



Restructure of Ghana's Museums and Heritage Sectors

Draft Implementation Strategy

19 August 2021



Table of Contents

1. Introduction	3
2. The Role of GMMB	5
3. Recommendations	6
Recommendation 1: Reconstitute GMMB as an arm's length Authority with statutory responsibilities	6
Recommendation 2: Expand the funding base to increase investment in core assets and skills	8
Recommendation 3: Develop a five-year National Strategy for Ghana's Museums and Cultural Heritage	9
Recommendation 4: Ensure that the successor body has the necessary skills and resources to champion the sector	10
Recommendation 5: Require constituent operational units of GMMB to develop corporate action plans in support of the national strategic framework	11
Recommendation 6: Use the concept of a new 21st Century West African Museum to explore and promulgate debate about the significance of the heritage sector for economy and society	12
Recommendation 7: Establish a Project Management Office answerable to the Minister for Tourism	13
4 Implementation Plan	13
Appendix: Ghana's Museums and Monuments	16



1. Introduction

In recent decades, all around the world, there has been a deepening understanding of the contribution of the arts, heritage, and creative sectors – museums, the visual and performing arts, film, music, design, fashion, and architecture – to economic and social development. Their contribution to innovation, tourism, urban redevelopment as well as to health, well-being and social cohesion has been the subject of innumerable case studies and analyses. Investment in cultural infrastructure – including new museums and performance spaces and the restoration of monuments and parks – has been associated with successful development strategies from Bilbao to Taipei, from Doha to Dallas.

Museums and monuments in the Global South also have a further important role to play in the long process of post-colonial adjustment – as sites in which alternative narratives are told and to which the culturally, spiritually and otherwise significant objects taken during the colonial era can be restituted, celebrated and preserved.

Ghana is abundantly rich in assets and talents that can be leveraged productively for development. Tourism, for example, is a key economic driver, contributing some 5% to the country's GDP and providing over 600,000 jobs (5.2% of total employment) in 2019¹. Cultural initiatives such as Ghana Tourism Authority's *Year of Return* in 2019 successfully positioned Ghana as a key travel destination for the diaspora community, and the subsequent campaign *Beyond the Return* aims to enhance these diasporic connections further. The historical significance of Ghana's national monuments such as Cape Coast, Elmina Castle, makes them a prime destination for non-locals (Ghana has 33 significant forts and castles as listed in the National Monuments Instrument, EI 42, 1972).

However, these assets lack strategic management and sufficient investment and as a result underperform in their contribution to both economy and society. This observation has been made in a series of reports on Ghana's cultural sector². Most recently, the Presidential Committee on Ghana's Museums & Cultural Heritage was assembled in 2020 to provide fresh proposals intended to revitalise the organisational structure and governance of the Ghana Museums and Monuments Board (GMMB), that has prime responsibility for the sector. The subsequent publication earlier this year of a series of analyses collectively known as *A New Chapter: Ghana's Museums & Cultural Heritage* provides a critical account of the current state of museums, monuments, and parks which, in turn, has culminated in a new vision for the sector's future and how it might play a fuller part in economic, social, and educational development.

¹ World travel and tourism council: Ghana, 2020 Annual Research, Key Highlights.

² UNESCO (2019). Report on the joint World Heritage Centre/ICOMOS/ICCROM Advisory mission to the Forts and Castles, Volta, Greater Accra, Central and Western Regions (Ghana), 28 April-2 May 2019.



The broad thrust of the Presidential Committee's report is that for the significant potential contribution of Ghana's heritage, museums, monuments, and parks sectors to be realized, the sector requires stronger, more goal-oriented governance and the skills and resources to pursue those goals. These in turn require a restructured GMMB, with new powers and an agenda that extends beyond its current broadly regulatory role to one of *enabling and developing* the sector. This will be difficult to achieve without primary legislation to both empower and require the department to undertake this expanded role and to develop new funding sources. The report also argues for the exploration of a new model for a national museum that reflects more fully the role that tangible and intangible heritage can play in national life and that resonates with everyday Ghanaians. It should also be an institution free of the assumptions that permeate many Western 'Universal' museums' and Western civic monuments' treatment of non-Western culture and history in general and those of sub-Saharan Africa in particular.

This short report is intended to inform the implementation of the recommendations of the Presidential Committee, distilling and, where appropriate, amplifying them. It was commissioned by the ANO Institute of Arts and Knowledge (Accra) from AEA Consulting and delivered in July 2021. It focusses on museums, monuments and related assets but the approach is also relevant to the strategic management of other cultural assets.

