

Ministry of Tourism and
Diasporan Relations (MOTDR)
The Republic of Ghana

The Tourism Development Project through Strengthening Public-Private Partnership in the Republic of Ghana



Final Report

January 2009

JAPAN INTERNATIONAL COOPERATION AGENCY
(JICA)

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* A logo on the cover is the PPP Forum's logo that was created and adopted by the PPP Forum members.

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Final Report

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List of Abbreviations

AVC	Accra Visitor Centre
CTF	Core Task Force
DANIDA	Danish International Development Agency
EIA	Economic Impact Assessment
GHATOF	Ghana Tourism Federation
GTA	Ghana Tourism Authority
GTB	Ghana Tourist Board
GTF	Ghana Tourism Fund
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (German International Cooperation Enterprise)
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JPT	JICA Project Team
MOTDR	Ministry of Tourism and Diasporan Relations
NGO	Non Governmental Organisation
PDM	Project Design Matrix
PO	Plan of Operations
PPME	Policy Planning, Monitoring and Evaluation (Department of the MOTDR)
PPP	Public-Private-Partnership
SNV	SNV Netherlands Development Organisation
SPEED	Support Programme for Enterprise Empowerment and Development
STF	Sub-Task Force
TDA	Tourism Development Authority
TDF	Tourism Development Fund
TOR	Terms of Reference
TOT	Training of Trainers
WG	Working Group
WMC	Web Site Management Committee
UNWTO	World Tourism Organisation

EXECUTIVE SUMMARY

Overview of the Project

The Tourism Development Project through Strengthening Public-Private Partnership in the Republic of Ghana (hereinafter referred to as “the Project”) began in February 2006 and lasted until January 2009 by the Government of the Republic of Ghana in co-operation with the Japan International Cooperation Agency (JICA). The Ghanaian Ministry of Tourism and Diasporan Relations (MOTDR) implemented the Project in partnership with the JICA Project Team (JPT), which consists of experts from PADECO Co., Ltd. commissioned by JICA.

The Project aimed to assist in developing the tourism sector by strengthening public-private partnership (PPP) through capacity development. A PPP Forum was established as an arena where all stakeholders in the Ghanaian tourism sector can gather together and discuss various topics for the future development of the tourism sector. PPP Forum members were comprised of both public and private sector representatives who established five Working Groups (WGs) that were further reorganised into four WGs. Members of WGs continuously worked on pilot activities in five areas: a) Finance and Investment (WG1), b) Human Resource Development (WG2), c) Marketing and Promotion (WG3), d) Policy (WG4), and e) Product Development (WG5). Various training programmes were also conducted for members of the PPP Forum, MOTDR, Ghana Tourism Federation (GHATOF), and Ghana Tourist Board (GTB). The Project generated actual and valuable outcomes from various activities and received a good reputation from stakeholders in the Ghanaian tourism sector.

Advantages and Impacts of the PPP Forum

This section summarises the advantages and impacts of the PPP Forum that was the central organisation of the Project. During the Project of about three years, since the PPP forum was formally established in August 2006, it has been successfully contributing to the improvement of the tourism sector as follows:

- **Provided a permanent platform for both the public and private sectors**
Provided a permanent platform where relevant organisations and parties from both the public and private sectors could gather together and discuss various topics for improving the tourism industry in Ghana. The number of the PPP Forum members is about 200 as of December 2008 and the number of participants in the forums has increased to more than 110 even after abolishing allowances for participants from inside Accra.
- **Strengthened PPP in the tourism Sector**
Increased awareness of the Public-Private Partnership (PPP) and the necessity of PPP for the tourism sector, strengthened co-operation, accelerated dialogue between the public and private sectors, in particular involving organisations and parties who had not joined similar activities before. According to questionnaire surveys for the PPP Forum members, more than 95% of the respondents agreed with the importance of PPP/PPP Forum for the development of tourism in Ghana.
- **Coordinated various activities and provided an opportunity to share knowledge**
Played coordinating roles for various activities, in particular the quarterly forums and pilot activities, through formulating a network among the members. Furthermore, provided an opportunity to share necessary knowledge and outcomes from each activity, as well as issues and visions for the future improvement of the tourism sector. The results from the questionnaire surveys showed that about 90% of the members could gain and share new knowledge and information, and subsequently utilised them in their business with their colleagues.
- **Generated actual outcomes from the activities**
Generated actual outcomes from the activities such as strengthening of the

organisational structure of GHATOF, development of the National Marketing Strategy, and preparation for establishing the Ghana Tourism Authority (GTA), Ghana Tourism Fund (GTF), hospitality training programmes, and Accra Visitor Centre (AVC). Also improved the national tourism web site and developed the Product Development Guide, Marketing Resource Centre, pocket tourist map, and so on. According to the results from the questionnaire surveys, more than 95 % of the respondents highly evaluated the pilot activities by the working groups.

- **Developed the capacity of the PPP Forum members**

Developed the capacity of the PPP Forum members through various training programmes and raised a few leaders who are expected to play key roles in the future Ghanaian tourism sector. About 700 participants in total joined the trade association workshops and more than 100 PPP Forum members participated in other training programmes implemented in Ghana, other African countries, and Japan.

Major Factors of the Project's Success

The following noteworthy evidence was found as the major factors of the project's success through reviewing the three years of project activities.

- **Alignment with the Ghanaian national policies and strategies**

The Project was consistent with the Ghanaian national plans, policies, and strategies, and there were high expectations for the PPP from both the public and private sectors. Under these circumstances, the Project could provide a permanent platform where both the sectors could gather together and discuss various topics, and subsequently strengthen PPP in the Ghanaian tourism sector involving organisations and parties who had not participated in similar activities before.

- **Involvement of various stakeholders from the early stage of the Project**

The Project was able to obtain active involvement of a wide range of stakeholders from the early stage of the Project and perform the project activities with the co-operation of other international donors, major hotels, and so on. Due to limited human and financial resources of the Project, it might have been difficult to obtain the remarkable achievements stated in Chapter 3 without their involvement and co-operation.

- **Presence of leadership and ownership from the Ghanaian side**

The Project was able to receive leadership and ownership from the Ghanaian side, in particular the MOTDR for each activity and some chairpersons and members of the working groups, which helped accelerate and efficiently manage the project activities.

- **Early discussion about the sustainability after the Project**

The MOTDR, JPT, and the PPP Forum members started specific discussion about the sustainability of the PPP Forum and related activities that are expected to be continued after the Project, from early on which enabled necessary measures to be taken before the Project was completed.

- **Stepwise approach and project management from a long-term perspective**

The MOTDR and JPT took a step-by-step approach and chronologically performed the project activities in each phase with the aim of enhancing the self-reliance of the Ghanaian side and increase the commitments of relatively younger members from a long-term perspective. The MOTDR and JPT also performed the project activities from a project management standpoint.

Taking into consideration the current situation of the Ghanaian tourism sector and important roles that the PPP Forum had played, the PPP Forum should be kept active and almost all relevant organisations and persons actually expect to continue the PPP Forum and related activities even after the Project ends in January 2009. The next PPP Forum is to be organised in March 2009. However, the actual situations of human and financial resources that can be

secured after the Project and the surrounding environments of the tourism sector are constantly changing. Therefore a sustainable system has to be developed to continue the PPP Forum in accordance with the actual situations.

Recommendations for the Future PPP Forum

There are also a few challenges for sustaining the PPP Forum that should be tackled by the PPP Forum members as well as the PPP Forum Secretariat consisting of the MOTDR, GHATOF, and GTB. Clear visions of the organisational structure of the Forum, financial mechanism, management system etc. need to be sufficiently presented. Under these circumstances, through continuous discussions, JPT formulated a few recommendations and prepared action plans about the sustainable management of the PPP Forum, which are expected to be used as reference materials when the PPP Forum members discuss how to manage and sustain the PPP Forum from 2009.

The recommendations formulated by JPT are described in the following aspects which although are related to each other, comprehensive measures are still required:

- **Development of the sustainable systems for the PPP Forum**
The major challenge is to develop sustainable systems to continue forums, pilot activities, training programmes, and public relations activities in accordance with the actual situations of human and financial resources that can be secured after the Project ends. The members have to reconfigure systems of the PPP Forum, such as the frequency of the forums and size of the forum and management unit, involving more stakeholders even from outside Accra and expanding the PPP Forum into local regions to promote regional development in Ghana based on the feasibility and strategic plans.
- **Establishment of the sustainable financial mechanism**
The PPP Forum has to secure necessary financial resources for the effective management of each activity through continuing to encourage both the public and private sectors to join and support the PPP Forum related activities as sponsors, in particular large hotels, travel agencies, airlines, banks, and mass media.
- **Strengthening of human resources and organisational structure**
The PPP Forum has to secure necessary human resources and continue to develop capacities of those who could be leaders in the tourism industry of Ghana, while increasing commitments and developing the capacities of young people. Also further strengthen organisations in both the public and private sectors.
- **Improvement of project management mechanism**
The PPP Forum Secretariat should continue to enhance project management skills of key players and functions of the PPP Forum in areas such as 1) integration management, 2) scope management, 3) time management, 4) cost management, 5) quality management, 6) human resource management, 7) communication management, 8) risk management, and 9) procurement management.

It is right time when the PPP Forum's mechanism is advanced to a stage where orchestrated efforts of all the stakeholders are required to boost the tourism industry in Ghana. In order to deal with the existing challenges and further activate the PPP Forum, comprehensive measures and combined efforts and involvement by all the members are required.

Chapter 1 Overview of the Project

1.1 Outline of the Project

The Tourism Development Project through Strengthening Public-Private Partnership in the Republic of Ghana (hereinafter referred to as “the Project”) began in February 2006 and lasted until January 2009 by the Government of the Republic of Ghana in co-operation with the Japan International Cooperation Agency (JICA). The Ghanaian Ministry of Tourism and Diasporan Relations (MOTDR) implemented the Project in partnership with the JICA Project Team (JPT), which consists of experts from PADECO Co., Ltd. commissioned by JICA.

The Project aimed to assist in developing the tourism sector by strengthening public-private partnership (PPP) through capacity development. A PPP Forum was established as an arena where all stakeholders in the Ghanaian tourism sector can gather together and discuss various topics for the future development of the tourism sector. PPP Forum members were comprised of both public and private sector representatives who established five Working Groups (WGs) that were further reorganised into four WGs. Members of WGs continuously worked on pilot activities in five areas: a) Finance and Investment (WG1), b) Human Resource Development (WG2), c) Marketing and Promotion (WG3), d) Policy (WG4), and e) Product Development (WG5). Various training programmes were also conducted for members of the PPP Forum, MOTDR, Ghana Tourism Federation (GHATOF), and Ghana Tourist Board (GTB)

In the final phase of the Project, a core task force and three sub-task forces were newly established within WG3 to develop a marketing strategy for the Ghanaian tourism sector. The MOTDR convened sensitisation workshops to attract the tourism industry for sustaining the PPP Forum, and then the PPP Forum members and relevant entities and organisations agreed to continue the PPP Forum even after the Project ends in January 2009. The MOTDR and JPT formulated respective recommendations for the future PPP Forum and reported to the forum, and subsequently the PPP Forum members discussed the future organisational structure, finance mechanism, relevant activities, and so on.

1.2 Objectives and Purpose of the Project

The objective of the Project was to form a favourable public-private partnership in the tourism sector of Ghana as stated on the Record of Discussion of the Project that was signed between JICA and the concerned Ghanaian authorities in November 2005 prior to the initiation of the Project (see Appendix A). Under the agreement between JICA and the Ghanaian authorities, the PPP Forum was established in order to strengthen PPP for the tourism development through strategic discussions and implementation of the pilot activities, and also develop capacities of the PPP Forum members from both the public and private sectors.

Table 1.1 shows the Overall Goal, Purpose, and Outputs of the Project, which are shown in the Project Design Matrix (PDM) attached in Appendix B. The Overall Goal and Purpose are expected to be achieved within about three years after the Project ends and within the project duration, respectively. The target area of the Project was the whole of Ghana.

Table 1.1 Overall Goal, Purpose, and Outputs of the Project

Overall Goal
Tourism industries along with hospitality services are well developed to attract more tourist arrivals and increase receipts.
Purpose
Successful Public-Private Partnership (PPP) is established.
Outputs
Output 1: Functioning PPP Forum is in place.
Output 2: Capabilities of the PPP Forum are well-developed.
Output 3: Activity plans and strategies for the future PPP Forum are formulated.
Output 4: Capacities for monitoring and evaluation are enhanced.

Source: Project Design Matrix (PDM) of the Project

1.3 Implementation Structure and Project Schedule

1.3.1 Implementation Structure

A relevant ministry was the Ghanaian Ministry of Tourism and Diasporan Relations (MOTDR) and a counterpart department was the Policy Planning, Monitoring and Evaluation (PPME) of the MOTDR. The MOTDR and JPT conducted the Project in corporation with various relevant organisations and parties from both the public and private sectors as well as the JICA Ghana Office, GHATOF, GTB, and other international donors.

1.3.2 Project Schedule

The duration of the Project was about 36 months and was divided into four phases. Main objectives and activities of each phase are described below.

First Phase (February 2006 – March 2006)

Reviewed the Ghanaian tourism sector to analyse baseline information for developing the PPP Forum and identifying its training needs, developed terms of reference (TOR) of activities, established the PPP Forum Secretariat, and developed project strategies through discussions with stakeholders.

Second Phase (April 2006 – March 2007)

Launched the PPP Forum and regularly held the forums. Also initiated the pilot activities, conducted various training programmes, started improving a national tourism web site, and developed an annual report and newsletter as public relations activities.

Third Phase (April 2007 – March 2008)

Continued and promoted the activities undertaken in the second phase, and started specific discussions on the sustainability of the PPP Forum in order to continue the forum and related activities even after the Project ends in January 2009. Also continued activities to strengthen the private sector of the Ghanaian tourism sector, in particular, the organisational structure of GHATOF.

Fourth Phase (April 2008 – January 2009)

Completed the project activities, and focused particularly on the capacity development of staff from the MOTDR, GHATOF, and GTB who could be key players for the future PPP Forum. Also implemented activities for the sustainability of the PPP Forum, and subsequently formulated recommendations for the future PPP Forum.

Chapter 2 Project Tasks and Actual Activities

2.1 List of the Project Tasks

Project tasks in each phase are shown in Table 2.1.

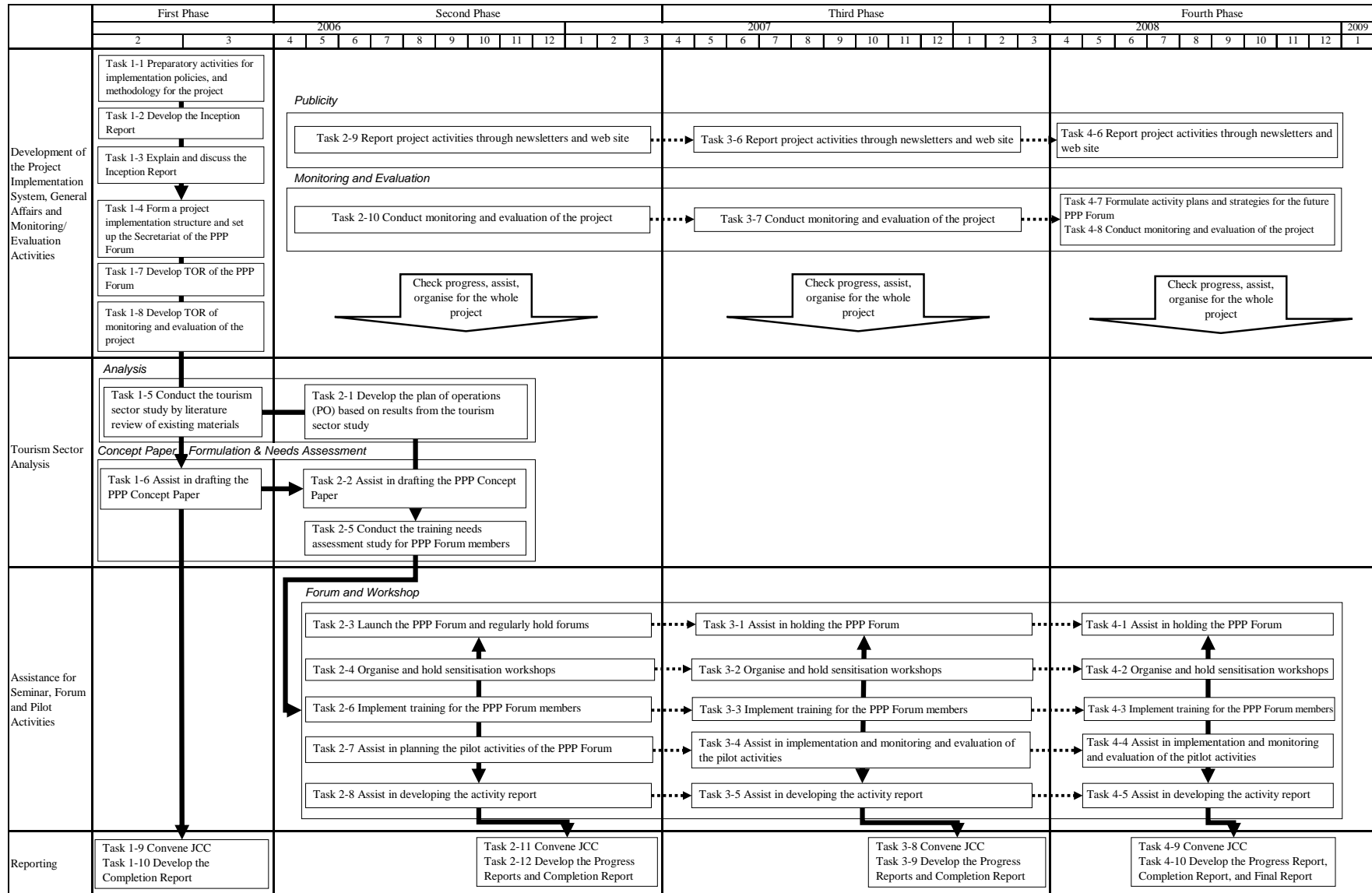
Table 2.1 List of the Project Tasks

Task 1: First Phase (February 2006 – March 2006)
Task 1-1 Preparatory activities for implementation policies, contents, methodology, work flow, and means of technical transfer for the Project
Task 1-2 Develop the Inception Report
Task 1-3 Explain and discuss the Inception Report
Task 1-4 Form a project implementation structure and set up the Secretariat of the PPP Forum
Task 1-5 Conduct the tourism sector study by literature review of existing materials
Task 1-6 Assist in drafting the PPP Concept Paper
Task 1-7 Develop TOR of the PPP Forum
Task 1-8 Develop TOR of monitoring and evaluation of the Project
Task 1-9 Convene the Joint Coordinating Committee (JCC)
Task 1-10 Develop the Completion Report
Task 2: Second Phase (April 2006 – March 2007)
Task 2-1 Develop the plan of operations (PO) based on results from the tourism sector study
Task 2-2 Assist in drafting the PPP Concept Paper
Task 2-3 Launch the PPP Forum and regularly hold forums
Task 2-4 Organise and hold sensitisation workshops
Task 2-5 Conduct the training needs assessment study for the PPP Forum members
Task 2-6 Implement training for the PPP Forum members
Task 2-7 Assist in planning the pilot activities of the PPP Forum
Task 2-8 Assist in developing the activity report
Task 2-9 Report project activities through newsletters and web site
Task 2-10 Conduct monitoring and evaluation of the Project
Task 2-11 Convene the Joint Coordinating Committee (JCC)
Task 2-12 Develop the Progress Reports and Completion Report
Task 3: Third Phase (April 2007 – March 2008)
Task 3-1 Assist in holding the PPP Forum
Task 3-2 Organise and hold sensitisation workshops
Task 3-3 Implement training for the PPP Forum members
Task 3-4 Assist in implementation and monitoring and evaluation of the pilot activities
Task 3-5 Assist in developing the activity report
Task 3-6 Report project activities through newsletters and web site
Task 3-7 Conduct monitoring and evaluation of the Project
Task 3-8 Convene the Joint Coordinating Committee (JCC)
Task 3-9 Develop the Progress Reports and Completion Report
Task 4: Fourth Phase (April 2008 – January 2009)
Task 4-1 Assist in holding the PPP Forum
Task 4-2 Organise and hold sensitisation workshops
Task 4-3 Implement training for the PPP Forum members
Task 4-4 Assist in implementation and monitoring and evaluation of the pilot activities
Task 4-5 Assist in developing the activity report
Task 4-6 Report project activities through newsletters and web site
Task 4-7 Formulate activity plans and strategies for the future PPP Forum
Task 4-8 Conduct monitoring and evaluation of the Project
Task 4-9 Convene the Joint Coordinating Committee (JCC)
Task 4-10 Develop the Progress Report, Completion Report, and Final Report

Source: JICA Project Team

2.2 Work Plan and Work Flow

Work plan and work flow of the Project are shown in Table 2.2 and Figure 2.1 respectively.



