



Ghana Heritage
Committee

A MULTI-STAKEHOLDER HERITAGE STRATEGIC FRAMEWORK FOR GHANA (2022-2029)



Ghana Heritage
Committee

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PARTNERS



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Strategic Framework for Ghana
(2022-2029)**



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H.E. NANA ADDO DANKWA AKUFO - ADDO
(President of the Republic of Ghana)





DR. MOHAMMED IBRAHIM AWAAAL

(Minister for Tourism, Arts and Culture and Chairman, GHC Steering Committee)

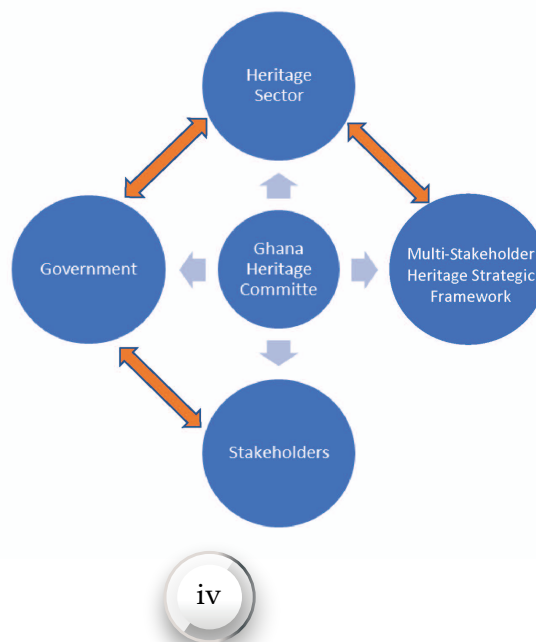


PROFESSOR KODZO GAVUA
(Chairman, GHC Technical Committee)

Preface

The complexities countries, Ghana included, encounter in heritage management across the world have always been daunting, as they are affected by multiple factors among which are: institutional weakness, weak and absence of conservation efforts, lack of research and documentation, inadequate legal frameworks, lack of resources (financial and human), interpretation issues, inadequate skills and competencies and challenges of developing sustainable livelihoods. The management of heritage in its diversity in Ghana is largely characterised by these challenges. To mitigate the challenges, innovative practices, both local and international are needed. In this context, the Government of Ghana established the Ghana Heritage Committee (GHC) in 2020. It was launched in September 2020 by Honourable Akosua Fremah Osei-Opare, Chief of Staff of the President of the Republic of Ghana, thereby establishing both the Steering and Technical Committees of GHC. The establishment of GHC is a seminal response by the Government of Ghana to protect national heritage resources in their diversity. GHC was mandated to develop an integrated approach to the inclusive management and promotion of Ghana's diverse heritages. It seeks to harmonize and streamline policy actions of agencies and stakeholders towards a common national agenda on the management of heritage in Ghana. It is further mandated to provide the necessary support mechanisms to Ministries, Departments and Agencies (MDAs) to deliver on their functions as would be guided by this Framework and within their existing and respective legal frameworks. The overall strategic effort of GHC is to promote the effective use of already scarce resources, avoid duplication and silo approach of functions while promoting mutual benefits derived from institutional synergies, collective and integrated approaches to protect Ghana's heritage resources for the present and future generations.

Given the above context, GHC considers it appropriate to develop a Multi-Stakeholder Heritage Strategic Framework (MSHSF) for Ghana (2022-2029). The Framework outlines the strategic and priority areas in managing and promoting the heritage resources of Ghana: (i) Governance and Legislation; (ii) Research and Development; (iii) Sustainability and Livelihoods; (iv) Capacity Building; and (vi), Partnerships. The GHC is not the implementer of this Strategic Plan but rather provides an integrated approach to complement ongoing efforts by the legally mandated institutions responsible for different heritage sectors of Ghana. The GHC desires that both the State (Government of Ghana, Departments, and respective Institutions) and the Non-State Actors (Private sector, Embassies, UNESCO, and other potential partners) will find this Strategic Framework useful in negotiating areas of cooperation and mutual interest. In specific terms, GHC expects national institutions in Ghana to link the strategic recommendations of this Framework to their own strategic orientations, programmes, actions or annual plans.



Foreword

Ghana is endowed with diverse heritage resources. These among others are; water bodies, forest reserves, music, arts, values, practices, underwater resources, built heritage sites and monuments. The diverse heritages are managed by different ministries and agencies using a multiplicity of legal instruments.

In recent years, however, there have been growing concerns about the state of the country's heritage resources. These trepidations, particularly from inter-governmental and non-governmental actors put forward the need for sustainable pathways and good practices to address the state of heritage resources management in Ghana, particularly, those stemming from anthropogenic and environmental factors. For instance, the impact of climate change on the country's cultural and environmental resources is unquantifiable in the absence of research, yet it continues to deprive the country of its resources. The country's cultural landscape and biodiversity have not been spared. To address this and other multiple issues, there is a need to develop a Multi-Stakeholder Heritage Strategic Plan Framework for the management of Ghana's heritage for the benefit of citizens and the world at large.

I am delighted as the Minister of Tourism, Arts and Culture to see this Strategic Plan Framework developed by the Ghana Heritage Committee as an overarching national cross-cutting Framework linking the activities of several Ministries and Departments of the Government of Ghana. The unique multi-dimensional approach adopted in this document could not have come at a better time than this. Ghana's heritage sector should draw synergies and strengthen collective efforts to harness the heritage of Ghana as a pillar for implementing conservation and national development goals using good practices (sustainability, and sustainable development principles) and for the benefit of humanity. Therefore, and on behalf of my fellow Ministers, who equally have mandates on managing Ghana's heritage, I declare our commitment to the implementation of this Multi-Stakeholder Heritage Strategic Plan Framework. This I find particularly significant because it connotes a joint responsibility in furtherance of Article 39 of the 1992 Fourth Republican Constitution of Ghana. In addition, culture and heritage management also resonates with UNESCO's mission as well as other relevant international normative instruments of which Ghana is a signatory.

While the Government of Ghana remains committed to providing resources to facilitate the implementation of this Multi-Stakeholder Heritage Strategic Framework, I also invite all our strategic partners and networks interested in the heritage of Ghana to become implementing partners as we serve the citizens of Ghana and the global community that cherishes our diverse heritages and our nation. Through partnerships, together we can contribute to inclusive and better approaches in managing Ghana's heritage.

Finally, the Ministry of Tourism, Arts and Culture would like to congratulate all the Ministries, Agencies and Departments involved with heritage management, the Ghana Heritage Committee, Ghana Commission for UNESCO, all national institutions and the international partners for supporting this initiative. I hope that all national institutions will draw from this strategic document and translate its strategic goals into their sector specific strategies and annual plans. We owe it to the nation of Ghana, and we must deliver on the commitments of the Multi-Stakeholder Heritage Strategic Framework.

Dr. Mohammed Ibrahim Awaal
Minister for Tourism, Arts and Culture

Acknowledgments

This Multi-Stakeholder Heritage Strategic Framework is the outcome of several consultations and workshops with key national institutional and international stakeholders on the management of Ghana's heritage resources. Therefore, its development was a collective process. The Ghana Heritage Committee on behalf of Dr. Mohammed Ibrahim Awaal, Minister for Tourism, Arts and Culture, and Mrs. Ama Serwah Nerquaye-Tetteh, Secretary-General of the Ghana Commission for UNESCO, wishes to express profound gratitude to the French Embassy (Ghana), the Ghana Tourism Authority and all the national institutional stakeholders for their support and commitment to this Framework. The national institutions include all the Ministries, Departments, Agencies, and Stakeholders working on Ghana's heritage.

The effort of Professor Kodzo Gavua, Chairman of the Technical Committee of GHC, and members of the Working Group cannot be overlooked in this process. Without these experts, the development of this Framework would have been challenging in many ways. The Technical Committee is also indebted to Dr. Pascall Taruvinga, a recognised African and international heritage expert, also a UNESCO Expert on heritage issues for his support.

We further wish to acknowledge the Department of Communication Design of the Kwame Nkrumah University of Science of Technology for their contribution in the development of the Ghana Heritage Committee logo.

Finally, the Committee wishes to thank members of its Secretariat - Mr. Riche-Mike Wellington, Mr. Christopher Wetcher, and Nana Otuo Owoahene Acheampong who contributed immensely to this work.

