



REPUBLIC OF GHANA



Ghana Heritage  
Committee

# **MULTI-STAKEHOLDER HERITAGE STRATEGIC FRAMEWORK (MSHSF) FOR GHANA**

## **IMPLEMENTATION PLAN (2024-2029)**

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STRATEGIC FRAMEWORK  
(MSHSF) FOR GHANA**

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## Acknowledgments

The development of the Implementation Plan of the Multi-Stakeholder Heritage Strategic Framework (MSHSF) is a result of a collective process involving several consultations with key national and international stakeholders.

The leadership of the Ghana Heritage Committee and the Ghana Commission for UNESCO wishes to express profound gratitude to the UNESCO Secretariat in Paris, France who provided the financial support through its Participation Programme to complete this work. We are also indebted to the Ghana Tourism Authority and all the other institutional stakeholders for their immense support and commitment to the development of this Implementation Plan.

Special thanks to Mrs. Ama Serwaah Nerquaye-Tetteh, Secretary-General of the Ghana Commission for UNESCO for providing leadership and facilitating the process in securing the funds for the development of this Plan.

Finally, the Committee wishes to thank Prof. Kodzo Gavua and the core team that assisted in the development of this Implementation Plan - Mr. Riche-Mike Wellington, Nana Otuo-Owoahene Acheampong, Mr. Christopher Wetcher, Mr. William Boateng, Ms. Anita Noah and Ms. Laura Louisa Thompson who contributed immensely to this work.

The Ghana Heritage Committee says Ayekoo!

## Foreword

I am happy that my Ministry and the Ghana Commission for UNESCO have proactively responded to the growing concerns about the state of Ghana's heritage resources, through the development of this Implementation Plan for the Multi-Stakeholder Heritage Strategic Framework MSHSF (2024-2029). This document which promises to be a game changer, puts forward a sustainable pathway to address the challenges facing heritage resources management in Ghana.

As the Minister responsible for Tourism, Arts, and Culture, I am delighted to see this Implementation Plan developed under the auspices of the Ghana Heritage Committee as an overarching national plan connecting the activities of several Ministries, Departments, and Agencies in managing Ghana's heritage. This unique multi-dimensional approach could not have come at a better time than this, and I am convinced that the Culture and Heritage sectors will draw synergies to strengthen collective efforts towards harnessing the diverse heritages of Ghana for sustainable development.

Let me also underscore the commitment of the Government of Ghana to provide the needed financial and material resources to facilitate the implementation process. I wish also to invite our development partners interested in the culture and heritage of Ghana to come on board and support the implementation of this Plan. Together we can contribute to an inclusive and sustainable management of Ghana's heritage resources for the benefit of the present and future generations.

On behalf of my colleague Ministers, who equally have mandates in managing Ghana's heritage, I reassure you of our commitment and our joint responsibility in furtherance of Article 39 of the 1992 Fourth Republican Constitution of Ghana. We are equally committed to other international normative instruments such as the 1972 UNESCO Convention for the Protection of Cultural and Natural Heritage and related regimes for which Ghana is a signatory.

Finally, I congratulate the Ghana Heritage Committee, the Ghana Commission for UNESCO, and all the Ministries, Departments, and Agencies who participated in the development of this Implementation Plan. My sincere appreciation also goes to UNESCO for the financial support through the Participation Programme. I call on all relevant institutions to draw from these strategic documents and translate their goals into their respective sector-specific programmes and activities. We owe it to the nation and the people of Ghana, and we must deliver on the commitments of this Multi-Stakeholder Heritage Strategic Framework (2022-2029) and its Implementation Plan (2024-2029).

**Dr. Ibrahim Mohammed Awal**

**Minister for Tourism, Arts and Culture & Chairman, Steering Committee**

## Preface

Ghana, like many other countries around the world, continue to face complex and multi-dimensional challenges in managing heritage resources. The management of Ghana's heritage is largely characterised by challenges including, institutional weaknesses in conservation efforts, the lack of evidence-informed research, documentation, and issues of interpretations, inadequate legal frameworks, the lack of resources (financial and human), inadequate skills and competencies and the challenge of developing sustainable livelihoods. These challenges, undoubtedly, call for innovative and strategic approaches and practices at both local and international levels, if we are to mitigate and salvage our cherished heritages in their diverse forms.

To address the critical issues related to heritage management, the Government of Ghana established the Ghana Heritage Committee (GHC) in September 2020, as a seminal response to protect national heritage resources in their diversity. As a forward-looking approach, the GHC developed a Multi-Stakeholder Heritage Strategic Framework (MSHSF) for Ghana (2022-2029) as an integrated approach to inclusive management and promotion of Ghana's diverse heritages. The document seeks to harmonize and streamline policy actions of agencies and stakeholders towards a common national agenda. It further provides the necessary guidance and support mechanisms to Ministries, Departments, and Agencies (MDAs) to deliver on their respective mandate and functions within existing and respective legal frameworks.

The overall strategic efforts of the GHC are 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.

In that context, the GHC finds it appropriate to present this Implementation Plan of the Multi-Stakeholder Heritage Strategic Framework (MSHSF) for Ghana (2022-2029). The Plan outlines the key Strategic Actions by the Lead Institutions within the ambit of the Priority Areas identified by the MSHSF namely: (i) Governance and Legislation; (ii) Research and Development; (iii) Sustainability and Livelihoods; (iv) Capacity Building; and (vi), Partnerships.

It must be noted that the GHC is not the implementer of this Implementation Plan but will serve to provide the needed technical guidance that will complement ongoing efforts by the legally mandated institutions responsible for different heritage sectors of Ghana. The GHC is confident that both State and Non-State Actors will find this Implementation Plan document a useful tool that will foster cooperation and partnerships in managing Ghana's heritage resources.