2. The Role of GMMB

The responsibilities of the government vis a vis the built heritage is broadly threefold:

- To ensure that assets of historic significance are identified and preserved for future generations and that their significance is fully understood.
- To ensure that those assets are managed so that they can make a productive contribution to economy and society, be appreciated by the people of Ghana, and contribute to their understanding of their history and culture.
- To secure the resources – human and financial – that are required to despatch these responsibilities.

These responsibilities are easier to state than to meet. The expertise required is wide-ranging – archaeological, commercial, historical, logistical, technical, financial, etc. – and that expertise needs to be applied strategically to the specific circumstances of Ghana's heritage. The various goals – preservation, access, and income generation – are often in tension and require judgement to balance. And the need for investment far exceeds currently available resources. Heritage is a 'public good' and sustainable, responsible income generating options are often limited. Heritage is also a 'wasting' asset – without continuous investment in maintenance and conservation, it deteriorates.

The difficulty of meeting these challenges is compounded in Ghana by the framework under which the sector is overseen – which systematically impedes the development of strategic asset management. The primary vehicle is the GMMB which is operated under the direction of the Ministry of Tourism Art and Culture. (See Table 1 for organisational chart).

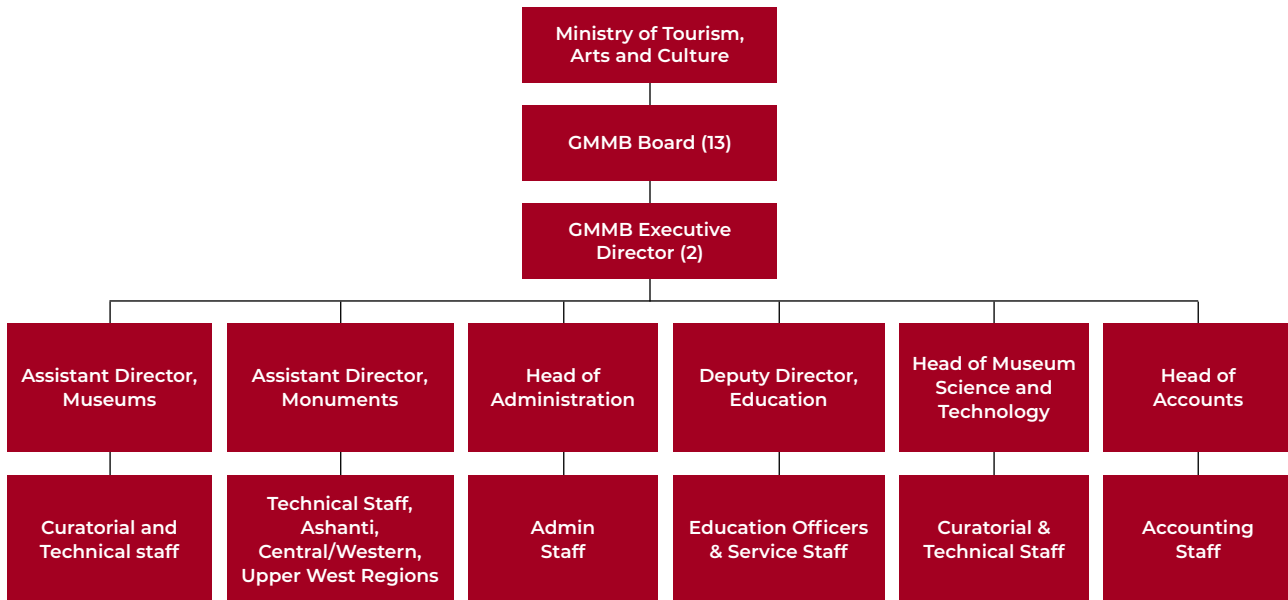
Its mandate (specified in the National Museum Act 1969 NLCD 387) is primarily³:

- To equip, maintain and manage the national museum, which is due to re-open later this year after being closed since 2014.
- To establish, equip, maintain, and manage any other museums as it thinks fit.
- To preserve, repair or restore any antiquity which it considers to be of national importance.
- When required by the Minister, to investigate and report on a matter relating to an antiquity.
- To keep a register of the antiquities which it acquires, or which are brought to its notice.

