up).
- v. Assumptions on Resource Consumption: Assumptions are made about the consumption of resources such as personnel, materials, equipment, and overhead costs.
- vi. Performance-Based Budgeting: Funding levels were linked to expected performance outcomes, enabling detailed cost estimation of activities necessary to achieve those outcomes.
- vii. Cost-Benefit Analysis (CBA): CBA compares the costs of programmes and activities to their expected benefits.
- viii. Stakeholder Consultation: Input from stakeholders within and outside MoTCCA helped develop cost estimates and ensure that all relevant factors were considered.

**TABLE 7 1 Programme of Action (PoA)**

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution	
	2026	2027	2028	2029	GoG	DA CF	IGF	Others (DPs)	New	Ongoing	Lead	Collaborating
Institutional Strengthening and Administrative Effectiveness	X	X	X	X	40,445,084.00					Ongoing	MOTCCA	Agencies
Tourism Infrastructure and Heritage Development Programme	X	X	X	X	201,388,000					Ongoing	MOTCCA	Agencies
Tourism Marketing, Promotion, and Market Intelligence Development Programme	X	X	X	X	172,047,122.60					Ongoing	MOTCCA	Agencies
Tourism Standards, Regulation, and Capacity Enhancement Programme	X	X	X	X	15,526,962.40					Ongoing	MOTCCA	Agencies
National Culture,	X	X	X	X	3,793,492,100.22		12,233,900.00	113,211,300.00		Ongoing	MOTCCA	Agencies

Creative Arts, and Heritage Development Programme												
					4,222,899,269.22		<b>12,233,900.00</b>	<b>113,211,300.00</b>				
<b>Grand Total</b>	<b>4,348,344,469.22</b>											

**TABLE 8.1 Programme Financing**

Development Programme	Programme Cost(A)	Expected Revenue and Sources of Funding						Total(B)	GAP(B-A)
		GoG	IGF	DA CF-RF G	AB FA	DPs	Others (DPs)		
Institutional Strengthening and Administrative Effectiveness	<b>40,445,084.00</b>	<b>40,445,084.00</b>						<b>40,445,084.00</b>	
Tourism Infrastructure and Heritage Development Programme	<b>201,388,000</b>	<b>201,388,000</b>						<b>201,388,000</b>	
Tourism Marketing, Promotion, and Market Intelligence Development Programme	<b>172,047,122.60</b>	<b>172,047,122.60</b>						<b>172,047,122.60</b>	

Tourism Standards, Regulation, and Capacity Enhancement Programme	<b>15,526,962.40</b>	<b>15,526,962.40</b>						<b>15,526,962.40</b>	
National Culture, Creative Arts, and Heritage Development Programme	<b>3,793,492,100.22</b>	<b>3,793,492,100.22</b>	<b>12,233,900.00</b>			<b>113,211,300.00</b>		<b>3,793,492,100.22</b>	

## 5.1 Strategic Environmental Assessment (SEA) of Formulated Programmes

As required by the NDPC guidelines, a Strategic Environmental Assessment (SEA) was conducted on the Ministry's 2026-2029 programmes to ensure that environmental and climate considerations are fully integrated. The SEA reviewed all proposed interventions for their potential impacts on biodiversity, cultural heritage, land use, climate resilience, and social inclusion.

### 5.2.1 Process

The SEA process included:

- Screening of formulated programmes using NDPC and EPA sustainability criteria.
- Consultations with stakeholders such as the EPA, Forestry Commission, Water Resources Commission, and Metropolitan/Municipal/District Assemblies.
- Identification of risks, opportunities, and mitigation measures for each programme area.

### 5.2.2 Findings

The assessment confirmed that most programmes have positive environmental and social outcomes, but some risks were noted:

1. **Tourism Infrastructure:** Access roads and visitor facilities may disturb sensitive habitats. Mitigation requires EIAs, strict compliance with EPA guidelines, and replanting of affected areas.
2. **Creative Arts Facilities:** Minimal environmental risk, green building standards, and renewable energy integration are encouraged.
3. **Coastal Heritage and MICE Development:** High exposure to erosion and sea-level rise, coastal protection, and climate-smart design have been incorporated.
4. **Community-Based Tourism:** Strong potential for biodiversity conservation and livelihood diversification, requires training in sustainable resource use.
5. **Digitisation Programmes:** No major risks; expected to reduce paper use and contribute to lower carbon emissions.

### 5.2.3 Mitigation and Enhancement

The SEA recommended, and the Ministry has integrated the following measures:

- Mandatory EIAs for all major physical infrastructure.
- Incorporation of renewable energy and energy-efficient technologies in facilities.
- Climate adaptation measures in all coastal projects.

- Improved waste management and sanitation at tourism sites.
- Environmental awareness incorporated into community tourism training.

#### 5.2.4 Outcome

The SEA has ensured that the 2026-2029 programmes are environmentally sound, climate-resilient, and socially inclusive. This assurance that sector development will proceed without undermining ecological integrity, heritage assets, or intergenerational equity.

**Table 9.1 SEA Matrix of Formulated Programmes (2026-2029)**

<b>Programme Area</b>	<b>Potential Environmental / Social Impact</b>	<b>Mitigation &amp; Enhancement Measures</b>
<b>Tourism Infrastructure Development</b> (roads, visitor facilities, site upgrades)	Habitat disturbance, vegetation loss, and increased waste generation	Conduct EIAs, enforce EPA standards, replanting/reforestation, waste segregation, and disposal systems
<b>Creative Arts and Cultural Facilities</b> (theatres, hubs, cultural centres)	Increased energy demand, urban congestion	Apply green building codes, integrate renewable energy (solar, biogas), and promote energy-efficient technologies.
<b>Coastal Heritage and MICE Development</b> (forts, castles, conference facilities)	Exposure to sea-level rise, erosion, and flooding	Integrate coastal protection works, climate-smart architectural design, and improved drainage systems.
<b>Community-Based Tourism Initiatives</b> (eco-tourism, crafts, cultural villages)	Possible overuse of local natural resources; pressure on biodiversity	Capacity building for communities on sustainable resource use, enforce conservation by-laws, promote eco-tourism standards
<b>Digitisation and National Interventions</b> (ticketing, archives, certification systems)	Minimal risk; increased e-waste potential	Encourage responsible e-waste management, reduce paper use, and adopt cloud-based systems to lower the carbon footprint.

## **CHAPTER SIX: ANNUAL ACTION PLANS**

### **6.0 Introduction**

This chapter outlines the Annual Action Plans (AAPs) of the Ministry of Tourism, Culture and Creative Arts (MoTCCA) for the period 2026–2029. Developed in line with NDPC Guidelines, the AAPs translate the sector’s medium-term goals into specific, time-bound activities aligned with national priorities and the SDGs.

The chapter begins with a summary of implementation progress and co-ordination efforts. It is followed by detailed action plan matrices indicating project titles, timelines, costs, funding sources, and implementing institutions.

The AAPs provide a clear roadmap for achieving the sector’s development objectives through effective planning, collaboration, and performance monitoring.

### **6.1 Brief Narrative on the Implementation of the Annual Action Plans**

The implementation of the Annual Action Plans (AAPs) under the 2026–2029 Sector Medium-Term Development Plan (SMTDP) of the Ministry of Tourism, Culture and Creative Arts (MoTCCA) reflects a comprehensive, phased, and program-based approach to achieving national development priorities through strategic interventions in tourism, culture, and creative arts. The Annual Action Plans have been structured to align with the sector’s development goals and objectives and guided by the key development dimensions outlined in the SMTDP.

The 2026 Annual Action Plan focuses on five major programme areas: Management and Administration; Tourism Product Development; Tourism Research and Marketing; Tourism Quality Assurance; and Culture, Creative Arts and Heritage Management. These programmes were implemented through both new and ongoing projects across the country with clear timelines, indicative costs, lead implementing institutions, and collaborating partners.

Implementation will be mainstreamed across the Ministry and its agencies, leveraging existing institutional arrangements to facilitate co-ordination. Projects such as administrative support services, staff capacity development, records and accounts management, and estate management will be executed to strengthen internal systems under the Management and Administration programme. In line with diversifying and expanding the tourism sector, key product development activities, schematic design, rehabilitation of tourist sites (e.g., Assin Manso, Paga Zenga Crocodile Pond, Oda Big Tree), feasibility studies, and infrastructure upgrades will also be undertaken to enhance visitor experiences.

Marketing and promotional activities for domestic and international will be vigorously pursued to boost Ghana’s visibility as a preferred tourism destination. These included participation in global travel fairs, organisation of special events (e.g., Paragliding Festival, Panafest), and surveys to generate tourism data for evidence-based planning. The Tourism Quality Assurance programme will ensure consistent licensing, regulation, and service quality through inspections for operators.

The Ministry also advanced the creative arts and heritage sub-sector by implementing initiatives under the Culture, Creative Arts and Heritage Management programme. These included promoting literacy, supporting national festivals, the R&D programme, preserving cultural assets, and promoting domestic tourism through nationwide engagements and exhibitions.

Implementation will be monitored through quarterly and annual reviews, and coordinated by the Policy Planning, Budgeting, Monitoring and Evaluation (PPBME) Directorate. The Ministry will collaborate closely with agencies such as the Ghana Tourism Authority (GTA), Ghana Tourism Development Company (GTDC), National Commission on Culture (NCC), and other stakeholders, including MDAs, MMDAs, and the private sector.

While progress has been made across the planned activities, challenges such as limited infrastructure, funding gaps, and logistical constraints continue to pose execution problems. However, the sector remains committed to accelerating the execution of planned interventions through strengthened partnerships, resource mobilisation, and enhanced mechanisms to ensure the successful realisation of the SMTDP goals by 2029.

**TABLE 10.1 2026 ANNUAL ACTION PLAN**

<b>Objective:</b> By 2029, diversify Ghana’s tourism products and source markets to achieve a 50% increase in sector revenue and a 70% growth in international visitor arrivals, driven by strengthened marketing strategies and enhanced service delivery capacities.													
<b>Programme:</b> Institutional Strengthening and Administrative Effectiveness Tourism Infrastructure and Heritage Development Programme Tourism Marketing, Promotion, and Market Intelligence Development Programme Tourism Standards, Regulation, and Capacity Enhancement Programme													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/ Department	
		Q 1	Q2	Q 3	Q4	GoG	DA CF	IGF	Other DPs	New	Ongoing	Lead	Collaborating
Administrative support services	Accra	x	x	x	x	807,500.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Procurement and Supply Chain Management	Accra	x	x	x	x	108,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Protocol Services	Accra	x	x	x	x	51,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Estate Management	Accra	x	x	x	x	206,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Transport and Security Management	Accra	x	x	x	x	82,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Management of Client Service	Accra	x	x	x	x	154,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Records Management	Accra	x	x	x	x	148,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Accounts Management	Accra	x	x	x	x	67,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Audit for Cash Management	Accra	x	x	x	x	12,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Audit of MoTCCA Store Management	Accra	x	x	x	x	12,000.00					Ongoing	MoTCCA	FandA
Audit of MoTCCA Estate Management	Accra	x	x	x	x	36,000.00					Ongoing	MoTCCA	FandA
HR Policy development	Accra	x	x	x	x	30,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Preparation of Reports	Accra	x	x	x	x	50,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
HR Sector-wide Management	Accra		x		x	35,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Development of Staff Capacity	Accra	x	x	x	x	315,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Performance Management	Accra	x	x	x	x	25,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
General HR Management	Accra		x		x	447,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Welfare	Accra	x	x	x	x	119,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Implementation of Career and Succession Plan	Accra	x	x	x	x	25,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Performance Reporting	Accra	x	x	x	x	100,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Policy Formulation	Accra	x	x	x	x	100,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Monitoring and Evaluation	Accra	x	x	x	x	1,300,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Management of Sector Budget	Accra	x	x	x	x	1,000,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Co-ordination of Statutory meetings and programmes	Accra	x	x	x	x	50,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Data Collection in Culture and Creative Industries (CCIs) (HISWA Project)	Accra	x				3,739,696.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Research and Statistics Development Plan for MoTCCA (HISWA Project)	Accra		x			40,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Production and Publication of I.E. and C	Accra		x	x		10,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Materials													
Publication of Newsletter	Accra		x	x		5,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Minister's Press Briefing	Accra			x		30,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Communication plan	Countrywide	x				31,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Production of 2025 Quarterly Visitors Statistics – Kwame Nkrumah Memorial Park	Accra	x	x	x	x	1,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Creation and Maintenance of a Comprehensive Database for the Sector Ministry	Accra	x	x	x	x	1,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Gender-Responsive Data Collection and Analysis	Countrywide	x	x	x		40,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Develop Implementation Plan for the National Culture Policy.	Accra	x	x	x	x	400,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Co-operation in Bilateral Relations on Culture and Creative Arts.	Accra				x	15,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Promote Gender Equality and Inclusion in Ghana's Culture and Creative Arts Sector leveraging the influence of renowned Ghanaian veterans	Accra		x			30,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Preservation of Cultural Heritage and Artefacts	Accra				x	160,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Arts and Culture Industry Capacity Development	Accra		x	x	x	40,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Promotion of Domestic Tourism.	Countrywide	x	x	x	x	650,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Co-operation in the regional and international organisation on tourism related issues	Countrywide	x	x	x	x	15,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Quality Service Delivery	Volta Region	x	x			45,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Promotion of International Tourism	International				x	45,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Office Operation and Digitisation of the Tourism Eco-system 2025.	Accra	x	x	x	x	302,575.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Schematic design and working drawings of 3 key tourist sites	Countrywide	x	x	x		20,000.00					Ongoing	GTA	Agencies, MDAs, MMDAs
Develop a sustainable management and energy resources plan for major tourist sites	Accra	x	x	x	x	972,469.7					Ongoing	GTA	Agencies, MDAs, MMDAs
Strategic partnership framework for the development of a highway rest stop and craft Centre	Accra	x	x	x		2, 721,652.50					Ongoing	GTA	Agencies, MDAs, MMDAs
Feasibility studies of a heritage project	Accra	x	x			5,990,233.15					Ongoing	GTA	Agencies, MDAs, MMDAs
Assin Manso Site Project – Phase 3	Assin Manso		x			500,000.00					Ongoing	GTDC	Agencies, MDAs, MMDAs
Paga Zenga Crocodile Pond project -Phase 2	Paga			x		450,000.00					Ongoing	GTDC	Agencies, MDAs, MMDAs
Oda Big Tree Site project -Phase 3	Akim Oda	x				950,000.00					Ongoing	GTDC	Agencies, MDAs, MMDAs
Conversion of an office building into a 10-floor commercial complex (Phase 1)	Accra			x	x	1,350,000.00				New		GTDC	Agencies, MDAs, MMDAs

Participate in domestic fairs and exhibitions.	In-country	x		x	x	815,882,925					Ongoing	GTA	Agencies, MDAs, MMDAs
Participate in international fairs and exhibitions.	USA, Holland, Germany, South Africa, Nigeria, UK, Spain	x		x	x	1,631, 765.85					Ongoing	GTA	Agencies, MDAs, MMDAs
Organisation of Special Events (Domestic)	Countrywide	x	x	x	x	217,929.00					Ongoing	GTA	Agencies, MDAs, MMDAs
Tourism Surveys and Reports	Countrywide	x	x	x	x	56,135.20					Ongoing	GTA	Agencies, MDAs, MMDAs
Participate in three (3) International events to establish Business contacts to promote Ghana.	International				x	500,000.00					Ongoing	GTDC	Agencies, MDAs, MMDAs
Inspection and Licensing	Countrywide	x	x	x	x	15,000.00					Ongoing	GTA	Agencies, MDAs, MMDAs
Draft Standards and Regulations	Countrywide	x	x	x	x	10,000.00					Ongoing	GTA	Agencies, MDAs, MMDAs
Capacity Building	Countrywide			x	x	50,000.00					Ongoing	GTA	Agencies, MDAs, MMDAs

**Objective:** By 2029, strengthen the creative arts sub-sector by promoting and commercialising local talent through stakeholder partnerships, to achieve 40% growth in sector revenue.