The Ghana Heritage Committee says Ayekoo!

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Acronyms

BGL	-	Bureau of Ghana Languages
BOST	-	Bulk Oil Storage and Transportation Company Limited
CAA	-	Creative Arts Agency
CSIR	-	Council for Scientific and Industrial Research
DAHS	-	Department of Archaeology and Heritage Studies
DFAD	-	Department of Fisheries and Aquaculture Development
EPA	-	Environmental Protection Agency
FC	-	Forestry Commission
GHA	-	Ghana Highway Authority
GHC	-	Ghana Heritage Committee
GMA	-	Ghana Maritime Authority
GMC	-	Ghana Minerals Commission
GMMA	-	Ghana Museums and Monuments Authority
GMMB	-	Ghana Museums and Monuments Board
GRED	-	Ghana Real Estate Development
GTA	-	Ghana Tourism Authority
GTDC	-	Ghana Tourism Development Company
IKS	-	Indigenous Knowledge System
LA	-	Local Authorities
MAB	-	Man and the Biosphere Reserve
MCRA	-	Ministry of Chieftaincy and Religious Affairs
ME	-	Ministry of Energy
MESTI	-	Ministry of Environment Science Technology and Innovation
MFA	-	Ministry of Fisheries and Aquaculture
MLG	-	Ministry of Local Government
MLNR	-	Ministry of Lands and Natural Resources
MOC	-	Ministry of Communication
MOTAC	-	Ministry of Tourism Arts and Culture
MoF	-	Ministry of Finance
MRH	-	Ministry of Roads and Highways
MSHSF	-	Multi-Stakeholder Heritage Strategic Framework
MT	-	Ministry of Transport
MWH	-	Ministry of Works and Housing
NATCOM	-	Ghana National Commission for UNESCO
NCC	-	National Commission on Culture
NFB	-	National Folklore Board
NHC	-	National House of Chiefs
TA	-	Traditional Authorities
TOR	-	Tema Oil Refinery
UCH	-	Underwater Cultural Heritage
UNESCO	-	United Nations Education Scientific and Cultural Organization
VRA	-	Volta River Authority
W.E.B. D	-	William Edward Burghardt Du Bois

Table 1: List of Members of the Technical Committee

No.	Name	Designation	Institution
1.	Professor Kodzo Gavua	Chairman	University of Ghana - Eminent Heritage Expert
2.	Nana Otuo Owoahene Acheampong	Secretary	Ghana Culture Forum
3.	Professor Alfred Oteng-Yeboah	Member	Ghana Academy of Arts and Science
4.	Professor Henry Nii-Adziri Wellington	Member	Ghana Academy of Arts and Science - Eminent Heritage Expert
5.	Professor Wazi Apoh	Member	Department of Archaeology and Heritage Studies -UG
6.	Dr. Richard Gyimah	Member	Forestry Commission
7.	Mrs. Rosemond Amuzu	Member	National Commission on Culture
8.	Mr. Dominic Dekumwine Kuntaa (Late)	Member	Ghana Museums and Monuments Board - Museums Division
9.	Mr. Benjamin Anane Nsiah	Member	Ghana Tourism Authority
10.	Mr. William Boateng	Member	Bureau of Ghana Languages
11.	Miss. Josephine Ohene-Osei	Member	Ministry of Tourism, Arts and Culture - Arts and Culture Directorate
12.	Nana Adwoa Asante	Member	National Folklore Board
13.	Mrs. Ama Serwah Nerquaye-Tetteh	Member	Ghana Commission for UNESCO
14.	Mr. Christopher Wetcher	Member	Ghana Commission for UNESCO
15.	Mr. Riche-Mike Wellington	Member	Ghana Commission for UNESCO
16.	Mrs. Sheila Ashong	Member	Man, and the Biosphere (MAB) Committee -EPA
17.	Professor Kofi Anyidoho	Vice-Chairman	University of Ghana - Eminent Heritage Expert
18.	Mr. Ebenezer Appah Sampong	Member	Environmental Protection Agency
19.	Mrs. Cecilia Nyadie	Member	Ministry of Environment, Science, Technology, and Innovation
20.	Mrs. Abena Animah Boachie-Dwamena	Member	Ministry of Chieftaincy and Religious Affairs
21.	Mr. Gabriel Tandoh	Member	Ministry of Tourism, Arts and Culture- Tourism Directorate
22.	Mrs. Esther E. Spio	Member	Ministry of Finance
23.	Mr. Kelvin Kofigah	Member	Ministry of Information
24.	Amb. Johanna Odonkor Svanikier	Member	Heritage and Cultural Society of Africa
25.	Kareen-Happuch Osekre	Member	Ghana Geological Survey Authority
26.	Mrs. Esther Coffie	Member	Ministry of Planning
27.	Mr. Bernard Sackey	Member	Ghana Museums and Monuments Board- Monuments Division
28.	Mr. Ebenezer Charway	Member	Ministry of Local Government, Decentralization and Rural Development
29.	Mr. Malik Saako	Member	Ghana Museums and Monuments Board
30.	Mrs. Mercia Aidoo	Member	Ministry of Lands and Natural Resources
31.	Mr. Frank Kwabena Owusu	Member	Creative Arts Agency
32.	Mrs. Joyce Afutu	Member	National Commission for Civic Education
33.	Dr. Akosuah Abdallah	Co-opted	National Commission on Culture
34.	Mr. Benjamin Afagbegee	Co-opted	Ghana Museums and Monuments Board - Monuments Division
35.	Dr. William Gblerkpor	Co-opted	University of Ghana

Key: Yellow Color - Members of the Working Group, Green Color & Yellow Color (1-32) - Technical Committee

Table 2: List of Steering Committee Members

No.	Representative	Institution
1.	Chief Director	Ministry of Tourism, Arts and Culture
2.	Chief Director	Ministry Environment, Science, Technology, and Innovation
3.	Chief Director	Ministry of Lands and Natural Resources
4.	Chief Director	Ministry of Chieftaincy and Religious Affairs
5.	Chief Director	Ministry Planning
6.	Chief Director	Ministry of Finance
7.	Chief Director	Ministry of Trade and Industry
8.	Chief Director	Ministry of Local Government and Rural Development
9.	Chief Director	Ministry Roads and Highways
10.	Chief Director	Ministry of Health
11.	Chief Director	Ministry of Food and Agriculture
12.	Chief Director	Ministry of Education
13.	Chief Director	Ministry Justice and Attorney Generals Department
14.	Chief Director	Ministry of Energy
15.	Executive Director	Environmental Protection Agency
16.	Executive Director	National Commission on Culture
17.	Executive Director	Ghana Museums and Monuments Board
18.	Chief Executive Officer	Ghana Tourism Authority
19.	Chief Executive Officer	Ghana Tourism Development Company
20.	Chief Executive Officer	Forestry Commission
21.	Chairperson	Parliamentary Select Committee on Tourism, Arts and Culture
22.	President	National House of Chiefs
23.	Secretary-General	Ghana Commission for UNESCO
24.	Representative	Office of the President
25.	Representative	Private Sector
26.	Representative	Civil Society Group

Executive Summary

The heritage sector of Ghana has faced challenges for a long time, and it has become imperative to address the situation through mobilising and synergising the sector through a “Multi-Stakeholder Heritage Strategic Framework”. The Framework is informed by a situational analysis, consultations with the heritage sector, partners, and collaborative partners, including review of recent recommendations by UNESCO to revive the commitment of the Government of Ghana to the cause of heritage and its role as a catalyst for development. The Multi-Stakeholder Heritage Strategic Framework outlines the following Key Strategic Priority Areas and Goals leading to Expected Outcomes, Key Actions and Expected Outputs as illustrated below.