These statutory responsibilities should be expanded to embrace strategic responsibility for the development of the sector, adding to protection of the built heritage the sustainable development of the sector so that it can make the fullest contribution to economy and society and to the life of the nation. The recommendations below are intended to progress that agenda.

³ *National Museum Act – 1969 (NLCD 387). Duties of Board. Retrieved from [https://lawsghana.com/pre_1992_legislation/NLC%20Decree/NATIONAL%20MUSEUM%20ACT%20-%201969,%20\(NLCD%20387\)/197](https://lawsghana.com/pre_1992_legislation/NLC%20Decree/NATIONAL%20MUSEUM%20ACT%20-%201969,%20(NLCD%20387)/197)*

Figure 1: Organisation Structure of the Ghana Museums and Monuments Board (GMMB)



Adapted from ghanamuseums.org and a Report on the joint World Heritage Centre/ICOMOS/ICCROM Advisory mission to the Forts and Castles, Volta, Greater Accra, Central and Western Regions (Ghana).

3. Recommendations

RECOMMENDATION 1:

Reconstitute GMMB as an arm's length Authority with statutory responsibilities

The GMMB is currently under the direct responsibility of the Ministry of Tourism, Art and Culture (MoTAC) and operates under the National Liberation Council Decree (NLCD) 387 of 1969, now known as Act 387 of 1969 – with minor amendments under Executive Instrument (E.I.) 29 of 1973. GMMB has suffered from unstable governance for some time.⁴ There have been some seven attempts to restructure the GMMB in the past 25 years, most recently in 2016,⁵ and there is a broad consensus that reform is overdue. To fulfil a strategic role for sectoral development it requires greater organizational autonomy from central government with statutorily defined responsibilities in the service of stated national objectives (see below). This greater autonomy is also necessary to be able to fulfil its wider mandate with greater entrepreneurial focus.

Specifically, legislation should be enacted that constitutes the organization as an independent body overseen by a board of directors with both the expertise and stakeholder relations to ensure wise oversight of the organization's despatch of its responsibilities. The board's chair should be appointed for a five-year term by the President of Ghana. The appointment should be advertised and open to qualified candidates. The board should not exceed 11 members and

⁴ Gmayi, William (2020). *Historical overview of the Ghana Museums and Monuments Board. A New Chapter: Ghana's Museums & Cultural Heritage, Chapter 3. Pg. 9-13.*

⁵ Ibid.



they should be appointed on staggered three-year terms, renewable for up to three terms. Following the initial appointments by the Minister of Tourism, Art and Culture, the board should be selected and proposed by co-option and submitted to the Minister for approval (which would not be unreasonably withheld). Board members should receive a modest honorarium and reimbursement of expenses.

The board should have collective responsibility for:

1. Setting a strategy under the new founding charter;
2. Monitoring and reporting out annually to parliament on the progress of that strategy;
3. Securing the resources required to implement the strategy; and
4. Appointing and monitoring the performance of the Chief Executive in the execution of the strategy.

The board should collectively have the skills to perform these specific tasks and should be representative of key stakeholder interests. Areas of expertise include the care and management of archaeological sites, monuments, cultural tourism and sustainable commercial development.

For GMMB to be able to despatch its responsibilities effectively, greater independence, broader powers and access to greater expertise are necessary but not sufficient. Internal restructuring is also required in order to increase effectiveness and efficiency and it is recommended that under the board, responsibility for museums and movable heritage remains separate from monuments, so that staff expertise in these two distinct areas can be deepened.

It is also recommended that a third area is added – the management of national parks from the perspective of their cultural significance, making GMMB a partner alongside the Forestry Commission of Ghana in their governance, with the Forestry Commission retaining overall responsibility for land management. The parks attract significant eco-tourist visitation to Ghana annually and are a significant cultural resource for Ghana.

Under the board itself, therefore, it is recommended that a matrix-like structure is created, with three 'vertical' divisions – museums, monuments and parks – with oversight responsibility for each of the three areas and a 'cross cutting' unit providing expertise in the functional areas, further itemized in Recommendation 4 below. Ultimately, the approach to management structure should be the responsibility of the Board itself but a reorganization along these lines would assist in meeting the dual goals of deepening focus and accessing a broader range of expertise.

It is for consideration whether the GMMB, as a newly constituted authority, should consider a name change as part of a wider rebrand, underscoring its new responsibilities and status (for example, The National Trust of Ghana). This may also be of value in the context of fundraising.