**Program:** National Culture, Creative Arts, and Heritage Development Programme

Project	Location	Time Frame				Cost				Project Status		Implementing Institution/ Department	
		Q 1	Q2	Q 3	Q4	GOG	DA CF	IGF	Other	New	Ongoing	Lead	Collaborators
Research and Development (R&D) Month	Countrywide	x				2,360,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Literacy and Literary Month	Countrywide	x				3,685,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Independence and Heritage Month	Countrywide	x				3,740,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Black Star, History and Diaspora Month	Countrywide		x			3,750,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Ghana Extractives Month	Countrywide		x			1,875,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Medicine, Science, and Innovation Month	Countrywide			x		4,000,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Family Month	Countrywide			x		2,850,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Food and Drinks Month	Countrywide			x		4,550,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs

Art Month	Countrywide			x		7,750,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Drama and Film Month	Countrywide				x	6,350,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Fashion, Textiles, and Accessories Month	Countrywide				x	4,000,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Music and Dance Festival Month	Countrywide				x	4,550,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Conservation works on Artefacts	Accra	x	x	x		5,550,000.00		1,000.00	1,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
GMMB Community and Stakeholder Engagement	Countrywide	x	x					8,000.00			Ongoing	GMMB	Agencies, MDAs, MMDAs
Rehabilitation of Monuments and Sites, ATB's	Accra	x	x	x		712,161.50		80,000.00			Ongoing	GMMB	Agencies, MDAs, MMDAs
Storage and Documentation of Records	Accra	x	x	x	x	816,939.67		15,000.00	15,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Construction of an administrative office for the Ashanti and Upper East regions	Kumasi, Bolgatanga	x	x			15,259,574.40		200,000.00	200,000.00	New	Ongoing	GMMB	Agencies, MDAs, MMDAs
Collaboration and Partnerships	Countrywide	x	x	x	x	2,939,350.14		6,000.00			Ongoing	GMMB	Agencies, MDAs, MMDAs

Budget Implementation	Countrywide	x	x	x	x	1,307,945.52					Ongoing	GMMB	Agencies, MDAs, MMDAs
Staff Compensation Issues	Countrywide	x	x	x	x	3,813,762.75					Ongoing	GMMB	Agencies, MDAs, MMDAs
Revenue Generation	Countrywide	x	x	x	x	3,813,762.75					Ongoing	GMMB	Agencies, MDAs, MMDAs
Awareness building and promotion of the ATBs	Countrywide	x	x			2,724,001.00		30,000.00	30,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Organisation of special heritage events	Countrywide	x	x			4,353,980.40		155,000.00	155,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Hands-on Scientific programs for schools in the community	Countrywide		x			3,537,609.07		15,000.00	15,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Routine Internal Audit Reviews	Accra	x				762,735.05		30,000.00	30,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Review and enhance the current museum exhibition	Accra	x	x	x	x	1,416,507.95		25,000.00	25,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Outreach Programs	Countrywide		x	x		762,735.05		5,000.00	5,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Research (Working papers on GMMB)	Country wide	x	x			980,476.83		7,500.00	7,500.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Black History Month celebration	Accra	x				50,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs

Heritage Month Organisation	Accra	x				60,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
Promotion of pan Africanism in schools	Accra	x				100,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
A week-long celebration	Accra	x				10,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
Emancipation Day/wreath laying ceremony	Accra			x		160,000.00					Ongoing	W.E.B. DUBOIS/ KNMP	Agencies, MDAs, MMDAs
Dubois-Padmore-Nkrumah lectures	Accra			x		300,000.00					Ongoing	W.E.B. DUBOIS/ KNMP	Agencies, MDAs, MMDAs
Ghana night	Accra				x	60,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
Re-enactment of the Declaration of Independence	Accra	x				50,000.00					Ongoing	KNMP	Agencies, MDAs, MMDAs
Organisation of Artistic Programmes	Accra	x	x	x	x	4,993,000.00					Ongoing	NTG	Agencies, MDAs, MMDAs
Facility Rentals	Accra	x	x	x	x	2,450,800.00					Ongoing	NTG	Agencies, MDAs, MMDAs
Renovation of the National Theatre Building	Accra	x	x	x	x	512,161,500.00						NTG	Agencies, MDAs, MMDAs
Procurement and maintenance	Accra	x	x	x	x	3,000,000.00					Ongoing	NTG	Agencies, MDAs, MMDAs

Residents Groups	Accra	x	x	x	x	4,292,000.00					Ongoing	NTG	Agencies, MDAs, MMDAs
Establishment of folklore clubs	Accra	x	x	x	x	762,593.09					Ongoing	NFB	Agencies, MDAs, MMDAs
Discovery of the Volta and Northern regions' symbols	Volta and Northern Region	x	x	x	x	762,593.09					Ongoing	NFB	Agencies, MDAs, MMDAs
Nationwide inventory of folkloric elements and update of the national register	Countrywide	x	x	x	x	762,593.09					Ongoing	NFB	Agencies, MDAs, MMDAs
Listing of a traditional dish on the UNESCO representative list of intangible cultural heritage of humanity	Accra	x	x	x	x	762,593.09					Ongoing	NFB	Agencies, MDAs, MMDAs
Folklore media discussions (our folkloric symbols TV show with Metro TV)	Accra	x	x	x	x	762,593.09					Ongoing	NFB	Agencies, MDAs, MMDAs
Scouting and monitoring	Countrywide	x	x	x	x	762,593.09					Ongoing	NFB	Agencies, MDAs, MMDAs
World folklore day	Accra			x		762,593.09					Ongoing	NFB	Agencies, MDAs, MMDAs
Folklore fun day	Accra				x	762,593.09					Ongoing	NFB	Agencies, MDAs, MMDAs

Ghana Day Festival – Switzerland and France	Switzerland and France	x	x	x	x	1, 634,442.30					Ongoing	NFB	Agencies, MDAs, MMDAs
UNESCO engagements	International	x	x	x	x	1,634,014.90					Ongoing	NFB	Agencies, MDAs, MMDAs
Film Development Fund	Accra	x	x	x	x	112,000,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Ghana Xplore	Accra	x	x	x	x	44,510,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Training / Capacity Building and Accelerator Programmes	Countrywide	x	x	x	x	93,440,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Stakeholder / Industry Engagement	Accra	x	x	x	x	7,264,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Regulation of the Film Industry	Countrywide	x	x	x	x	48,500,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Film Studio	Accra	x	x	x	x	28,800,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Ghana Cinema Agenda	Accra	x	x	x	x	45,600,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Promote Ghanaian Languages	Countrywide	x	x	x	x	200,000.00					Ongoing	BGL	Agencies, MDAs, MMDAs

Enhance the standardisation of publications in Ghanaian languages	Countrywide	x	x	x	x	80,000.00					Ongoing	BGL	Agencies, MDAs, MMDAs
Resource mobilization	Accra	x	x	x	x	250,000.00					Ongoing	BGL	Agencies, MDAs, MMDAs
Review and complete the Organisational Manual and Scheme of Service of HOTCATT	Accra	x	x	x	x	130,100.00		120,000.00	150,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Conduct a capacity needs assessment of HOTCATT	Accra	x	x	x	x	330,100.00		120,000.00	127,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Recruit and develop the capacity of additional Teachers and other staff	Accra	x	x	x	x	50,400.00		249,000.00	400,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Obtain and roll out GTEC Accredited programmes	Accra	x	x	x	x	34,400.00		230,000.00	222,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Roll out the CTVET Practical Training	Accra	x	x	x	x	330,000.00		120,000.00	1,222,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Review and develop curricula for various Programme Categories/Courses	Accra	x	x	x	x	330,000.00		120,000.00	1,222,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Collaborate with the industry and sector to roll out the standard	Accra	x	x	x	x	330,000.00		120,000.00	230,300.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs

professional training and certification													
Renovate the current HOTCATT Campus	Accra	x	x	x	x	8,001,000.00		220,000.00	20,020,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Secure and complete design and drawings for the existing lands and/or new ones in Accra and Satellite Branches in 3 Regions	Accra	x	x	x	x	9,000,000.00		120,000.00	1,222,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Complete and develop communication strategies and publicity brands	Accra	x	x	x	x	330,000.00		120,000.00	1,222,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Activate and utilise social, traditional, and printed media space to increase visibility and increase the number of students or the training sessions	Accra	x	x	x	x	230,020.00		43,000.00	980,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Develop project proposals and business cases to deliver adequate capacity building, training, and corporate social responsibility	Accra	x	x	x	x	330,000.00		200,000.00	1,590,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Participate in local and international conferences for engagement in	Accra	x	x	x	x	120,000.00		80,000.00	920,000.00		Ongoing	HOTCAT T	Agencies, MDAs, MMDAs

research and investment in sustainable training and capacity-building practices													
Promote reading among young students.	Countrywide	x	x			721,000.00					Ongoing	PAWA	Agencies, MDAs, MMDAs
Enhance creative writing among existing writers	countrywide			x		188,000.00					Ongoing	PAWA	Agencies, MDAs, MMDAs
Document ancient culture, traditions, and norms.	countrywide	x	x			925,000.00					Ongoing	PAWA	Agencies, MDAs, MMDAs
Public Education and Sensitisation					x	584,000.00					Ongoing	PAWA	Agencies, MDAs, MMDAs
<b>TOTALS</b>						<b>1,865,754,367.66</b>		<b>2,359,500.00</b>	<b>30,010,800.00</b>				
<b>GRAND TOTAL</b>						<b>1,898,124,667.66</b>							

**TABLE 11.1 2027 ANNUAL ACTION PLAN**

<b>Objective:</b> By 2029, diversify Ghana’s tourism products and source markets to achieve a 50% increase in sector revenue and a 70% growth in international visitor arrivals, driven by strengthened marketing strategies and enhanced service delivery capacities.													
<b>Programme:</b> Institutional Strengthening and Administrative Effectiveness Tourism Infrastructure and Heritage Development Programme Tourism Marketing, Promotion, and Market Intelligence Development Programme Tourism Standards, Regulation, and Capacity Enhancement Programme													
Project	Location	Time Frame				Cost				Project Status	Implementing Institution/ Department		
		Q 1	Q 2	Q 3	Q 4	GoG	DA CF	IGF	Other		New	Ongoing	Lead
Administrative support services	Accra	x	x	x	x	807,500.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Procurement and Supply Chain Management	Accra	x	x	x	x	108,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Protocol Services	Accra	x	x	x	x	51,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Estate Management	Accra	x	x	x	x	206,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Transport and Security Management	Accra	x	x	x	x	82,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Management of Client Service	Accra	x	x	x	x	154,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Records Management	Accra	x	x	x	x	148,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Accounts Management	Accra	x	x	x	x	67,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Audit for Cash Management	Accra	x	x	x	x	12,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Audit of MoTCCA Store Management	Accra	x	x	x	x	12,000.00					Ongoing	MoTCCA	FandA
Audit of MoTCCA Estate Management	Accra	x	x	x	x	36,000.00					Ongoing	MoTCCA	FandA
HR Policy development	Accra	x	x	x	x	30,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Preparation of Reports	Accra	x	x	x	x	50,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
HR Sector-wide Management	Accra		x		x	35,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Development of Staff Capacity	Accra	x	x	x	x	315,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Performance Management	Accra	x	x	x	x	25,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

General HR Management	Accra		x		x	447,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Welfare	Accra	x	x	x	x	119,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Implementation of Career and Succession Plan	Accra	x	x	x	x	250,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Performance Reporting	Accra	x	x	x	x	100,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Policy Formulation	Accra	x	x	x	x	100,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Monitoring and Evaluation	Accra	x	x	x	x	1,300,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Management of Sector Budget	Accra	x	x	x	x	1,000,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Co-ordination of Statutory meetings and programmes	Accra	x	x	x	x	50,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Data Collection in Culture and Creative Industries (CCIs) (HISWA Project)	Accra	x				3,739,696.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Research and Statistics Development Plan for MoTCCA (HISWA Project)	Accra		x			40,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Production and Publication of I.E. and C Materials	Accra		x	x		10,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Publication of Newsletter	Accra		x	x		5,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Minister's Press Briefing	Accra			x		30,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Communication plan	Country wide	x				31,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Production of 2025 Quarterly Visitors Statistics – Kwame Nkrumah Memorial Park	Accra	x	x	x	x	1,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Creation and Maintenance of a Comprehensive Databank for the Sector Ministry	Accra	x	x	x	x	1,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Gender-Responsive Data Collection and Analysis	Country wide	x	x	x		200,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Develop Implementation Plan for the National Cultural Policy.	Accra	x	x	x	x	400,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Co-operation in Bilateral Relations on Culture and Creative Arts.	Accra				x	15,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Promote Gender Equality and Inclusion in Ghana's Culture and Creative Arts Sector leveraging the influence of renowned Ghanaian veterans	Accra		x			30,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Preservation of Cultural Heritage and Artifacts	Accra				x	160,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Arts and Culture Industry Capacity Development	Accra		x	x	x	40,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Promotion of Domestic Tourism.	Country wide	x	x	x	x	650,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Co-operation in regional and international organisation on tourism	Country wide	x	x	x	x	15,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

related issues													
Quality Service Delivery	Volta Region	x	x			45,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Promotion of International Tourism	International				x	45,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Office Operation and Digitisation of the Tourism Ecosystem 2025.	Accra	x	x	x	x	302,575.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Tourist sites development	Country wide	x	x	x		1,850,000					Ongoing	GTA	Agencies, MDAs, MMDAs
Rehabilitation of existing tourist sites and National Monuments	Nationwide	x	x	x	x	13,020,000					Ongoing	GTA, GTDC, GMMB	Agencies, MDAs, MMDAs
Initiate, upgrade, and complete tourism investment projects	Accra	x	x	x		5,000,060.00					Ongoing	GTA, GTDC, HOTCATT	Agencies, MDAs, MMDAs
Development of HOTCATT regional campuses	Nationwide	x	x			56,631,300.00				New		HOTCATT	Agencies, MDAs, MMDAs
Conversion of an office building into a 10 - 10-floor commercial complex, phase	Accra					1,350,000				New		GTDC	MoTCCA