Source: JICA Project Team

Figure 2.1 Work Flow

2.3 Project Tasks and Actual Activities

This section presents the project tasks and actual activities conducted during the Project, though further description of each activity is compiled in Chapter 3. The MOTDR and JPT took a step-by-step approach and chronologically performed the project activities in each phase.

Task 1: First Phase (February 2006 – March 2006)

The MOTDR and JPT conducted activities of Task 1 in the first phase (February 2006 – March 2006). The first phase was considered as a preparatory period prior to the establishment of the PPP Forum and launch of the pilot activities and other project activities in the second phase, and then each task was performed as planned at the beginning of the Project.

Table 2.3 shows each task and actual activity.

Table 2.3 Tasks and Actual Activities in the First Phase

Tasks	Actual Activities
Task 1-1 Preparatory activities for implementation policies, contents, methodology, work flow, and means of technical transfer	Preliminarily organised existing information, developed TOR, and examined implementation policies, methodologies, and means of technical transfer for the Project.
Task 1-2 Develop the Inception Report	Developed the Inception Report in February 2006, summarising objectives, tasks, implementation policy, project organisation, and work plan of the Project.
Task 1-3 Explain and discuss the Inception Report	Explained the Inception Report to the Ghanaian side and obtained consensus through discussions.
Task 1-4 Form a project implementation structure and set up the Secretariat of the PPP Forum	Determined an implementation structure of the Project by reviewing roles of all stakeholders that are regarded as potential members of the PPP Forum Secretariat. Also developed TOR of the Secretariat and set it up in the MOTDR.
Task 1-5 Conduct the tourism sector study by literature review of existing materials	Conducted the tourism sector study to ascertain baseline information on tourism in Ghana and identified a long list of potential PPP Forum members.
Task 1-6 Assist in drafting the PPP Concept Paper	Assisted the PPP Forum Secretariat in drafting the PPP Concept Paper, which was reviewed in the second phase as Task 2.2 and a basis for developing other documents.
Task 1-7 Develop TOR of the PPP Forum	Had a conference with the PPP Forum Secretariat and developed TOR of the PPP Forum showing missions, structure, and activities of the PPP Forum.
Task 1-8 Develop TOR of monitoring and evaluation of the Project	Developed TOR of monitoring and evaluation of the Project and obtained agreement from the PPP Forum Secretariat.
Task 1-9 Convene the Joint Coordinating Committee (JCC)	Convened JCC on 9 March 2006 and explained the Inception Report, TOR of the PPP Forum Secretariat and PPP Forum, project schedule, and so on.
Task 1-10 Develop the Completion Report	Reviewed activities conducted in the first phase and organised the Completion Report.

Source: JICA Project Team

Task 2: Second Phase (April 2006 – March 2007)

The MOTDR performed the activities of Task 2 under JPT's initiative in the second phase (April 2006 – March 2007). The second phase was an initiating period for the PPP Forum, pilot activities, web site development, various training programmes, and other activities. Regarding the pilot activities, the PPP Forum Secretariat and JPT selected a trainer for each working group and the action plan was developed on the initiative of the Secretariat and JPT. Difficulties in

selecting trainers and forming working groups, however, delayed starting a few pilot activities whereby Task 2-7 was modified from “Assist in planning, implementing, and monitoring the pilot activities of the PPP Forum” to “Assist in planning the pilot activities of the PPP Forum”.

Table 2.4 shows each task and actual activity.

Table 2.4 Tasks and Actual Activities in the Second Phase

Tasks	Actual Activities
Task 2-1 Develop the plan of operations (PO) based on results from the tourism sector study	Modified PO to reflect concrete sets of activities and indicators utilising results from the tourism sector study, and identified target groups and beneficiaries of the Project.
Task 2-2 Assist in drafting the PPP Concept Paper	Assisted the PPP Forum Secretariat in drafting the PPP Concept Paper. The Concept Paper was examined by a committee that was set up by the PPP Forum Secretariat, as well as by the broader PPP Forum membership.
Task 2-3 Launch the PPP Forum and regularly hold forums	Organised a preparatory stakeholder meeting for the PPP Forum in May 2006, and subsequently launched the PPP Forum held in August 2006 obtaining 85 participants. Also held forums in December 2006 and March 2007 receiving 56 and 78 participants respectively.
Task 2-4 Organise and hold sensitisation workshops	Held the sensitisation workshops in August and December 2006 at the same time as the PPP Forum to raise awareness of stakeholders in the tourism sector for the PPP and other tourism-related topics.
Task 2-5 Conduct the training needs assessment study for PPP Forum members	Conducted the training needs assessment study and determined areas that are required for the capacity development of the PPP Forum members and other stakeholders in the tourism sector of Ghana.
Task 2-6 Implement training for PPP Forum members	Established training framework based on the results from the tourism sector study and training needs assessment study, and subsequently implemented training programmes.
Task 2-7 Assist in planning the pilot activities of the PPP Forum	The five Working Groups (WGs) were launched at the 1 st PPP Forum and six pilot activities were identified based on a short list of the pilot activities that the PPP Forum Secretariat made based on a long list of 44 activities presented by JPT. Also assisted each WG in developing action plans, but difficulties in selecting trainers and forming working groups delayed starting a few pilot activities.
Task 2-8 Assist in developing the activity report	Assisted the PPP Forum Secretariat in preparing an Annual Report 2006/2007 summarising the project activities such as the PPP Forum, pilot activities, trade association workshop, and web site development.
Task 2-9 Report project activities through newsletters and web site	Reviewed existing public relations activities of the MOTDR and developed the web site through discussions with the MOTDR, GHATOF, and GTB. Also distributed newsletters containing a summary of the 1 st PPP Forum.
Task 2-10 Conduct monitoring and evaluation of the Project	Conducted monitoring and evaluation activities and produced four reports.
Task 2-11 Convene the Joint Coordinating Committee (JCC)	Convened JCC on 15 March 2007 and discussed progress and future work plan of the Project.
Task 2-12 Develop the Progress Reports and Completion Report	Developed the Progress Reports and submitted in July 2006 and February 2007. Also produced the Completion Report in March 2007.

Source: JICA Project Team

Task 3: Third Phase (April 2007 – March 2008)

The MOTDR conducted activities of Task 3 with assistance from JPT in the third phase (April 2007 – March 2008). The third phase was identified as a period for encouraging each activity and fostering each group and committee involving a wide range of stakeholders with an aim to enhance the self-reliance of the Ghanaian side on each activity. The MOTDR and JPT continued to promote the activities initiated in the second phase, and started specific discussions on the sustainability of the PPP Forum. The Project also expanded into many more activities and started new activities such as a branding committee, website management committee, creation of a PPP Forum's logo, and study tour to South Africa. In regard to the pilot activities, WG1 (Finance and Investment) and WG4 (Policy) were merged to jointly consult on the creation of the Ghana Tourism Authority (GTA) and Ghana Tourism Fund (GTF), and each pilot activity was conducted by WG members on the initiative of each trainer assigned to each working group.

Table 2.5 shows each task and actual activity.

Table 2.5 Tasks and Actual Activities in the Third Phase

Tasks	Actual Activities
Task 3-1 Assist in holding PPP Forum	Assisted the PPP Forum Secretariat in holding the forums in July, October, and December 2007 and March 2008 receiving 68, 83, 103, 90 participants respectively. The PPP Forum members confirmed the progress of each activity and discussed various topics such as the sustainability of the PPP Forum for the future.
Task 3-2 Organise and hold sensitisation workshops	Continuously organised the sensitisation workshops in July, October, and December 2007 incorporated into programmes of the PPP Forum.
Task 3-3 Implement training for PPP Forum members	Implemented trade association workshops, web site training, project management training, and other various training programmes for the PPP Forum members including staff from the MOTDR, GHATOF, and GTB.
Task 3-4 Assist in implementation and monitoring and evaluation of the pilot activities	Continuously assisted in implementing the pilot activities and conducting monitoring and evaluation. In the third phase, WG1 and WG4 were merged to jointly consult on the creation of the Ghana Tourism Authority (GTA), to be funded by the Ghana Tourism Fund (GTF), and activities for a round table meeting and branding committee started.
Task 3-5 Assist in developing the activity report	Published the PPP Forum Activity Annual Report 2006/2007 in July 2007 and assisted the PPP Forum Secretariat in developing the report 2007/2008 which was issued in June 2008.
Task 3-6 Report project activities through newsletters and web site	Worked on updating and maintaining the web site and preparing newsletters. Although a copyright problem with photos on the web site occurred, the MOTDR implemented measures through discussions among relevant organisations.
Task 3-7 Conduct monitoring and evaluation of the Project	Conducted monitoring and evaluation activities and produced the 5 th , 6 th , 7 th , and 8 th Monitoring and Evaluation Reports in August and November 2007 and January and March 2008 respectively.
Task 3-8 Convene the Joint Coordinating Committee (JCC)	Convened JCC in March 2008. JCC members confirmed progress and achievements of the Project and exchanged opinions and ideas on activities of the fourth phase and sustainability of the PPP Forum.
Task 3-9 Develop the Progress Reports and Completion Report	Submitted the 3 rd and 4 th Progress Reports in October 2007 and February 2008 respectively and also the Completion Report in March 2008.

Source: JICA Project Team

Task 4: Fourth Phase (April 2008 – January 2009)

The MOTDR performed activities of Task 4 in co-operation with JPT in the fourth phase (April 2008 – January 2009). The fourth phase was the final phase of the Project and considered as the period to complete the Project, and at the same time, prepare for continuing the PPP Forum after the Project ends in January 2009. In the fourth phase, the MOTDR and JPT completed the training programmes particularly focusing on the capacity development of staff from the MOTDR, GHATOF, and GTB who could be key players for the future PPP Forum. The MOTDR and JPT also implemented activities for the sustainability of the PPP Forum, and subsequently formulated recommendations for the future PPP Forum to prepare for developing a sustainable mechanism to secure the continued operation of the PPP Forum. Pilot activities were implemented by WG members themselves under the leadership of chairpersons without trainers assigned in the second and third phase.

Table 2.6 shows each task and actual activity.

Table 2.6 Tasks and Actual Activities in the Fourth Phase

Tasks	Actual Activities
Task 4-1 Assist in holding PPP Forum	Assisted the PPP Forum Secretariat in organising the forums in June, September, and December 2008 and received 93, 106, and 113 participants respectively.
Task 4-2 Organise and hold sensitisation workshops	Held the sensitisation workshops in June 2008 together with the 8 th PPP Forum.
Task 4-3 Implement training for PPP Forum members	Implemented advanced web site training and organised monitoring and evaluation training. JPT also held a workshop on training for visitor centre planning, design, operations, and fundraising.
Task 4-4 Assist in implementation and monitoring and evaluation of the pilot activities	Continuously assisted in implementing pilot activities and conducting monitoring and evaluation activities. In the fourth phase, the core task force and three sub-task forces were newly established to develop a marketing strategy for the Ghanaian tourism sector.
Task 4-5 Assist in developing the activity report	Published the PPP Forum Activity Annual Report 2007/2008 and 2008 in June 2008 and January 2009 respectively.
Task 4-6 Report project activities through newsletters and web site	Issued the newsletters in June and December 2008 and the web site management committee kept updating and maintaining the web site.
Task 4-7 Formulate activity plans and strategies for the future PPP Forum	The PPP Forum Secretariat developed recommendations for the continuation of the PPP Forum through a sustainability committee. JPT also formulated other recommendations containing action plans and presented these to JCC and the PPP Forum in December 2008.
Task 4-8 Conduct monitoring and evaluation of the Project	Conducted monitoring and evaluation activities and produced the 9 th and 10 th Monitoring and Evaluation Reports in July and October 2008.
Task 4-9 Convene the Joint Coordinating Committee (JCC)	Convene JCC on 2 December 2008 to review achievements from the Project and recommendations for the future PPP Forum.
Task 4-10 Develop the Progress Report, Completion Report, and Final Report	Produced the 5 th Progress Report and submitted the Completion Report and Final Report in January 2009.

Source: JICA Project Team

Chapter 3 Achievements of the Project Activities

3.1 List of Project Activities and Corresponding Tasks

The MOTDR and JPT performed the project activities as shown in Table 3.1 that presents activities by category and corresponding tasks stated in Chapter 2.

Table 3.1 List of Project Activities and Corresponding Tasks

Activities	Corresponding Tasks
1. Management of the PPP Forum	
1-1 Set up the Secretariat of the PPP Forum within the MOTDR	1-4, 1-7
1-2 Modify the Plan of Operations (PO) to reflect concrete sets of activities and indicators based on the tourism sector study	1-1, 1-5, 2-1
1-3 Develop and document the concept of PPP (draft PPP Concept Paper) to be shared among stakeholders	1-6, 2-2
1-4 Launch and regularly hold the PPP Forum	2-3, 3-1, 4-1
2. Capability Development of the PPP Forum	
2-1 Organise and hold sensitisation workshops	2-4, 3-2, 4-2
2-2 Organise and implement training programmes	2-5, 2-6, 3-3, 4-3
2-3 Develop, implement, and monitor pilot activities	2-7, 3-4, 4-4
2-4 Prepare the project activity reports	2-8, 3-5, 4-5
2-5 Report project activities through newsletters and web site	2-9, 3-6, 4-6
3. Activity plans and strategies for the future PPP Forum	
3-1 Prepare practical activity plans and strategies for the future PPP Forum	4-7
3-2 Present the activity plans and strategies to the PPP Forum	4-7
4. Monitoring and Evaluation of the Project	
4-1 Develop the TOR for monitoring and evaluation activities of the Project	1-8
4-2 Conduct monitoring and evaluation and present Monitoring and Evaluation Reports	2-10, 3-7, 4-8
5. Other Activities	
5-1 Convene Joint Coordinating Committee (JCC)	1-9, 2-11, 3-8, 4-9
5-2 Reporting	1-2, 1-3, 1-10, 2-12, 3-9, 4-10

Source: JICA Project Team

3.2 Management of the PPP Forum (Activity 1)

3.2.1 Setup of the PPP Forum Secretariat

The MOTDR and JPT established a project implementation body through discussions with various public and private stakeholders in the Ghanaian tourism sector and subsequently developed the terms of reference (TOR) of the PPP Forum Secretariat, which was approved at a preparatory stakeholders meeting for the PPP Forum held in May 2006. After the preparatory meeting, the PPP Forum Secretariat was formally set up within the MOTDR with the participation of GTB and GHATOF that represents the tourism trade associations. Members of the Secretariat continuously hold meetings in order to discuss various topics to promote activities of the PPP Forum and improve the tourism sector of Ghana.

According to results of questionnaire surveys for the PPP Forum members at the quarterly forums, most of respondents answered “very satisfactory” or “satisfactory” for the evaluation of the PPP Forum Secretariat’s activities. The answers of “very satisfactory” or “satisfactory” accounted for about 80% to 90% each time and these rates seem to be acceptable, though response rates to the questionnaire surveys were about 50% and ranges of confidence intervals may be relatively large.

3.2.2 Modification of the Plan of Operations

At the beginning of the Project, the MOTDR and JPT conducted a tourism sector study to ascertain baseline information on the tourism sector in Ghana. Objectives of the study were as follows:

- To review and analyse conditions in the tourism sector, specifically to identify problems, issues, challenges and opportunities that the sector confronts;
- To identify groups or stakeholders who would benefit from the formation of the PPP Forum; and
- To identify relevant indicators and targets for monitoring and evaluation of the Project.

The MOTDR and JPT were able to develop a long list of potential PPP Forum members, and identify target groups and beneficiaries of the Project through referring to the results from the study as follows:

- Targets: PPP Forum members including both the public and private sectors; and
- Beneficiaries: National and local governments, tourism industry stakeholders, tourists, and communities with tourism resources.