RECOMMENDATION 2:

Expand the funding base to increase investment in core assets and skills

It is recommended that there is a concerted effort to expand the funding base of the sector. Possibilities include the \$US40m. World Bank Ghana Tourism Development Project (2019-2022) of which some \$20m which is understood to remain uncommitted and the allocation of a portion of 100 million cedis (roughly \$US17m) to the Ministry of Tourism (2021) for Covid mitigation measures, given the strategic contribution – actual and unrealized - of GMMB to tourism.

An increase in core funding from central government will be necessary but not sufficient to meet the investment needs of the sector. Ghana has lessons to learn from good practice developed elsewhere. With respect to earned income, on-site streams from retail, food and beverage, venue hire, and customized offers for overseas and VIP tourists require initial investment and the application of entrepreneurial skills, and it is recommended that GMMB has a central unit that assists sites with the development of self-generated ('earned') income. Establishing the GMMB as an Authority should also allow for increasing the percentage of earned income retained from the current figure 34 per cent to nearer 100 per cent.

A national membership scheme – like those of the National Trust in the US and UK – is also recommended, in which discounted access to all museum and monument sites is available. This would provide a database for marketing and promotion as well as a base from which to develop philanthropic ('contributed') income.

The GMMB will increase opportunities for raising contributed income as a body at arm's length from government and it is recommended that an appropriate board subcommittee is formed to spearhead peer to peer fundraising based on the national importance of the preservation of Ghana's cultural heritage. This could also usefully focus on the diaspora with, for example, a US Friends of Ghanaian Cultural Heritage organization established under 501(c)(3) of the US Federal Tax Code.

Sponsorship opportunities should also be explored at national level so that, for example, national programs might be sponsored by large corporations, giving them exposure across a whole subsector (museums, parks, or monuments). Specific programs (e.g., educational programming, or digital) could also be identified as sponsorship opportunities. A rigorous and transparent formula for the collection, management and distribution of third-party funds will be necessary to create and sustain confidence in the integrity of fundraising.

RECOMMENDATION 3:

Develop a five-year National Strategy for Ghana's Museums and Cultural Heritage

Since the publication of Ghana's Cultural Policy document in 2004,⁶ there has been no subsequent policy guidance on the role of the museum and monuments division in contributing to the ongoing development of Ghana's cultural sector. The GMMB successor body should be tasked with the creation of a national strategy for museums, monuments, and parks. The strategy should be subject to consultation with stakeholders and subject to review by the appropriate Parliamentary Committee.

The strategy should address, *inter alia*:

- An articulation of the goals for the sector with respect to preservation; cultural and environmental tourism and its development; support of formal and informal educational initiatives etc. for five, ten and twenty-five years.
- The re-establishment and maintenance of a national asset database / register in which the significance, condition and circumstances of assets are logged and maintained, in a form that is publicly accessible online and subject to a rolling cycle of update. The register should explicitly include an assessment of the potential contribution of the asset to the strategic goals of the plan.
- A gap analysis that identifies the additional financial resources (capital and revenue) and skills required and prioritizes these over a five-year period.
- A resourcing plan that identifies potential funding streams and how they might be developed (see Recommendation 2). These include:
 - Central government funding;
 - Earned income from admission fees, food and beverage, retail and venue hire; and
 - Contributed income from individuals, corporations, trusts and foundations and development agencies.

Importantly, the national strategy should be subject to consultation with key stakeholder groups. These include:

- Neighbouring cultural-sector Agencies (Ghana Tourist Authority, Folklore Board, National Film Authority, etc.)
- Government ministerial agencies (Minister for Education, Finance, etc.)
- Forestry Commission of Ghana
- Education Institutions (University of Ghana, University of Legon, etc.)
- Private sector arts organisations (Nubuke Foundation, Foundation for Contemporary Art Ghana, etc.)
- Chieftaincy institutions.

⁶ National Commission on Culture (2004). *The Cultural Policy of Ghana*.



RECOMMENDATION 4:

Ensure that the successor body has the necessary skills and resources to champion the sector

GMMB should develop its capacity to provide directly – or indirectly in strategic alliances – advice, training, and skills development in areas where greater professionalism and adoption of best practice is critical to implementation.

These include:

- Contemporary curatorial practice;
- Educational programming and experience design (as recommended in the Presidential Report);
- Archaeological site management;
- Community engagement;
- Place-making and the development of cultural tourism;
- Marketing, branding and social media;
- Earned and contributed income strategies (see Recommendation 7);
- Digital programming;
- Financial management.