International Fairs and Exhibitions	Worldwide and Nationwide	x		x	x	3,120,000.00					Ongoing	GTA, HOTCATT, NFB	Agencies, MDAs, MMDAs
Domestic Events and Memorial Celebrations	Nationwide	x		x	x	21,122,568.40					Ongoing	GTA, KNMP, WEB DUBOI, GMMB, NFB, BGL	Agencies, MDAs, MMDAs
Research, Monitoring, and Evaluation	Countrywide	x	x	x	x	667,362.24					Ongoing	GTA	Agencies, MDAs, MMDAs
Surveys	Countrywide	x	x	x	x	56,135.20					Ongoing	GTA, GTDC	Agencies, MDAs, MMDAs
Traditional and Digital Marketing campaigns	Nationwide	x	x	x	x	500,000.00					Ongoing	GTDC, HOTCATT, GMMB, BGL	Agencies, MDAs, MMDAs
Inspection and Licensing	Countrywide	x	x	x	x	1,000,000.00					Ongoing	GTA	Agencies, MDAs, MMDAs

Draft Standards and Regulations	Country wide	x	x	x	x	2,000,862.40					Ongoing	GTA	Agencies, MDAs, MMDAs
Capacity Building	Country wide			x	x	2,002,000.00					Ongoing	GTA, HOTCATT, GMMB	Agencies, MDAs, MMDAs
Procurement of supplies and vehicles	Accra	x				699,400.00				New		HOTCATT	Agencies, MDAs, MMDAs
Curriculum Review	Nationwide	x	x			486,400.00					Ongoing	HOTCATT	Agencies, MDAs, MMDAs
Roll out the CTNET Practical Training	Accra	x	x	x	x	330,000.00		120,000.00	1,222,000.00			HOTCATT	Agencies, MDAs, MMDAs

By 2029, strengthen the creative arts sub-sector by promoting and commercialising local talent through stakeholder partnerships, to achieve 40% growth in sector revenue.

**Programme:** National Culture, Creative Arts, and Heritage Development Programme

Research and Development (R&D) Month	Country wide	x				2,360,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Black Star, History and Diaspora Month	Country wide		x			3,750,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs
Medicine, Science, and Innovation Month	Country wide			x		4,000,000.00					Ongoing	NCC	Agencies, MDAs, MMDAs

Conservation works on Artefacts	Accra	x	x	x		1,000,000		1,000.00	1,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Public Education and Sensitisation	Country wide				X	1,000,000		8,000.00			Ongoing	PAWA	Agencies, MDAs, MMDAs
Rehabilitation of Monuments and Sites, ATB's	Accra	x	x	x		4,000,000		80,000.00			Ongoing	GMMB	Agencies, MDAs, MMDAs
Digitisation of Monuments and Cultural Artefacts	Accra	x	x	x	x	2,000,000		15,000.00	15,000.00		Ongoing	GMMB, BGL	Agencies, MDAs, MMDAs
Promote reading and Pan-Africanism in schools	Kumasi, Bolgatanga	x	x			1,500,000		200,000.00	200,000.00	New	Ongoing	WEB DUBOIS, PAWA	Agencies, MDAs, MMDAs
Black history and Heritage month celebrations	Country wide	x	x	x	x	2,000,000		6,000.00			Ongoing	WEB DUBOIS	Agencies, MDAs, MMDAs
Budget Implementation	Country wide	x	x	x	x	800,000					Ongoing	GMMB	Agencies, MDAs, MMDAs
Awareness building and promotion of the ATBs	Country wide	x	x			1,000,000		30,000.00	30,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Organisation of special heritage events	Country wide	x	x			800,000		155,000.00	155,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Hands-on Scientific programs for schools in the community	Country wide		x			600,000		15,000.00	15,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs

Routine Internal Audit Reviews	Accra	x				400,000		30,000.00	30,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Review and enhance the current museum exhibition	Accra	x	x	x	x	1,500,000		25,000.00	25,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Outreach Programs	Country wide		x	x		800,000		5,000.00	5,000.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Research Publications of Cultural and Historic Monuments.	Country wide	x	x			600,000		7,500.00	7,500.00		Ongoing	GMMB	Agencies, MDAs, MMDAs
Black History Month celebration	Accra	x				50,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
Heritage Month organisation	Accra	x				60,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
Promotion of pan Africanism in schools	Accra	x				100,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
A week-long celebration	Accra	x				10,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
Emancipation Day/wreath laying ceremony	Accra			x		160,000.00					Ongoing	W.E.B. DUBOIS/K NMP	Agencies, MDAs, MMDAs

Dubois-Padmore-Nkrumah lectures	Accra			x		310,000.00					Ongoing	W.E.B. DUBOIS/K NMP	Agencies, MDAs, MMDAs
Ghana night	Accra				x	60,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
Re-enactment of the Declaration of Independence	Accra	x				50,000.00					Ongoing	KNMP	Agencies, MDAs, MMDAs
Organisation of Artistic Programmes	Accra	x	x	x	x	4,993,000.00					Ongoing	NTG	Agencies, MDAs, MMDAs
Facility Rentals	Accra	x	x	x	x	2,450,800.00					Ongoing	NTG	Agencies, MDAs, MMDAs
Renovation of the National Theatre Building	Accra	x	x	x	x	512,161,500.00					Ongoing	NTG	Agencies, MDAs, MMDAs
Establishment of folklore clubs	Accra	x	x	x	x	800,000					Ongoing	NFB	Agencies, MDAs, MMDAs
Discovery of the Volta and northern regions' symbols	Volta and Northern Region	x	x	x	x	700,000					Ongoing	NFB	Agencies, MDAs, MMDAs
Nationwide inventory of folkloric elements and update of the national register	Country wide	x	x	x	x	2,000,000					Ongoing	NFB	Agencies, MDAs, MMDAs

Enlisting a traditional dish on the UNESCO representative list of intangible cultural heritage of humanity	Accra	x	x	x	x	1,200,000					Ongoing	NFB	Agencies, MDAs, MMDAs
Scouting and monitoring	Country wide	x	x	x	x	600,000					Ongoing	NFB	Agencies, MDAs, MMDAs
Film Development Fund	Accra	x	x	x	x	112,000,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Ghana Xplore	Accra	x	x	x	x	44,510,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Training / Capacity Building and Accelerator Programmes	Country wide	x	x	x	x	93,440,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Stakeholder / Industry Engagement	Accra	x	x	x	x	7,264,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Regulation of the Film Industry	Country wide	x	x	x	x	48,500,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Film Studio	Accra	x	x	x	x	28,800,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Ghana Cinema Agenda	Accra	x	x	x	x	45,600,000.00					Ongoing	NFA	Agencies, MDAs, MMDAs
Enhance the standardization of	Country wide	x	x	x	x	80,000.00					Ongoing	BGL, PAWA	Agencies, MDAs, MMDAs

publications in Ghanaian languages													
Review and complete the Organisational Manual and Scheme of Service of HOTCATT	Accra	x	x	x	x	130,100.00		120,000.00	150,000.00		Ongoing	HOTCATT	Agencies, MDAs, MMDAs
Obtain and roll out GTEC Accredited programmes	Accra	x	x	x	x	34,400.00		230,000.00	222,000.00		Ongoing	HOTCATT	Agencies, MDAs, MMDAs
Review and develop curricula for various Programme Categories/Courses	Accra	x	x	x	x	330,000.00		120,000.00	1,222,000.00		Ongoing	HOTCATT	Agencies, MDAs, MMDAs
Renovate the current HOTCATT Campus	Accra	x	x	x	x	8,001,000.00		220,000.00	20,020,000.00		Ongoing	HOTCATT	Agencies, MDAs, MMDAs
Secure and complete design and drawings for the existing lands and/or new ones in Accra and Satellite Branches in 3 Regions	Accra	x	x	x	x	9,000,000.00		120,000.00	1,222,000.00		Ongoing	HOTCATT	Agencies, MDAs, MMDAs
Complete and develop communication strategies and publicity brands	Accra	x	x	x	x	330,000.00		120,000.00	1,222,000.00		Ongoing	HOTCATT	Agencies, MDAs, MMDAs

Activate and utilize social, traditional, and printed media spaces to increase visibility and increase the number of students or the training sessions	Accra	x	x	x	x	230,020.00		43,000.00	980,000.00		Ongoing	HOTCATT	Agencies, MDAs, MMDAs
Enhance creative writing among existing writers	countrywide			x		188,000.00					Ongoing	PAWA	Agencies, MDAs, MMDAs
Public Education and Sensitisation					x	584,000.00					Ongoing	PAWA	Agencies, MDAs, MMDAs
<b>TOTALS</b>						<b>1,073,837,679.24</b>		<b>1,590,500.00</b>	<b>26,743,500.00</b>				
<b>GRAND TOTAL</b>						<b>1,102,171,679.24</b>							

**TABLE 12 1 2028 ANNUAL ACTION PLAN**

<b>Objectives:</b> By 2029, diversify Ghana’s tourism products and source markets to achieve a 50% increase in sector revenue and a 70% growth in international visitor arrivals, driven by strengthened marketing strategies and enhanced service delivery capacities.													
<b>Programme:</b> Institutional Strengthening and Administrative Effectiveness Tourism Infrastructure and Heritage Development Programme Tourism Marketing, Promotion, and Market Intelligence Development Programme Tourism Standards, Regulation, and Capacity Enhancement Programme													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/ Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Administrative support services	Accra	x	x	x	x	807,500.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Procurement and Supply Chain Management	Accra	x	x	x	x	108,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Protocol Services	Accra	x	x	x	x	51,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Estate Management	Accra	x	x	x	x	206,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Transport and Security Management	Accra	x	x	x	x	82,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Management of Client Service	Accra	x	x	x	x	154,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Records Management	Accra	x	x	x	x	148,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Accounts Management	Accra	x	x	x	x	67,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Audit for Cash Management	Accra	x	x	x	x	12,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Audit of MoTCCA Store Management	Accra	x	x	x	x	12,000.00					Ongoing	MoTCCA	Fanda
Audit of MoTCCA Estate Management	Accra	x	x	x	x	36,000.00					Ongoing	MoTCCA	Fanda
HR Policy development	Accra	x	x	x	x	30,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Preparation of Reports	Accra	x	x	x	x	50,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
HR Sector-wide Management	Accra		x		x	35,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Development of Staff Capacity	Accra	x	x	x	x	315,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Performance Management	Accra	x	x	x	x	25,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
General HR Management	Accra		x		x	447,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Welfare	Accra	x	x	x	x	119,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Implementation of Career and Succession Plan	Accra	x	x	x	x	2,500,000					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Performance Reporting	Accra	x	x	x	x	100,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Policy Formulation	Accra	x	x	x	x	100,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Monitoring and Evaluation	Accra	x	x	x	x	1,300,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Management of Sector Budget	Accra	x	x	x	x	1,000,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Co-ordination of Statutory meetings and programmes	Accra	x	x	x	x	50,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Data Collection in Culture and Creative Industries (CCIs) (HISWA Project)	Accra	x				3,739,696.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Research and Statistics Development Plan for MoTCCA (HISWA Project)	Accra		x			40,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Production and Publication of I.E. and C	Accra		x	x		10,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Materials													
Publication of Newsletter	Accra		x	x		5,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Minister's Press Briefing	Accra			x		30,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Communication plan	Countrywide	x				31,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Production of 2025 Quarterly Visitors Statistics – Kwame Nkrumah Memorial Park	Accra	x	x	x	x	1,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Creation and Maintenance of a Comprehensive Databank for the Sector Ministry	Accra	x	x	x	x	1,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Gender-Responsive Data Collection and Analysis	Countrywide	x	x	x		1,500,000					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Develop Implementation Plan for the National Cultural Policy.	Accra	x	x	x	x	400,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Co-operation in Bilateral Relations on Culture and Creative Arts.	Accra				x	15,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

Promote Gender Equality and Inclusion in Ghana's Culture and Creative Arts Sector leveraging the influence of renowned Ghanaian veterans	Accra		x			30,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Preservation of Cultural Heritage and Artifacts	Accra				x	160,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Arts and Culture Industry Capacity Development	Accra		x	x	x	40,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Promotion of Domestic Tourism.	Countrywide	x	x	x	x	650,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Co-operation in regional and international organisation on tourism related issues	Countrywide	x	x	x	x	15,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Quality Service Delivery	Volta Region	x	x			45,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Promotion of International Tourism	International				x	45,000.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs
Office Operation and Digitisation of the Tourism Ecosystem	Accra	x	x	x	x	302,575.00					Ongoing	MoTCCA	Agencies, MDAs, MMDAs

2025.													
Tourist sites development	Countrywide	x	x	x		3,906,200.00					Ongoing	GTA	Agencies, MDAs, MMDAs
Rehabilitation of existing tourist sites and National Monuments	Nationwide	x	x	x	x	3,906,200.00					Ongoing	GTA, GTDC, GMMB	Agencies, MDAs, MMDAs
Initiate, upgrade, and complete tourism investment projects	Accra	x	x	x		45,241,000.00					Ongoing	GTA, GTDC, HOTCAT T	Agencies, MDAs, MMDAs
Development of HOTCATT regional campuses	Nationwide	x	x			24,623,000.00				New		HOTCAT T	Agencies, MDAs, MMDAs
International Fairs and Exhibitions	Worldwide and Nationwide	x		x	x	30,253,020.00					Ongoing	GTA, HOTCAT T, NFB	Agencies, MDAs, MMDAs
Domestic Events and Memorial Celebrations	Nationwide	x		x	x	50,055,000					Ongoing	GTA, KNMP, WEB DUBOI, GMMB, NFB, BGL, WEB DUBOIS, NCC	Agencies, MDAs, MMDAs
Research, Monitoring, and Evaluation	Countrywide	x	x	x	x	6,343,736.64					Ongoing	GTA, GTDC	Agencies, MDAs, MMDAs