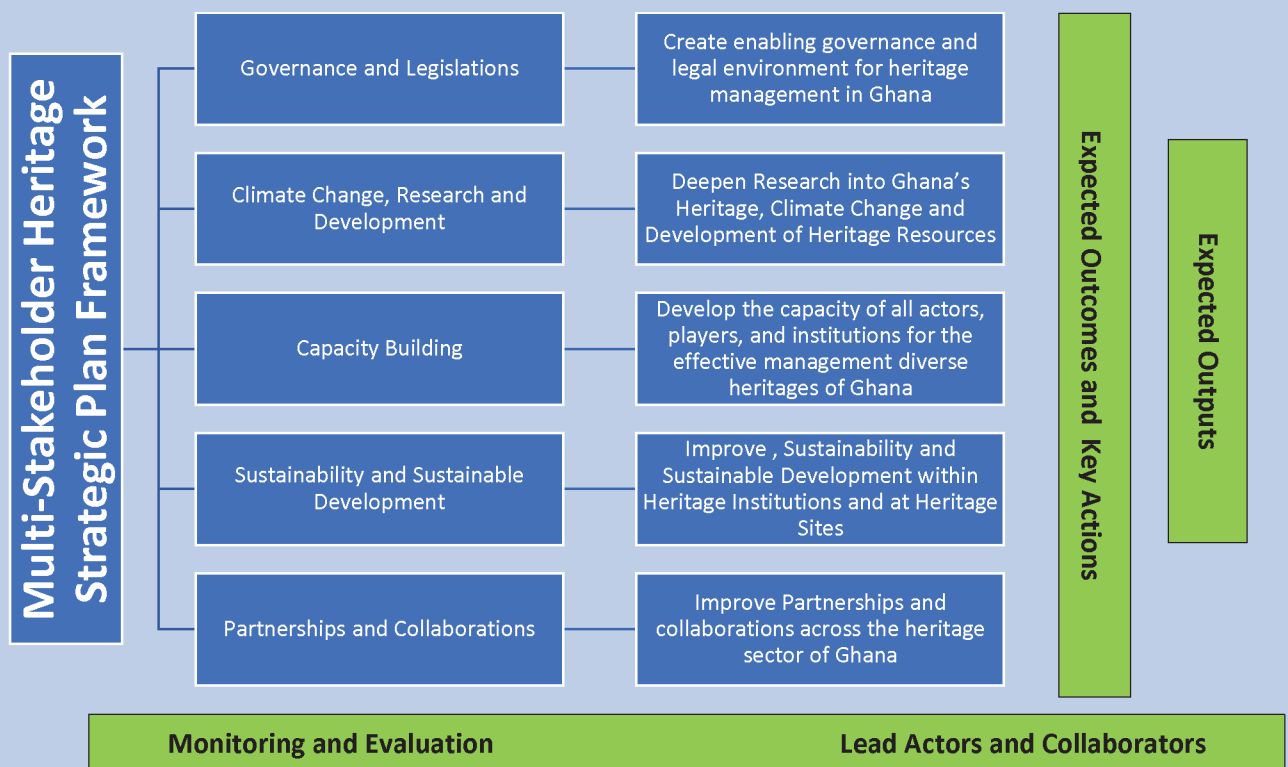


Figure 1: Diagrammatic Summary of the Strategic Plan Framework

The Multi-Stakeholder Heritage Strategic Framework needs both public and private sector support to achieve its Strategic Outcomes. It is fully supported by the Government of Ghana and other collaborative partners in the nation’s heritage sector.

1. Introduction

For the last few years, there have been concerns from individuals, government institutions, civil society organizations in Ghana and UNESCO demanding stepped-up efforts and change in the overall management of the diverse heritage of Ghana. As a result, the Ghana Commission for UNESCO conducted broad consultations with stakeholder institutions and experts in Ghana and some Member States of the African Union, including Tanzania, South Africa, Kenya, and Ethiopia to ascertain best practices at country, regional and international levels in heritage management. The outcome of these broad-based consultations culminated in the setting up of the Ghana Heritage Committee (GHC) to spearhead the transformation of the heritage sector of Ghana and this will be done together with national institutions with such mandates.

The GHC was inaugurated by Hon. Akosua Fremah Opare, Chief of Staff, together with Hon. Barbara Oteng Gyasi, former Minister for Tourism, Arts and Culture, and Hon. Dr. Matthew Opoku Prempeh, former Minister for Education and Chairman of the Ghana Commission for UNESCO, in September 2020.

The overall purpose of the GHC is to provide technical advice to the Government of Ghana through the relevant ministries, departments, and agencies mandated by law to identify, document, protect and present the country's heritage, including World Heritage and Biospheres among others listed through relevant and ratified Conventions. The Secretariat of the GHC is supported by the Ghana Commission for UNESCO (GCU) as illustrated in the structure below.

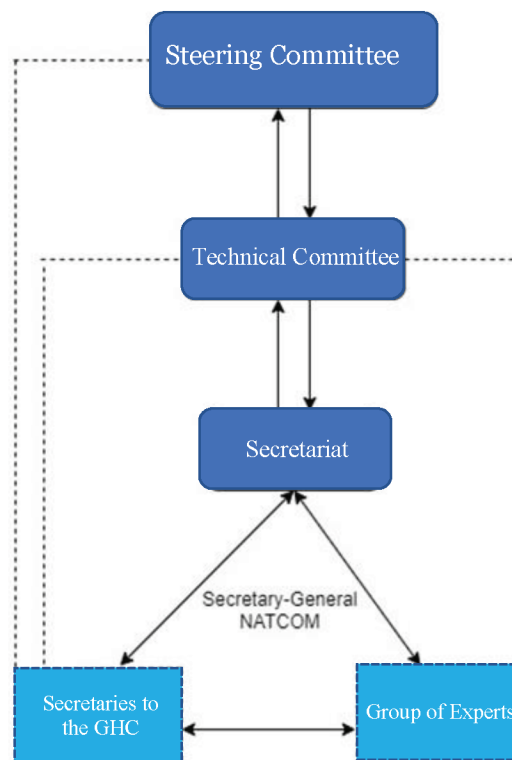


Figure 2: Architecture of the Ghana Heritage Committee

On its appointment, the GHC was tasked with developing a “Multi-Stakeholder Heritage Strategic Plan Framework” for Ghana to identify strategic priorities and mechanisms for bringing together the various sectors operating in their legal silos. The Framework thus outlines an overarching set of priority actions which are framed within the context of broad strategic goals to salvage Ghana’s heritage in its diverse forms. However, the GHC is not seeking to directly implement these strategic actions but rather, identify and streamline heritage priorities for implementation by the respective national institutions with such mandates, including them seeking public and private partnership support in the process. The Multi-Stakeholder Heritage Strategic Framework is thus a strategic document for multi-dimensional stakeholders involved in heritage matters in Ghana.

The Multi-Stakeholder Heritage Strategic Framework recognizes broadly the commitment of the Government of Ghana outlined in Article 39 of the 1992 Constitution which state inter alia:

1. “The State shall take steps to encourage the integration of appropriate customary values into the fabric of national life through formal and informal education and the conscious introduction of cultural dimensions to relevant aspect of national planning.
2. The State shall ensure that appropriate customary and cultural values are adapted and developed as an integral part of the growing needs of the society as a whole; and, that traditional practices which are injurious to the health and well-being of persons are abolished.
3. The State shall foster the development of Ghanaian languages and pride in Ghanaian culture.
4. The State shall endeavour to preserve and protect places of historical interest and artifacts.”

Also, Article 41(K) admonishes Ghanaians “To protect and safeguard the environment”.

Additionally, the directive principles of state policy of the 1992 Constitution of Ghana specify in Article 36 (9) that:

5. The State shall take appropriate measures needed to protect and safeguard the national environment for prosperity; and shall seek co-operation with other states and bodies for purposes of protecting the wider international environment for mankind.

2. Situational Analysis

2.1 Heritage sites, Monuments and Museums

Ghana's heritage sites among others include monuments, historic buildings, archaeological and historic sites. These are the observed challenges over the year.