Results from the study were also utilised for a modification of the Plan of Operations (PO) attached in Appendix C to reflect concrete sets of activities, outputs, schedules. Appendix C includes both initial and modified POs.

3.2.3 Development of the PPP Concept Paper

JPT assisted the PPP Forum Secretariat in drafting the PPP Forum Constitution. The constitution had been examined by a committee that was set up by the PPP Forum Secretariat as well as by the broader PPP Forum membership to be revised so that it is useable even after the completion of the Project. The PPP Forum Constitution was further modified as a memorandum and approved among the PPP Forum members at the 5th PPP Forum held in October 2007. The Memorandum of Understanding on the PPP Forum is attached in Appendix D and consists of 11 articles with the following four chapters shown in Table 3.2.

Table 3.2 Composition and Content of the PPP Forum Memorandum

Chapters	Contents
I Name, Objectives, and Activities	A name, objectives, and activities of the PPP Forum are described in Chapter I. Objectives: The PPP Forum's mission is to provide an arena for all stakeholders to collectively address and discuss solutions to sector issues. The overall objective is that the functional PPP Forum will facilitate co-ordination and co-operation of public and private sector stakeholders and will become a recognisable institution to boost tourism development in Ghana. Activities: The PPP Forum 1) establishes mutually beneficial strategies and action plans, 2) undertakes projects for capacity building; and 3) shares knowledge and experience acquired/imparted.
II Management Structure and Membership	Management structure, frequency of the forums, membership, membership fee, membership benefits, and chairpersons are defined. Membership is open to all interested and committed practitioners in the public and private sectors of the tourism industry. Chairpersons of the forum are assigned from the private sector, GHATOF, and from the public sector, the MOTDR.

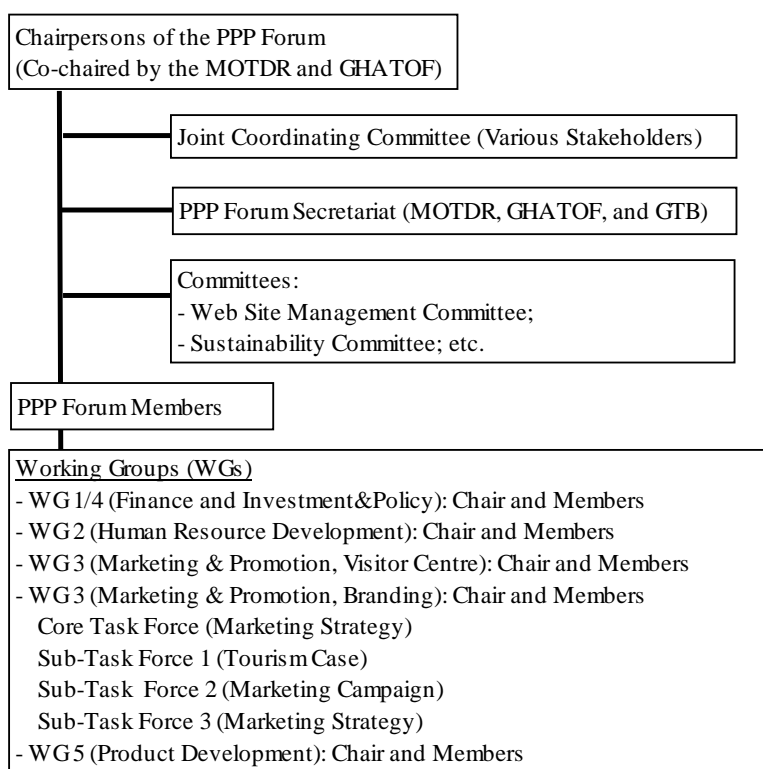
Chapters	Contents
III The Secretariat of PPP Forum	The PPP Forum Secretariat is placed within the MOTDR. The Secretariat 1) sends invitation to members, 2) publishes an “Annual Report” and “Monitoring and Evaluation Report”, 3) disseminates information for the PPP Forum, public relations, and maintains the web site, 4) takes minutes of forums, 5) facilitates working group activities, and 6) collects, stores and disseminates PPP activities for tourism development in Ghana.
IV Additional Clause	Contributions of the MOTDR and GHATOF are described. MOTDR: Places the Secretariat within the MOTDR, makes contributions to training for the PPP Forum members, and provides funding arrangements, internal coordination, and policy recommendations. GHATOF: Partners with the MOTDR in providing funds to manage PPP Forum Secretariat expenses and helps to organise training.

Source: Memorandum of Understanding on the PPP Forum

3.2.4 Management of the PPP Forum

(1) Organisational Structure of the PPP Forum

The current organisational structure of the PPP Forum as of December 2008 is described in Figure 3.1.



Source: JICA Project Team

Figure 3.1 Current Organisational Structure of the PPP Forum

The PPP Forum is co-chaired by both the private and public sectors, the MOTDR and GHATOF, and managed by the PPP Forum Secretariat. The Joint Coordinating Committee (JCC) was also set up to evaluate and discuss various topics for tourism development in Ghana as well as effective management of the PPP Forum. Members of JCC include the MOTDR, GHATOF, GTB, other relevant ministries, Non Governmental Organisations (NGO), and other main stakeholders from both the public and private sectors in the Ghanaian tourism sector as well as JICA and other international donors. The PPP Forum also contains working groups (WGs) and

committees to implement activities for developing and improving tourism industries, and a wide range of training programmes are being conducted for the PPP Forum members.

There are almost two hundred names on the list of the PPP Forum members and its breakdown is shown in Table 3.3. As stated in Table 3.2, membership of the forum is open to all interested and committed practitioners in the public and private sectors. Members from the private sector include staff from GHATOF, other associations, hotel, airlines, tour operators, and banks.

Table 3.3 Composition of the PPP Forum Members

Categories	The Numbers of Members
Public Sector	79 (40%)
Private Sector	102 (52%)
Others	16 (8%)
Total	197

* Others represent members from JICA and JICA Project Team.

** Data on the table was compiled as of December 2008.

*** Parenthetic numbers indicate percentages of the members in the total PPP Forum members

Source: JICA Project Team

JICA burdened the costs for: i) organising the forum such as a venue and transportation and accommodation expenses for participants from outside Accra; ii) conducting training programmes for the PPP Forum Members; iii) implementing pilot activities by the working groups and task forces; iv) conducting public relations activities; and so on. The MOTDR, GHATOF, GTB, private companies, NGO, and other international donors such as SNV Netherlands Development Organisation (SNV) and SPEED Ghana¹ also burdened some of the costs and contributed in the human resource area.

(2) Quarterly PPP Forum

The PPP Forum Secretariat and JPT developed the TOR and organised the preparatory stakeholder meeting for the PPP Forum to consult on the draft Concept Paper and the establishment of the PPP Forum. After the preparatory meeting, the Secretariat organised 10 forums on a quarterly basis from August 2006 to December 2008 with assistance from JPT and about 100 participants attended the recent forums from not only within Accra but also outside Accra shown in Table 3.4.

Table 3.4 Schedule of the PPP Forum

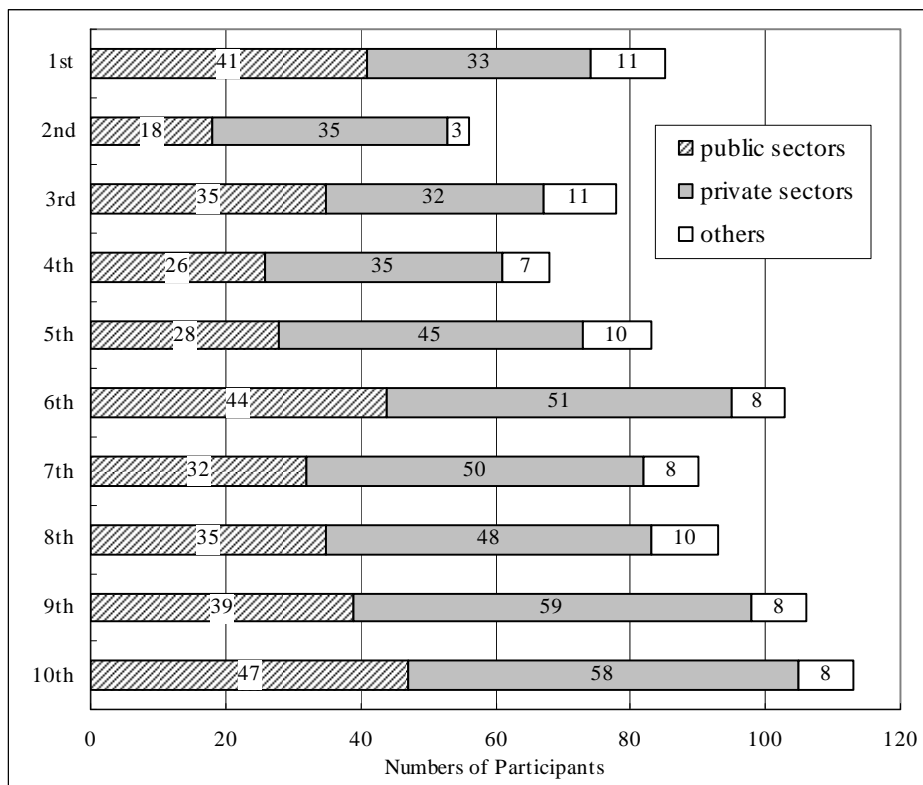
Forums	Timing	The Number of Participants
1 st PPP Forum	10 August 2006	85 (public sector: 41, private sector: 33, others: 11)
2 nd PPP Forum	14 December 2006	56 (public sector: 18, private sector: 35, others: 3)
3 rd PPP Forum	20 March 2007	78 (public sector: 35, private sector: 32, others: 11)
4 th PPP Forum	5 July 2007	68 (public sector: 26, private sector: 35, others: 7)
5 th PPP Forum	10 October 2007	83 (public sector: 28, private sector: 45, others: 10)
6 th PPP Forum	11 December 2007	103 (public sector: 44, private sector: 51, others: 8)
7 th PPP Forum	11 March 2008	90 (public sector: 32, private sector: 50, others: 8)
8 th PPP Forum	4 June 2008	93 (public sector: 35, private sector: 48, others: 10)
9 th PPP Forum	11 September 2008	106 (public sector: 39, private sector: 59, others: 8)
10 th PPP Forum	4 December 2008	113 (public sector: 47, private sector: 58, others: 8)

Others are participants from JICA and JICA Project Team.

Source: JICA Project Team

¹ SPEED Ghana is the name of the Support Programme for Enterprise Empowerment and Development financed by the Danish International Development Agency (DANIDA) and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ, German International Cooperation Enterprise).

Figure 3.2 shows the change in the composition of the participants in the forums. In general, the figure indicates an increasing trend in the numbers of participants, which implies that recognition, awareness, and expected roles of the PPP Forum have been enhancing among the tourism sector of Ghana.



Source: JICA Project Team

Figure 3.2 Participants in the PPP Forum

As indicated by the minutes of each forum attached in Appendix E, the progress and plans of various activities were reported at each forum such as: pilot activities, development and management of the web site, and training programmes conducted for the PPP Forum members. Participants actively exchanged opinions and ideas on the sustainability of the PPP Forum as well as the improvement of tourism industries in Ghana.

Figure 3.3 shows a logo of the PPP Forum adopted by the PPP Forum members themselves. The PPP Forum Secretariat and JPT proposed an idea at the forum and received seven designs from the PPP Forum members, particularly working group members. The PPP Forum members selected three designs among the seven designs, and subsequently this design was finally selected as the logo of the PPP Forum at the 8th forum held in June 2008. The logo is used on letter head and so on.



Source: PPP Forum

Figure 3.3 PPP Forum Logo

(3) Advantages and Challenges of the PPP Forum

Advantages of the PPP Forum

The PPP forum has been contributing to the improvement of the Ghanaian tourism sector since the forum was formally established in August 2006. This section presents the primary major

advantages of the PPP Forum based on comments from the PPP Forum members and other relevant persons.

- **Provided a permanent platform for both the public and private sectors**
Provided a permanent platform where relevant organisations and parties from both the public and private sectors could gather together and discuss various topics for improving the tourism industry in Ghana.
- **Strengthened PPP in the tourism Sector**
Increased awareness of the Public-Private Partnership (PPP) and the necessity of PPP for the tourism sector, strengthened co-operation, accelerated dialogue between the public and private sectors, in particular involving organisations and parties who had not joined similar activities before.
- **Coordinated various activities and provided an opportunity to share knowledge**
Played coordinating roles for various activities, in particular the quarterly forums and pilot activities, through formulating a network among the members. Furthermore, provided an opportunity to share necessary knowledge and outcomes from each activity, as well as issues and visions for the future improvement of the tourism sector.
- **Generated actual outcomes from the activities**
Generated actual outcomes from the activities such as strengthening of the organisational structure of GHATOF, development of the National marketing Strategy, and preparation for establishing the Ghana Tourism Authority (GTA), Ghana Tourism Fund (GTF), hospitality training programmes, and Accra Visitor Centre (AVC)
- **Developed the capacity of the PPP Forum members**
Developed the capacity of the PPP Forum members through various training programmes and raised a few leaders who are expected to play key roles in the future Ghanaian tourism sector.

Results of the Questionnaire Surveys for the PPP Forum Members

The questionnaire surveys were conducted at the PPP Forum using a questionnaire. Summary of results of the surveys is hereinafter described.

Table 3.5 Number of Valid Responses

PPP Forums	# of Valid Responses*
4 th PPP Forum	48 (79% of the total participants)
5 th PPP Forum	42 (58% of the total participants)
6 th PPP Forum	46 (48% of the total participants)
7 th PPP Forum	49 (60% of the total participants)
8 th PPP Forum	53 (64% of the total participants)
9 th PPP Forum	55 (56% of the total participants)
10 th PPP Forum	34 (32% of the total participants)

* The numbers of total participants don't include participants from JICA and JPT.

Source: JICA Project Team

Percentages of answers of “very significant/very satisfactory” and “significant/satisfactory” for the following questions at the seven forums were shown in Table 3.6. Although these figures are results from respondents who attended the forums and answered the questions, the percentages of the answers are quite high every time, which would indicate positive evaluation from the members.

Q1) How important is the PPP Forum for the development of tourism in Ghana?

Q2) How do you evaluate the PPP Forum?

Table 3.6 General Overview on the PPP Forum

Questions	4 th PPPF	5 th PPPF	6 th PPPF	7 th PPPF	8 th PPPF	9 th PPPF	10 th PPPF
Q1: Importance of the PPP Forum	100%	100%	91%	94%	100%	100%	97%
Q2: Evaluation of the PPP Forum	92%	95%	98%	96%	100%	96%	100%

Source: JICA Project Team

Almost all respondents also said that the PPP Forum is moving the tourism industry forward and enhancing private sector tourism business. Results from assessment on the following aspects were also quite positive and more than 90% of the respondents evaluated as “Excellent” or “Good”:

- Acceleration of the public and private dialogue;
- Realisation of the public and private co-operation;
- Sharing the knowledge, information, and activities of WGs; and
- Gaining new knowledge and information which you have not known before.

Challenges for the Future PPP Forum

There are also a few challenges for sustaining the PPP Forum that should be tackled by the PPP Forum members as well as the PPP Forum Secretariat consisting of the MOTDR, GHATOF, and GTB. Part of the challenges summarised in this section is based on comments and suggestions which the PPP Forum Secretariat and JPT received from the PPP Forum members and other stakeholders.

The most major challenge is to develop sustainable systems to continue forums, pilot activities, training programmes, and public relations activities in accordance with the actual situations of human and financial resources that can be secured after the Project ends. In order to strengthen the PPP Forum, the following challenges may be raised in respect to financial and human resources and management and system of the PPP Forum.

- **Reconfiguration of PPP Forum’s systems**
Reconfigure systems of the PPP Forum, such as the frequency of the forums and size of the forum and management unit, involving more stakeholders even from outside Accra and expanding the PPP Forum into local regions to promote regional development in Ghana based on the feasibility and strategic plans.
- **Securing of necessary financial resources**
Secure necessary financial resources for the effective management of each activity through continuing to encourage both the public and private sectors to join and support the PPP Forum related activities as sponsors, in particular large hotels, travel agencies, airlines, banks, and mass media.
- **Development and strengthening of human resources and organisational structures**
Secure necessary human resources and continue to develop capacities of those who could be leaders in the tourism industry of Ghana, while increasing commitments and developing the capacities of young people. Also further strengthen organisations in both the public and private sectors.
- **Enhancement of project management mechanism of the PPP Forum**
Continue to enhance project management skills of key players and functions of the PPP Forum in areas such as 1) integration management, 2) scope management, 3) time management, 4) cost management, 5) quality management, 6) human resource management, 7) communication management, 8) risk management, and 9) procurement management.

3.3 Capacity Development of the PPP Forum (Activity 2)

3.3.1 Holding of the Sensitisation Workshops

JPT organised six sensitisation workshops to raise awareness of stakeholders in the tourism sector for PPP and tourism-related topics, and each workshop received a favourable rating. The workshops mainly targeted the PPP Forum members and were built into programmes of the PPP Forums held quarterly. The main contents of each workshop are shown in Table 3.7.

Table 3.7 Schedule and Main Contents of the Sensitisation Workshops

Workshops	Main Contents of the Workshops
1 st Sensitisation Workshop, 9 August 2006	- Introduction to a PPP concept and PPP in Japan - Review of the Ghana's Tourism Sector - Review of Ghana's Tourism Training Needs
2 nd Sensitisation Workshop, 20 March 2007	- Report of the counterpart training implemented in Japan and the country's decentralised approach to marketing
3 rd Sensitisation Workshop, 5 July 2007	- Training programmes and the Way Forward in the third phase
4 th Sensitisation Workshop, 10 October 2007	- Presentation on Building Tourism Investment in Ghana – Obstacles and Opportunities
5 th Sensitisation Workshop, 11 December 2007	- Achievements and challenges for the future development of the Ghana's tourism sector learnt from the Study Tour to South Africa - Ecotourism Training in Japan - Hospitality Training in Singapore - UNWTO workshop in Benin – PPP in Tourism
6 th Sensitisation Workshop, 4 June 2008	- Introduction of agro tourism - Partnership with tourism sector and our role (South African Airways)

Source: JICA Project Team

3.3.2 Implementation of the Training Programmes

The PPP Forum Secretariat and JPT planned and implemented various training programmes under the framework of the PPP Forum. To arrive at the training plan, JPT conducted the training needs assessment study including interviews with various stakeholders and determined areas that were required for capacity development of the PPP Forum members and other stakeholders of the tourism sector.