Surveys	Countrywide	x	x	x	x	3,000,000.00					Ongoing	GTA, GTDC	Agencies, MDAs, MMDAs
Traditional and Digital Marketing campaigns	Nationwide	x	x	x	x	1,120,000.00					Ongoing	GTDC, HOTCAT T, GMMB, BGL	Agencies, MDAs, MMDAs
Inspection and Licencing	Countrywide	x	x	x	x	2,000,000.00					Ongoing	GTA	Agencies, MDAs, MMDAs
Draft Standards and Regulations	Countrywide	x	x	x	x	2,000,000.00					Ongoing	GTA	Agencies, MDAs, MMDAs
Capacity Building	Countrywide			x	x	6,400,100.00					Ongoing	GTA, HOTCAT T, GMMB	Agencies, MDAs, MMDAs
Procurement of supplies and vehicles	Accra	x				577,000.00				New		HOTCAT T	Agencies, MDAs, MMDAs
Curriculum Review	Nationwide	x	x			699,400.00				New		HOTCAT T	Agencies, MDAs, MMDAs
Roll out the CTVET Practical Training	Accra	x	x	x	x	872,000.00				New		HOTCAT T	Agencies, MDAs, MMDAs
<b>Objective:</b> By 2029, strengthen the creative arts sub-sector by promoting and commercialising local talent through stakeholder partnerships, to achieve 40% growth in sector revenue.													
Programme: National Culture, Creative Arts, and Heritage Development Programme													
Research and Development (R&D) Month	Countrywide	x				2,360,000					Ongoing	NCC	Agencies, MDAs, MMDAs

Black Star, History and Diaspora Month	Countrywide		x			1,500,000					Ongoing	NCC	Agencies, MDAs, MMDAs
Medicine, Science, and Innovation Month	Countrywide			x		4,000,000					Ongoing	NCC	Agencies, MDAs, MMDAs
Conservation works on Artefacts	Accra	x	x	x		1,005,000					Ongoing	GMMB, PAWA	Agencies, MDAs, MMDAs
Rehabilitation of Monuments and Sites, ATB's	Accra	x	x	x		4,000,000					Ongoing	GMMB	Agencies, MDAs, MMDAs
Digitalisation of Monuments and Cultural Artefacts	Accra	x	x	x	x	150,000					Ongoing	GMMB, BGL	Agencies, MDAs, MMDAs
Promote reading and Pan-Africanism in schools	Kumasi, Bolgatanga	x	x			255,000				New		WEB DUBOIS, PAWA	Agencies, MDAs, MMDAs
Black history and Heritage month celebrations	Countrywide	x	x	x	x	130,000.00					Ongoing	WEB DUBOIS	Agencies, MDAs, MMDAs
Budget Implementation	Countrywide	x	x	x	x	400,000					Ongoing	GMMB	Agencies, MDAs, MMDAs
Awareness building and promotion of the ATBs	Countrywide	x	x			400,000					Ongoing	GMMB	Agencies, MDAs, MMDAs
Organisation of special heritage events	Countrywide	x	x			300,000					Ongoing	GMMB	Agencies, MDAs, MMDAs
Hands-on Scientific programs for schools in the community	Countrywide		x			200,000					Ongoing	GMMB	Agencies, MDAs, MMDAs

Routine Internal Audit Reviews	Accra	x				150,000					Ongoing	GMMB	Agencies, MDAs, MMDAs
Review and enhance the current museum exhibition	Accra	x	x	x	x	500,000					Ongoing	GMMB	Agencies, MDAs, MMDAs
Outreach Programs	Countrywide		x	x		300,000					Ongoing	GMMB	Agencies, MDAs, MMDAs
Research Publications of Cultural and Historic Monuments.	Countrywide	x	x			200,000					Ongoing	GMMB	Agencies, MDAs, MMDAs
Heritage Month organisation	Accra	x				400,000					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
AU week celebration	Accra	x				110,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
Emancipation Day/wreath laying ceremony	Accra			x		70,000.00					Ongoing	W.E.B. DUBOIS/ KNMP	Agencies, MDAs, MMDAs
Dubois-Padmore-Nkrumah lectures	Accra			x		130,000.00					Ongoing	W.E.B. DUBOIS/ KNMP	Agencies, MDAs, MMDAs
Ghana night	Accra				x	130,000.00					Ongoing	W.E.B. DUBOIS	Agencies, MDAs, MMDAs
Re-enactment of the Declaration of Independence	Accra	x				70,000.00					Ongoing	KNMP	Agencies, MDAs, MMDAs

Organisation of Artistic Programmes	Accra	x	x	x	x	2,000,000					Ongoing	NTG	Agencies, MDAs, MMDAs
Renovation of the National Theatre Building	Accra	x	x	x	x	512,507,175.00					Ongoing	NTG	Agencies, MDAs, MMDAs
Establishment of folklore clubs	Accra	x	x	x	x	250,000					Ongoing	NFB	Agencies, MDAs, MMDAs
Discovery of the Volta and northern regions' symbols	Volta and Northern Region	x	x	x	x	300,000					Ongoing	NFB	Agencies, MDAs, MMDAs
Nationwide inventory of folkloric elements and update of the national register	Countrywide	x	x	x	x	2,000,000					Ongoing	NFB	Agencies, MDAs, MMDAs
Enlisting a traditional dish on the UNESCO representative list of intangible cultural heritage of humanity	Accra	x	x	x	x	500,000					Ongoing	NFB	Agencies, MDAs, MMDAs
Scouting and monitoring	Countrywide	x	x	x	x	250,000					Ongoing	NFB	Agencies, MDAs, MMDAs
Film Development Fund	Accra	x	x	x	x	112,000,000					Ongoing	NFA	Agencies, MDAs, MMDAs
Ghana Xplore	Accra	x	x	x	x	44,510,000					Ongoing	NFA	Agencies, MDAs, MMDAs
Training / Capacity Building and	Countrywide	x	x	x	x	93,440,000					Ongoing	NFA	Agencies, MDAs, MMDAs

Accelerator Programmes													
Stakeholder / Industry Engagement	Accra	x	x	x	x	7,264,000					Ongoing	NFA	Agencies, MDAs, MMDAs
Regulation of the Film Industry	Countrywide	x	x	x	x	48,500,000					Ongoing	NFA	Agencies, MDAs, MMDAs
Film Studio	Accra	x	x	x	x	28,800,000					Ongoing	NFA	Agencies, MDAs, MMDAs
Ghana Cinema Agenda	Accra	x	x	x	x	45,600,000					Ongoing	NFA	Agencies, MDAs, MMDAs
Enhance the standardisation of publications in Ghanaian languages	Countrywide	x	x	x	x	400,000					Ongoing	BGL, PAWA	Agencies, MDAs, MMDAs
Review and complete the Organisational Manual and Scheme of Service of HOTCATT	Accra	x	x	x	x	250,000					Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Obtain and roll out GTEC Accredited programmes	Accra	x	x	x	x	500,000					Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Review and develop curricula for various Programme Categories/Courses	Accra	x	x	x	x	400,000					Ongoing	HOTCAT T	Agencies, MDAs, MMDAs

Renovate the current HOTCATT Campus	Accra	x	x	x	x	5,000,000					Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Secure and complete design and drawings for the existing lands and/or new ones in Accra and Satellite Branches in 3 Regions	Accra	x	x	x	x	1,000,000					Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Complete and develop communication strategies and publicity brands	Accra	x	x	x	x	400,000					Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Activate and utilize social, traditional, and printed media spaces to increase visibility and increase the number of students or training sessions	Accra	x	x	x	x	500,000					Ongoing	HOTCAT T	Agencies, MDAs, MMDAs
Enhance creative writing among existing writers	countrywide			x		127,000					Ongoing	PAWA	Agencies, MDAs, MMDAs
Public Education and Sensitisation					x	744,000					Ongoing	PAWA	Agencies, MDAs, MMDAs
						<b>1,119,813,602.64</b>							

**Table 13. 1 2029 ANNUAL ACTION PLAN**

<b>Objective:</b> By 2029, diversify Ghana’s tourism products and source markets to achieve a 50% increase in sector revenue and a 70% growth in international visitor arrivals, driven by strengthened marketing strategies and enhanced service delivery capacities.													
<b>Programme:</b> Institutional Strengthening and Administrative Effectiveness Tourism Infrastructure and Heritage Development Programme Tourism Marketing, Promotion, and Market Intelligence Development Programme Tourism Standards, Regulation, and Capacity Enhancement Programme													
Project	Location	Time Frame				Cost (CMillion)				Project Status		Implementing Institution/ Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating
Administrative support services	Accra	x	x	x	x	807,500.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Procurement and Supply Chain Management	Accra	x	x	x	x	108,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Protocol Services	Accra	x	x	x	x	51,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Estate Management	Accra	x	x	x	x	206,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Transport and Security Management	Accra	x	x	x	x	82,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs

Management of Client Service	Accra	x	x	x	x	154,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Records Management	Accra	x	x	x	x	148,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Accounts Management	Accra	x	x	x	x	67,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Audit for Cash Management	Accra	x	x	x	x	12,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Audit of MoTCCA Store Management	Accra	x	x	x	x	12,000.00					Ongoing	MoTC CA	
Audit of MoTCCA Estate Management	Accra	x	x	x	x	36,000.00					Ongoing	MoTC CA	
HR Policy development	Accra	x	x	x	x	30,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Preparation of Reports	Accra	x	x	x	x	50,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
HR Sector-wide Management	Accra		x		x	35,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Development of Staff Capacity	Accra	x	x	x	x	315,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Performance Management	Accra	x	x	x	x	25,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs

General HR Management	Accra		x		x	447,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Welfare	Accra	x	x	x	x	119,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Implementation of Career and Succession Plan	Accra	x	x	x	x	1,200,000					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Performance Reporting	Accra	x	x	x	x	100,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Policy Formulation	Accra	x	x	x	x	100,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Monitoring and Evaluation	Accra	x	x	x	x	1,300,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Management of Sector Budget	Accra	x	x	x	x	1,000,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Co-ordination of Statutory meetings and programmes	Accra	x	x	x	x	50,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Data Collection in Culture and Creative Industries (CCIs) (HISWA Project)	Accra	x				3,739,696.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Research and Statistics Development Plan for MoTCCA (HISWA Project)	Accra		x			40,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs

Production and Publication of I.E. and C Materials	Accra		x	x		10,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Publication of Newsletter	Accra		x	x		5,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Minister's Press Briefing	Accra			x		30,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Communication plan	Countrywide	x				31,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Production of 2025 Quarterly Visitors Statistics – Kwame Nkrumah Memorial Park	Accra	x	x	x	x	1,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Creation and Maintenance of a Comprehensive Databank for the Sector Ministry	Accra	x	x	x	x	1,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Gender-Responsive Data Collection and Analysis	Countrywide	x	x	x		1,200,000					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Develop Implementation Plan for the National Cultural Policy.	Accra	x	x	x	x	400,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Co-operation in Bilateral Relations on Culture and	Accra				x	15,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs

Creative Arts.													
Promote Gender Equality and Inclusion in Ghana's Culture and Creative Arts Sector leveraging the influence of renowned Ghanaian veterans	Accra		x			30,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Preservation of Cultural Heritage and Artifacts	Accra				x	160,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Arts and Culture Industry Capacity Development	Accra		x	x	x	40,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Promotion of Domestic Tourism.	Countrywide	x	x	x	x	650,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Co-operation in the regional and international organisation on tourism related issues	Countrywide	x	x	x	x	15,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Quality Service Delivery	Volta Region	x	x			45,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs
Promotion of International Tourism	International				x	45,000.00					Ongoing	MoTC CA	Agencies, MDAs, MMDAs

Office Operation and Digitization of the Tourism Ecosystem 2025.	Accra	x	x	x	x	302,575.00					Ongoing	MoTCA	Agencies, MDAs, MMDAs
Construction of heritage projects	Nationwide	X	X	X	X	70,000					Ongoing	GTA	MOTCCA, Agencies
Procurement and construction of 3 key tourist sites	Nationwide	X	X	X	X	5,441,181.50				New		GTA	MOTCCA, Agencies
Implementation of the Energy Resource plan for major tourist sites	Nationwide	X	X	X	X	2,176,472.60				New		GTA	MOTCCA, Agencies
Construction of highway rest stops and craft centre	Nationwide	X	X	X	X	1,088,670.60					ongoing	GTA	MOTCCA, Agencies
International Travel and Adventure Show	Worldwide	X				30,253,020.00					ongoing	GTA	MOTCCA, Agencies
Domestic Events	Nationwide	X	X	X		15,364,131.00					ongoing		
Promoting Ghanaian Languages	Nationwide	X				500,000					ongoing	GTA	MOTCCA, Agencies
Participate in local and international conferences on research and investment in sustainable training and capacity-building practices.	Accra	X	X	X	X	330,000		200,000	1,590,000		ongoing	BGL	MOTCCA, Agencies

Carry out publicity and advertising for the Institute	Nationwide	X	X	X	X	120,000		80,000	920,000		ongoing	HOTC ATT	MOTCCA, Agencies
Research and Development	Nationwide		X	X		500,000			2,700,000		ongoing	GTDC	MOTCCA, Agencies
World Folklore Day	Accra			X		800,000					<b>ongoing</b>	NFB	MOTCCA, Agencies
Folklore Fun Day	Accra				X	400,000					<b>ongoing</b>	NFB	MOTCCA, Agencies
Ghana Day Festival	Switzerland and France			X		2,000,000					<b>ongoing</b>	NFB	MOTCCA, Agencies
Media Engagements to Promote Folklore	Nationwide	X	X	X	X	500,000					<b>ongoing</b>	GMMB	MOTCCA, Agencies
Awareness building and promotion of the ATBs	Accra			X		600,000		60,000			ongoing	GMMB	MOTCCA, Agencies
Events	Nationwide	X	X			700,000		215,000			ongoing	GMMB	MOTCCA, Agencies
Outreach Programmes	Nationwide			X				30,000			ongoing	GMMB	MOTCCA, Agencies
Public Education and Sensitisation	Nationwide	X				1,104,000							MOTCCA, Agencies
Ghana Explore	Accra	X	X	X	X	44,510,000					ongoing	NFA	MOTCCA, Agencies
Local and International Programmes	Accra	X	X	X	X	3,000,000					ongoing	NTG	MOTCCA, Agencies

<ul style="list-style-type: none"> <li>•Annual Inspection and Licensing of Tourism Enterprises</li> <li>• Service assessment of hotels</li> <li>• Re-inspection of Tourism Enterprise</li> <li>• Mid-Year monitoring of standards</li> <li>•Enforcement/compliance exercise Draft Standards and Regulations</li> </ul>	Nationwide	X	X			2,000,000		4,000,000	1200000		ongoing	GTA	MOTCCA, Agencies
Draft Standards and Regulations	Accra	X	X	X		500,000					ongoing	GTA	MOTCCA, Agencies
Capacity Building	Accra			X	X	300,000					ongoing	GTA	MOTCCA, Agencies
Workshop, Production and Sensitisation	Accra			X	X	2,200,000					ongoing	NTG	MOTCCA, Agencies

**Objective:** By 2029, strengthen the creative arts sub-sector by promoting and commercialising local talent through stakeholder partnerships, to achieve 40% growth in sector revenue.