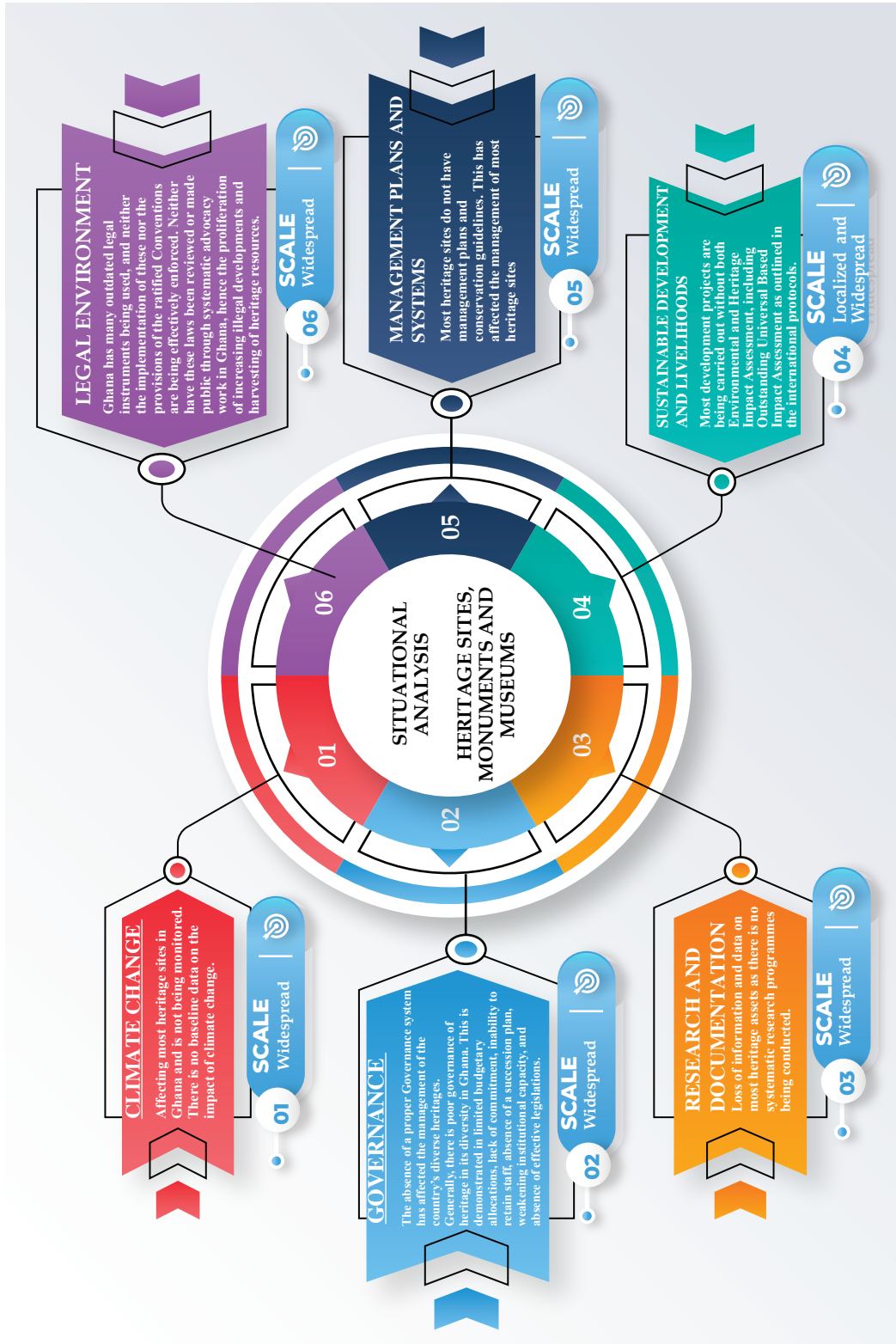


Figure 3: Situational Analysis of Heritage Sites, Monuments and Museums

2.2 Intangible Cultural Heritage and Creative Arts

Ghana's Intangible Cultural Heritage (ICH) refers to practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artifacts, and cultural spaces associated therewith – that communities, groups, and, in some cases, individuals in the country recognize as part of their cultural heritage. These include:

- i. Indigenous leadership – the various institutions of royalty and the associated paraphernalia and cultural practices as well as family and other local community administrations.
- ii. Diverse peoples, languages, and cultures.
- iii. Indigenous architecture, caves and rock shelters, sacred groves, hill top settlements, and defense systems and military heritage.
- iv. Indigenous medicine and healing practices.
- v. Culinary arts, food processing, and preservation.
- vi. Indigenous theatre, and games
- vii. Oral history, traditions, and epics.
- viii. Folklore, proverbs and other philosophical expressions, mythology, legends, appellations, dirges, and storytelling.
- ix. Indigenous festivals and religious ceremonies.
- x. Indigenous conservation and environmental management practices.
- xi. Indigenous textiles production.
- xii. Indigenous art, crafts, and technological traditions (e.g., weaving, dyeing, bead-making, pottery, smithing, carving, leatherworking, and hunting techniques).
- xiii. Indigenous music and dance forms (e.g., Adowa, Fontomfrom, Kete, Nagla, Kpanlogo, Nwomkro, Klama, Agbadza, and other associated artistic and ritualistic performances
- xiv. Indigenous body adornment, and ornamentation.
- xv. Rites of passage – from birth to death rites
- xvi. Sites of memory – graves, cemeteries, battle fields etc.

A SWOT analysis conducted in 2018 on Ghana's intangible heritage revealed the following:

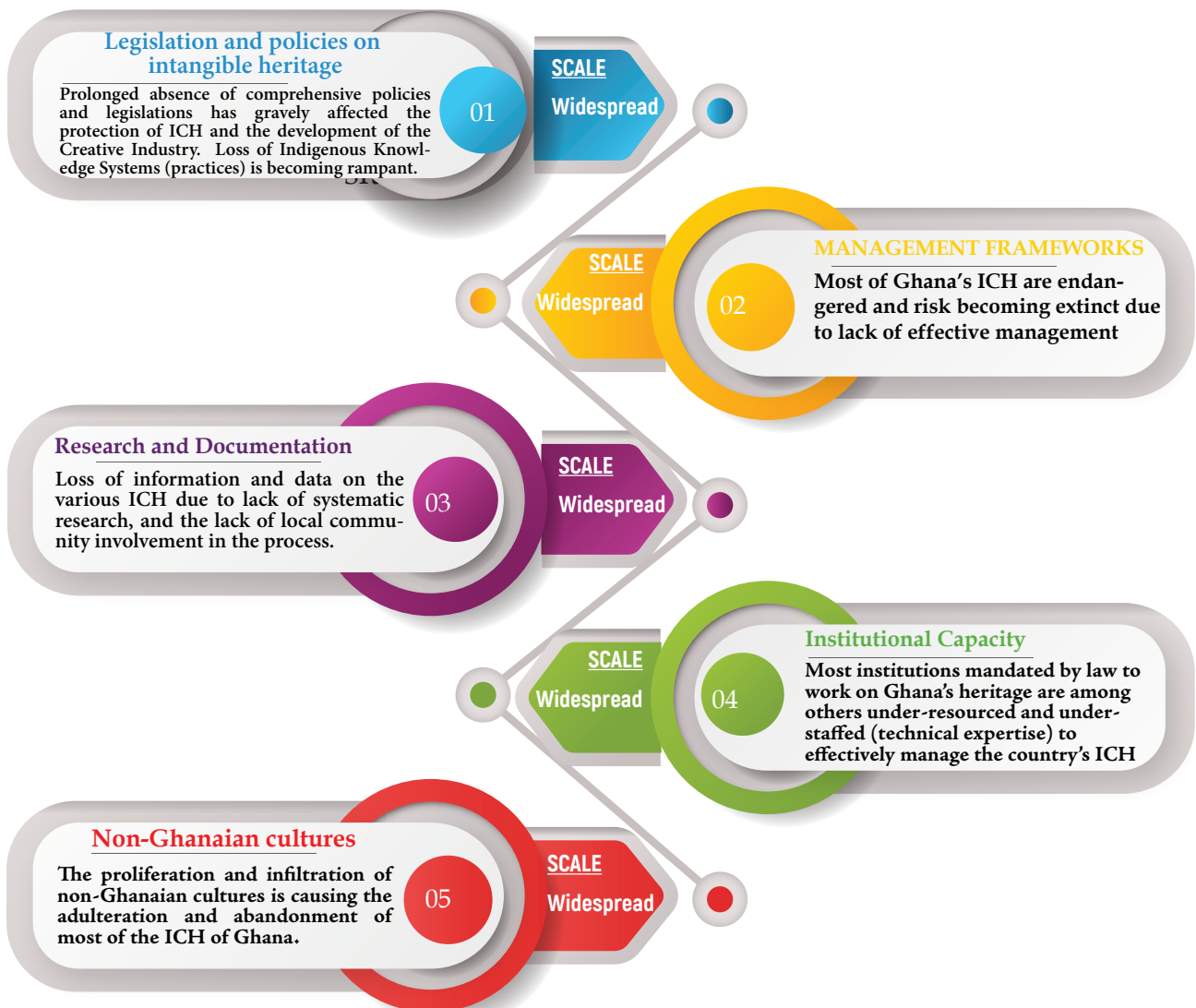


Figure 4: Situational Analysis of Ghana's Intangible Heritage

2.3 Underwater Heritage Resources

Ghana's underwater cultural heritage resources are immense including complex marine ecosystems, coral reefs with vast species of rare flora, and fauna. Recent underwater archaeological surveys are indicating evidence of the Transatlantic Slave Trade, the First and Second World Wars, inundation of settlements by floodwaters of the Volta and Bui Lakes and the ocean. Other recoveries include shipwrecks and numerous relics of trade items, some of which have been retrieved off the coast of Elmina. The following are some identified threats and their impacts on the country's underwater heritage resources.