Where appropriate, long-term strategic partnerships should be established with bodies that have knowledge transfer skills. These include universities, international agencies such as UNESCO, and peer institutions overseas, such as The Museums Lab in Germany, where Ghanaian professionals



RECOMMENDATION 5:

Require constituent operational units of GMMB to develop corporate action plans in support of the national strategic framework

GMMB should require all museums and monuments for which it is responsible to submit rolling five-year corporate plans with effect from 2024 that:

- Identify their specific contribution to the national strategy – addressing collection care, physical maintenance, and contribution to strategic ambitions for tourism, community development, educational attainment etc.;
- Provide details as to how those contributions will be met, including appropriate KPIs; and
- Identify the resourcing implications.

These institutions are listed at Appendix 1. Discretionary financial support for programs by GMMB should be contingent upon approval of those plans by GMMB and museums and monuments should publicly report progress annually against those plans. GMMB should monitor progress against those plans and report out annually to Parliament and the Minister of Tourism Arts and

RECOMMENDATION 6:

Use the concept of a new 21st Century West African Museum to explore and promulgate debate about the significance of the heritage sector for economy and society

Ghana's national museum opened in 1957 and is the largest of nine museums under the direct management of GMMB. Conceived and executed in the immediate pre- and post-colonial period it has been closed since 2014. It falls short of reasonable expectations for a national museum in the third decade of the twenty first century at several levels: it is of limited popular appeal, its educational and civic ambitions are modest, and its approach interpretation does not take into account the various advances in museology, pedagogy and interpretive display that have occurred in the last half century. Although many countries have invested heavily in new museum buildings as icons, the capital and operating costs would impose a financial burden that would impede the overall progress of the agenda for reform in the cultural sector, diverting resources needed to address the backlog of cultural infrastructure repair.

We therefore recommend that the GMMB draw up plans for a 'lighter touch' alternative that embraces the following principles:

1. Of and for all Ghanaians, based on a new narrative of 'Us-ness' and that allows visitors to reconnect with themselves.
2. The museum should encourage interdisciplinary art forms to co-exist as alternative ways to display histories e.g., theatre, dance and music are all important allies when construing the Ghanaian identity.
3. Of and for the 21st century, displaying multiple historical narratives that transcend the preexisting neo-colonial nature of museums in the context of Ghana.
4. Future proofed with innovative architectural structures (e.g., the Fufuzela concept, a lightweight bamboo structure) and enhanced visitor experience design practices, moving visitors from being spectators to participants.
5. Making a meaningful contribution to tourism and heritage development by strengthening partnerships with other institutional bodies – notably, the Forestry Commission, the University of Ghana and possibly, the Ghana Tourism Authority.
6. A 'hub and spoke' model between Accra and the country.

The extent to which the new museum will refer to national museum programmatically and curatorially is still up for discussion. Currently, there are plans for ANO Institute of Arts and Knowledge to launch a design competition to kickstart the process of envisioning a new museum model that embraces these philosophies.



RECOMMENDATION 7:

Establish a Project Management Office answerable to the Minister for Tourism

The implementation of these recommendations requires concerted leadership addressing the technical, financial, consultative, organizational and legislative dimensions of reform with a view to their effective implementation within a three-year timeframe. This is difficult to do from within. It is recommended that a Project Management Office (PMO) is established to oversee the reform, with a life expectancy from the earliest convenience through to the end of the first year of operation of the new successor body to the GMMB. The PMO should report directly to the Minister of Tourism, Arts and Culture.

The PMO should assume a high level of control, with a set of responsibilities agreed with the Minister and the new successor body to the GMMB. The organisation should be staffed with an executive core, senior level staff with appropriately skilled, and trained change-agents. The PMO should have a mandate to access expertise when required, bringing in people with specific expertise. It is for consideration whether ANO – the not-for-profit that commissioned this report – could be staffed appropriately to be a suitable vehicle and ensure that the new museum is to be built in advance of the next presidential term.

4. Implementation Plan

Following the recommendations outlined above and informed by discussions with the Presidential Committee and other experts within the museums and heritage sector, we have constructed an implementation plan for action (below). This includes the proposed steps to facilitate the restructuring of the museum and heritage sector. Suggestions of the lead responsibility for each action, the rationale behind the need for capital and revenue funding, key performance indicators and a suggested timeline through to the end of the 2024 have been provided where applicable. It is vital that these actions are to take place before the end of the current Presidential term, so as to build foundations for which the museum and heritage sector can advance with confidence in the years to come.