**Professor Kodzo Gavua**  
**Chairman, Technical Committee**

## Acronyms

ARI	-	Academic and Research Institutions
AWHF	-	Africa World Heritage Fund
BGL	-	Bureau of Ghana Languages
CAA	-	Creative Arts Agency
CNC	-	Centre for Culture
CSIR	-	Council for Scientific and Industrial Research
UG-DAHS	-	University of Ghana, Department of Archaeology and Heritage Studies
EPA	-	Environmental Protection Agency
FC	-	Forestry Commission
FIPAG	-	Film Producers Association of Ghana
GCF	-	Ghana Culture Forum
GCU	-	Ghana Commission for UNESCO
GHAMRO	-	Ghana Music Rights Organisation
GHC	-	Ghana Heritage Committee
GMA	-	Ghana Maritime Authority
GMC	-	Ghana Minerals Commission
GMMB	-	Ghana Museums and Monuments Board
GTA	-	Ghana Tourism Authority
GTDC	-	Ghana Tourism Development Company
IKS	-	Indigenous Knowledge System
LA	-	Local Authorities
LC	-	Local Communities
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
MFARI	-	Ministry of Foreign Affairs and Regional Integration
MJAGD	-	Ministry of Justice, and Attorney General's Department
MLG	-	Ministry of Local Government
MLNR	-	Ministry of Lands and Natural Resources
MMDA	-	Metropolitan, Municipal, and District Assemblies
MOTAC	-	Ministry of Tourism Arts and Culture
MoF	-	Ministry of Finance
MRH	-	Ministry of Roads and Highways
MSHSF	-	Multi-Stakeholder Heritage Strategic Framework
MUSIGA	-	National Union of Musicians in Ghana
NCC	-	National Commission on Culture
NFB	-	National Folklore Board
TA	-	Traditional Authorities
UCH	-	Underwater Cultural Heritage
UNESCO	-	United Nations Education Scientific and Cultural Organization
W.E.B.	-	William Edward Burghardt Du Bois Center
WHC	-	World Heritage Center

## 1. Introduction

The Multi-stakeholder Heritage Strategic Framework (MSHSF) developed and launched in 2021 is a product of inter-agency and collaborative efforts led by the Ghana Heritage Committee (GHC). The MSHSF, the first of its kind in the West Africa Sub-region is intended to among other things help Ghana to:

- a) Protect, preserve, and promote Ghana's heritage resources for the present and future generations in line with national and international protocols.
- b) Identify medium to long-term strategic priorities for the heritage sector of Ghana as part of the post-covid recovery strategy.
- c) Harmonize inter-agency efforts and create synergy for the protection of Ghana's cultural and natural heritages in its diverse forms.
- d) Streamline policy actions towards a common agenda in the country's heritage management processes.
- e) Promote effective use of resources and avoid duplication of efforts in Ghana's heritage management.
- f) Mobilise resources from potential partners (MSHSF 2021:9).

The MSHSF outlines 5 Priority Areas (PA) which were identified through a situational analysis of Ghana's diverse heritage resources (i.e. natural heritage, cultural heritage, museums and museum collections, and underwater heritage) (MSHSF 2021:11). As demonstrated in Fig. 1.



Figure 1: Strategic Priority Areas of the MSHSF

This Implementation Plan (IP) of the MSHSF, which has been jointly developed by all stakeholders outlines the Key Actions (KA) that need to be undertaken by Lead Institutions (LI) with the support of relevant stakeholders. The IP also outlines the goals, objectives, outcomes, including performance indicators that will be monitored and evaluated to assess the implementation effectiveness of the MSHSF. Overall, the IP provides the approach and methodology for the execution of the MSHSF.

## 2. Goals of the Implementation Plan

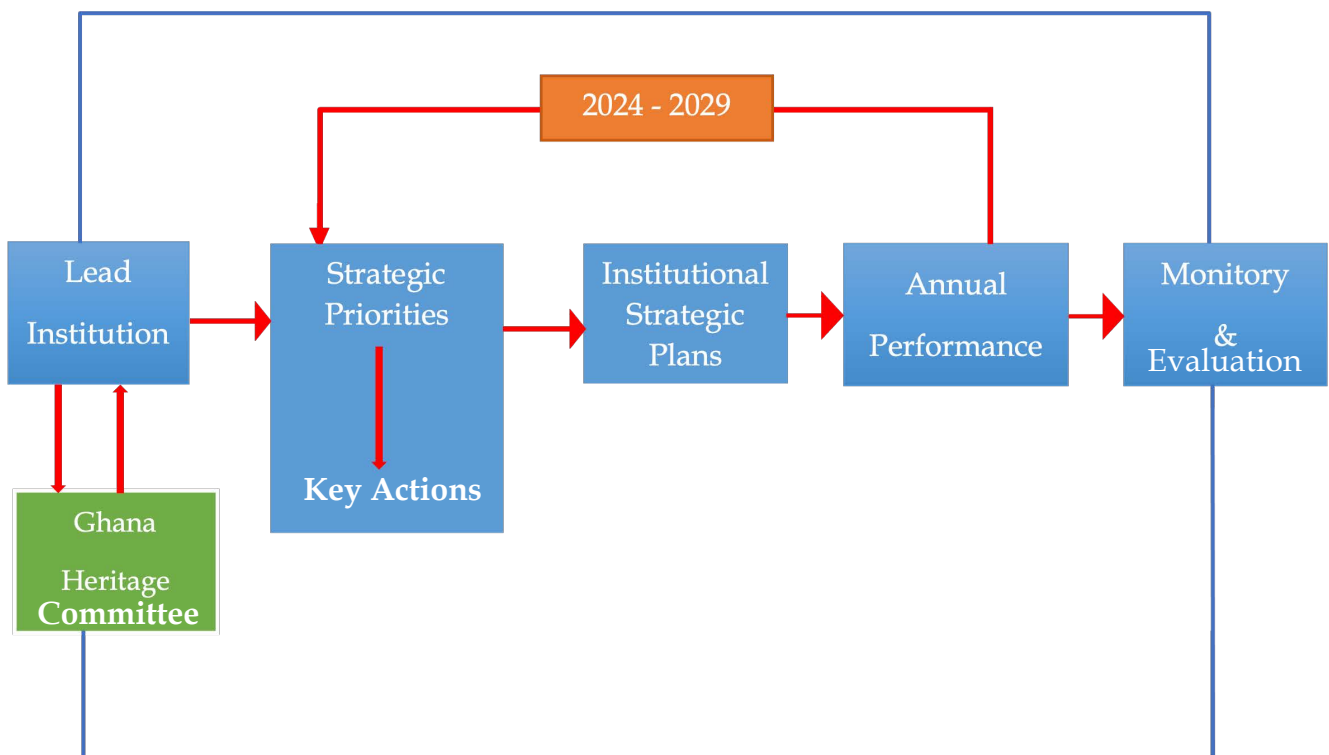
A successful execution of the IP will among other things help Ghana to:

- a) Promote innovative and integrated approaches in managing Ghana's diverse heritage resources.
- b) Foster inclusive engagement of stakeholders including Local Communities (LC) towards heritage management in Ghana.

- c) Strategically position Ghana’s heritage for sustainable development.
- d) Promote institutional and professional capacity development as a continuous process in Ghana’s heritage management.
- e) Mobilize resources to support the culture and heritage sectors of Ghana.

### 3. Implementation Strategy and Timelines

The Key Actions outlined in the Matrix will be implemented by the lead institutions in collaboration with relevant institutions and the GHC. While a specific timeframe has not been assigned to the Key Actions, it is however expected that by 2029 the PAs would have been sufficiently addressed by the lead institutions through a roll-over approach. The MSHSF will be reviewed after 2029 to incorporate new challenges and emergent perspectives in the heritage domain. To that end, KA’s connected to a specific PA will run as a learning process, where the outcomes of the interventions will be monitored and evaluated. The lessons learned will serve to inform the key deliverables toward continuous improvement of the outcomes. This is summarized in Fig. 2



**Fig. 2: Implementation strategy and timelines**

#### 4. Resource Mobilization and Sustainability

To deliver on the set Outcomes of this plan:

- a) The GHC will facilitate the provision of technical support to the Lead Institutions for the implementation of their respective KA's with the support of MOTAC and relevant stakeholders.
- b) The Lead Institutions through their respective Ministries with the support of the GHC shall spearhead resource mobilization, partnerships, and collaborative workings to implement the KAs in their domains.
- c) The GHC shall also take strategic initiatives to mobilize financial resources to support the lead institutions in the implementation of the MSHSF.
- d) In the annual reviews of this plan, the GHC will organize capacity development programs to improve institutional capacity and Continuous Professional Development (CPD) of lead institutions.

#### 5. Monitoring and Evaluation

The GHC will work closely with the internal monitoring and evaluation units of Lead institutions to ensure that performance indicators in their annual work plans are achieved.

#### 6. Communication and Outreach Strategy

The GHC with the support of MOTAC, NCC, NCCE, and Ministry of Information shall disseminate relevant information on the progress of the execution of this plan to the public through appropriate channels.