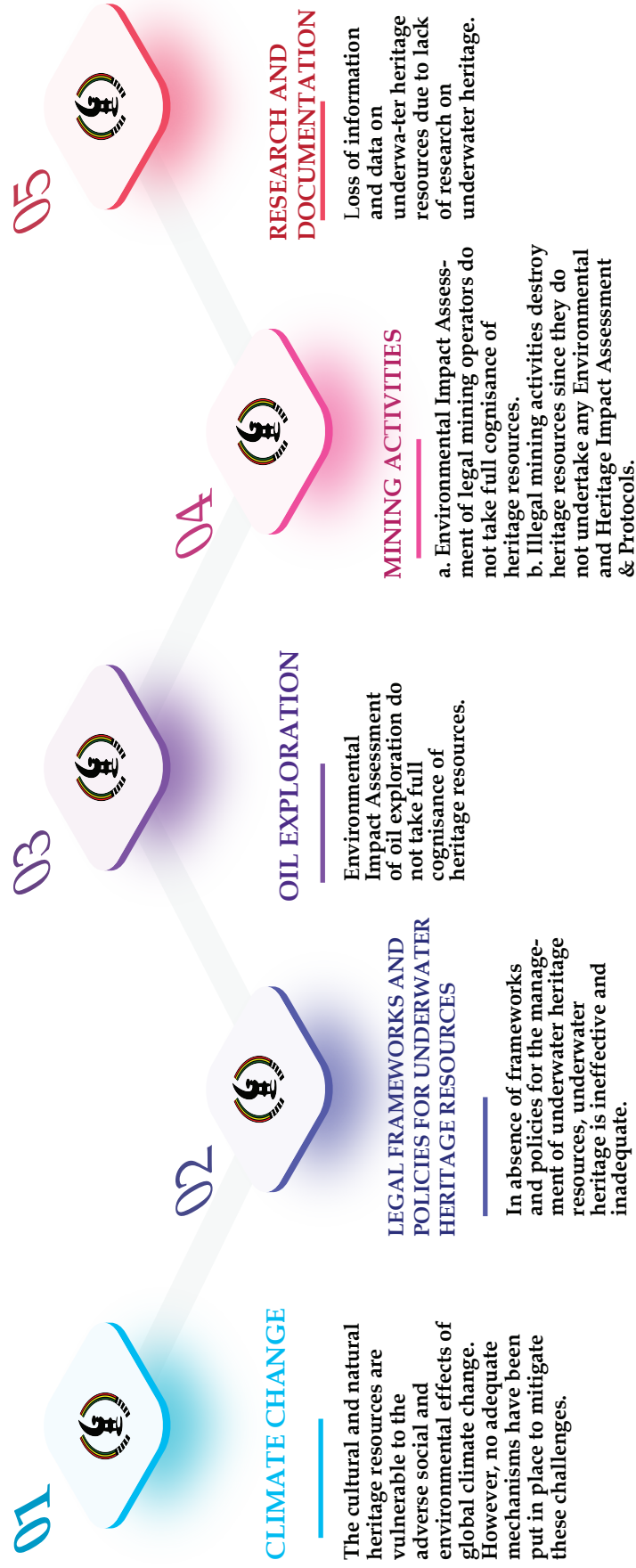


Figure 5: Situational Analysis of Ghana's Underwater Heritage Resources

2.4 Natural Heritage Resources

Ghana's natural heritage is diverse and includes components such as forests, parks, wild-life, water bodies, and land. These components form biological variety and variability of life on earth (i.e., biodiversity) with local and global importance from both conservation and economic perspectives. However, a recent Country Environmental Analysis (CEA) assessment by World Bank in Ghana, though highlighting accruing benefits, points out that environmental degradation is costing \$6.3 billion annually, or nearly 11% of Ghana's 2017 GDP. These threats are discussed in the diagram below.

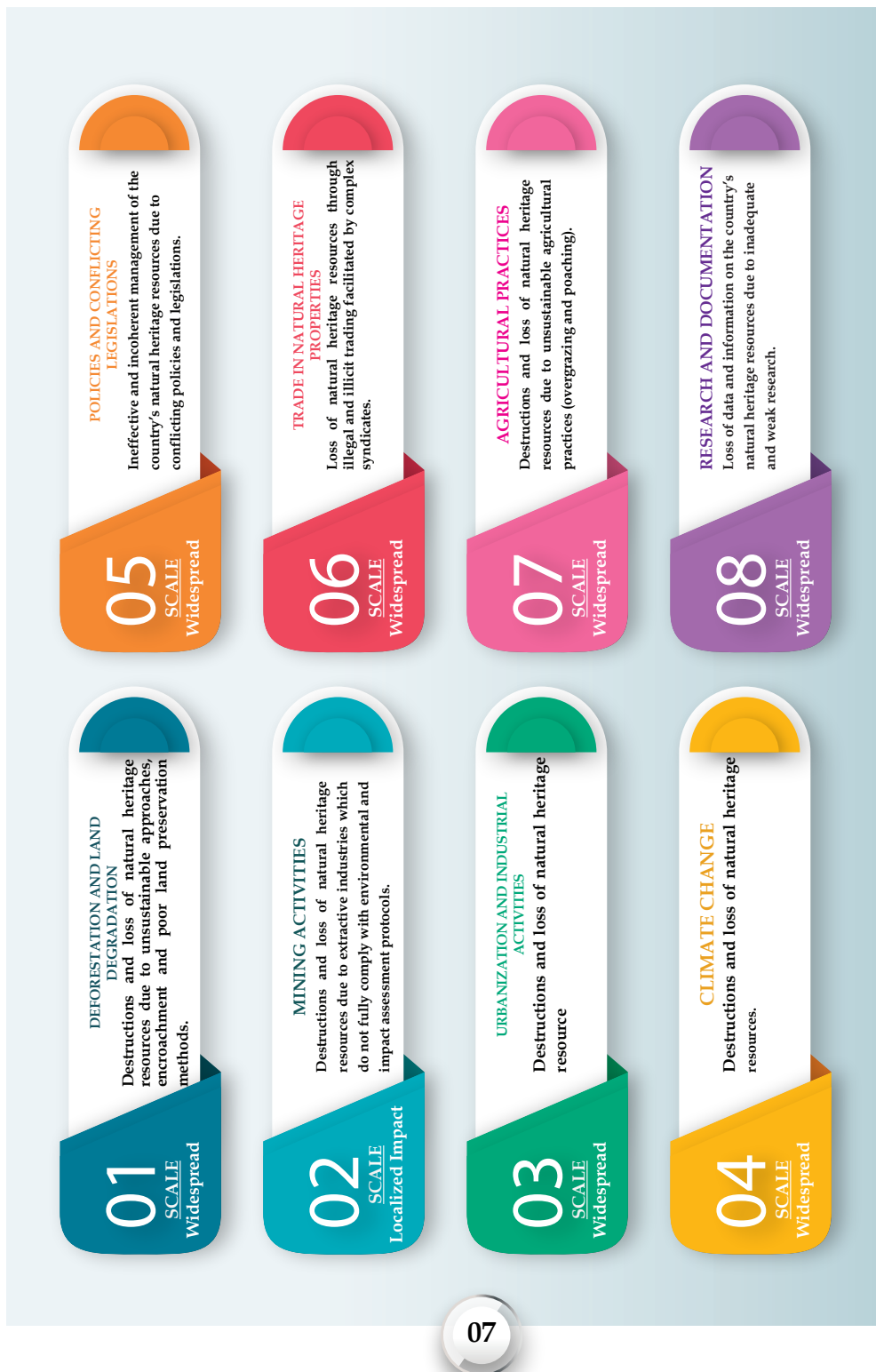


Figure 6: Situational Analysis on Ghana's Natural Heritage Resources

2.5 Sustainability and Sustainable Development

The management of heritage resources have over the years been grappled with the issues of sustainability and sustainable development. This has gravely affected the overall management and promotion of the diverse heritages in supporting the meeting of national development goals. This area remains haphazard and implemented with varied understanding resulting in a mixed bag of positive and negative impacts. Below are some sustainability and Sustainable Development issues identified.