Implementation Plan

						Year 1 (2021)												Year 2 (2022)												Year 3 (2023)												Year 4 (2024)																		
						6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Recommendation 1: Reconstitute GMMB as an arm's length Authority with statutory responsibilities		Lead Responsibility	Capital Funding	Revenue Funding	Suggested KPIs	Start date	End date																																																					
1	Confirm scope and key provisions of new Bill for reformed GMMB (Successor Body) and instruct Parliamentary Counsel	MoTAC/PMO	•Web design and PR and communications •Staff recruitment	•Board Honoraria •Staff recruitment	•Analysis of New vs Old provisions •Number of qualified candidates •Number of new member appointees •Number of web visits •Number of Quality candidates, Cost per hire, new FT Employees, First-year turnover rate •Number of years' experience of members held in key areas	Oct-21	Mar-22																																																					
2	Establish legislative timetable: Introduction, First Reading, Second Reading Committee, and Third Reading	Parliament				Apr-22	Jun-22																																																					
3	Initiate open recruitment for appointment of a new chair of the board (5 year term), and board members (3 year term) with a maximum of 3 terms, highlighting the desired qualifications, expertise, and interests	MoTAC/PMO				Jan-22	Apr-22																																																					
4	Presidential appointment of the new designate board Chair for successor body in advance of Act	President				Jun-22	Jun-22																																																					
5	Recruitment and appointment of qualified board members (up to 11) of the newly established body	MoTAC/PMO				Apr-22	Jun-22																																																					
6	Review and as appropriate renew skills and stakeholder base of Board members to include expertise and knowledge of museum heritage management, fundraising strategy development, finance, law .	MoTAC/PMO				Nov-21	Dec-21																																																					
7	Consider a name change to underscore the expanded scope arms-length body, its responsibilities and statues (eg.National Trust of Ghana)	MoTAC/PMO				Oct-21	Oct-21																																																					
8	Establish MoU for division of responsibilities between successor body and the Forestry Commission (Wildlife Division)	Successor Body/MoTAC/Forestry Commission				Jan-22	Jan-22																																																					
9	Restructure staffing plan for the newly established body and recruitment of new staff	Successor Body/PMO				Apr-22	Sep-22																																																					
10	Redesign the GMMB website to improve ease of information access, clarity vis a vis new arms-length body's responsibilities and transparency about operations	Successor Body/PMO				Apr-22	Apr-22																																																					
Recommendation 2: Expand the funding base to increase investment in core assets and skills		Lead Responsibility	Capital Funding	Revenue Funding	Suggested KPIs	Start date	End date																																																					
1	Secure increase in the core funding GMMB receives from central government over a five year period to address capex shortfall and skills development	MoTAC/MoF	•NA	•Increased core annual funding •Recruitment of qualified fundraising staff	•Total Revenue Generated in the last 5 years versus the following 5 years •Number of Donors, % of Donation Growth and Donor Retention Rate	Jan-21	Ongoing																																																					
2	Create a central unit within the Project Management Organization (PMO) and then successor body that supports site in development of their earned income offer	PMO/Successor Body				Oct-21	Dec-21																																																					
3	Create a new taskforce to spearhead peer to peer fundraising for the 'preservation of Ghana's cultural heritage' at its core, focusing on the diaspora and high net worth individuals, including but extending beyond board members and PMO head	PMO/Successor Body				Oct-21	Dec-21																																																					
4	Identify opportunities for raising contributed income and sponsorship opportunities at a national level: eg public programming, free entry etc.	PMO/Taskforce/Successor Body				Nov-21	Ongoing																																																					
5	Explore the feasibility of creating a national membership scheme (eg.National Trust model)	MoTAC/Successor Body				Jun-22	Oct-22																																																					
6	Allow greater retention by units by portfolio institution of income raised to increase incentivization.	MoTAC/MoF				Dec-21	Mar-22																																																					
7	Explore possibilities of greater tax incentives for charitable giving by individuals and companies	MoTAC/MoF				Oct-21	Ongoing																																																					
8	Consider allocation of proportion of World Bank Ghana Tourism Development Project funding (2019-2022)	MoTAC/MoF/Successor Body				Sep-21	Dec-22																																																					
9	Consider allocation of proportion of Treasury Covid mitigation funds to Ministry of Tourism	MoF				Sep-21	Ongoing																																																					
10	Increase percentage of earned income that can be retained from 34 per cent to 100 per cent.	MoF				Sep-21	Ongoing																																																					
Recommendation 3: Develop a five-year National Strategy for Ghana's Museums and Cultural Heritage		Lead Responsibility	Capital Funding	Revenue Funding	Suggested KPIs	Start date	End date																																																					
1	Task shadow successor body and/or PMO with establishment of five year rolling plan, for presentation to Minister and Parliament	PMO/Successor Body	•External consultant(s) to support strategy production, stakeholder engagement and publication •PR & communications plan	•NA	•Year on Year Growth of the sector over last 5 years versus projections for the next 5 years, Number of Audit Findings during the financial auditing process, Operating Surplus/Deficit (comparison of net assets to total expenses) •Frequency of engagement activities	Feb-22	Ongoing																																																					
2	Conduct a gap analysis that identifies the additional financial resources (capital and revenue) and skills required for the sector to function, and prioritize these over five years	PMO/Successor Body				Jan-22	Jun-22																																																					
3	Conduct stakeholder mapping and engage with relevant stakeholders to inform the development of the National Strategy for Ghana's Museums and Cultural Heritage	PMO/Successor Body				Mar-22	Ongoing																																																					
4	Publish draft and final National Strategy for Ghana's Museums and Cultural Heritage	Successor Body				Oct-22																																																						
Recommendation 4: Ensure that the successor body has the necessary skills and resources to champion the sector		Lead Responsibility	Capital Funding	Revenue Funding	Suggested KPIs	Start date	End date																																																					
1	Conduct a skills audit of GMMB staff to identify skills gaps	PMO	•External consultant(s) to conduct skills audit	•Training and recruitment as required	•Productivity & Retention rate •Total hours of training attended •Number of employees trained in key areas	Sep-21	Nov-21																																																					
2	Ensure in-house or access to expertise to provide opportunities for training and skills development	PMO/Successor Body				Nov-21	Nov-21																																																					