Trade Association Workshops

As shown in Table 3.8, two trade association workshops were held in Accra and Kumasi in the second phase and many participants attended. The training programme for the Trade Association Workshops included i) strategic visioning for associations; ii) fundamentals of effective association management; iii) marketing; iv) advocacy; and v) networking.

Table 3.8 Trade Association Workshops in the Second Phase

Places	Dates	The Numbers of Participants
Accra	30 November 2006	347 (public sector: 2, private sector: 344, others: 1)
Kumasi	12 March 2007	175 (public sector: 3, private sector: 170, others: 2)

Source: JICA Project Team

A new rural based trade association programme began in the third phase. It focused on the practical aspects of regional members, including food preparation and hygiene, customer care, and tour guide training. The workshops were held in different regions of Ghana.

Table 3.9 Trade Association Workshops in the Third Phase

Places	Dates	The Numbers of Participants
Tamale	21 August 2007	43
Elmina	4 October 2007	38
Kumasi	29 November 2007	51
Koforidua	10 January 2008	43

Source: JICA Project Team

Strengthening the Institutional Capacity of the GHATOF

In line with the urban trade association workshop, JPT supported the activities of a task force in partnership with SNV from the third phase, which aimed at strengthening the institutional capacity of GHATOF. The activities included reviewing and revising of the previous GHATOF's Constitution and drafting of a road map for its restructuring.

A three-day workshop for the members was organised in November 2008. Participation in the workshop was very encouraging and the participants showed great enthusiasm. The workshop was one of the activities for the strengthening and renewing of GHATOF, and the main objectives of the workshop were to give the participants understanding and skill practice in areas of strategic and operational planning, human factors, business planning, and governance of the trade association.

Study Tour to South Africa

A Study Tour to South Africa was implemented for a group of seven PPP Forum members to work closely with South African government officials and private sector representatives to illustrate good practices in tourism development, including marketing, visitor information/visitor centre development, product development in lodging, dining, museums, development of site attractions in all of Ghana's tourism segments (cultural and eco tourism), and hospitality training. The members reported achievements and lessons learnt by the tour to WGs and developed a report, and the lessons were integrated into the WG's pilot activities.

Other Training Programmes

Other various training programmes were also implemented and assisted. Participants in the training developed reports summarising the programmes and lessons learnt from the training to share knowledge and information among the PPP Forum members.

- Counterpart training in Japan (tourism development planning course), first phase;
- Counterpart training in Japan (inbound tourist marketing through PPP), second phase;
- Training by each working group, second phase – fourth phase;
- Web site development and management training (fundamental course) for an IT engineer of the MOTDR, third phase;
- Project management training for staff of the MOTDR, third phase;
- UNWTO Workshop in Benin – public-private partnership in tourism, third phase;
- Web site development and management training (advanced course) for members from the MOTDR and GTB, fourth phase;
- JICA-Net seminar on project management for members of the MOTDR, GTB, and GHATOF, fourth phase;
- Workshop – towards establishment of visitor centres in Accra, fourth phase;
- Workshop on promoting tourism for sustainable development, fourth phase; and
- Monitoring and evaluation, and policy training for staff from the MOTDR, GHATOF, GTB, and Hotel Tourism Training and Catering Institute (HOTTCAT), fourth phase.

3.3.3 Implementation of the Pilot Activities

As stated in Chapter 1, the PPP Forum members established the five Working Groups (WGs) that were further reorganised into four WGs. Members of the WGs continuously worked on pilot activities in five areas: a) Finance and Investment (WG1), b) Human Resource Development (WG2), c) Marketing and Promotion (WG3), d) Policy (WG4), and e) Product Development (WG5). In the final phase of the Project, the core task force and three sub-task forces were newly established in addition to the WGs to develop a marketing strategy for the Ghanaian tourism sector.

The pilot activities were one of the main activities of the PPP Forum and implemented to effectively manage and strengthen the PPP Forum. Active involvement from the WG members and obtaining outcomes through strengthening the implementation of the pilot activities were absolutely valuable and essential for motivating the PPP Forum members and subsequently ensuring the sustainability of the PPP Forum to continue not only the pilot activities but also other PPP Forum related activities.

According to the results from the questionnaire surveys at the forums, respondents highly evaluated the pilot activities by WGs. More than 95% of the respondents answered “very satisfactory” or “satisfactory” for the question to evaluate the pilot activities at almost every survey and the response rate at the 10th PPP Forum was 100%. The results also said that about 90% of the members could gain and share new knowledge and information, and subsequently utilised them in their business with their colleagues.

The following section summarises the pilot activities by phase.

Pilot Activities in the Second Phase

JPT presented a long list of 44 potential pilot activities and subsequently the PPP Forum Secretariat made a short list to be discussed at the PPP Forum. Based on the short list, five WGs were launched and 6 pilot activities were identified at the 1st PPP Forum. Areas, pilot activities, and the numbers of members of the five WGs are shown in Table 3.10.

Table 3.10 List of Working Groups in the Second Phase

WGs	Areas	Pilot Activities	# of Members
WG1	Finance and Investment	Development of the Tourism Development Fund (TDF)	8
WG2	Human Resource Development	Hospitality Training Standardisation for Improved Quality	19
WG3	Marketing & Promotion	Branding Framework for an Accra Visitor Centre (AVC)	25
WG4	Policy	Implementation of the Tourism Development Authority (TDA)	10
WG5	Product Development	Benchmarking Good Practices Model in Africa	10
Total (gross)			72

* As of March 2007

Source: JICA Project Team

The PPP Forum Secretariat and JPT selected a trainer for each working group and the action plan was developed by the trainer and WG members on the initiative of the Secretariat and JPT. Activities for developing the action plans were one of training exercises to teach the WG members a basic concept of business planning.

Although difficulties in selecting trainers and forming working groups delayed starting a few pilot activities, each WG obtained achievements and produced deliverables in the second phase as shown in Table 3.11. As one of the deliverables, the Branding Tourism Destinations Guide was developed through the activities of WG3 as shown in Figure 3.4. This deliverable summarised branding guidelines to establish a brand for the Ghanaian tourism.

The second phase was the initiation period even for the implementation of the pilot activities and, at the end of the second phase, each WG voted to continue the activities for the third phase.



Source: Branding Tourism Destination

Figure 3.4
Cover of the Branding
Tourism Destination

Table 3.11 WGs' Achievements and Deliverables in the Second Phase

WGs/Pilot Activities	Achievements	Deliverables
All WGs	- Discussed action plans containing schedules and budgets - Continuously held WG meetings - Reported to the quarterly forums	- Action plans 2006/2007 - Activity reports - Minutes of WG meetings
WG1 Development of TDF	- Analysed investment in the tourism sector by the public and private sectors	- Analysis memos on tourism investment
WG2 Hospitality Training Standardisation	- Surveyed a definition of hospitality and customer care in Ghana	- Survey report on hospitality and customer care
WG3 Branding	- Carried out branding training - Established guidelines and manuals for the Ghana tourism branding	- Training module "Back to Basics" - Branding Tourism Destinations Guide
WG3 Accra Visitor Centre	- Discussed a visitor centre framework among the members	- Memo on the framework for the Accra Visitor Centre
WG4 Implementation of TDA	- Conducted baseline research of other countries' tourism development authorities and activities	- Milestone report of the baseline research
WG5 Benchmarking Good Practices Model	- Familiarised with good practices on pro-poor tourism model in Africa	- Memo on the good practices of pro-poor tourism models - Plan of local study tours

* This table shows only major achievements and deliverables considered as significant.

Source: JICA Project Team

Pilot Activities in the Third Phase

In the third phase, each pilot activity was conducted by WG members on the initiative of the trainer assigned to each working group as the period for encouraging the activities and fostering WGs with the aim to enhance the self-reliance of the Ghanaian side.

List of areas, pilot activities, and the numbers of members of WGs in the third phase is shown in Table 3.12. WG1 (Finance and Investment) and WG 4 (Policy) were merged to jointly consult

on the creation of the Ghana Tourism Authority (GTA), to be funded by the development of the Ghana Tourism Fund (GTF)². Alignments between WGs to share information and strategies were also formed such as in the area of branding and good practices, and a roundtable meeting consisting of representatives from each WG, was developed as a forum for chairs and trainers to benefit from another’s experiences.

Table 3.12 List of Working Groups in the Third Phase

WGs	Area	Pilot Activities	# of Members
WG1/4	Finance and Investment & Policy	Development of the Ghana Tourism Fund (GTF) Implementation of the Ghana Tourism Authority (GTA)	26 (public:13, private: 13)
WG2	Human Resource Development	Hospitality Training Standardisation for Improved Quality	18 (public: 8, private: 10)
WG3	Marketing & Promotion	Branding Framework for the Accra Visitor Centre (AVC)	24 (public: 8, private: 16)
WG5	Product Development	Benchmarking Best Practices Model in Africa	16 (public: 5, private: 11)
Total (gross)			84 (public: 34, private: 50)

* As of March 2008

Source: JICA Project Team

The WG members participated in WG meetings and pilot activities more actively compared to that in the second phase and most of the planned activities were implemented in accordance with their action plans. Achievements and deliverables from each pilot activity in the third phase are shown in Table 3.13. Deliverables produced by WG3 and WG5 are open to the general public as the Marketing Resource Centre and Product Development Guide through the web pages of the PPP Forum as shown in Figure 3.5.



Marketing Resource Centre



Product Development Guide

Source: Web Pages of the PPP Forum (<http://www.pppghana.org/>)

Figure 3.5 Deliverables of WG3 and WG5

² The Tourism Development Authority (TDA) and the Tourism Development Fund (TDF) were renamed as the Ghana Tourism Authority (GTA) and the Ghana Tourism Fund (GTF) by the MOTDR.

Table 3.13 WGs' Achievements and Deliverables in the Third Phase

WGs/Pilot Activities	Achievements	Deliverables
All WGs	<ul style="list-style-type: none"> - Developed action plans - Continuously organised WG meetings - Reported progress to the roundtable meetings and quarterly forums - Sent delegates to the Study Tour to South Africa and shared experience with the other WG members 	<ul style="list-style-type: none"> - Action plans 2007/2008 - Activity reports - Minutes of WG meetings and roundtable meetings - Report on the Study Tour to South Africa
WG1/4 Development of GTF and implementing GTA	<ul style="list-style-type: none"> - Organised a lecture for developing an appropriate GTF management report - Submitted the draft report on GTF and GTA to MOTDR 	<ul style="list-style-type: none"> - Draft report on GTF and GTA
WG2 Hospitality Training Standardisation	<ul style="list-style-type: none"> - Reviewed the existing Ghana Tourism Capacity Development Initiative (T.C.D.I.) documents - Organised a stakeholders workshop to evaluate the reviewed curriculums 	<ul style="list-style-type: none"> - Reviewed curriculums in six areas: core competencies, front office operation, housekeeping, food and beverage service, food production, and tour guiding
WG3 Branding	<ul style="list-style-type: none"> - Organised training on tourism marketing as a follow up of the branding training 	<ul style="list-style-type: none"> - Marketing Resource Centre
WG3 Accra Visitor Centre	<ul style="list-style-type: none"> - Organised a study tour to identify potential locations of AVC - Undertook a draft feasibility study covering operation, staffing and budget - Operated and assessed a temporary information centre during the Africa Cup 2008 (CAN 2008) 	<ul style="list-style-type: none"> - Study tour report for AVC - Draft feasibility study report - Assessment report of the temporary information centre
WG5 Benchmarking Good Practices Model	<ul style="list-style-type: none"> - Organised series of training session on good practices of eco, adventure, historical, culture, beach, and agro tourism - Organised a domestic study tour to prepare a good practice manual 	<ul style="list-style-type: none"> - Assessment report of the domestic study tour - Product Development Guide

* This table shows only major achievements and deliverables considered as significant.

Source: JICA Project Team

Pilot Activities in the Fourth Phase

In the fourth phase, the core task force (CTF) and sub-task forces (STFs) were newly established within WG3 to develop the marketing strategy for the Ghanaian tourism sector. The pilot activities were implemented by WG members themselves under the leadership of chairpersons without trainers assigned in the second and third phase.

Table 3.14 List of Working Groups in the Fourth Phase

WGs	Area	Pilot Activities	# of Members
WG1/4	Finance and Investment & Policy	Develop the Ghana Tourism Fund (GTF) Implement the Ghana Tourism Authority (GTA)	26 (public:13, private: 13)
WG2	Human Resource Development	Create hospitality training standards for improving quality	20 (public: 9, private: 11)
WG3	Marketing & Promotion	Branding - Core Task Force - Sub-Task Force 1 (Tourism Case) - Sub-Task Force 2 (Marketing Campaign) - Sub-Task Force 3 (Marketing Strategy)	Members of sub-task forces 8 (public: 5, private: 3) 11 (public: 3, private: 8) 12 (public: 9, private: 3)
		Develop a framework for AVC	26 (public: 9, private: 17)

WGs	Area	Pilot Activities	# of Members
WG5	Product Development	Benchmarking good practices in tourism product development	16 (public: 5, private: 11)
Total (gross)			119 (public: 53, private: 66)

* As of December 2008

Source: JICA Project Team

As the final phase of the Project, each WG completed their activities for the project duration and produced several achievements and deliverables, which should be highly admired. At the same time, the fourth phase was a stage for preparation to continue the activities after the Project ends. Each WG therefore discussed among the members and developed plans for the activities after the Project, envisioning the future. Achievements and deliverables from the pilot activities in the fourth phase were presented in Table 3.15 and expected activities after January 2009 were summarised in Table 3.16.

Table 3.15 WGs' Achievements and Deliverables in the Fourth Phase

WGs/Pilot Activities	Achievements	Deliverables
All WGs	<ul style="list-style-type: none"> - Planned annual action and budget plans, and executed activities without trainers - Reported progress to the roundtable meetings and quarterly forums - Developed activity plans for after the completion of the Project 	<ul style="list-style-type: none"> - Action Plans 2008 - Minutes of the WG meetings - Activity plans for after the completion of the Project
WG1/4 Develop GTF and implement GTA	<ul style="list-style-type: none"> - Organised a lobbying and advocacy workshop - Carried out lobbying and advocacy activities 	<ul style="list-style-type: none"> - Report on the lobbying and advocacy activities
WG2 Hospitality Training for Standardisation	<ul style="list-style-type: none"> - Organised a stakeholder workshop to finalise training modules - Tested curriculums by Training of Trainers (TOT) programme - Liaised with SPEED to secure future funds for implementing the activities 	<ul style="list-style-type: none"> - Draft final training modules for pilot programmes at a certificate level
WG3		
CTF	<ul style="list-style-type: none"> - Organised marketing strategy training session by a WTO expert - Organised plenary sessions to coordinate activities of sub-task forces 	
STF1 Tourism Case	<ul style="list-style-type: none"> - Conducted the economic impact assessment (EIA) survey for selected tourism sector on government revenue 	<ul style="list-style-type: none"> - Economic impact assessment survey report
STF2 Marketing Campaign	<ul style="list-style-type: none"> - Reviewed the previous tourism campaign - Coordinated with STF3 to select a campaign slogan and the National Marketing Strategy 	<ul style="list-style-type: none"> - Campaign slogan and logo – Culture, Warmth & Much More (see Figure 3.6) - Campaign broacher and poster templates
STF3 Marketing Strategy	<ul style="list-style-type: none"> - Consolidated the existing information for marketing strategy developments 	<ul style="list-style-type: none"> - National Marketing Strategy

WGs/Pilot Activities	Achievements	Deliverables
WG3 Accra Visitor Centre	<ul style="list-style-type: none"> - Organised two-day workshop for AVC and other visitor centres using international good practices - Organised sessions with Land Commission and Town and Country Planning to secure the land for AVC and to accelerate the execution of the Counter Value Fund (Counterpart Fund) - Organised a lecture to learn sponsorship and fundraising activities 	<ul style="list-style-type: none"> - National visitor centre development concept - Draft plan and design of AVC - Accra Visitor Centre Business Plan - Memo on identification of locations and cost estimation of satellite visitor centres
WG5 Benchmarking Good Practices Model	<ul style="list-style-type: none"> - Organised workshop in Wli Waterfalls to sensitise the stakeholders by introducing the good practice manual and prepare the physical development plans - Supported WG3 in preparing the proposal for AVC in reflecting good practice knowledge 	<ul style="list-style-type: none"> - Guideline and conceptual plans for local physical development in Wli Waterfalls area

* This table shows only major achievements and deliverables to be considered as significant.

Source: JICA Project Team



Source: Presentation Slides of the Sub-Task Force 2

Figure 3.6 Campaign Logo

Table 3.16 Expected Activities after the Project

WGs/Pilot Activities	Expected Activities
All WGs	<ul style="list-style-type: none"> - Finalise the action plans and submit to the PPP Forum Secretariat - Secure sufficient funds for implementing activities - Involve other stakeholders according to need and encourage the members to continuously commit to the activities
WG1/4 Develop GTF and implement GTA	<ul style="list-style-type: none"> - Push through the GTA bill that is to be passed into a law - Conduct advocacy activities to find sponsors for GTF
WG2 Hospitality Training for Standardisation	<ul style="list-style-type: none"> - Assess the TOT programme and finalise the training modules - Implement and assess the pilot programme at selected schools - Extend the module development and pilot programmes to other levels
WG3	
CTF	<ul style="list-style-type: none"> - Continue to perform the role in coordinating among the sub-task forces
STF1 Tourism Case	<ul style="list-style-type: none"> - Review the results from the EIA survey and examine needs for other surveys such as a return on investment (ROI) survey
STF2 Marketing Campaign	<ul style="list-style-type: none"> - Develop and implement the National Tourism Marketing Campaign Strategy for both international and domestic markets
STF3 Marketing Strategy	<ul style="list-style-type: none"> - Implement activities utilising the opportunity such as the World Tourism Day 2009 to be held in Ghana - Develop guidelines for using the logo

WGs/Pilot Activities	Expected Activities
WG3 Accra Visitor Centre	- Implement sponsorship activities for constructing AVC along with the process of executing activities for the Counter Value Fund (Counterpart Fund) - Confirm the site for AVC through authorities and start the construction - Develop satellite visitor centres sponsored by stakeholders or donors
WG5 Benchmarking Good Practices Model	- Proceed to the second phase of the physical development plan for the Wli Waterfalls area and accelerate the process of execution of the Counter Value Fund (Counterpart Fund)

Source: JICA Project Team

3.3.4 Development of the PPP Forum Activity Reports

The PPP Forum Secretariat produced annual reports in July 2007, June 2008, and January 2009, with assistance from JPT, which summarised the project activities such as the quarterly PPP Forums, pilot activities, trade association workshops, and web site development. Although the first annual report was developed on the initiative of JPT, the second and third annual reports were developed under PPP Forum Secretariat’s initiative. The annual report issued in January 2009 was uploaded to the web site so that a broad range of persons can see the report through the site.