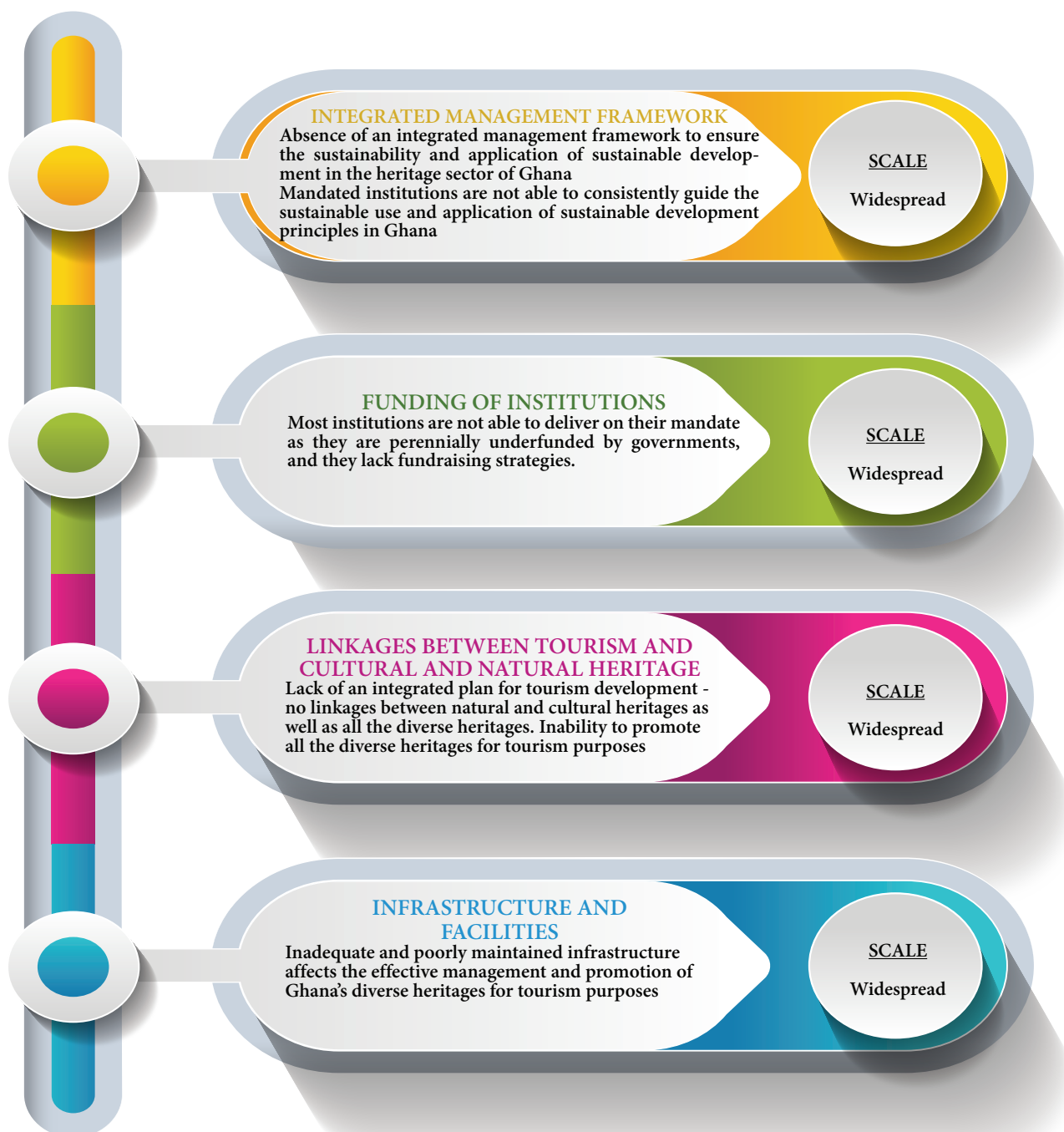


Figure 7: Situational Analysis on Sustainability and Sustainable Development of Heritage Resources

3. The Multi-Stakeholder Heritage Strategic Framework

Given the outcome of the situational analysis on the state of managing Ghana's diverse heritage and the stakeholder consultations with the broad heritage sector of Ghana, the Ghana Heritage Committee developed a "Multi-Stakeholder Heritage Strategic Framework to serve as a blueprint for all institutions and stakeholders.

The objective of this Framework is first to:

1. Protect, preserve, and promote Ghana's heritage resources for the present and future generations in line with national and international protocols.
2. Identify medium to long term strategic priorities for the heritage sector of Ghana as part of the post-covid recovery strategy.
3. Harmonize the inter-agency and create synergised efforts in protecting Ghana's cultural and natural heritages in its diverse forms.
4. Streamline policy actions towards a common agenda in the country's heritage management processes.
5. Promote effective use of resources while avoiding duplication of efforts and mobilising additional resources from potential partners.

The "Multi-Stakeholder Heritage Strategic Plan Framework covers heritage sites, museums, collections, natural heritage, underwater heritage, intangible heritage as well as issues of sustainability and sustainable development across the heritage sector of Ghana.

3.1. Justification for the Multi-Stakeholder Strategic Framework

The justification for developing the "Multi-Stakeholder Heritage Strategic Framework" is anchored on the need to:

- a) Promote innovative and integrated approaches in heritage management.
- b) Promote inclusive engagement and involvement of communities and other stakeholders in heritage management.
- c) Strategically position Ghana's heritage to support sustainability and sustainable development.
- d) Promote institutional and professional capacity building as a continuous process in Ghana.
- e) Create an enabling environment for resource mobilization to support the heritage sector of Ghana.

Vision and Core Values

3.1.1. Vision

To effectively manage and promote the diverse heritage resources of Ghana through an inclusive and integrated approach supported by innovation, creativity and good practices while involving all actors.

3.1.2. Core Values

The core values of the “Multi-Stakeholder Heritage Strategic Framework” are:

- a) Excellence: The pursuit of excellence through acceptable local, national, regional, and international good practices.
- b) Competence: Ensure that the capacity of institutions and individuals are strengthened to effectively and efficiently manage the diverse heritages of Ghana.
- c) Integrity: Ensure that the values of heritage and ethical principles of heritage management are uncompromisingly and consistently adhered to.
- d) Accountability: Foster ownership and responsibility towards the management of the country’s diverse heritage resources.
- e) Respect: Encourage the treatment and handling of Ghana’s heritage resources with dignity and professionalism
- f) Professionalism: Ensure that good, ethical and acceptable practices for managing and promoting heritage resources are honestly, consistently, and reliably followed
- g) Duty of Care: Stimulating and encouraging inter-agency actions towards responsible stewardship and management of the diverse heritage resources of Ghana.

3.2 Strategic Priority Areas and Goals

From the Situational Analysis and Stakeholder Consultations the following Strategic Priority Areas and Goals are identified. These priority areas and respective goals guide the development of Strategic Objectives and Key Strategic Actions outlined in the Implementation Matrix.