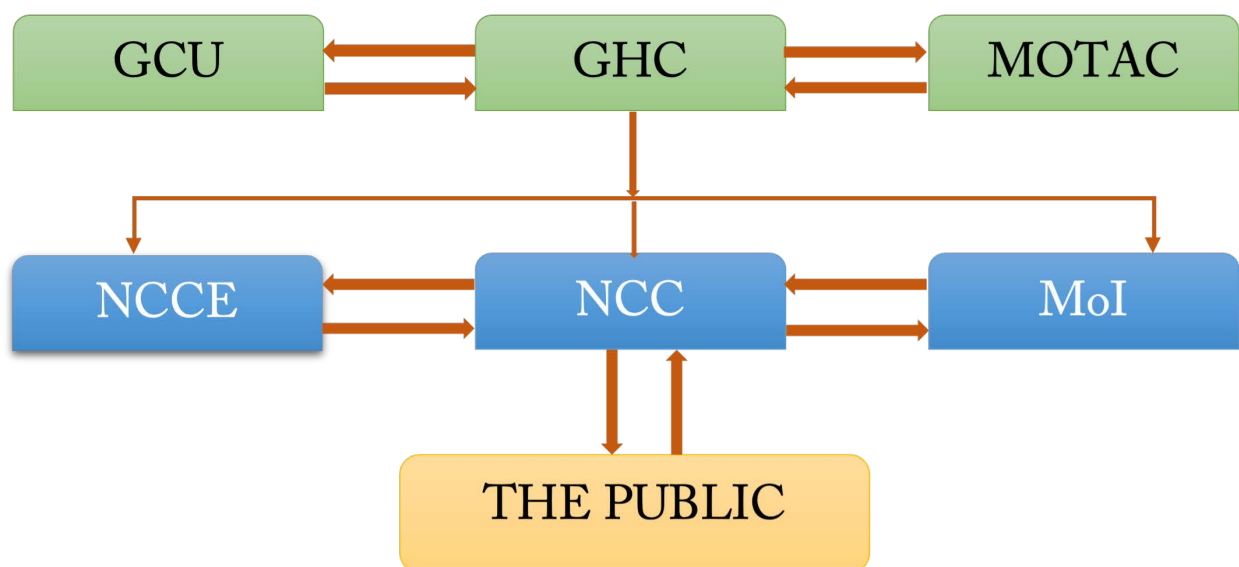


Fig. 3: Communication and outreach strategy

## 7. Implementation Matrix

Strategic Priority 1: Governance and Legislation					
Strategic Goal: Create an Enabling Governance and Legal Environment for Heritage Management					
Strategic Objective: Improve the Legislative and Governance Environment for Managing Ghana's Heritage Resources					
Key Actions	Outcome	Performance Indicators	Lead Institutions	Partners	Timelines
Initiate the necessary steps/processes towards the passage of the BGL Draft Bill	Passage of the BGL Bill	<ol style="list-style-type: none"> <li>Number of meetings and consultations held towards the passage of the BGL Draft Bill</li> <li>BGL Bill Passed</li> </ol>	BGL	MOTAC MJAGD NCC Parliament Institute of Languages GHC LC	2024-2029
Establish BGL focal points within the regional CNCs	Increased regional presence, and impact of BGL	Number of focal points created in the 16 administrative regions of Ghana	BGL	MOTAC CNCs NCC GHC	2024-2029
Revise environmental regulations to fully integrate cultural and archaeological impact assessments in environmental and project development assessment	Cultural and archaeological impact assessment incorporated into environmental and project development assessment	Environmental and project development assessment regulations revised to include cultural and archaeological impact assessment	EPA	MESTI MOTAC GMMB NCC UG-DAHS GHC	2024-2029
Enforce existing laws on Ghana's folklore	Increased awareness of the appropriate usage of Ghana's Folklore	Number of programs organized on Ghana's Folklore and its appropriation	NFB	MOTAC NCC GHC BGL CAA NFA CNCs	
Create and enforce legal frameworks for the protection	Enabled environment for the protection of the arts and	<ol style="list-style-type: none"> <li>Number of legal frameworks created and implemented</li> </ol>	CAA	MOTAC MUSIGHA	2024-2029

of the arts and intellectual property	intellectual property created and enforced	2. Number of Legal Framework and enforced		NCC GHAMRO NFA MJAGD GHC	
Incorporate Cultural and Archaeological impact assessments as part of Environmental Assessment training	Cultural and Archaeological Impact Assessment covered in all EIA trainings	1. Number of cultural and archaeological impact assessment training programs developed  2. Number of Cultural and Archaeological Impact Assessment Training Programs organized	EPA	GHC UG-DAHS GMMB	2024-2029
Incorporate culture and heritage in the processes of Eco-Certification Ghana	Culture and heritage Incorporated in Eco-Certification Ghana processes	1. Stakeholder engaged on the incorporation of culture and heritage in Eco-Certification Ghana  2. Number of Eco-Certification issued with culture and heritage incorporated	EPA	MOTAC FC MESTI GHC DAHS NCC	
Establish CAA focal points within the regional CNCs	Increased Regional presence, work, and impact of CAA	1. Number of CAA Focal Points in the regions  2. Number of Programs organized by CAA at the Regional and District Levels	CAA	MOTAC NCC CNCs NFB GHC BGL	2024-2029

Review destination user fees for tourism sites under Forestry Commission	New user fees for tourism destinations	A percentage increase in tourism user fees	FC	MLNR MOTAC MJAGD Parliament of Ghana GTA	2024-2029
Establish wildlife clubs in basic and secondary schools to promote nature conservation	Increased awareness on nature and wildlife conservation amongst basic and secondary schools	1. Number of wildlife clubs established 2. Number of schools with wildlife clubs	FC	MOE MLNR GES GHC EPA	2024-2029
Establish environmental clubs in basic and secondary schools to promote nature	Increased awareness on nature and environmental conservation amongst basic and secondary schools	1. Number of environmental clubs established 2. Number of schools with environmental clubs	EPA	MESTI GHC	2024-2029
Enforce laws on forest and wildlife conservation	Increased compliance with laws on forest and wildlife nature conservation	Number of cases reported	FC	MMDAs LC GHC TA	2024-2029
Involve relevant stakeholders in the management of forest and wildlife resources in gazetted forest reserves/parks as well as community-managed forest areas.	Holistic and inclusive approach to the management of gazetted forest reserves/parks as well as community-managed forest areas	Number of stakeholder engagements/meetings held towards the management of gazetted forest reserves/parks as well as community-managed forest areas	FC	MMDAs MLNR LC GHC GCF TA	
Sensitize and strictly enforce existing legislations on mines and forests	Effective and sustainable management of natural resource in Ghana	Number of legislations enforced on mining activities and forest areas	MLNR	ME Minerals Commission, Lands Commission, FC	2024-2029

				LC Mining and Timber Companies, GHC TA	
Work with MOTAC to strengthen NCC to deliver on its mandate regarding the Article 3 of the NCC law of 1990	NCC strengthened to deliver on its mandate	<ol style="list-style-type: none"> <li>1. All cultural and heritage agencies under MOTAC working effectively and closely with NCC</li> <li>2. Number of collaborations and joint programs with NCC</li> </ol>	NCC	All Agencies under MOTAC	2024-2029
Review the existing Cultural Policy towards the holistic management of Ghana's heritage resources	2004 Culture Policy revised for the effective management of Ghana's culture and heritage resources	Published and disseminated culture and heritage policy of Ghana	MOTAC	All Agencies under MOTAC and other relevant stakeholders including the GHC	2024-2029
Establish NFA focal points within the regional CNCs	Increased regional presence, work, and impact of NFA	Number of NFA focal points in the regions	NFA	MOTAC NCC	2024-2029
Create and enforce legal frameworks for the development and promotion of Ghana's film industry	New and adequate legal frameworks for the development and promotion of Ghana's film industry	Number of Legal frameworks for the film industry created and enforced	NFA	MOTAC MJAGD FIPAG CAA NCC	2024-2029

Facilitate the establishment of film villages (outdoor studios) in Ghana	Established and operational film villages (outdoor studios) in Ghana	Number of film villages (outdoor studios) established and operational	NFA	MOTAC CAA NCC FIPAG	2024-2029
Create folklore clubs in basic and high schools	Increased number of folklore clubs in basic and high schools	Number of functional folklore clubs created in basic and high schools	NFB	MOE MOTAC GES NCC	2024-2029
Review existing laws of GMMB to effectively manage museums, monuments, and Sites	GMMB empowered to effectively manage Ghana's museums, monuments, and sites	1. Number of GMMB laws reviewed 2. New GMMB Act Passed	GMMB	MOTAC MJAGD GHC	2024-2029
Develop collections management guidelines, and digital databases	Collections management guidelines, and digital databases developed for the effective management of Ghana's heritage sites and museums collections	1. Number of collections management guidelines developed 2. Number of digital collections databases established	GMMB	MOTAC UG-DAHS GHC	2024-2029
Develop protocols/guidelines and Strategies to support the restitution of heritage properties	National policy for restitution and illicit trafficking developed for the management of movable cultural heritage properties	1. Restitution policy and guidelines developed 2. Number of cultural properties returned to Ghana 3. Number of illicit trafficking cases dealt with	GMMB	MOTAC NFTR GHC UG-DAHS LC NCC MFARI	2024-2029
Enforce compliance with relevant provisions of L.I. 2393, in the governance and operations of visitor attraction sites	Compliance of visitor attraction sites to the provisions of L.I.2393	Number of visitor attraction sites complying with the provisions of L.I. 2393	GTA	MMDAs MOTAC GHC FC LC	2024-2029