3.3.5 Public Relations Activities through the Newsletters and Web Site

The PPP Forum Secretariat and JPT established a Web Site Development Committee and developed an improved national tourism web site (<http://www.touringghana.com/>) including links to pages of the PPP Forum (<http://www.pppfghana.org/>) whose top pages are shown in Figure 3.7. Web pages of the PPP Forum introduce activities of the forum and WGs, and reports etc. produced by WGs are uploaded to the pages. Before launching the sites, the PPP Forum Secretariat organised a Web Site Review Committee meeting to review designs and contents of the sites. The PPP Forum members also reviewed the sites and actively exchanged their various opinions and ideas at the quarterly PPP Forums to make the sites more attractive.



National Tourism Web Site

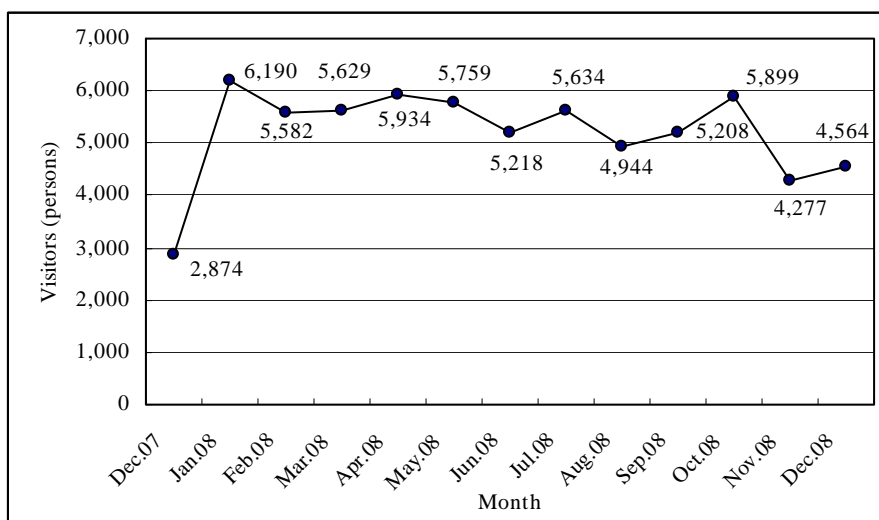
Page of the PPP Forum

Source: Ghanaian National Tourism Web Site (<http://www.touringghana.com/>), <http://www.pppfghana.org/>)

Figure 3.7 National Tourism Web Site and Page of the PPP Forum

Although a copyright problem was arose soon after the web site was launched in the third phase, the problem was resolved through the combined efforts of each relevant organisation and the Secretariat learnt valuable lessons for the future from the real experience. The web site is now receiving good reputations from various stakeholders and counted 72,063 visitors as of 9 January 2009 for about 13 months between late November 2007 and early January 2009. The

monthly breakdown and transition of the number of the visitors are shown in Figure 3.8. The national tourism web site is consistently receiving about five thousand visitors each month and may be highly evaluated to some extent. About 30% of visitors are coming from the United States, and other 20% and 10% of that are coming from United Kingdom and Mauritius respectively. Other visitors are coming from other European countries, Ghana, Japan, United Arab Emirates, Nigeria, and so on. It is particularly worth noting that the web site receives many visitors from major target markets, the United States and United Kingdom.



Source: JICA Project Team

Figure 3.8 Monthly Visitors to the Web Site and Its Transition

A Web Site Management Committee (WMC) was set up and regularly holds meetings to discuss how to efficiently manage the web site and develop a practical site. The web site is being continuously updated and developed to be able to introduce useful information for tourists and PPP Forum activities and reports to the PPP Forum members and other stakeholders. WMC and JPT explored an appropriate structure for sustainable management and regular maintenance of the web site. As results from the discussions, the MOTDR, GTB, WMC, JICA Ghana, and JPT signed the Memorandum of Understanding on the Web Site Management and full responsibility and authority for management of the sites was transferred to WMC being under the jurisdiction of the MOTDR during the fourth phase, in August 2008.

A leaflet of the web site was also developed to receive a wide range of recognition for obtaining more visitors and advertisers from which the committee could obtain advertising revenue to cover the cost for the web site management. The MOTDR and JPT developed the newsletters to report project activities. The most recent newsletter was issued and distributed to the PPP Forum members and other stakeholders in December 2008.



Source: Web Site Management Committee and JICA Project Team

Figure 3.9 Leaflet of the Web Site

3.4 Recommendations for the Future PPP Forum (Activity 3)

The PPP Forum members and various stakeholders in the Ghana’s tourism sector agreed to continue the PPP Forum even after the Project ends in January 2009. However, clear visions of the organisational structure of the Forum, financial mechanism, management system etc. had not been sufficiently presented. A sustainable structure needs to be developed to continue the PPP Forum and related activities without assistance from JICA/JPT.

Therefore, the PPP Forum Secretariat and JPT had been continuously discussing sustainable management of the PPP Forum such as the future organisational structure of the Forum, its financial resources, etc. All the PPP Forum members also understood issues for the future and subsequently discussed the issues and measures on the sustainability of the PPP Forum including various stakeholders to secure the continued operations of the PPP Forum and other related activities.

In addition to these activities, the PPP Forum Secretariat established the sustainability committee to discuss the sustainability of the PPP Forum and prepare action plans for the future. JPT also formulated practical recommendations presented in Appendix F, which were presented to the Joint Coordinating Committee (JCC) and the 10th PPP Forum in December 2008. The objectives of formulating the recommendations are to present potential visions for the future PPP Forum and both plans and recommendations developed by the PPP Forum Secretariat and JPT are expected to be reviewed and utilised by the PPP Forum members and relevant stakeholders to develop an appropriate and practical structure for the PPP Forum. Chapter 4 briefs the recommendations formulated by JPT.

3.5 Monitoring and Evaluation of the Project (Activity 4)

The MOTDR and JPT developed TOR for monitoring and evaluation (M&E) activities in May 2006 and have been conducting the activities. Based on the results from the monitoring and evaluation of the project activities, the PPP Forum Secretariat and JPT produced ten Monitoring and Evaluation Reports as shown in Table 3.17.

Table 3.17 Produced Monitoring and Evaluation Reports

Reports	Timing of Submission
1 st Monitoring and Evaluation Report	June 2006
2 nd Monitoring and Evaluation Report	September 2006
3 rd Monitoring and Evaluation Report	December 2006
4 th Monitoring and Evaluation Report	March 2007
5 th Monitoring and Evaluation Report	August 2007
6 th Monitoring and Evaluation Report	November 2007
7 th Monitoring and Evaluation Report	January 2008
8 th Monitoring and Evaluation Report	March 2008
9 th Monitoring and Evaluation Report	July 2008
10 th Monitoring and Evaluation Report	October 2008

Source: JICA Project Team

As mentioned in 3.3.2, the Monitoring and Evaluation, and Policy Training was organised in November 2008 targeting staff from the MOTDR, GHATOF, GTB, and HOTTTCAT, and subsequently a workshop was held in January 2009 involving the PPP Forum Secretariat and a part of the participants in the training to discuss and confirm how to continue monitoring and evaluation activities after the Project. The 10th Monitoring and Evaluation report was updated by the PPP Forum Secretariat and JPT in January 2009, adding further information from the evaluation, to be referred to at the workshop.

3.6 Other Activities

3.6.1 Joint Coordinating Committee (JCC)

The MOTDR and JPT convened the Joint Coordinating Committee (JCC) meetings on 9 March 2006, 15 March 2007, 5 March 2008, and 2 December 2008 to discuss the progress and future work plan of the Project.

At the 1st JCC meeting held on 9 March 2006, JPT explained the Inception Report, TOR of the Secretariat and PPP Forum, and project schedule, and subsequently JCC members actively discussed and exchanged their opinions and ideas. The JCC members confirmed progress of the project activities and discussed existing and potential issues for the third and fourth phase at the 2nd and 3rd JCC meetings held on 15 March 2007 and 5 March 2007 respectively. At the 4th JCC meeting organised on 2 December 2008, JPT explained the draft final report of the Project and recommendations for the future PPP Forum, and then the members confirmed achievements of the Project and exchanged opinions and ideas on the future activities, particularly the sustainability of the PPP Forum.

3.6.2 Reporting

JPT produced and submitted the following reports shown in Table 3.18 which includes this report.

Table 3.18 Reports Produced During the Project

Timing of Submission	Reports
February 2006	Inception Report
March 2006	Completion Report of the First Phase
July 2006	1 st Progress Report
February 2007	2 nd Progress Report
March 2007	Completion Report of the Second Phase
October 2007	3 rd Progress Report
February 2008	4 th Progress Report

Timing of Submission	Reports
March 2008	Completion Report of the Third Phase
August 2008	5 th Progress Report
January 2009	Completion Report of the Fourth Phase
January 2009	Final Report

Source: JICA Project Team

3.7 Results from the Joint Terminal Evaluation Study

The Joint Terminal Evaluation Study of the Project was conducted by the MOTDR and JICA in June 2008 and the Project was highly evaluated. Table 3.19 summarises the results from the evaluation according to the following five criteria: i) Relevance; ii) Effectiveness; iii) Efficiency; iv) Impact; and v) Sustainability.

Table 3.19 Results from the Joint Terminal Evaluation Study

Criteria	Evaluation Results
Relevance	<ul style="list-style-type: none"> - High as a whole. - The Project is consistent with the Ghanaian national plans, policies, and strategies. - Private sector development is one of the main pillars of Japan's "Country Assistance Program (CAP) for Ghana" and the Project is relevant to one of CAP's objectives. - Interview surveys found a vital need for communication between the public and private sectors and the Project created opportunities for that. - Japan has a broad experience in an area of PPP and collaboration between the sectors; even PPP in the tourism sector has been seen at various levels.
Effectiveness	<ul style="list-style-type: none"> - High as a whole. - The PPP Forum Secretariat was established and forums were regularly held obtaining approximately 80–100 participants. Constitution and organisation were defined in MOU on the PPP Forum (PPP Concept Paper) approved at the forum. (Output 1) - The Secretariat acquired competence in organising forums by themselves. (Output 2) - Activity plans and strategies for the future forum have been achieved. (Output 3) - Capacities for monitoring and evaluation were developed to some extent. (Output 4) - The training in Japan for the selected forum members increased their knowledge to ensure effectiveness of the Project.
Efficiency	<ul style="list-style-type: none"> - High as a whole. - Eight experts were dispatched. Their fields of specialisation and timing of dispatches were appropriate. - Trainees of the two training courses in Japan regarded the programmes as useful and the training strengthened their capacities for undertaking daily operations. - As of June 2008, seven counterpart personnel were assigned to the PPP Forum Secretariat. Involvement of other secretariat's staff is insufficient.
Impact	<ul style="list-style-type: none"> - The Overall Goal is expected to be achieved within some years after the end of the Project when some conditions are fulfilled - Several positive impacts and no negative impacts to be expected. - OJT (on-the-job training) for hotel services and management has started, whose programmes will be integrated into curriculums of universities and professional schools. - Establishment of GTF was proposed to address the financial needs of tourism related industries by WG1/4 and expected to be approved in 2009. - Effects and merit PPP is recognised by staff of GTB and GTB is expected to be reorganised into GTA aiming at strengthening tourism development and promotion. - Marketing awareness was raised through the training programmes in Japan and study tour to South Africa.

Criteria	Evaluation Results
Sustainability	<ul style="list-style-type: none"> - The sustainability is quite high at a policy level and the results of the Project are expected to be supported by the national policy to continue even after the Project ends. - Technical skills and knowledge to organise and operate the PPP Forum were transferred to the Secretariat. However, retirement and transfer of key members could be foreseen in the future. - The MOTDR included activities of the PPP Forum on the annual budget of the ministry. When GTF is established as expected, the PPP Forum may obtain necessary funds to cover costs of forum's activities. - Necessary technical skills and knowledge to manage and operate the forum has been fairly transferred to the Secretariat. However changes and transfer of secretariat staff should be tackled to keep institutional capacity, and it is necessary to increase the number of staff in order to secure organisational sustainability.

Source: Report of the Joint Terminal Evaluation Study

3.8 Activities in Each Phase and Its Transition

Activities in each phase and its transition are compiled in Table 3.20. Deliverables produced through project activities and actual inputs into the Project are shown in Appendix G and Appendix H respectively.

Table 3.20 Activities in Each Phase and Its Transition

Categories		First Phase	Second Phase	Third Phase	Fourth Phase
PPP Forum	PPP Forum Secretariat	- Developed the TOR of the Secretariat.	- Set up the PPP Forum Secretariat within the MOTDR with the participation of GHATOF and GTB.		- Established the sustainability committee.
	Constitution	- Conducted the tourism sector study. - Drafted the PPP Concept Paper.	- The Concept Paper was approved as the Constitution.	- The constitution was modified and approved at the PPP Forum as the Memorandum of Understanding.	
	Quarterly Forums		- 1 st PPP Forum (85 participants) - 2 nd PPP Forum (56) - 3 rd PPP Forum (78)	- 4 th PPP Forum (68 participants) - 5 th PPP Forum (83) - 6 th PPP Forum (103) - 7 th PPP Forum (90)	- 8 th PPP Forum (93 participants) - 9 th PPP Forum (106) - 10 th PPP Forum (113)
Pilot Activities	Working Group		- Five WGs were established.	- WG 1 and WG 4 were merged. - Branding committee was established.	- Core task force and sub-task forces were newly established.
	Pilot Activities	- Developed the long list of 44 potential pilot activities and the short list	Six pilot activities by five WGs - WG1 (Finance and Investment) - WG2 (HRD) - WG3 (Branding) - WG3 (Visitor Centre) - WG4 (Policy) - WG5 (Product Development)	Five pilot activities by four WGs - WG1/4 (Finance and Investment/Policy) - WG2 (HRD) - WG3 (Branding) - WG3 (Visitor Centre) - WG5 (Product Development)	Five pilot activities by four WGs and task forces - WG1/4 (Finance and Investment/Policy) - WG2 (HRD) - WG3/task forces (Branding/Marketing Strategy) - WG3 (Visitor Centre) - WG5 (Product Development)
	Structure/Framework		- Trainer, chair, and Co-chair. - Developed activity plans under JPT's initiative.	- Trainer, chair and Co-chair. - Developed activity plans and conducted activities by WG members on the initiative of each trainer. - Set up roundtable meeting.	- Chair. - Developed activity plans and implemented activities by WG members themselves under the leadership of chairs.

Categories	First Phase	Second Phase	Third Phase	Fourth Phase	
Public Relations/ Reporting	Web Site	- Started web site development/ improvement. - Established the web site development committee.	- Established the web site review committee. - Released to the public. - Established the web site management committee.	- The committee took over full responsibility and authority for managing the web site.	
	Newsletter		- 1 st PPP Forum newsletter	- 2 nd PPP Forum newsletter - 3 rd PPP Forum newsletter	
	Annual Report	-	- Annual Report 2006/2007	- Annual Report 2006/2007 - Annual Report 2008	
	PPP Forum Logo		- Seven PPP Forum logos were proposed	- PPP Forum logo was selected by the PPP Forum members	
	M&E Report		- 1 st M&E Report - 2 nd M&E Report - 3 rd M&E Report - 4 th M&E Report	- 5 th M&E Report - 6 th M&E Report - 7 th M&E Report - 8 th M&E Report	
	Progress Report	-	- 1 st Progress Report - 2 nd Progress Report	- 3 rd Progress Report - 4 th Progress Report	- 5 th Progress Report
	Other Reports	- Inception Report - Completion Report of the first phase	- Completion Report of the second phase	- Completion Report of the third phase	- Completion Report - Final Report of the Project
Training	Sensitisation Workshop	- 1 st Sensitisation Workshop - 2 nd Sensitisation Workshop	- 3 rd Sensitisation Workshop - 4 th Sensitisation Workshop - 5 th Sensitisation Workshop	- 6 th Sensitisation Workshop	
	GHATOF	-	- Trade Association Workshops (Accra and Kumasi) - Trade Association Workshops (Tamale, Elmina, Kumasi, and Koforidua) - Workshop on the strengthening of institutional capacity	- Workshop on leadership and management skills	

Categories	First Phase	Second Phase	Third Phase	Fourth Phase
Other	- Counterpart training in March 2006	- Conducted the training needs assessment study - Training by each working group - Counterpart training in Japan, 2007	- Training by each working group - Study Tour to South Africa - Web site development and management training (fundamental course) - Project management training - UNWTO Workshop in Benin - public- private partnership in tourism	- Web site development and management training (advanced course) - JICA-Net seminar on the project management - Workshop on the establishment of visitor centres in Accra - Workshop on promoting tourism for sustainable development - Monitoring and evaluation, and policy training
JCC	- 1 st committee meeting on 9 March 2006	- 2 nd committee meeting on 15 March 2007	- 3 rd committee meeting on 5 March 2008	- 4 th committee meeting on 2 December 2008

Source: JICA Project Team

Chapter 4 Conclusions

4.1 Evaluation of the Project

As stated in Chapter 3, the Project generated actual and valuable outcomes from various activities and received a good reputation from stakeholders in the Ghanaian tourism sector. This section summarises the advantages and impacts of the PPP Forum that was the central organisation of the Project, and subsequently the major factors that generated valuable outcomes and led the project to success.