**Programme:** National Culture, Creative Arts, and Heritage Development Programme

Projects	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	D A CF	IGF	Other	New	Ongoing	Lead	Collaborating
Organise Cultural Policy Sensitisation campaigns across 8 regions and Capacity building for staff.	Nationwide	X				2,400,000					ongoing	NCC	MOTCCA, Agencies
Literacy and Literary Month	Nationwide	X				3,500,000						NCC	MOTCCA, Agencies
Independence and Heritage		X				3,700,000					ongoing	NCC	MOTCCA, Agencies
Black Star, History and Diaspora Month			X			3,700,000					ongoing	NCC	MOTCCA, Agencies
Ghana Extractive Month			X			1,900,000					ongoing	NCC	MOTCCA, Agencies
Medicine, Science, and Innovation Month			X			4,000,000					ongoing	NCC	MOTCCA, Agencies
Family Month				X		2,900,000					ongoing	NCC	MOTCCA, Agencies
Food and Drinks Month				X		1,200,000			4,600,000		ongoing	NCC	MOTCCA, Agencies
Art Month				X		1,480,000			3,400,000		ongoing	NCC	MOTCCA, Agencies
Drama and Film Month					X	1,600,000			6,400,000		ongoing	NCC	MOTCCA, Agencies

Fashion, Textiles, and Accessories Month				X	1,750,000			4,00,0000		ongoing	NCC	MOTCCA, Agencies
Music and dance Festival month				X	2,200,000			4,600000		ongoing	NCC	MOTCCA, Agencies
Black History Month celebration		X			65,000					ongoing	W.E.B. Dubois	MOTCCA, Agencies
Heritage Month organisation		X			75,000					ongoing	W.E.B. Dubois	MOTCCA, Agencies
Promotion of Pan Africanism in schools			X		115,000					ongoing	W.E.B. Dubois	MOTCCA, Agencies
A week-long celebration			X		115,000					ongoing	W.E.B. Dubois	MOTCCA, Agencies
Emancipation Day/wreath-laying ceremony				X	75,000					ongoing	W.E.B. Dubois	MOTCCA, Agencies
Dubois-Padmore-Nkrumah lectures and Ghana night				X	135,000					ongoing	W.E.B. Dubois	MOTCCA, Agencies
Collaborate with Ghanaian actors and the Minister of Communications. Media Relations in Commemorating Ghana Independence Month	Accra	X			500,000			65,000		ongoing	KNMP	MOTCCA, Agencies
Collaborating with MOTAC/GTA/DuBois/Padmore to organise the Emancipation Day Ceremony.	Accra			X	1,500,000			130,000		ongoing	KNMP	MOTCCA, Agencies
Organise Memorial Lectures of Dr Kwame Nkrumah and Dr Du	Accra			X	400,000			234,000		ongoing	KNMP/ W.E.B. Dubois	MOTCCA, Agencies

Bois in collaboration with the DuBois Centre.													
Enlisting a Folklore Element on the UNESCO Representative List of Intangible Cultural Heritage of Humanity	Accra	X	X	X	X	1,200,000					ongoing	NFB	MOTCCA, Agencies
Nationwide Inventorying of Folkloric Elements and Update of National Register	Accra	X	X	X	X	2,500,000					ongoing	NFB	MOTCCA, Agencies
Conservation works on Artefacts.	Accra		X			1,500,000			5,000		ongoing	GMMB	MOTCCA, Agencies
Rehabilitation of Monuments and Sites, ATBs	Accra	X	X	X	X	4,000,000			180,000		ongoing	GMMB	MOTCCA, Agencies
Review and enhance the current museum exhibition	Nationwide	X	X	X	X	1,000,000			60,000		ongoing	GMMB	MOTCCA, Agencies
Rentals	Nationwide	X	X	X	X	300,000			2.6		ongoing	NTG	MOTCCA, Agencies
Performance Reporting	Accra	X				200,000					ongoing	BGL	MOTCCA, Agencies
Establish an effective monitoring and evaluation department and other internal control systems to ensure efficiency and effectiveness.	Accra	X	X	X	X	800,000					ongoing	BGL	MOTCCA, Agencies

Staffing the Human Resource Department	Accra	X	X	X	X	170,000					ongoing	BGL	MOTCCA, Agencies
Resource mobilization	Nationwide	X	X	X	X	498,000					ongoing	BGL	MOTCCA, Agencies
Recruit and develop the capacity of additional Teachers and other staff.	Accra	X	X	X	X	330,000		120,000	150,000		ongoing	HOTC ATT	MOTCCA, Agencies
Review the Organisational Manual and Scheme of Service	Accra	X	X	X	X	130,000		120,000	150,000		ongoing	HOTC ATT	MOTCCA, Agencies
Procure office consumables and supplies, including vehicles and computers	Accra	X	X	X	X	50,400		249,000	400,000		ongoing	HOTC ATT	MOTCCA, Agencies
Review and develop curricula for various Programme Categories/Courses	Accra	X	X	X	X	34,400		230,000	222,000		ongoing	HOTC ATT	MOTCCA, Agencies
Train professionals and co-award professionals with certifications	Accra	X	X	X	X	440,000		210,000	222,000		ongoing	HOTC ATT	MOTCCA, Agencies
Train and provide practical training under the CTNET programme	Accra	X	X	X	X	240,000		210,000	222,000		ongoing	HOTC ATT	MOTCCA, Agencies
Upgrade the HOTCATT existing Hotel Facilities Phase 3	Accra	X	X	X	X	8,001,000		220,000	37,020,000		ongoing	HOTC ATT	MOTCCA, Agencies
Kick start the development of the HOTCATT Regional	Accra	X	X	X	X	8,800,000		220,000	37,020,000		ongoing	HOTC ATT	MOTCCA, Agencies

Campus Facility, phase 1 in 2 Regions.													
Develop project proposals and business cases to deliver adequate capacity building, training, and corporate social responsibility.	Accra	X	X	X	X	230,020		43,000	980,000		ongoing	HOTC ATT	MOTCCA, Agencies
Preparation for the establishment of a hotel on GTDC's 15.53 acres of land on Marine Drive	Accra	X	X			4,000,000			3,400,000		ongoing	GTDC	MOTCCA, Agencies
Establishing new folklore clubs in public schools in other regions of Ghana	Nationwide	X	X	X	X	1,200,000					ongoing	NFB	MOTCCA, Agencies
Discovery And Documentation of Folk Tales And Poetry	Accra	X	X	X	X	800,000					ongoing	NFB	MOTCCA, Agencies
Training, Staff, Capacity Building, and Workshops	Accra	X				1,000,000		123,900			ongoing	GMMB	MOTCCA, Agencies
Storage and Documentation of Records	Accra	X	X	X	X	700,000		9,000			ongoing	GMMB	MOTCCA, Agencies
Construction of an administrative office	Ashanti and Upper East Region	X	X			3,500,000		400,000			ongoing	GMMB	MOTCCA, Agencies
Budget Implementation	Accra	X	X	X	X	400,000					ongoing	GMMB	MOTCCA, Agencies

Staff Compensation Issues	Accra	X	X	X	X	2,500,000					ongoing	GMMB	MOTCCA, Agencies
Revenue Generation	Accra		X	X	X	1,000,000					ongoing	GMMB	MOTCCA, Agencies
Routine Internal Audit Reviews	Accra					500,000		95,000			ongoing	PAWA	MOTCCA, Agencies
Co-ordination of programmes/activities/ Core activity formulation	Accra	X				272,000					ongoing		MOTCCA, Agencies
Performance report Expansion/collaborations	Accra	X				105,000					ongoing	PAWA	MOTCCA, Agencies
Film Development Fund/Film Studio/Ghana Cinema Agenda	Accra	X	X	X	X	186,000					ongoing	NFA	MOTCCA, Agencies
Training and Capacity Building	Nationwide	X	X	X	X	9,700,000					ongoing	NFA	MOTCCA, Agencies
Stakeholder/Industry Engagement	Nationwide	X	X	X	X	7,300,000					ongoing	NFA	MOTCCA, Agencies
Regulation of the Film Industry	Accra	X	X	X	X	48,500,000					ongoing	NFA	MOTCCA, Agencies
Renovation, Repairs, Procurement	Nationwide	X	X	X	X	513,161,500.00		700,000			ongoing	NTG	MOTCCA, Agencies
<b>TOTALS</b>						<b>767,266,435.70</b>		<b>7,534,900</b>	<b>105,870,000</b>				
<b>GRAND TOTAL</b>						<b>880,671,335.70</b>							

## CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENTS

### 7.0 Introduction

This chapter outlines the Monitoring and Evaluation (M&E) framework for the effective implementation of the 2026–2029 Sector Medium-Term Development Plan (SMTDP) of the Ministry of Tourism, Culture and Creative Arts (MoTCCA). The M&E framework has been developed in line with the National Development Planning Commission (NDPC) guidelines to ensure systematic tracking of progress, outcomes, and impacts of planned programmes and projects.

It defines the institutional arrangements, performance indicators, reporting timelines, and feedback mechanisms required to support evidence-based decision-making. The framework also ensures accountability, enhances co-ordination among stakeholders, and provides the basis for learning and continuous improvement.

Through strengthening data collection, analysis, and reporting systems, this chapter addresses the effectiveness, efficiency, and relevance of interventions and sector objectives that contribute to national development goals.

### 7.1 Stakeholder Analysis

No.	Name	Description of Roles	Interest
1.	Ministry of Finance	Responsible for the provision of funds for tourism, culture, and creative arts development and promotion	Provide funds for the development and promotion of tourism, culture, and creative arts.
2.	Ministry of Roads and Highways	Responsible for the provision of access roads to tourist sites, cultural centres, attractions, and places of interest.	Improve road infrastructure to tourist sites to promote tourism.
3.	Ministry of Transport	Responsible for the provision of air, maritime, and rail transport infrastructure and services to support the tourism, culture, and creative arts sector.	Improve transport infrastructure to facilitate the safe movement of goods, services, and tourists.
4.	Ministry of Chieftaincy and Culture	Responsible for the development and preservation of the Chieftaincy Institution and Ghana's culture, which is a key tourism product being promoted.	Ensure the development and preservation of the Chieftaincy institution and Ghana's culture.

<b>No.</b>	<b>Name</b>	<b>Description of Roles</b>	<b>Interest</b>
<b>5.</b>	Ministry of Trade, Agribusiness and Industry	Responsible for supporting industrial development and promotion to support industrial tourism.	Support industrial development to promote industrial tourism.
<b>6.</b>	Ministry of Local Government and Rural Development	Liaison between the Ministry of Tourism, Culture and Creative Arts and MMDAs for the planning and development of tourism at the District level.	Ensure the planning and development of tourism at the District level.
<b>7.</b>	Ministry of Lands and Natural Resources	Allocates lands for tourism projects and investment. It is also responsible for forestry and wildlife conservation and constitutes attractions for tourism development.	Ensure the provision of lands and conservation of forestry and wildlife for tourism development.
<b>8.</b>	Ministry of Justice and Attorney General's Department	Drafting of Legislative Instruments	Ensure the drafting of Legislative Instruments that will promote Tourism, Arts, and Culture.
<b>9.</b>	Ministry of the Interior	Provides security and safety for all tourists through its agencies, involving National Security, the Police, Immigration, and the Fire Service.	Ensure adequate protection of life and property.
<b>10.</b>	Ministry of Foreign Affairs	Provides information and issues visas to tourists abroad. It also supports tourism marketing efforts and facilitates bilateral protocols between Ghana and other countries.	Ensure the acquisition of visas by tourists and facilitate bilateral protocols in the field of Tourism, Arts, and Culture.
<b>11.</b>	Ministry of Works and Housing	The Ministry provides water for tourist sites and facilities, as well as drainage facilities. It also supports coastal protection of beaches prone to erosion.	Ensure the provision of water for tourist sites and facilities, as well as drainage facilities. It also supports coastal protection of beaches prone to erosion.
<b>12.</b>	Ministry of Energy	Provides energy for powering the tourism sector, facilities, and sites.	Ensure a stable energy supply from the national grid to run tourism businesses.

<b>No.</b>	<b>Name</b>	<b>Description of Roles</b>	<b>Interest</b>
<b>13.</b>	Ministry of Education	Provides requisite human resources to service the tourism sector.	Ensure the provision of essential human resources required to promote and develop the tourism sector.
<b>14.</b>	Ministry of Communication	Provide communication infrastructure and services, including ICT, for the use of tourists.	Improve communication infrastructure and services to promote tourism.
<b>15.</b>	Ministry of Youth Development	Collaborate with the Ministry of Tourism, Culture, and Creative Arts to promote sports tourism.  The Ministry also supports the Tourism Ministry in domestic tourism among students.	Effective collaboration with the Ministry of Tourism, Culture, and Creative Arts to promote sports and domestic tourism.
<b>16.</b>	Ministry of Health	Support for healthcare facilities and services used by tourists. It also provides preventive healthcare for tourists through various vaccination programmes.	Upgrade the healthcare infrastructure system to motivate tourists and encourage potential tourists to visit tourist sites.
<b>17.</b>	Ministry of Agriculture	Responsible for ensuring food security in the country for hotels, restaurants, and snack bars for tourists.	Ensure adequate food security in the country.
<b>18.</b>	Ministry of Environment, Science and Technology	Supports environmental conservation and pollution prevention via technology.	Ensure sustainable use of resources to protect the environment and promote tourism.
<b>19.</b>	Parliamentary Select Committee for Trade, Tourism, and Culture and Creative Arts	Deliberate on and recommend Legislative Instruments and Annual Budgetary Appropriation for approval.	Recommend legislative Instruments and Annual Budgetary Appropriations for Parliament.
<b>20.</b>	Regional Coordinating Councils	Ensure the inclusion of tourist sites in regional development plans.	Ensure regional balance in terms of tourism development.
<b>21.</b>	Metropolitan, Municipal, and District Assemblies	Ensure the inclusion of tourism, culture, and creative arts development in District development plans.	Ensure decentralisation of tourism to encourage domestic tourism.