Strategic Priority 2: Climate Change, Research and Development					
Strategic Goal: Deepen Research into Ghana's Heritage					
Overall Objective: Promote Research on Ghana's Heritage Resources					
Key Actions	Outcome	Output Indicators	Lead Institutions	Partners/ Collaborators	Time Frame
Conduct research on Ghana's culture, arts, and heritage to promote sustainable development	Ghana's heritage positioned for sustainable development	Number of research and publications on: <ol style="list-style-type: none"> <li>Heritage and sustainable development</li> <li>Indigenous knowledge systems and Practices</li> <li>Heritage typologies</li> <li>Heritage values</li> <li>Heritage and decolonization</li> <li>Biodiversity conservation</li> <li>Climate change and heritage</li> <li>Heritage and tourism development</li> </ol>	GHC EPA GMMB UG-DAHS	ARI MOTAC NFB NCC BGL GTA	2024-2029
Research and document Ghana's folklore including ICH	Inventory/register on Ghana's ICH and folklore created	<ol style="list-style-type: none"> <li>Number of ICH and Folklore Identified and Registered</li> <li>Number of ICH and Folklore register created</li> </ol>	NFB	MOTAC CNCs NCC GMMB BGL GHC ARI	2024-2029
Translate climate change information on the impact of climate on Ghana's culture and heritage into local languages	Information on the impact of climate change on Ghana's culture and heritage translated into local languages	Number of local languages used to disseminate information climate change and its impact on Ghana's heritage	BGL	MOTAC NCC EPA GHC ARI	2024-2029

Incorporate natural heritage management in the Green Ghana Project	Green Ghana Project expanded to include natural heritage management	Number of natural heritage sites included the Green Ghana Project	MLNR	EPA FC GHC ARI	2024-2029
Conduct research on Ghanaian languages	Ghanaian languages promoted and endangered Ghanaian languages safeguarded	Number of endangered Ghanaian languages documented and safeguarded	BGL	MOTAC NCC GHC ARI	2024-2029
Deploy diverse artistic media to disseminate information on climate change, Ghanaian culture and heritage	Climate change information on climate change, Ghanaian culture, and heritage disseminated using diverse artistic media	Number of artistic media used to disseminate information on climate change, Ghanaian culture and heritage	CAA	MOTAC NFA FIPAG NCCE MOI GHC	2024-2029
Collaborate with relevant agencies and stakeholders to address the impact of climate change on tourist sites	Impact of climate change at tourism sites reduced	Number of climate response actions taken at tourism sites	GTA	GMMB EPA ARI GHC FC LC	2024-2029
Conduct heritage assessments as part of national climate change vulnerability and natural capital accounting assessments and reporting in the National Communications to the UNFCCC	Natural and cultural heritage included in National Vulnerability and Natural Capital Accounting Assessments	<ol style="list-style-type: none"> <li>1. Number of heritage sites assessed on vulnerability to climate change</li> <li>2. Number of vulnerable heritage sites identified</li> <li>3. Number of climate response actions undertaken</li> </ol>	EPA	GMMB FC GTA NCC GHC ARI MAB	2024-2029

Undertake Climate change mitigation and adaptation measures in degraded forest areas	<ol style="list-style-type: none"> <li>1. Restored degraded forest lands</li> <li>2. Decreased GHG emissions</li> <li>3. Increased revenue Generation from carbon trading</li> </ol>	<ol style="list-style-type: none"> <li>1. Area in hectares of degraded forest lands restored</li> <li>2. A percentage decrease in GHG emissions</li> <li>3. A percentage increase in carbon trading</li> </ol>	FC	MLNR MESTI EPA GHC MMDAs LC	2024-2029
Conduct research in forest and wildlife-protected areas towards ecotourism development	Ecotourism promoted	<ol style="list-style-type: none"> <li>1. Number of research activities undertaken towards ecotourism development</li> <li>2. Number of ecotourism sites promoted</li> </ol>	FC	GTA GMMB GHC ARI LC	2024-2029
Review forest and wildlife protected areas including traditional/community-managed forest areas.	New list of forest and wildlife protected areas	Number of forest and wildlife protected areas identified	FC	MLNR ARI LC GHC	2024-2029
Conduct research on the impact of climate Change on National Monuments, Sites, and Museum collections toward mitigating its effects	Information generated on the impact of climate change on national monuments, sites, and museum collections for necessary climate change response actions	<ol style="list-style-type: none"> <li>1. Baseline information on the impact of climate change on national monuments, sites and museum collections elicited</li> <li>2. Number of Climate Change response actions undertaken</li> </ol>	GMMB	EPA GTA NCC ARI GHC LC	2024-2029