Advantages and Impacts of the PPP Forum

During the Project of about three years, since the PPP forum was formally established in August 2006, it has been successfully contributing to the improvement of the tourism sector as follows:

- **Provided a permanent platform for both the public and private sectors**
Provided a permanent platform where relevant organisations and parties from both the public and private sectors could gather together and discuss various topics for improving the tourism industry in Ghana. The number of the PPP Forum members is about 200 as of December 2008 and the number of participants in the forums has increased to more than 110 even after abolishing allowances for participants from inside Accra.
- **Strengthened PPP in the tourism Sector**
Increased awareness of the Public-Private Partnership (PPP) and the necessity of PPP for the tourism sector, strengthened co-operation, accelerated dialogue between the public and private sectors, in particular involving organisations and parties who had not joined similar activities before. According to questionnaire surveys for the PPP Forum members, more than 95% of the respondents agreed with the importance of PPP/PPP Forum for the development of tourism in Ghana.
- **Coordinated various activities and provided an opportunity to share knowledge**
Played coordinating roles for various activities, in particular the quarterly forums and pilot activities, through formulating a network among the members. Furthermore, provided an opportunity to share necessary knowledge and outcomes from each activity, as well as issues and visions for the future improvement of the tourism sector. The results from the questionnaire surveys showed that about 90% of the members could gain and share new knowledge and information, and subsequently utilised them in their business with their colleagues.
- **Generated actual outcomes from the activities**
Generated actual outcomes from the activities such as strengthening of the organisational structure of GHATOF, development of the National Marketing Strategy, and preparation for establishing the Ghana Tourism Authority (GTA), Ghana Tourism Fund (GTF), hospitality training programmes, and Accra Visitor Centre (AVC). Also improved the national tourism web site and developed the Product Development Guide, Marketing Resource Centre, pocket tourist map, and so on. According to the results from the questionnaire surveys, more than 95% of the respondents highly evaluated the pilot activities by the working groups.
- **Developed the capacity of the PPP Forum members**
Developed the capacity of the PPP Forum members through various training programmes and raised a few leaders who are expected to play key roles in the future Ghanaian tourism sector. About 700 participants in total joined the trade association workshops and more than 100 PPP Forum members participated in other training programmes implemented in Ghana, other African countries, and Japan.

Major Factors of the Project's Success

The following noteworthy evidence was found as the major factors of the project's success through reviewing the three years of project activities.

- **Alignment with the Ghanaian national policies and strategies**
The Project was consistent with the Ghanaian national plans, policies, and strategies, and there were high expectations for the PPP from both the public and private sectors. Under these circumstances, the Project could provide a permanent platform where both the sectors could gather together and discuss various topics, and subsequently strengthen PPP in the Ghanaian tourism sector involving organisations and parties who had not participated in similar activities before.
- **Involvement of various stakeholders from the early stage of the Project**
The Project was able to obtain active involvement of a wide range of stakeholders from the early stage of the Project and perform the project activities with the co-operation of other international donors, major hotels, and so on. Due to limited human and financial resources of the Project, it might have been difficult to obtain the remarkable achievements stated in Chapter 3 without their involvement and co-operation.
- **Presence of leadership and ownership from the Ghanaian side**
The Project was able to receive leadership and ownership from the Ghanaian side, in particular the MOTDR for each activity and some chairpersons and members of the working groups, which helped accelerate and efficiently manage the project activities.
- **Early discussion about the sustainability after the Project**
The MOTDR, JPT, and the PPP Forum members started specific discussion about the sustainability of the PPP Forum and related activities that are expected to be continued after the Project, from early on which enabled necessary measures to be taken before the Project was completed.
- **Stepwise approach and project management from a long-term perspective**
The MOTDR and JPT took a step-by-step approach and chronologically performed the project activities in each phase with the aim of enhancing the self-reliance of the Ghanaian side and increase the commitments of relatively younger members from a long-term perspective. The MOTDR and JPT also performed the project activities from a project management standpoint.

Taking into consideration the current situation of the Ghanaian tourism sector and important roles that the PPP Forum had played, the PPP Forum should be kept active and almost all relevant organisations and persons actually expect to continue the PPP Forum and related activities even after the Project ends in January 2009. The next PPP Forum is to be organised in March 2009. However, the actual situations of human and financial resources that can be secured after the Project and the surrounding environments of the tourism sector are constantly changing. Therefore a sustainable system has to be developed to continue the PPP Forum in accordance with the actual situations.

4.2 Recommendations for the Future PPP Forum

There are also a few challenges for sustaining the PPP Forum that should be tackled by the PPP Forum members as well as the PPP Forum Secretariat consisting of the MOTDR, GHATOF, and GTB. Clear visions of the organisational structure of the Forum, financial mechanism, management system etc. need to be sufficiently presented. Under these circumstances, through continuous discussions, JPT formulated a few recommendations and prepared action plans about the sustainable management of the PPP Forum, which are expected to be used as reference materials when the PPP Forum members discuss how to manage and sustain the PPP Forum from 2009.

The recommendations formulated by JPT are described in the following aspects which although are related to each other, comprehensive measures are still required:

- **Development of the sustainable systems for the PPP Forum**
The major challenge is to develop sustainable systems to continue forums, pilot activities, training programmes, and public relations activities in accordance with the actual situations of human and financial resources that can be secured after the Project ends. The members have to reconfigure systems of the PPP Forum, such as the frequency of the forums and size of the forum and management unit, involving more stakeholders even from outside Accra and expanding the PPP Forum into local regions to promote regional development in Ghana based on the feasibility and strategic plans.
- **Establishment of the sustainable financial mechanism**
The PPP Forum has to secure necessary financial resources for the effective management of each activity through continuing to encourage both the public and private sectors to join and support the PPP Forum related activities as sponsors, in particular large hotels, travel agencies, airlines, banks, and mass media.
- **Strengthening of human resources and organisational structure**
The PPP Forum has to secure necessary human resources and continue to develop capacities of those who could be leaders in the tourism industry of Ghana, while increasing commitments and developing the capacities of young people. Also further strengthen organisations in both the public and private sectors.
- **Improvement of project management mechanism**
The PPP Forum Secretariat should continue to enhance project management skills of key players and functions of the PPP Forum in areas such as 1) integration management, 2) scope management, 3) time management, 4) cost management, 5) quality management, 6) human resource management, 7) communication management, 8) risk management, and 9) procurement management.

It is right time when the PPP Forum's mechanism is advanced to a stage where orchestrated efforts of all the stakeholders are required to boost the tourism industry in Ghana. In order to deal with the existing challenges and further activate the PPP Forum, comprehensive measures and combined efforts and involvement by all the members are required.

4.3 Lessons learnt from the Project

This section summarises the major lessons learnt from the Project to be kept in mind. These lessons could be referred to and utilised for other future projects in Ghana as well as other countries though circumstances may change depending on the country, scheme, project objective, and so on.

- **Securing sufficient human and financial resources and accelerating leadership**
Securing sufficient human and financial resources and accelerating leadership are indispensable for effectively implementing project activities and generating actual outcomes. A lack of any one of these factors is the common cause of a not efficiently managed project. It is also important to identify and foster potential leaders, in particular relatively younger members who could be leaders in the future to develop a sustainable mechanism from both short-term and long-term standpoints.
In order to achieve these aspects, the project may have to first develop a wide ranging network with stakeholders and other international donors to obtain useful information and then identify potential measures and capable human resources. Holding stakeholder meetings and individual meetings with a broad range of stakeholders including other sectors is one of the initial project activities. It may be valuable in projects like these to

ensure that such tasks are conducted in the early stage of the project so that the project team members can devote sufficient time and effort for these activities.

- **Sharing responsibility among relevant organisations and persons**

Although it was mentioned in the previous article that sufficient and adequate human resources, financial resources, and leadership are significant for a project, concentration of the factors in one organisation or person can be considered as a risk at the same time in the case some circumstances were to change. Therefore it should be examined to share the resources and responsibility to some extent among relevant organisations and persons. It may be also important to foster the second organisation and person to develop a more sustainable mechanism.

In particular, it may be a worthy measure to identify not only chairpersons but also vice-chairpersons for activities with for instance, working groups and committees. In such cases, relatively younger members can be assigned to vice-chairpersons to provide an interlocutor between chairs and vice-chairpersons. It is also important to specifically identify necessary responsibility and tasks and share them among members of the working groups and committees, which could increase the commitment of each member to the activities. In regard to organisations, it may be effective to set up a decision-making group including different organisations depending on circumstances for securing balance, resources, sustainability, and accountability.

- **Sharing information on objectives and procedures of a project among stakeholders**

Although it depends on the scheme and objective of a project, it is valuable to involve a wide range of stakeholders from the early stage of the project for the effective management of project activities. In this regard, it is important to devote sufficient time and effort to share the objectives and procedures of the project among the stakeholders in order to conduct project activities under a common understanding, which is one of the most important measures for a project's success. It may also be necessary to develop materials describing the objectives and procedures of the project, and subsequently have working groups members and others sign these materials to order to call attention. These things should be continuously reaffirmed not only in the beginning of the project but also over the course of the project.

In particular, when we implement the project in co-operation with other international donors/partners, each organisation and project team has to explain and understand the missions and scope of the project to one another to some extent. This line of thought is necessary to share resources and efficiently obtain achievements because each organisation and project has their own mission, scope, and procedure. One of the potential measures for these tasks, forming a useful network and common understanding among the stakeholders prior to the initiation of the project, may lead to the efficient launch and implementation of the project activities. It may be also useful to develop a guideline specifically describing both applicable scope and non-applicable scope of the project, which should be clearly explained at stakeholder meetings organised in the early stages of the project.

- **Enhancing a project management mechanism**

A project management mechanism may be useful to tackle measures mentioned in the previous items as coordination and comprehensive approaches are required for them. In this regard, it may be necessary to continuously enhance the project management mechanism of the project implementation organisation and develop capacities of staff in this area. It may be valuable training to provide relevant persons of the project with information on lessons learnt from other projects that project members have experienced. In particular, improvement in communication management is one of the most important aspects and a system for the timely sharing necessary information among relevant parties should be introduced. Further utilisation of a web site and e-mails and setup like an informal roundtable meeting may also require examination.

Since the local staffs in the project team are expected to coordinate between project team members and stakeholders and perform important roles for the project implementation at various levels, it should be emphasised to share not only objectives, scope, and procedures of the project but also a way of thinking about implementation that is inclusive of local staff. It is also important to develop the capacities of the local staff of the project team, and therefore a training programme for them may have to be implemented for these aspects.

- **Activating a platform through an action-oriented philosophy**

The implementation of action-oriented pilot activities is an effective approach to activate a platform and sustain its mechanism. In regard to the pilot projects, it is valuable to generate visible achievements and impacts that encourage members to more actively join and continue the activities. Securing flexibility to be able to change tasks and schedule and initiate the new activities during a phase is important to obtain actual achievements. Therefore it is necessary to specify scope and tasks of the pilot projects on a step-by-step basis, and also keep on the safe side on time and budget to some extent. It may be necessary to be flexible, about sharing a common understanding about the system and customs in the country, depending on the objective, scale, and resources of the project.

It is also recommended to implement actual pilot projects after sharing a common understanding of circumstances and identifying actual key players through a preliminary implementation of small-scale pilot activities. The members can utilise lessons learnt from the implementation of the small-scale pilot activities to prevent a large failure of actual pilot projects.

APPENDICES

Appendix A Record of Discussion on the Project

JICA had a series of discussions with Ghanaian authorities concerning optimal measures to be taken for the successful implementation of the Project. Appendix A contains a copy of the Record of Discussion on the Project signed between JICA and the concerned Ghanaian authorities on 17 November 2005.

RECORD OF DISCUSSIONS BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND AUTHORITIES CONCERNED OF
THE GOVERNMENT OF THE REPUBLIC OF GHANA
ON JAPANESE TECHNICAL COOPERATION
FOR THE TOURISM DEVELOPMENT PROJECT
THROUGH STRENGTHENING PUBLIC-PRIVATE-PARTNERSHIP
IN THE REPUBLIC OF GHANA

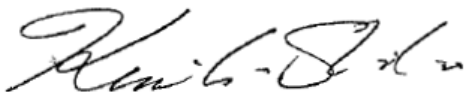
Japan International Cooperation Agency (hereinafter referred to as "JICA") had a series of discussions, through the Resident Representative of JICA in the Republic of Ghana, with the Ghanaian Authorities concerned on desirable measures to be taken by JICA and the Government of the Republic of Ghana for the successful implementation of the Tourism Development Project through Strengthening Public-Private-Partnership in the Republic of Ghana.

As a result of the discussions, JICA and Ghanaian Authorities concerned agreed on the matters referred to in the document attached hereto.

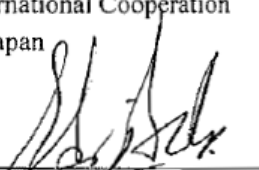
17 November 2005

Accra,

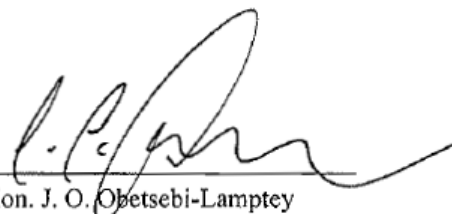
The Republic of Ghana



Mr. Kenichi Shishido
Resident Representative,
JICA Ghana Office,
Japan International Cooperation
Agency, Japan



Mr. Ernest Osei Prempeh
Director, ERM Bilateral,
Ministry of Finance and
Economic Planning,
the Republic of Ghana



Hon. J. O. Obetsebi-Lamptey
Minister,
Ministry of Tourism and
Modernisation of the Capital City,
the Republic of Ghana

THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF THE REPUBLIC OF GHANA

1. The Government of the Republic of Ghana will implement the Tourism Development Project through Strengthening Public-Private-Partnership in the Republic of Ghana (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Technical Cooperation Scheme of Japan.

1. DISPATCH OF JAPANESE EXPERTS
JICA will provide the services of Japanese experts as listed in Annex II.
2. PROVISION OF MACHINERY AND EQUIPMENT
JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The Equipment will become the property of the Government of the Republic of Ghana upon being delivered C.I.F. (cost, insurance and freight) to the Ghanaian authorities concerned at the ports and/or airports of disembarkation.
3. TRAINING OF GHANAIAN PERSONNEL IN JAPAN
JICA will receive the Ghanaian personnel connected with the Project for technical training in Japan.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE REPUBLIC OF GHANA

1. The Government of the Republic of Ghana will take necessary measures to ensure



that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.

2. The Government of the Republic of Ghana will ensure that the technologies and knowledge acquired by the Ghanaian nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Republic of Ghana.
3. The Government of the Republic of Ghana will grant to the Japanese experts referred to in II-1 above and their families privileges, exemptions and benefits as listed in Annex IV and will grant privileges, exemptions and benefits no less favorable than those granted to experts of third countries or international organizations performing similar missions in the Republic of Ghana.
4. The Government of the Republic of Ghana will ensure that the Equipment referred to in II-2 above will be utilized effectively for the implementation of the Project in consultation with the Japanese experts referred to in Annex II.
5. The Government of the Republic of Ghana will take necessary measures to ensure that the knowledge and experience acquired by the Ghanaian personnel from the counterparts training will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Republic of Ghana, the Government of the Republic of Ghana will take necessary measures to provide at its own expense:
 - (1) Services of the Ghanaian counterpart and administrative personnel as listed in Annex V;
 - (2) Land, buildings and facilities as listed in Annex VI; and
 - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.
7. In accordance with the laws and regulations in force in the Republic of Ghana, the Government of the Republic of Ghana will take necessary measures to meet:

- (1) Expenses necessary for transportation within the Republic of Ghana of the Equipment referred to in II-2 above as well as for the installation, operation and maintenance thereof;
- (2) Customs duties, internal taxes and any other charges, imposed in the Republic of Ghana on the Equipment referred to in II-2 above; and
- (3) Running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Chief Director, Ministry of Tourism and Modernisation of the Capital City (hereinafter referred to as "MOT&MCC"), as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
2. Director, Policy Planning, Monitoring and Evaluation (hereinafter referred to as "PPME"), MOT&MCC, as the Project Manager, will be responsible for the managerial and technical matters of the Project.
3. The Japanese Team Leader will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
4. The Japanese experts will give necessary technical guidance and advice to Ghanaian counterpart personnel on technical matters pertaining to the implementation of the Project.
5. For the effective and successful implementation of the Project, the Secretariat of the Public-Private-Partnership (PPP) Forum (hereinafter referred to as "the Secretariat") will be established whose function and composition are described in Annex V.
6. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee will be established whose functions and composition are described in Annex VII.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Ghanaian authorities concerned, at the middle and during the last six (6) months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of the Republic of Ghana undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of Ghana except for those arising from the willful misconduct or gross negligence of the Japanese experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Government of the Republic of Ghana on any major issues arising from, or in connection with this Attached Document.

VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Republic of Ghana, the Government of the Republic of Ghana will take appropriate measures to make the Project widely known to the people of the Republic of Ghana.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be three (3) years from January 2006.



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ANNEX I	MASTER PLAN
ANNEX II	LIST OF JAPANESE EXPERTS
ANNEX III	LIST OF MACHINERY AND EQUIPMENT
ANNEX IV	PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS
ANNEX V	LIST OF GHANAIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL
ANNEX VI	LIST OF LAND, BUILDINGS AND FACILITIES
ANNEX VII	JOINT COORDINATING COMMITTEE



ANNEX I MASTER PLAN

PROJECT TITLE:

The Tourism Development Project through Strengthening Public-Private-Partnership

TARGET GROUPS AND BENEFICIARIES:

Target Groups: Members of the PPP Forum (public, private and other stakeholders in tourism (Members are selected after the inception of the Project))

Beneficiaries: Tourism industries, tourists, and communities with tourist resources

OVERALL GOAL:

Tourism industries along with hospitality services are well developed to attract more tourists and increase receipts.

PROJECT PURPOSE:

Successful Public-Private-Partnership (PPP) is established.

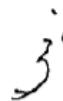
OUTPUTS:

1. Functioning PPP Forum is in place.
2. Capability of the Forum is well-developed.
3. Recommendations for the Forum are produced.
4. Project monitoring and evaluation are implemented for effective management.