<b>No.</b>	<b>Name</b>	<b>Description of Roles</b>	<b>Interest</b>
<b>22.</b>	National Development Planning Commission (NDPC)	Coordinates tourism sector programmes and plans for incorporation in National Development Plans.	Ensure tourism sector programmes and plans are incorporated in the National Development Plans.
<b>23.</b>	Ghana Investment Promotion Centre (GIPC)	Supports tourism investment promotion	Promote and highlight tourism investment opportunities available in the country to international markets.
<b>24.</b>	Ghana Tourism Federation (GHATOF)	Apex Body of all Tourism Trade Associations, partnering with the Ministry in providing hospitality services to tourists.	Ensure the provision of improved and quality service to tourists.
<b>25.</b>	UNWTO	Development Partner	Support the development of the tourism sector
<b>26.</b>	World Bank	Development Partner	Support the development of the tourism sector
<b>27.</b>	UNESCO	Development Partner	Support the development of the tourism sector

**TABLE 14. 1 Monitoring Matrix**

<b>Goal: Build a Prosperous Society</b>										
<b>Objective:</b> By 2029, diversify Ghana’s tourism products and source markets to achieve a 50% increase in sector revenue and a 70% growth in international visitor arrivals, driven by strengthened marketing strategies and enhanced service delivery capacities.										
<b>Programme:</b> Institutional Strengthening and Administrative Effectiveness Tourism Infrastructure and Heritage Development Programme Tourism Marketing, Promotion, and Market Intelligence Development Programme Tourism Standards, Regulation, and Capacity Enhancement Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Rate of employment in the tourism sector	People employed in the tourism sector within a given period	Outcome	5.7% of people employed in the Sector.	6.7	7.7%	8.7%	9.7%	Sex Age	Quarterly	MOTCCA

Number of training programmes organised for the sector actors	Training programmes conducted for tourism sector workers  2. Officers trained in the sector	Output	- A total of 4 districts' training programmes organised -A total of 5 sector training programmes held.  -4,096 people trained in relevant disciplines	-Organise 5 district training programmes -Hold 5 sector training programmes  -Train 2000 sector officers in relevant disciplines	Organise 5 district training programmes -Hold 5 sector training programmes  -Train 2000 sector officers in relevant disciplines	Organise 5 district training programmes -Hold 5 sector training programmes  -Train 2000 sector officers in relevant disciplines	Organise 5 district training programmes -Hold 5 sector training programmes  -Train 2000 sector officers in relevant disciplines	Sex Age	Quarterly	MOTCCA
Rate of growth in tourist arrivals and/or occupancy rates	1. Annual change in visitors  2. Accommodation facilities occupied during a specific period	Outcome	37%  30%	-39%  -32%	-41%  -34%	-43%  -36%	-45%  -38%	Sex Age	Quarterly	MOTCCA

Number of customer satisfaction surveys conducted to assess service efficiency	Surveys conducted to measure service efficiency	Output	4 major surveys (AUS, GITS, DOTS, TSES) conducted for data-driven service efficiency	Conduct 5 major surveys on service efficiency	Conduct 7 major surveys on service efficiency.	Conduct 9 major surveys on service efficiency.	Conduct 11 major surveys on service efficiency.	Sex Age	Biannually	MOTCCA
Number of policies for tourism sector growth	count of new or revised policies, strategies, or laws.	Output	Tourism policy developed, and culture policy revised	Develop policies, plans, strategies, and legal frameworks for the sector	Revise policies, plans, strategies, and legal frameworks to keep up with trends in the sector	Revise policies, plans, strategies, and legal frameworks to keep up with trends in the sector	Revise policies, plans, strategies, and legal frameworks to keep up with trends in the sector	Sex Age	Quarterly	MOTCCA

Number of evaluations for the sector policies, programmes, and projects	Count of formal reviews of interventions	Output	Zero (0) evaluation of sector interventions done	Conduct 10 monitoring and co-ordination of the sector agencies' development interventions.	Conduct 10 monitoring and co-ordination of the sector agencies' development interventions.	Conduct 10 monitoring and co-ordination of the sector agencies' development interventions.	Conduct one (1) terminal evaluation for the sector agencies' development interventions.	Sex Age	Annually	MOTCCA
Rate of repeat visitation	Tourists visiting the destination more often	Outcome	15–25% Repeat Visitor Rate (RVR)	Achieve 30% RVR by training hospitality service providers in gastronomy, customer satisfaction, and response time.	Achieve 35% RVR by organising sensitisation workshops on hospitality and tourist interaction for targeted tourism communities.	Achieve a 40% RVR by developing and introducing local, budget-friendly tourist packages for selected tourist sites.	Achieve 45% RVR by creating a personalised and immersive visitor experience through storytelling sessions/ heritage walks in selected destinations.	Sex Age	Quarterly	MOTCCA

Number of online presence and engagements (website traffic, social media, and hashtag usage related to the attractions)	Digital reach and engagement	Output	4.6 million followers (as of June 2025)	Increase online engagement by 2 million	Increase online engagement by 2 million	Increase online engagement by 2 million	Increase online engagement by 2 million	Sex Age	Annually	MOTCCA
Number of tourists or visitors across a broader range of attractions	Total number of visitors at designated attractions	Output	2–4 million total visits	Increase total tourist visits by 1 million	Increase total tourist visits by 1 million	Increase total tourist visits by 1 million	Increase total tourist visits by 1 million	Sex Age	Annually	MOTCCA
The rate of increase in visitor numbers to destinations	Growth in visitor numbers to destinations	Outcome	49% of visitors to tourist sites within Ghana	Add 20% of visitors to tourist sites in Ghana	Add 20% of visitors to tourist sites in Ghana	Add 20% of visitors to tourist sites in Ghana	Add 20% of visitors to tourist sites in Ghana	Sex Age	Quarterly	MOTCCA

Rate of growth in unique value propositions (UVP)/unique selling points (USP) - (quantified by the number of new experiences or services launched annually)	Improvement in the tourism products or services	Outcome	0% growth of UVP/USP	Redevelop Mole, Kakum National Parks, and Aburi Botanical Gardens with new add-ons for longer visitor stays.	Redevelop the Kwahu Paragliding site with new add-ons for a holistic experience.	Develop 2 new paragliding sites in selected regions of Ghana	Improve cruise tourism with new add-ons, and develop the Centre of the World, Greenwich Meridian.	Region District	Quarterly	MOTCCA
Number of new or enhanced tourism products/experiences	Number of tourism products created or improved	Output	30	Develop 10 community-based tourism products	Certified 5 sustainable tourism initiatives	Upgraded 3 heritage sites	-Organise 4 new festivals/events -Develop 3 adventure tourism products (e.g., Volta River kayaking)	Region District	Quarterly	MOTCCA
Number of tourist sites transformed into iconic tourist attractions	Number of sites upgraded to iconic tourist attractions.	Output	5 iconic sites	Transform eight 2 tourist sites into iconic tourist attractions	Transform 2 tourist sites into iconic tourist attractions	Transform 2 tourist sites into iconic tourist attractions	Transform 2 tourist sites into iconic tourist attractions	Region District	Quarterly	MOTCCA

Number of feeder roads constructed for tourist sites	Number of roads built or upgraded to improve access to tourist sites	Output	20 out of 50 existing feeder roads to tourist sites are in good condition.	Construct a feeder road to four (4) tourist sites	Construct a road to four (4) tourist sites	Construct a feeder road for four (4) tourist sites	Construct a feeder road for four (4) tourist sites	Region District	Quarterly	MOTCCA
Visitor satisfaction score regarding the variety and quality of tourism offerings	Visitor satisfaction with the variety and quality of tourism offerings	Outcome	85% Satisfaction	Attain 5% satisfaction	Attain 5% satisfaction	Attain 5% satisfaction	Attain 5% satisfaction	Regions District	Quarterly	MOTCCA
Average length of stay	Number of nights tourists stay at an attraction	Outcome	12 Nights - Average Length of Stay (ALOS) by a tourist	Increase ALOS for tourists by 3 nights	Increase ALOS for tourists by 5 nights	Increase ALOS for tourists by 7 nights	Increase ALOS for tourists by 9 nights	Sex Age	Quarterly	MOTCCA
Change in the number of international tourists to Ghana	Number of non-resident tourists visiting Ghana	Outcome	1,148,000	1,548,000	1,948,000	2,348,000	2,748,000	Sex Age	Quarterly	MOTCCA

Change in inbound tourist receipts (US\$B)	Difference in spending by international tourists.	Outcome	3.5	4.5	5.5	6.5	7.5	Sex Age	Quarterly	MOTCCA
Percentage change in domestic tourists' visitations to attractions	Change in domestic tourist visits to attractions.	Outcome	10% (358,027.6)	10%	10%	10%	10%	Sex Age	Quarterly	MOTCCA
Percentage change in domestic Tourism receipts	Change in spending by domestic tourists.	Outcome	10% (¢374.85)	10%	10%	10%	10%	Sex Age	Quarterly	MOTCCA
Number of inspections and licenses of tourism enterprises	Inspections and permits issued to tourism enterprises annually	Output	37,000 enterprises  Licenced 6,704 enterprises	Inspect 7000 enterprises  7104	Inspect 7000 enterprises  7504	Inspect 7000 enterprises  7904	Inspect 7000 enterprises  8304	Inspection  Licencing	Quarterly	GTA/MOTCCA

Number of hospitality training schools	Accredited institutions offering hospitality training.	Output	Zero (0)	1	1	1	1	Sex Age	Quarterly	MOTAC/GTA/HOTCAT
--	--	--------	----------	---	---	---	---	------------	-----------	------------------

**Goal: Maintain a stable, united, and safe Country**

**Objective:** By 2029, strengthen the creative arts sub-sector by promoting and commercialising local talent through stakeholder partnerships, to achieve 40% growth in sector revenue.

**Programme:** National Culture, Creative Arts, and Heritage Development Programme

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Change in revenue generated from the export of handicrafts	Receipts from selling craft works outside the country	Outcome	Generated US\$6m from the export of handicrafts	Generate US\$7m from the export of handicrafts	Generate US\$9m from the export of handicrafts	Generate US\$12m from the export of handicrafts	Generate US\$15m from the export of handicrafts	Sex	Quarterly	NCC/Creative Arts Agency/MOTCCA
Number of culture and arts sub-sector programmes	Arts and culture programmes developed and celebrated	Output	Implemented 15 Arts and Culture programmes	Implement 20 Arts and Culture programmes	Implement 25 Arts and Culture programmes	Implement 30 Arts and Culture programmes	Implement 35 Arts and Culture programmes	Regions District	Quarterly	NCC/MOTCCA

Number of jobs and employment in the culture and arts sub-sector	Jobs created within the Arts and Culture industry	Output	Created 1,572,408 Jobs	Creating 1,600,000 Jobs	Creating 1,782,000 Jobs	Creating 1,900,000 Jobs	Create 2,000,000 Jobs	Sex Age	Quarterly	NCC/MOTCCA
Change in receipt from the culture and arts sub-sector	Receipts from the sale of handicrafts	Outcome	Generated GH¢2m from the Arts and Culture industry	Generate GH¢2.5m from the Arts and Culture industry	Generate GH¢3.5m from the Arts and Culture industry	Generate GH¢5m from the Arts and Culture industry	Generate GH¢6.5m from the Arts and Culture industry	Sex Age	Quarterly	NCC/MOTCCA
Number of CNC offices rehabilitated	CNC offices upgraded or repaired.	Output	Cape Coast Centre for National Culture rehabilitated	Rehabilitate 1 Centre of National Culture across the country	Rehabilitate 1 Centre of National Culture across the country	Rehabilitate 1 Centre of National Culture across the country	Rehabilitate 1 Centre of National Culture across the country	Regions District	Quarterly	NCC/MOTCCA

## **7.2 Brief Narrative on Intended Evaluation(s) to be conducted over the Plan Period (2026–2029)**

During the 2026–2029 plan period, a series of targeted evaluations will be conducted to assess the relevance, efficiency, effectiveness, impact, and sustainability of programmes and interventions implemented within the tourism, culture, and creative arts sectors. These evaluations will be formative (mid-stream) and summative (end-of-plan), providing critical feedback to inform decision-making, policy refinement, and resource allocation.

### **A. Mid-Term Evaluation (2027)**

A comprehensive mid-term evaluation will be conducted to assess the progress made towards achieving key performance indicators and intermediate outcomes. This evaluation will identify implementation bottlenecks, the adequacy of inputs, and recommend adjustments to improve performance for the remainder of the plan period.

### **B. End-of-Plan Evaluation (2029)**

A summative evaluation at the end of the plan period will determine the overall effectiveness and impact of the interventions, the extent to which planned outcomes and strategic objectives were achieved, and the sustainability of results. Lessons learned will inform the design of the next strategic plan (2030–2034).

### **C. Thematic and Process Evaluations**

In-depth thematic evaluations will be conducted on cross-cutting areas, including youth employment in tourism, domestic tourism, capacity development, and the digitisation of services. These will evaluate how specific strategies or programmes contribute to sector and national development priorities.

### **D. Evaluation Methods**

To ensure inclusivity, transparency, and data accuracy, the following mixed-method approaches will be employed:

- **Citizen Scorecards**  
Community and user-generated scorecards will be used to evaluate service delivery performance at tourist sites, cultural institutions, and customer-facing public agencies. This method will promote accountability by capturing direct feedback from beneficiaries and end-users.
- **Citizen Surveys and Client Satisfaction Assessments**  
Large-scale surveys targeting domestic and international tourists, as well as sector stakeholders (e.g., tour operators, creative artists, hospitality businesses), will provide quantitative and qualitative data on perceptions of service quality, accessibility, and satisfaction.