Implementation Plan

Page 2 of 2

Recommendation	Lead Responsibility	Capital Funding	Revenue Funding	Suggested KPIs	Start date	End date	Year 1 (2021)												Year 2 (2022)												Year 3 (2023)												Year 4 (2024)											
							6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5
Recommendation 5: Require constituent operational units of GMMB to develop corporate action plans in support of the national strategic framework	Lead Responsibility	Capital Funding	Revenue Funding	Suggested KPIs	Start date	End date																																																
1. Require management of museums, monuments and parks under GMMB successor body to create and submit rolling 5-year corporate plans with effect from 2024 that:	Successor Body	•NA	•NA	•Number of corporate plan submissions that fulfil requirements of the new Successor body •Performance against plans	Mar-22	Dec-23																																																
2. Identify their specific contribution to the national strategy - addressing collection care, physical maintenance, and contribution to strategic ambitions for tourism, community development, educational attainment etc.																																																						
3. Provide details as to how those contributions will be met, including appropriate KPIs; and																																																						
4. Identify the resourcing implications																																																						
5. Require museums, monuments and parks to report progress annually					Jan-24	Ongoing																																																
6. The new arms-length body should begin to monitor progress against the corporate plans and report to Parliament and MoTAC annually																																																						
Recommendation 6: Use the concept of a new 21st Century West African Museum to explore and promulgate debate about the significance of the heritage sector for economy and society	Lead Responsibility	Capital Funding	Revenue Funding	Suggested KPIs	Start date	End date																																																
1. Use the concept of a new National Museum to:	ANO/PMO	•External support to facilitate design competition •Fees for competition entrants •Workshops and events •PR & communications plan •External consultant(s) to support strategy development	•NA	•Frequency of regional, national and international engagement opportunities •Number of interested recipients •Number of competition entries •Number of interested donors •Visitation figures	Sep-21	May-22																																																
<i>Raise the profile of the heritage sector generally and its latent contribution to economic and social development</i>																																																						
<i>Compare and contrast with the ideas that informed the original National Museum in 1950s</i>																																																						
<i>Explore the importance of a deeper understanding of the connection of pre-colonial, colonial and post-colonial Ghana as a unifying theme</i>																																																						
<i>Stimulate interest abroad in the cultural and creative industries</i>																																																						
<i>Explore and progress the debate around the voluntary restitution of looted objects by Western institutions</i>																																																						
<i>Explore the scope for digital programming and travelling exhibitions to embrace communities across the nation beyond Accra</i>																																																						
<i>Progress the concept viz public debate, a design competition, a feasibility study, initial fundraising.</i>																																																						
2. Announce Design Competition, Shortlist finalists and announce winners					Sep-21	Dec-21																																																
3. Commission and complete feasibility and capital funding strategy	ANO/PMO/Successor Body				Jan-22	May-22																																																
4. Capital Fundraising					Jan-22	Dec-22																																																
5. Break ground (as appropriate)					Dec-22	Dec-22																																																
6. Opening of Museum					Dec-22	Dec-22																																																
Recommendation 7: Establish a Project Management Office answerable to the Minister for Tourism for implementation of the strategy	Lead Responsibility	Capital Funding	Revenue Funding	Suggested KPIs	Start date	End date																																																
1. Establish a unit with direct responsibility to the Minister for oversight of the strategy, with access to appropriate managerial, administrative, curatorial and legislative expertise	ANO/MoTAC	•Physical (office, IT, equipment) and digital (software) infrastructure	•Staffing •Office and administrative costs	•Contribution to ROI (Estimated costs vs. actual costs of running PMO) •Stakeholder satisfaction (New Successor Body/MoTAC) •Completion rate of each project stage	Nov-21	Nov-21																																																
2. Establish core staffing: CEO, head of strategic planning, legislative liaison and public affairs, fundraising and development, museum planning	ANO/MoTAC				Jan-22	Jan-22																																																
3. Consider possibility ANO Institute of Arts and Knowledge restructured for a three to four year period as PMO	ANO/MoTAC				Jul-21	Jul-21																																																
4. Secure operational budget - 50 pc public 50% private.	ANO/MoTAC				Jul-21	Jan-22																																																