ACTIVITIES:

- 1-1. Set up the Secretariat of the PPP Forum within MOT&MCC:
 - i. Develop the Terms of Reference (TOR) of the Secretariat; and
 - ii. Set up the Secretariat within MOT&MCC.
- 1-2. Modify Plan of Operation (PO) to reflect concrete sets of activities and indicators based on the sectoral study.
 - i. Conduct a sectoral study on current situation of public-private-partnership based on baseline survey and reviews of previous studies and analyses of clusters, associations in tourism industries, government machinery including MOT&MCC and their implementing agencies, and other donor activities.
 - ii. Modify PO based on the study results.
- 1-3. Develop and document the concept of PPP (draft PPP concept paper) to be shared among stakeholders in the tourism sector.
- 1-4. Launch the PPP Forum:
 - i. Develop the TOR of the PPP Forum (functions, responsibilities, members, activities, structure/sub-committees, etc);

- ii. Organize a preparatory stakeholders meeting for the PPP forum, to consult on the draft concept paper and the establishment of the PPP Forum; and
 - iii. Launch the PPP Forum.
- 2-1. Assist the Secretariat to organize and hold sensitization workshops.
- 2-2. Organize and implement training programmes.
- i. Identify the capacity development needs of the Forum member-organizations based on the sectoral study in 1-2, and develop the training programme; and
 - ii. Implement training programmes.
- 2-3. Assist the Forum to develop, implement and monitor pilot activities.
- i. Determine and develop pilot activities.
 - ii. Implement and monitor pilot activities.
- 2-4. Assist the preparation of the activity reports.
- 3-1. Prepare practical recommendations for the PPP Forum; and
- 3-2. Present the Recommendations to the PPP Forum.
- 4-1. Conduct monitoring and evaluation of the Project:
- i. Develop the TOR of monitoring/evaluation activities of the Project;
 - ii. Conduct monitoring and evaluation
 - iii. Prepare the performance report of the Project.
- 4-2. Present the monitoring and evaluation report to the PPP Forum to apply findings for modification on the Project activities.



ANNEX II LIST OF JAPANESE EXPERTS

1. Chief Advisor

2. Other experts dispatched when necessity arises (eg. training, product development, and/or input-output analysis)



ANNEX III LIST OF MACHINERY AND EQUIPMENT

The machinery, equipment and other materials to be provided are limited for those that are necessary for the transfer of technology and for implementing the project activities by Japanese experts and will be purchased in Ghana.

The contents, specifications and quantity of the equipment to be provided each year will be discussed, in principle, every year by the Japanese experts and the Ghanaian counterpart personnel based on the annual plan of the Project, within the allocated budget for each fiscal year.



ANNEX IV PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS AND THEIR FAMILIES

1. The Government of the Republic of Ghana will grant exemption from income tax and other charges of any kind imposed on or in connection with the living allowances remitted from abroad.
2. The Government of the Republic of Ghana will grant exemption from import tax, export duties and any other charges in respect of personal and household effects of the Japanese experts and their families, including one motor vehicle per expert.
3. The Government of the Republic of Ghana will use all their available means to provide medical and other necessary assistance to the Japanese experts and their families.
4. The Government of the Republic of Ghana will issue upon application entry and exit visas for the Japanese experts and their families free of charge.
5. The Government of the Republic of Ghana will issue identification card to the Japanese experts and their families to secure the cooperation of all governmental organizations necessary for the performance of the duties of the experts.
6. The Government of the Republic of Ghana will grant exemption from customs duties for import and export of professional equipment by the Japanese experts in connection with the Project activities.

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ANNEX V LIST OF GHANAIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL

1. Project Director
 - Chief Director, MOT&MCC

2. Project Manager
 - Director, PPME, MOT&MCC

3. Staff members of the Secretariat which functions as the administrative body of the PPP Forum
 - Full-time staff from PPME, MOT&MCC
 - Members from relevant authorities and other collaborating organizations including NGOs (details to be determined)

4. Administrative personnel
 - Secretary(ies)
 - Driver(s)

5. Other personnel mutually agreed upon as necessary

ANNEX VI LIST OF LAND, BUILDINGS AND FACILITIES

The Government of the Republic of Ghana will provide the following facilities to the project:

1. Land, buildings and facilities necessary for the project
2. Room and space necessary for installation and storage of equipments
3. Office space and necessary facilities for the Japanese experts
4. Other facilities mutually agreed upon as necessary



ANNEX VII JOINT COORDINATING COMMITTEE

1. Function

The Joint Coordinating Committee will meet at least twice a year and when the need arises in order to fulfill the following functions:

- a. To formulate annual work plan of the Project based on the Plan of Operation within the framework of the Record of Discussions.
- b. To review the annual work plan and the progress of the technical cooperation.
- c. To exchange views and ideas on major issues that may arise during the implementation period of the Project.

2. Composition

Chairperson

- Hon. Deputy Minister, MOT&MCC

Ghanaian side

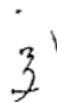
- Chief Director, MOT&MCC
- Director, PPME, MOT&MCC
- Director, Human Resources Development, MOT&MCC
- Director, Finance and Administration, MOT&MCC
- Director, Research, Statistics and Information, MOT&MCC
- Executive Director, Ghana Tourist Board
- Representative of Ministry of Finance and Economic Planning
- Representative of Ministry of Private Sector Development & PSI
- Representative of Association of Ghana Industry
- Representative of Wildlife Division
- Representative of Customs Excise and Preventive Services (CEPS)
- Representative of Ghana Immigration Service
- Representative of National Commission on Culture
- Representative of Ghana Tourism Federation (GHATOF)
- Representative of Tour Operators Union of Ghana (TOUGHGA)
- Representative of Hotel, Catering and Tourism Training Institute (HOTCATT)
- Representative of Hotel Catering International Management Association (HCIMA)
- Representative of Department of Geography and Resources Development, University of Ghana
- Relevant personnel accepted by the Chairperson, when necessary

Japanese side

- Resident Representative (RR), JICA Ghana Office

- Japanese experts for the Project
- Relevant personnel accepted by RR of JICA Ghana Office, when necessary

Note: Official(s) of Embassy of Japan in Ghana may attend the Committee meetings as observer(s).



Appendix B Project Design Matrix (PDM)

B.1 Project Design Matrix (PDM) Format

Project Design Matrix (PDM) is developed in order to organise project components and plans such as objectives, activities, and inputs of a project, along with their logical interrelationships. A sample PDM format is presented on Table B.1 below.

Table B.1 Project Design Matrix (PDM) Format

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal What will be aimed at after the project purpose is achieved?	Standards for measuring project achievement.	Data sources from which indicators are derived.	Important conditions for the project that are uncontrollable and uncertain.
Project Purpose What should the project achieve within the project duration?	Same as above.	Same as above.	Same as above.
Outputs How should the project achieve the purpose?	Same as above.	Same as above.	Same as above.
Activities What concrete actions should be taken to achieve the outputs?	Inputs Personnel, materials, equipment, facilities, and funds required for the project.	Same as above.	
		Pre-Conditions Conditions that must be fulfilled before the project gets underway.	

Source: PCM-Management Tool for Development Assistance, Foundation for Advanced Studies on International Development (FASID), 2004

B.2 Project Design Matrix (PDM) of the Project

PDM of the Project was modified during the Project reflecting actual project activities and ambient surrounding through a series of discussions between JICA and the authority concerned of Government of the Republic of Ghana. The modified PDM and initial PDM prepared before the Project began are shown from the next page.

B.2.1 Modified Project Design Matrix (PDM)

**MINUTES OF MEETINGS
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
THE AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE REPUBLIC OF GHANA
ON THE REVISION OF THE PROJECT DESIGN MATRIX OF
THE JAPANESE TECHNICAL COOPERATION FOR
TOURISM DEVELOPMENT PROJECT THROUGH STRENGTHENING
PUBLIC-PRIVATE PARTNERSHIP**

The Japan International Cooperation Agency (hereinafter referred to as "JICA") through its Resident Representative of JICA Ghana Office exchanged views and had a series of discussions with the authorities concerned of Government of the Republic of Ghana through the Chief Director of Ministry of Tourism and Diasporan Relations, with respect to the revision of Project Design Matrix (hereinafter referred to as "PDM") of the Tourism Development Project through Strengthening Public-Private Partnership (hereinafter referred to as "the Project").

As a result of the discussions, both parties agreed on the revision of PDM of the Project as per attached.

Accra, 30 May 2008



Mr. Kunihiro YAMAUCHI
Resident Representative
JICA Ghana Office
Japan International Cooperation Agency



Mrs. Bridget Katsriku
Chief Director
Ministry of Tourism and Diasporan Relations
Republic of Ghana

Table B.2 Modified Project Design Matrix (PDM) of the Project

Project Name: The Tourism Development Project through Strengthening Public-Private Partnership
Target Area: Whole of the Republic of Ghana

Duration: February 2006 - January 2009 (36 months)
Target Groups: PPP Forum Members

Version No.: 2
Date: 30 May 2008

B-3

Narrative Summary	Objectively Verifiable Indicators	Means of Verifications	Important Assumptions
Overall Goal Tourism industries along with hospitality services are well developed to attract more tourist arrivals and increase receipts.	1. Number of tourist arrivals and receipts. 2. Tourist satisfaction (number of complaints). 3. Number of corporations and employees in the tourism.	Statistics provided by the Ghana Tourist Board etc.	Policies regarding tourism sector remain unchanged.
Project Purpose Successful Public-Private Partnership (PPP) is established.	1. PPP Forum receives public recognition and public support from the society as a whole. (Number of media coverage and evaluation by PPP Forum members) 2. PPP concept paper and policies are aligned with and reflected to the related policies. 3. PPP concept paper, policies, and guidelines specifying the future structure for the PPP Forum are adopted by the forum.	Monitoring reports of the Project. Interview survey of Forum members. Government policies and action plans. Legal/statutory status and functions of successor to PPP.	1. Governmental priority for the tourism development remains. 2. There is no sharp fall in number of tourists/visitors to Ghana.
Outputs 1. Functioning PPP Forum is in place.	1.1 Setup of the PPP Forum Secretariat within the MOTDR. 1.2 Clear definition of a constitution and organisation. 1.3 Approval from PPP Forum members for a PPP concept paper. 1.4 Numbers of PPP Forum meetings and participants.	Monitoring reports of the Project. Interview survey of Forum members.	1. Drastic changes in the economy do not occur during the project period that affects tourism.
2. Capabilities of the Forum are well-developed.	2.1 Numbers of sensitisation workshops and participants. 2.2 Numbers of implemented training programmes for PPP Forum members. 2.3 Number of planned and implemented pilot activities. 2.4 Number of productions of project activity reports. 2.5 Number of planned and actual PR activities and issuance of newsletters introducing project activities. 2.6 Number of accesses to web site	Monitoring reports of the Project. Monthly or annual report developed by working groups. Interview survey of Forum members.	
3. Activity plans and strategies for the future PPP Forum are formulated.	Number of activity plans and strategies formulated.	Recommendation document(s).	
4. Capacities for monitoring and evaluation are enhanced.	4.1 Number of seminars regarding monitoring and evaluation 4.2 Number of revisions made as a result of monitoring and evaluation 4.3 PPP Forum's evaluation on M&E Reports 4.4 Number of M&E Reports issued	Monitoring reports of the Project. Interview survey of Forum members.	

Activities	Inputs		
<p>1. PPP Forum 1-1 Set up the Secretariat of the PPP Forum within the MOTDR. 1-1-1 Develop the TOR of the Secretariat. 1-1-2 Set up the Secretariat within the MOTDR. 1-2 Modify Plan of Operations (PO) to reflect concrete sets of activities and indicators based on the sector study. 1-2-1 Conduct the tourism sector study. 1-2-2 Modify PO based on the study results. 1-3 Develop and document the concept of PPP (draft PPP concept paper) to be shared among stakeholders. 1-4 Launch and regularly hold the PPP Forum. 1-4-1 Develop the TOR of the PPP Forum. 1-4-2 Organise a preparatory stakeholders meeting to consult on the draft concept paper and the establishment of the PPP Forum. 1-4-3 Launch and regularly hold the PPP Forum.</p> <p>2. Capability Development of the Forum 2-1 Organise and hold sensitisation workshops. 2-2 Organise and implement training programmes. 2-2-1 Identify the capacity development needs and develop the training programmes. 2-2-2 Implement training programmes. 2-3 Develop, implement and monitor pilot activities. 2-3-1 Determine and develop pilot activities. 2-3-2 Implement and monitor pilot activities. 2-4 Prepare the project activity reports. 2-5 Report project activities through newsletters and web site.</p> <p>3. Activity plans and strategies for the future PPP Forum 3-1 Prepare practical activity plans and strategies for the future PPP Forum. 3-2 Present the activity plans and strategies to the PPP Forum.</p> <p>4. Monitoring and evaluation of the Project 4-1 Develop the TOR for monitoring and evaluation activities of the Project. 4-2 Conduct monitoring and evaluation and present monitoring reports.</p>	<p style="text-align: center;">Ghanaian Side</p> <p>Counterpart and Administrative Personnel 1. Project Director: Chief Director, MOTDR. 2. Project Manager: Director, PPME, MOTDR. 3. Staff members of the Secretariat which functions as the administrative body of the PPP Forum: - Full-time staff from PPME and the MOTDR; and - Members from relevant authorities and other collaborating organisations. 4. Administrative personnel; Secretary and Driver.</p> <p>Others 1. Land, buildings and facilities necessary for the Project. 2. Room and space necessary for installation and storage of equipments. 3. Office space and necessary facilities for the Japanese experts. 4. Other facilities mutually agreed upon as necessary.</p>	<p style="text-align: center;">Japanese Side</p> <p>Chief Adviser and other Experts 1. Chief Adviser 2. Inter-industry Co-operation and Private Sector Development I 3. Human Resource Development 4. Tourism Product Development 5. Implementation Promotion / Monitoring 6. Inter-industry Co-operation and Private Sector Development II</p> <p>Others 1. Equipment, machinery, materials and transportation measures necessary for the project implementation. 2. Training of Ghanaian counterparts in Japan or 3rd countries, including exchange visits.</p>	<p>1. Counterparts are not transferred.</p> <p>2. No major natural/ human disasters occur that affect tourism resources/ tourist sites.</p> <hr/> <p style="text-align: center;">Preconditions</p> <p>1. The private sector and other relevant organisations don't oppose the concepts and activities of the Project.</p> <p>2. Counterparts are assigned as planned.</p> <p>3. Budget is released as planned.</p>

Source: Minutes of Meetings on the Revision of the Project Design Matrix of the Project

B.2.2 Initial Project Design Matrix (PDM)

Table B.3 Initial Project Design Matrix (PDM) of the Project

Project Title : Tourism Development Project through Strengthening Public-Private-Partnership

7-Nov-05

Duration : January 2006 - December 2008 (three years)

Target Group : Participants of the Public-Private-Partnership (PPP) Forum

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATIONS	IMPORTANT ASSUMPTIONS
<p>OVERALL GOAL</p> <p>Tourism industries along with hospitality services are well developed to attract more tourist arrivals and increase receipts.</p>	<ul style="list-style-type: none"> - Number of tourist arrivals and receipts - Tourist satisfaction (number of complaints) - Number of corporations and employees in the tourism 	<ul style="list-style-type: none"> - Statistics and surveys by GTB and other MDAs - Tourists opinion poll/survey - Statistics and surveys by GTB and other MDAs 	<ul style="list-style-type: none"> - The Government continues to collaborate with the private sector to promote tourism.
<p>PROJECT PURPOSE</p> <p>Successful Public-Private-Partnership (PPP) is established.</p>	<ul style="list-style-type: none"> - Awareness of PPP Forum's activities by stakeholders in tourism and general public - Alignment of public sector's activities and policies with PPP concept paper (guidelines) adopted by PPP Forum 	<ul style="list-style-type: none"> - Monitoring reports of the Project - Interview survey of Forum members - Government policies and action plans - Legal/statutory status and functions of successor to PPP 	<ul style="list-style-type: none"> - Successful experiences and recommendations from the Project are incorporated into the government's action plans and private sectors' business plans to be exercised.
<p>OUTPUTS</p> <p>1 Functioning PPP Forum is in place. (= Well-coordinated stakeholders platform.)</p> <p>2 Capabilities of the Forum are well-developed.</p> <p>3 Recommendations for the PPP Forum are produced.</p> <p>4 Project monitoring and evaluation are implemented for effective management.</p>	<ul style="list-style-type: none"> - Number of statistics, studies, action plans and projects monitored and reviewed by the Secretariat - Awareness of the PPP concept among stakeholders - Number of the PPP Forum meetings and their attendances - Number of sensitization workshops and their attendances - Number of planned training activities and participants - Number of training activities carried out and participants - Number of planned pilot activities - Number of pilot activities carried out - Performance of the Secretariat (activities carried out by the Secretariat) - Number of reports produced by the Forum - Number of reports produced - Number of changes/modifications made on Project activities as a result of monitoring and evaluation 	<ul style="list-style-type: none"> - Monitoring reports of the Project - Monitoring reports of the Project - Interview survey of Forum members - Monitoring reports of the Project - Monitoring reports of the Project (on training activities) - Interview survey of trainees - Products such as publications, brochures, leaflets, maps, TV/radio spots, etc. - Monitoring reports of the Project (on pilot activities) - Tourists opinion poll/survey - Interview survey of Forum members - Products such as publications, brochures, leaflets, maps, TV/radio spots, etc. - Staff allocation and their job descriptions, and performance records of the Secretariat - Produced documents including concept paper on PPP - Monitoring reports of the Project - Recommendation document(s) - Monitoring reports of the Project 	<ul style="list-style-type: none"> - Most of the trainees continue working in the tourism sector for at least three years. - Both public and private sectors appreciate, share and follow the concept of PPP and practice in their businesses and activities. - Drastic changes in the economy do not occur during the Project period that affect tourism
<p>ACTIVITIES</p> <p>1-1 Set up the secretariat of the PPP Forum within MOT&MCC</p> <p>1-2 Modify Plan of Operations (PO) to reflect concrete sets of activities and indicators based on the sectoral study.</p> <p>1-3 Develop and document the concept of PPP (draft PPP concept paper) to be shared among stakeholders.</p> <p>1-4 Launch the Public-Private-Partnership Forum.</p> <p>2-1 Assist the Secretariat to organize and hold sensitization workshops.</p> <p>2-2 Organize and implement training programmes.</p> <p>2-3 Assist the Forum to develop, implement and monitor pilot activities.</p> <p>2-4 Assist the preparation of the activity reports.</p> <p>3-1 Prepare practical Recommendations for the PPP Forum.</p> <p>3-2 Present the Recommendations to the Forum.</p> <p>4-1 Conduct monitoring and evaluation of the Project.</p> <p>4-2 Present the performance reports to the PPP Forum to apply findings for modification on the Project activities.</p>	<p style="text-align: center;">INPUTS</p> <p style="text-align: center;"><u>Ghanaian Side</u></p> <ul style="list-style-type: none"> - Project Director from MOT&MCC (1) - Project Manager from MOT&MCC (1) - Full-time Counterpart from MOT&MCC (1+) - Staff members of the Secretariat from relevant authorities and other collaborating organizations including NGOs (details to be determined) - Other personnel mutually agreed upon as necessary - Secretary(ies)/driver(s) - Land, buildings and facilities necessary for the project - Room and space necessary for installation and storage of equipments - Office space and necessary facilities for the Japanese - Other facilities mutually agreed upon as necessary 	<p style="text-align: center;"><u>Japanese Side</u></p> <ul style="list-style-type: none"> - One expert (1) as Chief Advisor (in the field of PPP in tourism promotion or/and regional development) - Other experts dispatched when necessity arises (eg. training, product development, and/or input-output analysis) - Equipment, machinery, materials and transportation measures necessary for the Project implementation - Training of Ghanaian counterparts in Japan or 3rd countries, including exchange visits 	<ul style="list-style-type: none"> - Counterparts are not transferred. - No major natural/human disasters occur that affect tourism resources/tourist sites. <p style="text-align: center;">PRECONDITIONS</p> <ul style="list-style-type: none"> - The private sector does not oppose to the - Counterparts are assigned as planned. - Budget released as planned.