- **Key Informant Interviews (KIIs):**  
In-depth interviews will be conducted with senior officials, sector experts, private sector players, and community leaders to gather insights into policy implementation, co-ordination challenges, and institutional performance.
- **Focus Group Discussions (FGDs):**  
FGDs with community members, tourism workers, trainees, and creatives will provide nuanced perspectives on the social and economic impact of programmes, especially among marginalised or priority groups.
- **Document Reviews and Administrative Data Analysis:**  
Existing data from annual reports, monitoring dashboards, project documents, and sector statistics will be analysed to triangulate findings and track trends over time.
- **Field Inspections and Observation:**  
On-site verification visits to attractions, training institutions, and funded projects to validate reported outputs and assess operational conditions.

### 7.3 Use of Evaluation Findings

Findings from all evaluations will be disseminated through stakeholder workshops, published reports, and policy briefs. They will inform strategic reviews, policy updates, and future planning processes. Feedback mechanisms will be established to ensure that results are integrated into ongoing reforms and institutional learning.

### 7.4 Knowledge Management and Learning Framework for the Plan Period (2026–2029)

To ensure that evidence generated through implementation, monitoring, and evaluation effectively informs policy and practice, a structured Knowledge Management and Learning (KML) Framework will be adopted throughout the 2026–2029 plan period. This framework will support systematic collection, documentation, sharing, and application of knowledge to improve performance, promote innovation, and foster institutional learning within the tourism, culture, and creative arts sectors.

#### 7.4.1 Objectives of the KML Framework

- a. **Enhance evidence-based decision-making** through timely access to quality data, research, and lessons learned.
- b. **Facilitate institutional memory** by documenting experiences, best practices, and innovations.
- c. **Promote cross-sectoral learning** and collaboration among government institutions, the private sector, academia, civil society, and communities.
- d. **Strengthen accountability and transparency** through knowledge sharing with stakeholders and the public.

**Table 15: Knowledge Mapping Matrix**

<b>Knowledge Area</b>	<b>Knowledge Holders</b>	<b>Knowledge Sources</b>	<b>Knowledge Gaps</b>
<b>Knowledge Generation</b>	MoTCCA, GTA, Creative Arts Council, academia, research institutions, innovation hubs, development partners	Sector studies, impact evaluations, operational research, implementation experiences, pilots, innovation hubs, mid-year and annual learning reviews	Limited sector-wide studies, weak use of evaluation findings, and inadequate systematisation of pilots and innovations
<b>Knowledge Capture and Documentation</b>	MoTCCA, implementing agencies, Knowledge Champions, KM focal team	Templates, case studies, success stories, evaluation findings, reports, dashboards, photos, videos, and routine reporting structures	Lack of standardized templates, weak documentation culture, and fragmented archiving systems
<b>Knowledge Sharing and Dissemination</b>	MoTCCA, GTA, Creative Arts Council, media, academia, development partners, stakeholders	Learning forums, policy dialogues, review workshops, online knowledge portals, sector databases, newsletters, briefs, infographics, social media	Limited accessibility to portals/databases, weak dissemination to wider audiences, and underutilisation of media/academic partnerships
<b>Learning and Adaptive Management</b>	MoTCCA management and staff, implementing agencies, citizens (through surveys), cross-institutional actors	Feedback loops (evaluations, surveys, monitoring), cross-regional knowledge exchanges, and reflection sessions	Weak culture of reflection/adaptive learning, limited replication of successful models across regions
<b>Capacity Building</b>	MoTCCA, implementing agencies, staff, stakeholders, and training institutions	Training in KM skills (documentation, analysis, digital literacy), tools (scorecards, case writing, participatory learning, evidence synthesis)	In-adequate KM capacity across staff and stakeholders, weak digital literacy, and limited exposure to KM tools
<b>Institutional Arrangements</b>	MoTCCA KM Focal Team, Knowledge Champions, GTA, Creative Arts Council, partners	Co-ordinated KM activities, designated focal persons, and partnerships, ensuring alignment	In-consistent co-ordination across institutions, weak knowledge flow mechanisms, and limited accountability structures
<b>Monitoring and Review</b>	MoTCCA, implementing agencies, M&E units, NDPC	KM indicators in M&E Framework, regular reviews, KPIs (knowledge products, access rates, frequency of sessions, integration into programming)	In-consistent monitoring of knowledge indicators, weak integration of lessons into planning/programming, and limited use of review findings

**Table 16: Competency Matrix for Learning**

<b>Competency</b>	<b>Training Programme</b>	<b>Evaluation Criteria</b>	<b>Learning Objectives</b>
<b>Effective Communication</b> (oral and written)	Workshops on public speaking, report writing, and stakeholder engagement	Peer feedback, improved clarity in speeches and reports, and increased audience satisfaction	Improve oral presentation skills, enhance clarity in official writing, and strengthen stakeholder messaging
<b>Media Engagement</b> (traditional and digital)	Training in press briefing techniques, social media communication, and media relations	Frequency of positive media coverage, responsiveness to media queries, and online engagement metrics	Strengthening capacity to manage media relations and improve visibility of MoTCCA programmes
<b>Strategic Communication Planning</b>	Training in communication strategy design, audience mapping, and message framing	Existence of updated communication strategies, quality of targeted campaigns, and alignment with sector goals	Build skills to develop and implement strategic communication plans aligned with SMTDP.
<b>Digital Communication and ICT Skills</b>	Training in digital literacy, content creation, infographics, and knowledge portal use	Improved use of digital platforms, an increase in social media reach, and accessibility of online knowledge resources	Enhance staff capacity to use ICT tools for effective sector-wide communication.
<b>Stakeholder Engagement and Advocacy</b>	Training in negotiation, advocacy, and participatory communication approaches	Evidence of stronger partnerships, inclusivity in consultations, and stakeholder feedback	Equip staff to engage stakeholders inclusively and advocate effectively for sector priorities.
<b>Crisis Communication Management</b>	Simulation exercises, media handling during crises, and risk communication training	Effectiveness of crisis response, timeliness of information dissemination, stakeholder trust levels	Strengthening the ability to communicate effectively during crises to protect MoTCCA's image
<b>Monitoring &amp; Review of Communication</b>	Training in communication M&E, feedback tools, and the use of communication scorecards	Regular communication, performance reviews, and evidence of improved knowledge dissemination	Build skills to monitor, evaluate, and adapt communication practices for continuous improvement.

## CHAPTER EIGHT: DEVELOPMENT COMMUNICATION STRATEGY

### 8.0 Introduction

While truly memorable, coherent, and sustained communication strategies remain rare, their importance is undeniable. Development communication is fundamentally a strategic management function. It identifies, anticipates, and addresses critical issues; engages stakeholders and the public; builds mutually beneficial relationships vital for achieving institutional goals; and enables organisations to adapt by balancing operational necessities with socially responsible conduct.

A strategy, at its core, provides the essential logic, rationale, and decision-making framework that guides an organisation's actions and service delivery based on its values.

Therefore, a **Development Communication Strategy** specifically articulates the objectives, identifies target audiences (including considerations for gender and vulnerable groups), crafts tailored key messages, selects appropriate communication channels, and establishes measurable indicators to assess the strategy's effectiveness in driving development outcomes.

### 8.1 Objectives of MoTCCA's Communication Strategy:

- a) Disseminate the Annual Progress Report on the implementation of the Transport, Aviation, Communications of the Sector Medium-term Development Plan (TCCASMTDP) to enhance transparency and accountability.
- b) Raise awareness among key stakeholders regarding their expected roles and responsibilities in implementing sector programmes.
- c) Foster dialogue on sector performance and actively solicit stakeholder feedback to inform continuous improvement.
- d) Promote public access to sector services while effectively managing expectations about service delivery.

### 8.2 Target Audience

#### a. MDAs (Ministries, Departments, Agencies) and MMDAs (Metropolitan, Municipal, District Assemblies)

- **Significance:** Key government partners for policy coherence, funding allocation (e.g., cultural development funds, tourism infrastructure), regulation (e.g., heritage site management, hospitality standards), licensing, and cross-sector co-ordination (e.g., linking tourism with transport or environment) involving local assemblies, community-based tourism, and culture event support.

- **Communication Needs:** Policy directives, TCA sector performance data, collaboration requests for joint initiatives (e.g., festivals, infrastructure projects), regulatory updates, training opportunities for local officials, guidelines on heritage preservation and culture promotion at the local level. Formal briefings, inter-ministerial committees, and dedicated portals.
- **Strategy Relevance:** Ensures national-regional policy alignment, secures resources, enables effective regulation, and facilitates local implementation of TCA programmes.

#### b. Academia (Universities, Arts Schools, Research Institutions)

- **Significance:** Sources of research on tourism trends, cultural heritage preservation techniques, creative industry economics, and skills development. Train future professionals (tour guides, curators, artists, hospitality managers, culture policymakers).
- **Communication Needs:** Research collaboration opportunities (e.g., impact studies on tourism, culture mapping), access to sector data, involvement in curriculum development for TCA courses, platforms to share findings, and invitations to policy dialogues on culture sustainability or creative industries. Conferences, research grants, and partnerships with arts faculties.
- **Strategy Relevance:** Informs evidence-based policy, fosters innovation in culture product development and tourism marketing, builds a skilled TCA workforce, and preserves intangible culture and heritage through documentation.

#### c. Civil Society Organisations (CSOs)

- **Significance:** Advocate for cultural rights, community benefits from tourism, heritage protection, and artist welfare. Often run community museums, culture festivals, or eco-tourism initiatives. Monitor impacts (e.g., culture commodification, environmental effects of tourism).
- **Communication Needs:** Information on culture policies, tourism policies, development plans affecting communities, opportunities for community participation in TCA projects, mechanisms to report issues (e.g., exploitation, heritage damage), and grants/funding calls for culture initiatives, community forums, CSO newsletters, and participatory planning workshops.
- **Strategy Relevance:** Builds grassroots support, community ownership, and benefit-sharing, as well as providing valuable feedback on social impact, and safeguards cultural integrity and heritage.

d. **Development Partners (UNESCO, UNWTO, World Bank, bilateral development partners)**

- **Significance:** Provide vital funding, technical expertise (e.g., UNESCO heritage site management), capacity building, and global networks for tourism, marketing, and culture exchange. Support major infrastructure or conservation projects.
- **Communication Needs:** High-level strategic alignment with national TCA goals, detailed progress reports on funded projects, evidence of results and sustainability, financial accountability, information on challenges requiring support, and co-ordination mechanisms. Development partner co-ordination meetings, high-quality impact reports, and formal partnership agreements.
- **Strategy Relevance:** Secures essential funding and expertise, enhances Ghana's global culture profile, facilitates international tourism promotion, and builds capacity for sustainable TCA development.

e. **Private Sector Organisations**

- **Significance:** Tour operators, hotels/resorts, travel agencies, airlines, event organisers, art galleries, craft producers, film/music studios, publishers, and advertising agencies. Drive investment, service delivery, innovation, and job creation.
- **Communication Needs:** Clear tourism and culture policies/regulations, investment opportunities (e.g., PPPs for attractions), market data/tourism arrival stats, business support services, platforms for industry feedback (e.g., on visa processes, safety standards), promotion of "Ghana Brand". Industry associations (GHATOF, GHA), business fora, and investment guides.
- **Strategy Relevance:** Stimulates investment, improves visitor experiences, develops marketable culture products, enhances Ghana's competitiveness, and fosters partnerships for festivals/events.

**Non-governmental Organisations (NGOs)**

- **Significance:** Focused NGOs (e.g., heritage conservation, artisan support, cultural education, tourism sustainability, specific art forms). Provide targeted services, training, advocacy, and project implementation.
- **Communication Needs:** Sector information relevant to their niche (e.g., craft export regulations, heritage conservation techniques), collaboration opportunities, funding/grant alerts, policy updates affecting their beneficiaries (e.g., artists' rights), and platforms to showcase their work. Thematic working groups, project-specific communication, and NGO networks.

- **Strategy Relevance:** Leverages specialized expertise, extends reach to specific niches (e.g., traditional crafts, niche tourism), empowers artists and culture practitioners, and addresses sustainability or social issues within TCA.

#### f. Women and Children

- **Significance:** Women are major stakeholders as artisans, culture performers, hospitality workers, and small-scale tourism entrepreneurs. Children are the future custodians of culture and beneficiaries of cultural education. Both need protection from exploitation in the sector.
- **Communication Needs:** Information on safe participation in culture activities/tourism, economic empowerment programmes (e.g., skills training, market access for women artisans), child protection protocols in tourism/culture sites, educational resources on Ghanaian culture, reporting channels for harassment/abuse. Schools, women's cooperatives, community centres, and child-friendly materials.
- **Strategy Relevance:** Promotes gender equality and economic empowerment, safeguards children, ensures cultural transmission to the next generation, and fosters family-friendly tourism.

#### g. People with Disability (PWD)

- **Significance:** Entitled to full participation in cultural life and accessible tourism experiences. Potential contributors as artists and culture workers.
- **Communication Needs:** Information on accessible tourism facilities, culture venues, and events; accessible formats for culture materials (Braille, audio descriptions, sign language); platforms for PWD artists; awareness campaigns promoting inclusion. Collaborate with DPOs, accessible websites/materials, and mandatory accessibility standards communication.
- **Strategy Relevance:** Ensures equitable access to TCA experiences, fulfills legal obligations, empowers PWD artists/entrepreneurs, and promotes Ghana as an inclusive destination.

#### h. General Public

- **Significance:** Domestic tourists, culture participants, audiences, taxpayers, and custodians of heritage. Their perceptions, participation, and support are vital. Need awareness of their role in preserving culture and being hospitable hosts.
- **Communication Needs:** Promotion of domestic tourism ("See Ghana, Eat Ghana, Wear Ghana, Feel Ghana"); information on cultural events/heritage sites; awareness of national culture identity/heritage; understanding the economic importance of TCA; channels for feedback/complaints. Mass media, social media, community events, and national campaigns.

- **Strategy Relevance:** Builds national pride in culture, stimulates domestic tourism, fosters public stewardship of heritage, manages expectations, and promotes positive host-guest interactions.

i. **Business Community:**

- **Significance:** Beyond core TCA businesses, including banks (financing), insurers (travel/event), retailers (crafts), tech firms (digital platforms for arts/tourism), and corporates (sponsorships for festivals/arts).
- **Communication Needs:** Opportunities for sponsorship/CSR in TCA, data on sector growth potential, platforms for B2B networking (e.g., linking artisans with retailers), and information on business support for creative enterprises. Business chambers (AGI, GNCCI), sector-specific investment fora, and corporate engagement programmes.
- **Strategy Relevance:** Broadens investment base, fosters market linkages (e.g., crafts to retail), enhances corporate support for culture, and drives innovation in TCA service/product delivery.