Develop a national register on Ghana's tangible cultural heritage assets	National register on tangible cultural heritage assets developed	Number of tangible cultural heritage assets registered	GMMB	MOTAC NCC GHC ARI LC	2024-2029
Disseminate revised narratives on Monuments, Sites, and other Cultural Heritage assets to the public	Informed public on the revised narratives on monuments, sites, and other cultural heritage assets	Number of programmes and publications to disseminate revised narratives on monuments, sites, and other cultural Heritage assets	GMMB	GHC MOI NCCE NCC GCF	2024-2029
Research select heritage sites and monuments for inscription on the World Heritage List	Heritage sites and monuments inscribed on the World Heritage List	Number of Heritage Sites and Monuments Enlisted	GMMB	GHC ARI GCU	2024-2029
Undertake continual and staged processes in addressing recommendations in the WHC/ICCROM/ICOMOS Advisory and Reactive Monitoring Mission Reports	Recommendations in the WHC/ICCROM/ICOMOS Advisory and Reactive Monitoring Mission Reports addressed in stages	Number of recommendations in the WHC/ICCROM/ICOMOS Advisory and Reactive Monitoring Mission Reports addressed	GMMB	MOTAC MRHW GTA GTDC NCC MMDAs LC ARI GCU	2024-2029
1. Produce documentaries or films on Ghana's heritage  2. Produce documentary films	Ghana's heritage promoted through film	1. Number of films and documentaries produced on Ghana's heritage  2. Number of films produced on the impact of climate change on Ghana's heritage	NFA	CAA FIPAG EPA NCC GMMB GHC FC	2024-2029

on the impact of climate change and heritage				ARI GTA GCF	
Partner GMMB and ARI to use data on climate change to develop Theatre for Development (TFD) Performance	TFD performance materials on impact of climate change on heritage available	Number of TFD performance materials created	NCC	MOTAC GMMB ARI GHC GTA EPA FC	
Update inventory of sacred sites and biodiversity-protected areas in local communities	Updated inventory on sacred sites and biodiversity-protected areas	<ol style="list-style-type: none"> <li>1. Number of sacred sites and biodiversity-protected areas identified</li> <li>2. Published updated inventory on sacred sites and biodiversity-protected areas</li> </ol>	EPA	GHC MAB	
Conduct stakeholder consultation/dialogue on culture and heritage content development in film production	Holistic and inclusive approach in promoting Ghana's heritage through film	Number of stakeholder consultations/dialogues held on culture and heritage content development for film productions	NFA	CAA FIPAG GCF GHC ARI	

Strategic Priority 3: Capacity Building:					
Strategic Goal: Develop Institutional and Professional Capacity across the Heritage, Culture and Creative Sectors for the effective management of Ghana's diverse heritage resources					
Overall Objective: Improve the Institutional and Professional Capacity of Heritage and Culture Sectors					
Key Actions	Outcome	Performance Indicators	Lead Institutions	Partners/ Collaborators	Timelines
<ol style="list-style-type: none"> <li>1. Train BGL staff in translation and transcription</li> <li>2. Train BGL staff in digitization and digitalizing of Ghanaian languages</li> <li>3. Train BGL staff in Cultural Administration</li> </ol>	<ol style="list-style-type: none"> <li>1. BGL staff empowered with advanced translation, and transcription skills</li> <li>2. BGL staff trained in digitization and digitalizing of Ghanaian languages</li> <li>3. BGL Staff Trained in Cultural Administration</li> </ol>	Number of BGL staff trained in: <ul style="list-style-type: none"> <li>• Translation, and transcription and transcribing</li> <li>• Digitization and digitalizing of Ghanaian language</li> <li>• Cultural Administration</li> </ul>	BGL	MOTAC NCC NFB GATI Ghana Institute of Languages GHC NCA	2024-2029
Train site managers, conservators, museums, monuments, and sites education officers on reviewed narratives on Monuments, sites, and museum collections	Knowledge and skills of site managers, conservators, museums, monuments, and sites education officers in the interpretation and presentation of monuments, sites, and	1. Number of training programs organized for site managers, conservators, museums, monuments, and sites education officers on heritage interpretation and presentation	GMMB	MOTAC GHC UG-DAHS WHC AWHF	2025-2029

	museum collections enhanced	2. Number of site managers, conservators, museums, monuments, and sites education officers trained in the interpretation and presentation of monuments, sites, and museum collections			
Collaborate with GHC to design and organize short courses on natural and cultural heritage conservation for environmental officers	Knowledge and skills of EPA officers enhanced on natural and cultural heritage conservation	1. Number of short courses on natural and cultural heritage designed 2. Number of EPA staff trained on natural and cultural heritage conservation	EPA	GHC MAB ARI	
Train NCCE staff in heritage education	Knowledge of NCCE staff strengthened to undertake heritage education and awareness-raising campaigns for the protection and preservation of Ghana's heritage resources	1. Number of training programs organized for NCCE staff 2. Number of NCCE staff trained	NCCE	Mol NFB GBL GMMB NCC NATCOM GHC	2024-2029
Train staff of the Ministry of Information in the dissemination and interpretation of heritage and cultural information	Skills and knowledge of Mol staff enhanced to interpret and disseminate heritage and cultural information	1. Number of training programs on interpretation and dissemination of heritage information organized 2. Number of Mol staff trained in the interpretation and	Mol	GHC NATCOM	2024-2029

		dissemination of heritage information			
1. Train CAA staff in the use of emerging technological and other relevant skills in content creation  2. Train CAA staff in cultural administration	Strengthened capacity of CAA staff	Number of CAA staff trained in: 1. the use of emerging technological and other relevant skills in content creation  2. cultural administration	CAA	NFA NCC FIPAG MOTAC GHC	2024-2029
Create awareness of Ghana's folklore	Increased awareness of the preservation and promotion of Ghana's folklore	Number of awareness-creating programs on Ghana's folklore organized	NFB	MOTAC NCC CNCs BGL GHC	
Build capacity of staff in destination management and tour guiding.	Enhanced competencies in destination management and tour guiding services	1. Number of trained staff in destination management  2. Number of trained tour guides  3. Number of capacity-building activities to enhance the competencies in destination management and tour guiding services	FC	GHC ARI GTA	2024-2029
Organize study tours for zoo and Protected Area management staff	Improved capacities of zoo and protected area management staff	Number of study tours organized for management staff	FC	GHC ARI GTA	2024-2029
Train GMMB staff in heritage and cultural administration	Knowledge and skills of GMMB staff enhanced in	Number of GMMB staff trained in:	GMMB	GHC ARI UG-DAHS	2024-2029