Appendix: Ghana's Museums and Monuments

Ghana's Museums

- The National Museum
- The Museum of Science and Technology (MST)
- The Volta Regional Museum
- The Cape Coast Castle Museum
- The Upper East Regional Museum
- The St. George's Castle (Elmina Castle) Museum
- The Ussher Fort Museum
- The Fort Apollonia Museum of Nzema Culture and History
- Fort San Antonio Museum

Ghana's Monuments

UNESCO World Heritage Sites:

- Asante Traditional Buildings (UNESCO World Heritage Property, 1980)
- Forts and Castles, Volta, Greater Accra, Central and West Regions (UNESCO World Heritage Property, 1979)

National Monuments in the following areas:

- **Western Region**
 - Fort Apollonia at Beyin
 - Fort St. Anthony at Axim
 - Fort Gross Friedrichsburg at Princetown
 - Fort Dorothea at Akwida
 - Fort Metal Cross at Dixcove
 - Fort Batenstein at Butre
 - Fort Orange at Sekondi
 - Fort St. Sebastian at Shama



- Central Region

- The Fort at British Komenda
- Fort Vendenburg, Dutch Komenda
- Castle of St. George's, Elmina
- Fort St. Jago at Elmina
- Cape Coast Castle
- Fort Victoria at Cape Coast
- Fort Royal at Cape Coast
- Fort William at Cape Coast
- Fort McCarthy at Cape Coast
- Fort Fredericksburg at Amanful
- Fort Nassau at Mouri
- Fort William at Anomabu
- The Little Fort at Anomabu
- Fort Amsterdam at Abandzi
- The Fort at Tantumquery
- Fort Patience at Apam
- Fort Good Hope at Senya Beraku

- Greater Accra Region

- James Fort at Jamestown, Accra
- Ussher Fort, Ussher Town, Accra
- Christiansborg Castle at Osu, Accra
- Fort Augustaborg at Teshie
- Fort Kongenstein, Ada

- Eastern Region

- Fort Vernon, Prampram
- Fort Fredensborg at Old Ningo

- Volta Region

- Fort Prinzensten at Keta

- Ashanti Region

- The Fort at Kumasi



Monuments of interest to the Monuments Division

- Kumasi Fort and Military Museum
- Ancient Mosques of the three Northern Regions
- Wa Naa's Palace
- Gwollu Defence Wall
- Nareligu Defence Wall
- Old Navrongo Catholic Cathedral
- Tongo Tengzuk Cultural Landscape
- Nzulezu Stilt Settlement

Source: Ghana Museums and Monuments Board.