### 8.3 Key TCA-Specific Considerations for the Strategy

- **Culture Sensitivity:** Messages must respect diverse cultural traditions and practices.
- **Storytelling:** Leverage Ghana's rich cultural narratives in all communications.
- **Visuals:** Showcase the vibrancy of Ghanaian arts, landscapes, and heritage.
- **Digital Promotion:** Essential for tourism marketing, artist visibility (e.g., online galleries, music streaming), and event promotion.
- **Domestic Focus:** Crucial to build local appreciation and participation alongside international promotion.
- **Creative Economy:** Explicitly address the needs of artists, designers, performers, and culture entrepreneurs (access to markets, finance, IP protection).
- **Heritage Preservation:** Integrate messages on protecting tangible and intangible culture and heritage.

#### **Step 1: Disseminate the TCCASMTDP Annual Progress Report**

*To drive stakeholder engagement, ensure accountability, and align sector progress with national development goals.*

The Ministry will implement a **multi-channel, adaptable communication strategy** and share the Annual Progress Report. This approach prioritises **transparency, broad stakeholder ownership, and active participation** in the Tourism, Culture and Creative Arts Sector Medium-Term Development Plan (TCCASMTDP).

## 8.4 Key Dissemination Channels

### a. Official Ministry Platforms

- Feature comprehensive updates in the MoTCCA Newsletter/Magazine.
- Publish full reports and summaries on MoTCCA and agency websites.

### b. Media Partnerships

- Proactively share findings via print, radio, television, and digital media outlets.

### c. Targeted Stakeholder Distribution

- Direct delivery to key partners, including:
  - National Development Planning Commission (NDPC) and Ministry of Finance (MoF)
  - Relevant Ministries, Departments, and Agencies (MDAs)
  - Metropolitan, Municipal, and District Assemblies (MMDAs)
  - Private Sector Alliances (Ghana Tourism Federation - GHATOF, Ghana Culture Forum)

### d. Strategic Publications

- Integrate progress highlights into MoTAC's annual reports and policy briefs.

## Step 2: Clarify Stakeholder Roles in TCCASMTDP Implementation

*To align efforts, build ownership, and ensure coordinated delivery of sector programmes under the Sector Medium-Term Development Plan.*

The Ministry will proactively **define, communicate, and reinforce** stakeholder responsibilities through **targeted engagement platforms** that bridge formal and culture channels.

## 8.5 Implementation Approach

### a. Structured Dialogue Sessions

- *Public Forums and Town Halls* (national/regional levels)
- *Technical Workshops* (sector-specific role clarification)
- *Annual Stakeholder Conferences* (strategic alignment)

### b. Culture Engagement Platforms

- Integration of role messaging into *national/regional festivals*
- Customised briefings at *traditional durbars* (chieftaincy engagements)

### c. Media Amplification Strategy

- Dedicated *"Meet the Press"* sessions on programme responsibilities
- *Policy fairs* showcasing stakeholder contribution pathways
- *Media partnerships* for sustained role-awareness campaigns

## Step 3: Facilitate Stakeholder Dialogue and Performance Feedback

*To harness collective insights for continuous improvement in the Tourism, Culture, and Creative Arts sector performance.*

The Ministry will establish **structured dialogue platforms** to engage key stakeholders in evaluating sector progress and capturing actionable feedback. This proactive engagement targets core partners, including:

- Ground transport operators and security agencies
- Media representatives
- MDAs/MMDAs and foreign missions
- Tour operators, airlines, and travel agents
- Cultural enterprises and diaspora networks (via Ghana's missions abroad)
- Domestic/international tourists

## **8.6 Implementation of Framework**

### **a. Centralized Knowledge Hub**

- Develop a dynamic database tracking the TCCASMTDP programme implementation
- Include performance metrics, challenges, and stakeholder insights

### **b. Transparency Portal**

- Regularly upload progress data, feedback mechanisms, and policy adjustments to the MoTCCA website and Ghana Tourism Authority portal and the National Commission on Culture platforms.

### **c. Deliberative Engagement:**

- Convene targeted fora, regional stakeholder dialogues, and sector-specific roundtables.
- Digital feedback channels (e.g., virtual town halls)

## **Step 4: Manage Public Expectations and Mitigate Sector Risks**

*To foster trust through transparent service delivery while addressing critical challenges in Tourism, Culture, and Creative Arts.*

Public engagement requires proactive management of service expectations and mitigation of key sector risks. Priority concerns include:

- Public health safeguards
- Child protection and exploitation prevention
- Fraud prevention and anti-trafficking measures
- Cultural integrity preservation
- Intellectual property rights enforcement (creative arts piracy)
- Tourism site sanitation standards

The Ministry will adopt the following strategies in managing public expectations issues within SMTDP.

- a. **Strengthen Tourism Security:** Partner with law enforcement agencies to enhance prevention, detection, and response capabilities against crime at tourist destinations, ensuring visitor safety and site security.
- b. **Proactive Media Engagement:** Collaborate closely with media outlets to proactively share information, raise public awareness, and deter criminal activities and social vices linked to tourism development.
- c. **Expedite Tourist-Related Justice:** Advocate for the judicial system to prioritize and expedite the fair adjudication of cases involving tourists engaged in illegal activities.
- d. **National Visitor Experience Campaign:** Partner with the Ministries of Local Government and Environment to launch nationwide public education campaigns addressing littering, proper waste disposal, visitor harassment, and related environmental/social concerns.
- e. **Strategic Policy Advocacy:** Systematically engage policymakers and decision-makers through targeted platforms to highlight tourism, arts, and culture's significant economic contributions (nationally and locally), securing their active support for development and promotion initiatives.
- f. **Investor-Practitioner Forum:** Establish a dedicated platform facilitating direct dialogue and matchmaking between private-sector financial institutions/investors and experienced tourism, arts, and culture practitioners, policymakers, and planners to identify and advance viable development projects.

### **8.7 Events for Public Engagement and Expectation Management on the SMTDP:**

To foster public access, understanding, and manage expectations regarding the SMTDP, the Ministry will organise the following target events:

- a. **Interactive Exhibitions and Bustling Bazaars:** Host dynamic exhibitions and local artisan bazaars to visually showcase SMTDP initiatives, benefits, and opportunities, fostering direct public interaction and understanding.
- b. **Culture Showcases:** Present engaging theatrical and musical performances that highlight the region's culture and heritage and illustrate its role within the SMTDP vision.
- c. **Community Dialogue Forums (Durbars):** Convene participatory community durbars across regions to facilitate open discussion, address local concerns, gather feedback, and build shared ownership of the SMTDP.
- d. **Visitor Experience Insight Programme:** Systematically conduct visitor satisfaction surveys and interviews at key sites and events to objectively measure service standards, identify improvement areas, and inform SMTDP adjustments.
- e. **Targeted Stakeholder Surveys:** Implement focused surveys and interviews specifically designed to gauge public perception, understanding, and expectations regarding the SMTDP's goals and progress.

## **8.8 Communication Messages for SMTDP Dissemination**

The Ministry's communication on the SMTDP will be guided by the following key messages tailored to specific audiences:

- General Public: "Tourism and culture are national assets; therefore, your participation preserves heritage and creates jobs."
- MDAs/MMDAs: "Collaboration ensures resources and regulations align with national goals."
- Private Sector: "Investing in tourism and culture is profitable, sustainable, and builds Ghana's global brand."
- Development Partners: "Your support enhances transparency, sustainability, and international competitiveness."
- CSOs/NGOs: "Partnerships ensure grassroots ownership and protect vulnerable groups."
- Women, Children, and People with Disabilities (PWDs): "Equal participation and protection are priorities in all SMTDP programmes."

## 8.9 Communication Plan

Objective	Target Audience	Key Messages	Tools/Channels	Timeline	Responsible Unit	M&E Indicator
Disseminate Annual Progress Reports	NDPC, MoF, MDAs, MMDAs, Development Partners	The SMTDP is delivering results in line with national development goals.	Printed/online APR, newsletters, press releases	Annual/ Quarterly	PPBME and RSIM Directorate	APR published  No. of downloads
Raise awareness of stakeholder roles.	MDAs, MMDAs, Agencies, Private Sector	Effective collaboration ensures SMTDP success.	Stakeholder fora, durbars, and technical workshops	Bi-annual	PPBME and PR Unit	No. of fora held  No. of agencies and organisations represented
Enhance dialogue and feedback	General Public, CSOs, Academia	Your feedback helps shape policies and projects.	Town hall meetings, surveys, exhibitions, and online feedback portals	Quarterly	PPBME and PR Unit	No. of surveys  % feedback integrated
Promote inclusivity and manage expectations	Women, PWDs, children, the general public	Tourism must be safe, inclusive, and culturally respectful.	National campaigns, radio/TV, social media, accessible formats	Continuous	PR Unit and Agencies	% of vulnerable groups reached

Strengthen Ghana's global image.	International tourists, investors, diaspora	Ghana is an inclusive, competitive, and safe destination.	International fairs, bilateral events, and digital promotion	Annual	GTA, GMMB, and MOTCCA	No. of international campaigns No. of Investor feedback
----------------------------------	---	---	--	--------	-----------------------	--

### 8.10 Detailed Communication Budget (2026–2029)

Activity	Unit Cost (GHS)	Quantity/Frequency	Total Cost (GHS)	Funding Source
Production of IEC materials (brochures, newsletters, reports)	10,000	6 rounds/year × 5 years	300,000	GoG / IGF
Press briefings and media engagements	20,000	3 per year × 5 years	300,000	GoG
Development and rollout of the Communication Plan	124,000	Once-off + annual review	620,000	GoG / DPs
Mass media campaigns (TV/radio/social media)	80,000	2 per year × 5 years	800,000	GoG / DPs
Public education and sensitisation campaigns	200,000	2 per year × 5 years	2,000,000	DACF / DPs
Community/town hall durbars and stakeholder fora	40,000	4 per year × 5 years	800,000	GoG / IGF
Visitor experience surveys and opinion polls	20,000	Annual × 5 years	100,000	IGF / DPs
Digital promotion (websites, accessible formats)	50,000	Annual × 5 years	250,000	GoG / Private
International fairs and exhibitions	200,000	1 per year × 5 years	1,000,000	GoG / Private
<b>Grand Total Indicative Budget (2026 - 2029)</b>			<b>GHS 6,170,000</b>	

The Communication Strategy is fully integrated with costed projects. These include:

- Production and Publication of IEC Materials and Newsletter (GHS 60,000)
- Minister’s Press Briefing for Public Engagement (GHS 120,000)
- Development and Implementation of Communication Plan (GHS 124,000)
- Communication (Sector-wide engagement and media collaboration) (GHS 124,000)
- Public Education and Sensitisation Programme (GHS 1,912,000)
- Promotion of Domestic Tourism Campaigns (GHS 2,600,000)
- GMMB Community and Stakeholder Engagement Programme (GHS 16,000)

These interventions provide a financial activity plan for the Communication Strategy.

### 8.11 Four-Year Communication Action Schedule (2026 -2029)

Year	Key Communication Actions	Expected Outputs	Responsible Unit(s)	Estimated Cost (GHS)
<b>2025 (Launch and Baseline)</b>	<ul style="list-style-type: none"> <li>• Launch of SMTDP Communication Strategy.</li> <li>• Baseline stakeholder survey on awareness of SMTDP.</li> <li>• First Minister’s Press Briefing on SMTDP.</li> <li>• Initial production of IEC materials (reports, brochures, newsletters).</li> <li>• National awareness campaign (“See Ghana, Eat Ghana, Wear Ghana, Feel Ghana”).</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Strategy publicly launched.</li> <li>• Baseline data on stakeholder awareness.</li> <li>• 1st press briefing held.</li> <li>• IEC materials distributed.</li> </ul>	PPBME, PR Unit, GTA, GMMB	1,400,000
<b>2026 (Rollout and Expansion)</b>	<ul style="list-style-type: none"> <li>• Regional durbars and community stakeholder fora.</li> <li>• Public education drives on heritage preservation and inclusivity.</li> <li>• Visitors' experience survey at major sites.</li> <li>• Strengthened social media and website communication portals.</li> <li>• National domestic tourism exhibition (in collaboration with the private sector).</li> </ul>	<ul style="list-style-type: none"> <li>• 10 regional fora conducted.</li> <li>• National sensitisation campaign held.</li> <li>• Visitor survey results analyzed.</li> <li>• Active digital engagement (web and social media).</li> </ul>	PPBME, PR Unit, Agencies, Regional Directorates	1,250,000
<b>2027 (Mid-Term Review)</b>	<ul style="list-style-type: none"> <li>• Dissemination of Mid-Term Review findings to all stakeholders.</li> <li>• Stakeholder technical workshops to refine SMTDP implementation.</li> <li>• 2nd national domestic tourism campaign.</li> <li>• International cultural showcase linked to diaspora networks.</li> <li>• Continued production of IEC materials and newsletters.</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-Term Review widely disseminated</li> <li>• Stakeholder feedback integrated.</li> <li>• Increased diaspora engagement.</li> </ul>	PPBME, PR Unit, GTA, NCC, Diaspora Affairs	1,300,000

<p><b>2028 (Intensification and Innovation)</b></p>	<ul style="list-style-type: none"> <li>• Development of interactive digital platforms (mobile apps, online visitor feedback).</li> <li>• Targeted campaigns for vulnerable groups (women, children, PWDs).</li> <li>• National Visitor Experience Campaign on safety, sanitation, and inclusivity.</li> <li>• Minister’s Meet-the-Press series (quarterly).</li> <li>• International tourism fairs with Ghana communication booths.</li> </ul>	<ul style="list-style-type: none"> <li>• Digital feedback system operational.</li> <li>• Awareness of inclusion measures improved.</li> <li>• Public expectations are actively managed.</li> </ul>	<p>PR Unit, PPBME, GTA, MoTCCA Agencies</p>	<p>1,100,000</p>
<p><b>2029 (Consolidation and Final Evaluation)</b></p>	<ul style="list-style-type: none"> <li>• Dissemination of the final 2025–2029 APR and evaluation report.</li> <li>• National stakeholder conference to share lessons learned.</li> <li>• Publication of the “State of Tourism, Culture and Creative Arts 2026–2029” report.</li> <li>• Final national campaign to showcase achievements.</li> <li>• Media partnerships for the broad dissemination of results.</li> </ul>	<ul style="list-style-type: none"> <li>• Final APR and Evaluation Report published.</li> <li>• National conference held.</li> <li>• Consolidated sector communication products are available.</li> </ul>	<p>PPBME, PR Unit, Minister’s Secretariat</p>	<p>1,120,000</p>