Figure 8: List of Strategic Priorities & Goals

3.4 The Implementation Matrix

Strategic Goals	Strategic Outcome (s)	Strategic Objective (s)	Strategic Action (s)	Strategic Output (s)	Lead Actors/ collaborators	Time Frame
SG 1 Create an Enabling Governance and Legal Environment for Heritage Management	<ul style="list-style-type: none"> Create a responsive, transparent, and good practices oriented legislative and government environment for heritage management in Ghana 	To improve the legislative and governance environment for managing heritage in Ghana	Consult and review applicable legislation and governance framework for cultural heritage in Ghana	Revised legislation and governance frameworks for each sector: <ul style="list-style-type: none"> Culture Nature Intangible Heritage Underwater Heritage Creative Arts Tourism 	Lead Actors MOTAC MLNR MESTI GMMB GMA CAA NCC EPA FC BGL GTA NFB Collaborators MWH MLG MRT MFA MCRA GHA NHC GRED GMC Parliament, Ministry of Justice and Attorney ME	By 2029

					VRA NPA TOR BOST LA TA	
	To Create, re-brand, and launch specific heritage institutions/bodies supported by good governance frameworks	Create new heritage bodies/institutions and rebrand existing ones in line with amended/ revised governance and legal frameworks.	Rebranded and newly created heritage institutions/bodies launched <ul style="list-style-type: none"> Ghana Museums and Monuments Authority (GMAA) -former GMMB Ghana Heritage Council (GHC) (former GHC) Underwater Cultural Heritage Directorate (UCHD) -new institution 	Lead Actors MOTAC MLNR GMMB NATCOM GHC NCC CAA NFB GTA BGL Collaborators Parliament Ministry of Justice and Attorney General	By 2024	
	Promote good practices in conservation and collections management	Develop collections Guidelines and databases	<ul style="list-style-type: none"> Collections Policy and Management Guidelines developed 	Lead Actors GMMB NCC EPA NFB	By 2024	

				<ul style="list-style-type: none"> Number of Collections Databases established 	Collaborators Universities, Local Communities TA LA	By 2024
		<ul style="list-style-type: none"> Develop protocols /guidelines and strategies to support the restitution of heritage properties 	<ul style="list-style-type: none"> Restitution Policy and Guidelines developed Number of restitutions by Ghana % Drop in cases of illicit trafficking 	Lead Actors GMMB, MOTAC, Collaborators Customs Division, Immigration Service, National Security, Universities		

Strategic Goal	Strategic Outcome (s)	Strategic Objective (s)	Strategic Action (s)	Strategic Output (s)	Lead Actors/ Collaborators	Time Frame
SG 2 Deepen Research into Ghana's Heritage, Climate Change and Development of Heritage Resources	<ul style="list-style-type: none"> Decolonise knowledge production to support innovations in the heritage sector of Ghana 	Promote research on <ul style="list-style-type: none"> Indigenous Knowledge Systems (IKS), Intangible Heritage New Heritage Typologies Biodiversity Conservation, Climate change Geological Heritage 	Carry out research on IKS, Intangible Heritage, Biodiversity Conservation, Climate Change	<ul style="list-style-type: none"> Number of Publications Number of collaborative research projects Number of new heritage typologies identified and protected Research Informed Mechanism/ Approach to mitigate climate change on Ghana's heritage resources 	Lead Actors MESTI, MLNR, GMMB, NCC, NFB, EPA, FC Collaborators Universities (DAHS), NATCOM, Local Communities, GSS	By 2024
	<ul style="list-style-type: none"> Improve skills and capacities of practitioners and research actors in Ghana 	Develop the skills and capacities of practitioners and research actors in Ghana	Carry out capacity building training and workshops for practitioners and research actors on innovative research	Number of capacity building training workshops conducted	Lead Actors MOTAC, GMMB, GTA, NCC, NFB, CAA, CAA, BGL, Collaborators	By 2024

				Universities, NATCOM	By 2024
	Promote applied research to support innovation and development	Conduct baseline tourism potential studies	<ul style="list-style-type: none"> Document on Tourism Baseline Studies Tourism zones/enclaves established. Ecotourist site mapped up 	Lead Actors GTA FC Collaborators GMMB, GTDC, MOTAC, National Parks, Local Communities	By 2024
	Promotion and memorialisation of the diverse heritage of Ghana	Memorialise heritage using national and international protocols Develop databases for the diverse heritages in Ghana (heritage typologies)	<ul style="list-style-type: none"> Number sites listed using international protocols National register created 	Lead Actors GMMB, Universities, Collaborators FC, MOTAC, GTA, Local Communities	By 2024
	Improve on heritage information, exhibitions, and	Examine the existing information, exhibitions and	Number of evaluation reports	Lead Actors GMMB, GTA,	2022-2025

		interpretations at tourist sites	interpretations at heritage and tourism sites in Ghana	Number of interpretation facilities improved Number of exhibitions improved and launched	Collaborators MOTAC, Universities, NCC, Local Communities	
	Create a memorialization and interpretation framework for heritage in Ghana	Consult and develop a memorialization and interpretation framework for heritages in Ghana	Memorialization and interpretation framework	By 2024	Lead Actors GMMB, GTA, MOTAC Collaborators Universities, NCC, Local Communities	
	Create digitization and digitalization protocols and strategy for heritage in Ghana	Consult and develop digitization and digitalization protocols / guidelines and strategies for Ghana's diverse heritages	Digitalization and Digitization Strategy developed. Number of sector specific Digitalization and Digitization Strategies Number of online heritage products in Ghana	By 2025	Lead Actors MOTAC, GTA Collaborators MOC, GIFEC, GMMB, NCC, Universities, ICT partners	

Strategic Goal	Strategic Outcome (s)	Strategic Objective (s)	Strategic Action (s)	Strategic Output (s)	Lead Actors/ Collaborators	Lead Actors
SG 3 Develop Institutional and Professional Capacity across the Heritage Sector and Actors, for the Effective Management of Diverse Heritages in Ghana	Improve institutional and human capacity in all institutions managing heritage in Ghana	Improve and develop the professional and human capacity of the following in institutions: <ul style="list-style-type: none"> • GMMB • NCC • NFB • BGL • W.E.B D Centre • GTA • CAA 	<ul style="list-style-type: none"> • Undertake human and professional needs assessment of GMMB • Address the professional and human capacity needs of heritage institutions 	<ul style="list-style-type: none"> • Number of staff (existing and new) trained in conservation, governance, effectiveness management, research, business management, programme and project management • Number of new and qualified staff engaged • Number of administrative policies, and standard operating procedures (SOP) developed and implemented. 	Lead Actors MOTAC GMMB NCC NFB BGL W.E.B GTA CAA Collaborators MoF UNESCO AWHF WHC	By 2024
	Improve and develop the institutional capacity across the	Improve and develop the professional and human capacity of the following in institutions: <ul style="list-style-type: none"> • GMMB • NCC • NFB • BGL • W.E.B D Centre • GTA • CAA 	<ul style="list-style-type: none"> • Undertake institutional needs assessment 	<ul style="list-style-type: none"> • Number of institutions (existing and new) with 	Lead Actors MOTAC NCC GMMB	By 2024

	heritage sector of Ghana	of heritage institutions <ul style="list-style-type: none"> Address the institutional capacity needs of heritage institutions 	reviewed/new governance policies, systems and standard operating procedures (SOP) <ul style="list-style-type: none"> Number of programme and project management tools developed and operationalised Number of new Institutions established % increment on positive audit opinion % increment on performance achievement above 80% per annum. 	NFB BGL CAA GTA Collaborators MoF UNESCO AWHF WHC	
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Strategic Goal	Strategic Outcome (s)	Strategic Objective (s)	Strategic Action (s)	Strategic Output (s)	Lead Actors/ Collaborators	Time Frame
SG 4 Improve Sustainability and Sustainable Development at/of Heritage and Tourist Sites	Improve sustainability of heritage institutions threatened with under funding and continued risk of non-delivery	Develop sustainability framework and mechanisms for Heritage institutions in Ghana	<ul style="list-style-type: none"> Engage the shareholder (s) to influence budget allocations. Develop business models that have potential for multiple and alternative income streams for heritage institutions. Implement Organisational Review and Change in Management Structure Develop Partnership and Fundraising Frameworks for the heritage sector. Undertake fundraising campaigns, including sector 	<ul style="list-style-type: none"> % Increment on annual budget allocations, including special vehicle funding Number of viable business models developed and implemented in the heritage sector. Number of Organisational reviews in the heritage sector Number of Partnership and Fundraising Frameworks established Number of Partnership and Fundraised Programmes 	<p>Lead Actors GMMB, GTA, MOTAC, NCC, NFB, BGL, CAA, FC, GHC, MoF</p> <p>Collaborators Universities, Local Communities, Traditional Authorities</p>	By 2024