	Heritage and Cultural administration	<ol style="list-style-type: none"> <li>1. Monuments and sites conservation</li> <li>2. Collections management</li> <li>3. Heritage Protection and Climate Change</li> <li>4. Heritage Interpretation and Presentation</li> <li>5. Exhibition development and management</li> </ol>			
Build GTAs human resource capacity in tourism administration	Enhanced knowledge and skills of GTA staff in tourism administration	<p>Number of training workshops organized on areas such as:</p> <ol style="list-style-type: none"> <li>1. Tourism Sites interpretation and presentation</li> <li>2. Resilient and domestic tourism</li> <li>3. Restoration, protection, and conservation of Heritage Sites</li> <li>4. Climate Change Response Actions at Tourism Sites</li> </ol>	GTA	GMMB NCC GHC ARI	2024-2029
Train MLNR staff on biodiversity, landscape conservation, and Geographic Information System (GIS)	Enhanced capacity of the staff of the ministry and stakeholders on the management of natural heritage resources	<p>Number of capacity building activities on:</p> <ol style="list-style-type: none"> <li>1. Biodiversity conservation</li> <li>2. Landscape Conservation</li> <li>3. Geographic Information System (GIS)</li> </ol>	MLNR	GHC ARI FC LC	2024-2029
Build NCC's Human Resource Capacity in Cultural Administration	Enhanced capacity of NCC staff in cultural administration	<p>Number of workshops organized on:</p> <ol style="list-style-type: none"> <li>1. Theatre and community education</li> </ol>	NCC	MOTAC GHC	2024-2029

		<ul style="list-style-type: none"> <li>2. Research, documentation, and reporting</li> <li>3. Project management</li> </ul>			
Develop NCC's Institutional capacity	<ul style="list-style-type: none"> <li>1. Refurbished NCC's/CNCs office spaces</li> <li>2. Office machinery and equipment available at NCC</li> </ul>	<ul style="list-style-type: none"> <li>1. Number of NCC offices refurbished</li> <li>2. Number of office machinery and equipment procured</li> </ul>	NCC	MOTAC MOF	2024-2029
<ul style="list-style-type: none"> <li>1. Train NFA staff in the use of emerging technological and other relevant skills in film production</li> <li>2. Train NFA staff in cultural administration</li> </ul>	<ul style="list-style-type: none"> <li>1. NFA staff empowered in the use of emerging technological and other relevant skills in film production</li> <li>2. NFA staff trained in cultural administration</li> </ul>	<p>Number of NFA staff trained in:</p> <ul style="list-style-type: none"> <li>1. the use emerging technological and other relevant skills in film production</li> <li>2. Cultural administration</li> </ul>	NFA	MOTAC CAA FIPAG NCC GHC	2024-2029
Develop the institutional and human resource capacity of NFB	Strengthened institutional and human resource capacity of NFB	<ul style="list-style-type: none"> <li>1. Number of skilled personnel recruited</li> <li>2. Number of capacity-development programs organized for the staff of NFB</li> <li>3. Number of office spaces, machinery, and equipment available</li> </ul>	NFB	MOTAC MOF GHC	2024-2029

Strategic Priority 4: Sustainability and Sustainable Development					
Strategic Goal: Improve Sustainability of Heritage, Culture and Creative Institutions to Contribute to Sustainable Development					
Overall Objective: Develop Sustainability Framework and Mechanisms for Heritage, Culture and Creative Institutions in Ghana					
Key Actions	Outcome	Performance Indicators	Lead Institutions	Partners/ Collaborators	Timeline
Undertake initiatives to influence budget allocations to the culture, heritage, arts, and tourism sector	Increased budget allocation to the culture, heritage, arts, and tourism sector	% Increment on annual budget allocations to the culture, heritage, arts, and tourism sector	MOTAC	All Agencies under MOTAC GCF GHC	2024-2029
Develop business models that have the potential for multiple and alternative income streams for the culture, heritage, arts, and tourism sector	Models for multiple and alternative income streams available for the culture, heritage, arts, and tourism sector	Number of viable business models developed and implemented in the culture, heritage, arts, and tourism sector	MOTAC GTA	All Agencies under MOTAC GCF GHC	
Develop and implement organizational review and change in management structure of: <ol style="list-style-type: none"> <li>1. GMMB</li> <li>2. GTA</li> <li>3. NFB</li> <li>4. NCC</li> <li>5. BGL</li> <li>6. CYCC</li> <li>7. National Theatre</li> <li>8. NFA</li> <li>9. CAA</li> </ol>	Organizational and management structure of the culture, heritage, arts, and tourism institutions reviewed.	Number of Organizational Reviews	GMMB NCC NFB NFA CAA GTA BGL CYCC National Theatre	MOTAC GHC	2024-2029

Develop partnership and fundraising frameworks for the culture, heritage, arts, and tourism sector	Partnership and fundraising frameworks for the culture, heritage, arts, and tourism sector developed	Number of partnership and fundraising frameworks established	MOTAC GTA	All Agencies under MOTAC	2024-2029
Undertake fundraising campaigns including sector specific campaigns	Funds raised through fundraising campaigns for the culture, heritage, arts, and tourism sector	Number of fundraising campaigns	MOTAC and all its Agencies	GCF GHC	2024-2029
Promote Public Private Partnerships across the culture, heritage, arts, and tourism sector	PPP across the culture, heritage, arts, and tourism sectors promoted and implemented	Number of PPPs implemented	MOTAC and all its Agencies	GCF GHC	2024-2029
Develop a framework to promote sustainable, domestic, and resilient tourism	Improved sustainable and domestic tourism	1. Sustainable and resilient tourism framework developed  2. Increased number of domestic tourism	GTA	MOTAC NCC GMMB GHC LC	2024-2029
Undertake (Foster) Public-Private Partnerships for effective and efficient management of ecotourism sites in Protected Areas	Increased financing and development of ecotourism sites	Number of PPP arrangements made	FC	MLNR MOF	2024-2029
Implement Payment for Environmental Services (PES) schemes to conserve forest and wildlife protected areas	Implemented PES schemes	Number of PES schemes implemented	FC	MLNR	2024-2029
Raise funds for the management and	Increased funding for the management and	Total amount of funds raised for the management and administration of ecotourism destinations	FC		