	<p>Create an enabling legal and policy environment for implementing Sustainable Development across the heritage sector and at heritage nodes.</p>	<p>Promote sustainable development principles in developing heritage resources of Ghana</p>	<p>specific campaigns</p> <ul style="list-style-type: none"> Localise SD Principles and Protocols to guide socio-economic developments at heritage sites 	<p>Localised SD Protocols and guidelines developed</p> <p>Number of community and development advocacy campaigns on Heritage and SD</p> <p>Updated and integrated EIA and HIA Frameworks and Procedures</p> <p>Number of sustainability protocols to guided community livelihoods at heritage sites.</p>	<p>Lead Actors MLNR, MOTAC, MESTI, GMMB, GTA, FC, EPA</p> <p>Collaborators Universities, National Parks, Local Communities NDPC</p>	<p>By 2024</p>
	<p>Develop and implement sustainable development initiatives across heritage sector and</p>	<p>Develop and implement sustainable development initiatives across heritage sector and</p>	<ul style="list-style-type: none"> Identify and develop SD initiatives aligned to National 	<ul style="list-style-type: none"> Number of SD initiatives across heritage sector 	<p>Lead Actors MOTAC, MESTI, MLNR</p>	<p>By 2024</p>

specific heritage sites in Ghana	Development Goals	<ul style="list-style-type: none"> Enforce compliance with EIA, HIA and applicable Convention protocols Promote Public-Private Partnerships across the heritage sector in Ghana. 	<ul style="list-style-type: none"> % Increase on levels of compliance by developers and heritage actors. Number of Public-Private Partnerships implemented. 	EPA, GHC, NDPC, Collaborators NATCOM		
Develop a framework to promote sustainable and resilient tourism	Consult and develop a framework to promote sustainable and resilient tourism in Ghana	Sustainable and resilient tourism framework developed	Lead Actors GTA, FC Collaborators GTDC, Universities, MOTAC, National Parks		By 2024	

Strategic Goal	Strategic Outcome (s)	Strategic Objective (s)	Strategic Action (s)	Strategic Output (s)	Lead actors/ Collaborators	Time Frame
SG 5 Improve Partnerships and Collaborations with Local and International Heritage Centres and Organizations	Improve Partnerships and collaborations for the development and management of Ghana's diverse heritage	Improve partnerships and collaborations for the development and management of heritage in Ghana	Develop and establish Partnership Management Framework for the heritage sector of Ghana	Integrated Partnership Management Framework developed	Lead Actors MOTAC, GHC Collaborators MESTI, MLNR, GMMB, NCC, GTA, NATCOM	By 2024
		Enhance Partnerships with UNESCO, WHC, and AWHF for the Effective Management and Development of Heritage resources in Ghana.	Conceptualise and Establish a UNESCO Category II Centre on Interdisciplinary Heritage Research for at the University of Ghana	Established UNESCO Category II Centre	Lead Actors MOTAC, GHC, NATCOM Collaborators University of Ghana	By 2024

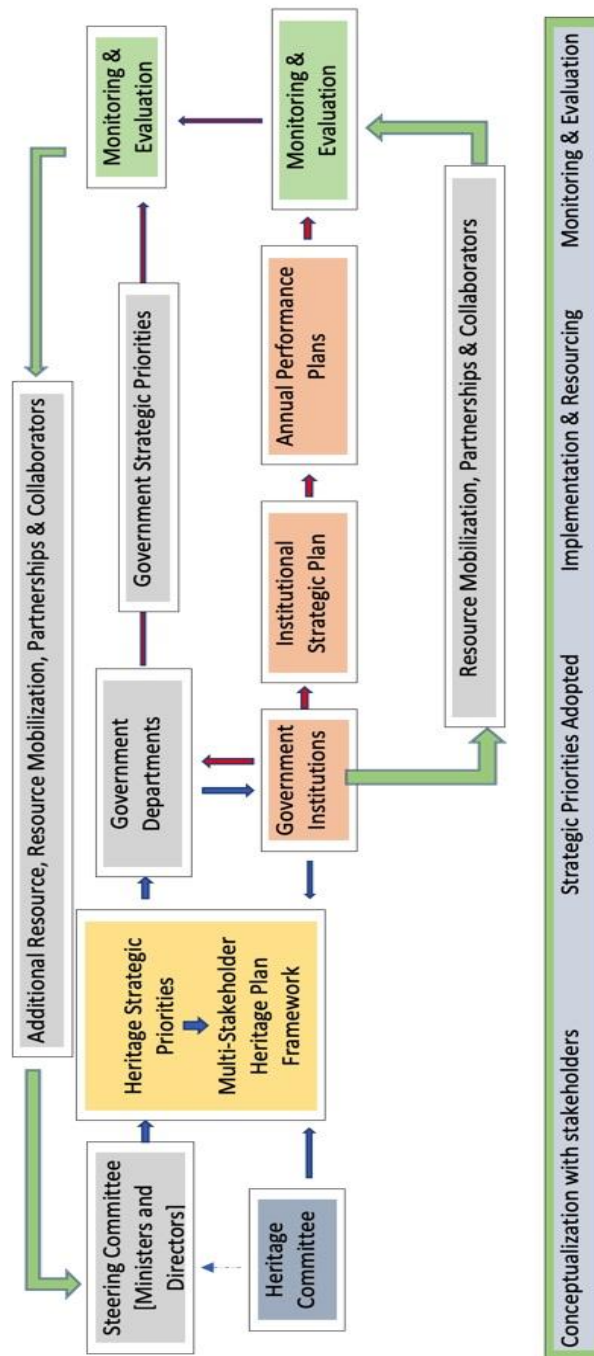
		Improve international cooperation's for the management of Ghana's diverse heritage resources	Develop a database of potential funders and partners for the heritage sector.	Database of funders established Number of successful funding applications from the heritage sector.	Lead Actors MOTAC, MESTI, MLNR, FC GMMB, GTA, NCC, NFB, BGL, CAA, Collaborators NATCOM	By 2024
		Improve the African-diaspora cooperation for the management of Ghana's heritage	Develop a framework for African-diaspora cooperation towards the development, promotion, and management of Ghana's heritage.	Developed African-diaspora cooperation framework Number of African-Diaspora Programmes implemented	Lead Actors MOTAC, GTA, Collaborators GMMB, NATCOM, Diasporic Associations	By 2024

Table 3: Matrix of the Strategic Framework

4. Implementation Approach

The **Multi-Stakeholder Heritage Strategic Framework** shall be implemented by institutions (lead actors and collaborators as indicated in the **Implementation Matrix**) whose mandates fall within Strategic Priority Areas and actions outlined in the Framework.

Figure 9: Implementation Approach



The above implies that:

- a. Government Institutions (Lead Actors) shall translate the Strategic Key Areas and Actions into their Annual Performance Plans for implementation and reporting as part of their normal cycles.
- b. Government Institutions (Lead Actors) shall spearhead resource mobilisation, partnerships, and collaborations, supported by the GHC and other collaborative partners.
- c. The Ghana Heritage Committee will provide technical support to the institutions for the implementation of the Framework. The Committee will also organize annual workshops to evaluate, monitor, and review the Framework and its implementation.
- d. Monitoring and Evaluation on Annual Basis shall be conducted by the Government Institutions as part of the normal reporting cycles, including together with the GHC for purposes of assessing effectiveness of implementation and impact.
- e. The GHC in partnership with the National Commission on Culture, GMMB, GTA, NATCOM, Local Assemblies, Traditional Authorities, NCCE, Ministry of Information will through outreach programs, conferences, radio and television programs disseminate information about the Framework and create the necessary awareness on the need for all stakeholder institutions to implement the Framework.

Conclusion

The **Multi-Stakeholder Heritage Strategic Framework** could not have come at a better time for the heritage sector of Ghana. In order to deliver on the set Strategic Outcomes of this Plan, the Government of Ghana needs to provide financial, infrastructural and logistical support, while the Government Institutions (Lead Actors) should commit to implementing the Plan, including supporting Government through Fundraising and Partnerships within and outside Ghana. To this end, all collaborative partners should equally support both Government and the Lead Actors to facilitate inclusive and effective implementation and operationalization of this **Multi-Stakeholder Heritage Strategic Framework**.

Finally, the Government of Ghana, Lead Actors (government institutions) and Collaborators involved in developing this **Multi-Stakeholder Heritage Strategic Framework** call upon development partners and donors to support this seminal Framework designed to revitalise and usher new thrusts in managing the heritage of Ghana.