administration of ecotourism destinations	administration of ecotourism destinations				
Undertake public sensitization on sustainable tourism development	The public sensitized on sustainable tourism development	Number of sensitization programmes on sustainable tourism development organised	GTA	MOTAC GMMB NCC GHC NCCE MOI GCF	2024-2029
Involve local communities in the management and development of tourism Sites	Active involvement of local communities in the management and development of tourism Sites	Number of local communities involved in the management and development of tourism Sites	GTA	GHC GMMB NCC MOTAC	2024-2029
Develop and implement conservation plans and guidelines natural heritage resources and sites	Developed and implemented conservation plans	Number of conservation plans and guidelines developed and implemented	MLNR	FC GHC ARI LC MMDAs TA UG-DAHS	2024-2029
Involve traditional authorities in the management of natural heritage resources and sites	Increased involvement of traditional authorities in the management of natural heritage resources and sites	Number of traditional authorities involved in the management of natural heritage resources and sites	MLNR	FC GHC ARI LC MMDAs UG-DAHS	2024-2029

Strategic Priority 5: Partnership and Collaboration					
Strategic Goal: Improve Partnerships and Collaborations with Local and International Heritage Centres and Organizations					
Strategic Objective: Foster partnerships and collaborations for the development and management of heritage in Ghana					
Key Actions	Outcome	Performance Indicators	Lead Institutions	Partners/ Collaborators	Timelines
Partner affiliate agencies for the dissemination of information on culture and heritage protection in local languages	Information on culture and heritage protection disseminated in local languages	Number of local languages used to disseminate information on the protection of Ghanaian culture and heritage	BGL	NCCE MOI NCC LC ARI GHC	2024-2029
Partner MMDAs and other relevant stakeholders to regulate anthropogenic activities in historic urban landscapes	Anthropogenic activities in historic urban landscapes controlled	Number of anthropogenic activities in historic urban landscapes identified and regulated	EPA	MMDAs LC NDPC GHC	2024-2029
Partner affiliate Agencies for the dissemination of information on culture and heritage protection and promotion using diverse artistic media	Information on culture and heritage protection and promotion disseminated using diverse artistic media	Number of artistic media used to disseminate information on the protection and promotion of Ghanaian culture and Heritage	CAA	MOI NCCE NCC NCA NFA FIPAG GHC	2024-2029
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Provide technical support for the nomination and management of heritage sites such as UNESCO Biosphere Reserves, Ramsar Sites, and World Heritage sites	Effective and efficient management of cultural and Heritage sites through technical support by EPA	Number of Cultural and Heritage Sites effectively managed through EPAs support	EPA	GMMB GHC FC LC	2024-2029
Partner affiliate institutions to promote and market ecotourism destinations in forest and wildlife Protected Areas	Increased promotion and marketing of ecotourism destinations in forest and wildlife Protected Areas	Number of ecotourism destination in forest and wildlife Protected Areas promoted	FC	GTA MOI NCCE	2024-2029

Partner NCC, EPA, GTA, MMDAs, and other relevant stakeholders to effectively and efficiently manage Ghana's Monuments, Sites, and other Cultural Heritage assets	Established partnerships between GMMB and other relevant stakeholders for the effective management of Ghana's Monuments, Sites, and other Cultural Heritage assets	Number of inter-agency partnerships established for the effective management of Ghana's monuments, sites, and other cultural heritage assets	GMMB	All Agencies under MOTAC ARI LC MMDAs UG-DAHS	2024-2029
Conduct inter-agency dialogue towards synergy in cultural and heritage resource management	Increased inter-agency dialogue in cultural and heritage resource management	<ol style="list-style-type: none"> <li>1. Number of interagency dialogues on heritage management and cultural development held</li> <li>2. Number of collaborations on cultural and heritage resource management</li> </ol>	NCC	All Agencies under MOTAC	2024-2029
Partner relevant agencies and other stakeholders to promote Ghana's culture and heritage through film	Ghanaian culture and heritage promoted through film	Number of films produced to promote Ghanaian Culture and Heritage	NFA	CAA FIPAG GTA	2024-2029
Partner NCC and other affiliate institutions to manage Ghana's folklore	Strong partnerships forged between the folklore board, NCC, and other affiliate agencies towards the management of Ghana's folklore	Number of folklore programs jointly organized around the country	NFB	NCC GMMB BGL GHC UG-DAHS	2024-2029

Review the interpretation and presentation of narrative on Monuments, Sites, and other Cultural Heritage assets	Improved interpretation of, and narratives on Monuments, Sites, and other Cultural Heritage assets	Number of Monuments, Sites, and other Cultural Heritage assets with revised narratives	GHC	MOTAC GMMB NCC ARI GCU LC	2024-2029
Partner International and Regional Organizations and Institutions for the effective management and development of Ghana’s Heritage Resources	Established International and Regional Partnerships for the management of Ghana’s Heritage Resources	<ol style="list-style-type: none"> <li>1. Established UNESCO Category II Center for Heritage Management</li> <li>2. Established UNESCO Chair for Heritage Management</li> </ol>	GHC	GCU UG-DAHS UNESCO (WHC) AWHF MOTAC GMMB NCC	2024-2029
Facilitate International cooperation for the Management of Ghana’s Heritage	Established International cooperations for the Management of Ghana’s Heritage	<ol style="list-style-type: none"> <li>1. Number of International cooperations established</li> <li>2. Developed African diaspora cooperation framework</li> <li>3. Number of African-Diaspora Programmes Implemented</li> </ol>	MOTAC GHC	GCU Diasporic Associations	2024-2029

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**PARTNERS**