Source: Project Document of the Project, December 2005

Appendix C Plan of Operations (PO)

Plan of Operations (PO) shows project details such as activities, expected outputs, and schedules of projects. The modified PO of the Project and initial PO developed prior to the Project are described in Table C.1 and Table C.2.

Table C.1 Modified Plan of Operations (PO) of the Project

Activities of the Project	Expected Outputs	2006				2007				2008			
		1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12
1-1-1 Develop the TOR of the Secretariat.	1. Functioning PPP Forum is in place.												
1-1-2 Set up the Secretariat within the MOTDR.													
1-2-1 Conduct the tourism sector study.													
1-2-2 Modify PO based on the study results.													
1-3 Develop and document the concept of PPP to be shared among stakeholders.													
1-4-1 Develop the TOR of the PPP Forum													
1-4-2 Organise a preparatory stakeholders meeting to consult on the draft concept paper and the establishment of the PPP Forum.			▲										
1-4-3 Launch and regularly hold the PPP Forum.				▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
2-1 Organise and hold sensitisation workshops.		2. Capacities of the Forum are well-developed.			▲	▲			▲	▲	▲	▲	
2-2-1 Identify the capacity development needs and develop the training programmes.													
2-2-2 Implement training programmes.													
2-3-1 Determine and develop pilot activities.													
2-3-2 Implement and monitor pilot activities.													
2-4 Prepare the project activity reports.													
2-5 Report project activities through newsletters and web site.													
3-1 Prepare practical activity plans and strategies for the future PPP Forum.	3. Activity reports and strategies for the future PPP Forum are formulated.												
3-2 Present the activity plans and strategies to the PPP Forum.													
4-1 Develop the TOR of monitoring and evaluation activities of the Project.	4. Capacities for monitoring and evaluation are enhanced.												
4-2 Conduct monitoring and evaluation and present monitoring reports.													

Source: JICA Project Team

Table C.2 Initial Plan of Operations (PO) of the Project

Activities of the Project	Expected outcomes	2006				2007 Year of 50th anniversary of Independence				2008 Year of African-Cup in Ghana				2009	Responsible organization(s), Personnel in charge	Equipment & machinery	Remarks	
		1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12	1-3	4-6	7-9	10-12					1-3
		1-1-1. Develop the Terms of Reference (TOR) of the Secretariat.	1-1. The Secretariat is set up within MOT&MCC.															
1-1-2. Set up the Secretariat within MOT&MCC.															MOT&MCC, JICA			
1-2-1. Conduct a sectoral study on current situation of public-private-partnership based on baseline survey and reviews of previous studies and analyses of clusters, associations in tourism industries, government machinery including MOT&MCC and their implementing agencies, and other donor activities.	1-2. PO is modified to reflect concrete sets of activities and indicators based on the sectoral study.															Secretariat		
1-2-2. Modify PO based on the study results.																Secretariat		
1-3. Develop and document the concept of PPP (draft PPP concept paper) to be shared among stakeholders in the tourism sector.	1-3. PPP concept is developed.															Secretariat		
1-4-1. Develop the TOR of the PPP Forum (functions, responsibilities, members, activities, structure/sub-committees, etc).	1-4. The PPP Forum is launched.															Secretariat		
1-4-2. Organize a preparatory stakeholders meeting for the PPP forum, to consult on the draft concept paper and the establishment of the PPP Forum.																Secretariat		
1-4-3. Launch the PPP Forum.																Secretariat		
2-1. Assist the Secretariat to organize and hold sensitization workshops.	2-1. Sensitization workshops are held.															Secretariat		
2-2-1 Identify the capacity development needs of the Forum member organizations based on the sectoral study in 1-2, and develop the training programme.	2-2. Training programmes are organized and implemented.															Forum, Secretariat		
2-2-2. Implement training programmes.																JICA, Secretariat		
2-3-1. Assist the Forum to determine and develop pilot activities.	2-3. Pilot activities are developed, implemented and monitored.															Secretariat		
2-3-2. Assist the Forum to implement and monitor pilot activities.																Secretariat		
2-4. Assist the preparation of the activity reports.	2-4. Activity reports are produced.															Secretariat		
3-1. Prepare practical recommendations for the PPP Forum.	3-1. Recommendations are formulated.															JICA		
3-2. Present the Recommendations to the PPP Forum.	3-2. Recommendations are presented to the Forum.															JICA		
4-1-1. Develop the TOR of monitoring/evaluation activities of the Project.	4-1. Monitoring and evaluation of the Project are conducted.															Secretariat		
4-1-2. Conduct monitoring and evaluation.																Secretariat		
4-1-3. Prepare the performance reports of the Project.																Secretariat		
4-2. Present the performance reports to the PPP Forum to apply findings for modification on the Project activities.	4-2. The Project is modified as needed.															Secretariat, Forum		

Source: Project Document of the Technical Cooperation for the Project, December 2005

- PPP Forum
- Agenda for the Forum
- Sensitization Workshops
- Final Evaluation

Appendix D Memorandum of Understanding on the PPP Forum

Appendix D presents the Memorandum of Understanding (MOU) on the PPP Forum approved among PPP Forum members at the 5th PPP Forum held in October 2007 and published in March 2008.

**THE TOURISM DEVELOPMENT PROJECT THROUGH STRENGTHENING
PUBLIC-PRIVATE PARTNERSHIP FORUM IN GHANA**

***PUBLIC-PRIVATE
PARTNERSHIP
FORUM***

***MEMORANDUM OF
UNDERSTANDING***

March, 2008



REPUBLIC OF GHANA
MINISTRY OF TOURISM &
DIASPORIAN RELATIONS (MOTDR)



GHANA TOURISM
FEDERATION (GHATOF)

Memorandum of Understanding

Organizational Framework for the PPP Forum of Ghana

Chapter I Name, Objectives, and Activities

Article 1. - (Name)

This Forum is to be named the Public-Private-Partnership Forum, (Hereinafter referred to as “THE PPP Forum”). The Forum is created in conjunction with “the JICA technical cooperation project for Tourism Development Through Strengthening Public-Private Partnership in Ghana”.

Article 2. - (Objectives)

The PPP Forum is an innovative organization for tourism development in Ghana. The PPP Forum’s mission is to provide an arena for all stakeholders (from both public and private sectors), to collectively address and discuss solutions to sector issues. The overall objective is that the functional PPP Forum will facilitate co-ordination and co-operation of public and private sector stakeholders and will become a recognizable institution to boost tourism development in Ghana.

Article 3. - (Activities)

In order to achieve the objectives stated above, the PPP Forum will;

1. Establish mutually beneficial strategies and action plans for collaborative activities,
2. Undertake projects for capacity building for both the public and private sectors.
3. Share knowledge and experience acquired / imparted during the project period, to serve as the basis for the future to advance the activities of the industry.

Main functional areas include;

- i. Finance & investment,
- ii. Human Resource development,
- iii. Product development ,marketing & promotion,
- iv. Policy development.

Chapter II Management Structure and Membership

Article 4. - (Management)

PPP Forum is an organization and is governed by members.

With a view to attaining the objectives, PPP Forum basically has the following assemblies,

Sub-committees and workshops. Its organizational structure is attached in Appendix 1.

- a) Plenary assemblies of PPP Forum
- b) Sub-committees or working groups for relevant subjects
- c) Sensitization Workshops
- d) Roundtables

Article 5. – (Meetings)

1. The Joint Coordinating Committee shall meet every six months or whenever necessary fixed by the secretariat.
2. The PPPF shall meet quarterly.

Article 6 - (Membership)

1. Membership is open to all interested and committed practitioners in the public and private sectors of the tourism industry.

Article 7.- (Membership Fee)

The PPP Forum will be an umbrella organization with members who represent related associations, the public sector and private enterprises.

- (1) Members of PPP Forum are not required to pay a membership fee.
- (2) Members attending meetings and other PPP related activities near their permanent residences are not compensated for costs incurred in terms of venues, accommodation, transportation, and/or other ancillary expenses. Members from outside such venue shall be compensated for expenses according to gout rates.

Article 8. - (Membership Benefits)

Members receive the following benefits in relation to the activities stated in Article 3:

- (1) Reports of the activities of PPP Forum,
- (2) Notices, invitations to seminars and lectures jointly sponsored, or supported by PPP Forum,

- (3) Participation in activities of PPP Forum through workshops; training programs which shall indirectly improve their business in the tourism industry.

Article 9 - (Chairpersons)

Chairpersons, one from the private sector; GHATOF President / nominee, one from public sector; Minister / Minister's nominee.

Roles: -

- i) Will jointly preside over all plenary sessions of the forum and JCC meetings.

Chapter III The Secretariat of PPP Forum

Article 10 - (Office)

In order to execute the activities determined by the JCC and the PPPF, the Secretariat of the PPP Forum is placed within the Ministry of Tourism and Diasporan Relations

Roles:

- j) Will send invitation to PPP Forum, JCC Meeting and Seminar /Lecture to members
- ii) Will publish "Annual Report" and "Monitoring and Evaluation Report"
- iii) Will disseminate PPP Forum, Public Relations, Maintaining Web site
- iv) Will take minutes of meeting at PPP Forum and JCC Meeting
- v) Will facilitate Working Group activities
- vi) Will collect, store and disseminate information on Public and Private Partnership for Tourism Development in Ghana

Structure of the Secretariat: refer to Appendix-1

Chapter IV Additional Clause

Article 11 - (Contributions)

(1) MOTDR will make contributions to the PPP Forum as follows:

- a) The Secretariat to the PPP Forum is organized within MOTDR with private sector represented by GHATOF.
- b) Training PPP Forum members in needed areas
- c) Close coordination with and assistance to the Secretariat.
- d) The MOTDR jointly assisted by GHATOF will run the

Secretariat providing funding arrangements, internal coordination, and policy matters.

- e) Some of the activities of the PPP Forum will be incorporated in the governmental tourism policy and plans for implementation.

(2)GHATOF's contributions

Ghana Tourism Federation (GHATOF) will partner with MOTDR in providing funds to manage PPPF Secretariat expenses such as; conference room rental charges in relation to meetings, expenses of transportation and accommodation for the participants from outside Accra, or any other venue.

(3)JCC's contribution

JCC (Joint Coordinating Committee) acts as steering Committee of PPP Forum to oversee and advise PPP activities.

Composition of J.C.C.

Government of Ghana (GOG) submitted a request to the Japan International Cooperation Agency (JICA) in April 2005, seeking financial and technical cooperation to enable GOG to implement the programs and projects for tourism development.

In response JICA dispatched a Preparatory Study Team between 30th of July and 4th of September 2006 to clarify the background of the request and the function of GOG, and to consult on and examine the prospective project and the cooperation framework with the parties concerned. Through a series of discussions, GOG and JICA came to agree that the expected technical cooperation project should be designed with the overall goal of strengthening Public-Private-Partnership (PPP) as a means of tourism sector development. JCC members consist of people who contributed to the process in that period. Refer to appendix 2

Article 12. (Date of Effectiveness)

This MOU will take into effect on October 11th, 2007

MINISTRY OF TOURISM & DIASPORAN
RELATIONS

CHIEF DIRECTOR

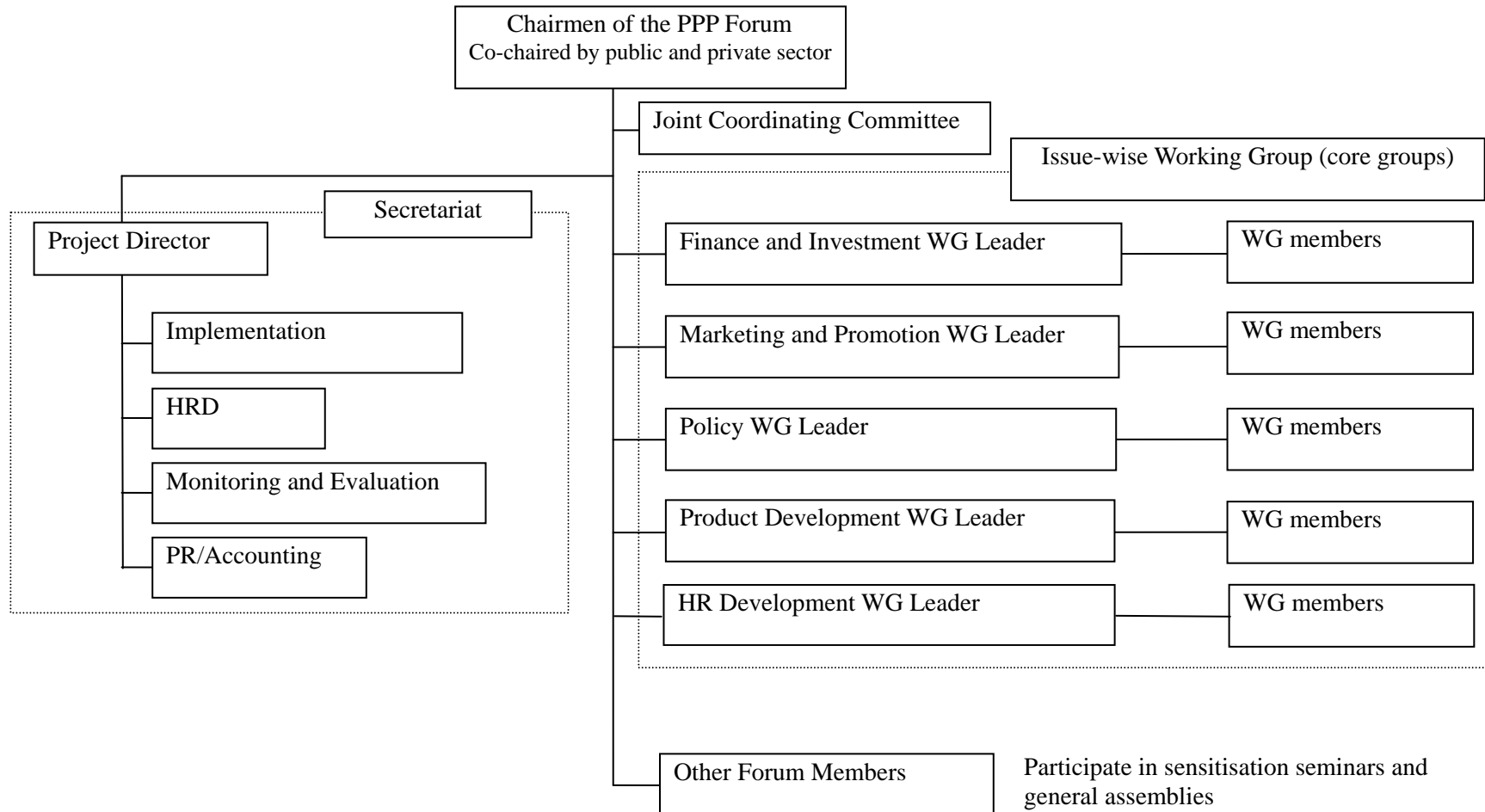
Signed: [Signature]
MOTDR Representative

G H A T O F

President

Signed: [Signature]
GHATOF Representative

Organisational Structure of the PPP Forum



Appendix E Minutes of the PPP Forum

E.1 1st PPP Forum in August 2006

Date: 10 August 2006

Venue: Institute of Local Government Studies (ILGS)

Participants: 85 (Public Sector: 41, Private Sector: 33, Others: 11)

Programme:

Time	Programme
8:30	Arrival and Registration
9:00	Opening Prayer and Welcome Address
9:15	Presentation of Organisational Framework for the PPP Forum Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
9:30	Plenary Discussion and Input into the PPP Concept PPP Forum Members
9:45	Vote on Adoption of the PPP Concept PPP Forum Members
10:00	Presentation of Examples of Pilot Activities and Working Groups JICA Project Team (JPT)
10:30	Formation of Working Groups and Discussion PPP Forum Members/JICA Project Team (JPT)
12:30	Break
13:30	Discussion and Selection of the Pilot Activities PPP Forum Members
14:00	Presentation of Top One or Two Pilot Activities Leader of the Working Groups
14:30	Vote on the Pilot Activities PPP Forum Members
15:00	Where Do We Go From Here Ms. Stella Appenteng, President, GHATOF/PPP Forum Secretariat Deputy Minister, MOTDR
15:15	Closing Remarks JICA Ghana

(1) Organisational Framework for the PPP Forum and PPP Concept

Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat made a presentation on an organisational framework for the PPP Forum and PPP concept. She stated that rationale for having so many participants is to draw in those who are directly and indirectly related to the tourism sector, including many different ministries and private sector businesses, in order to better address a broad array of issues and more broadly create sustainability in the sector.

- We need a clear understanding of how the private sector is represented by Ghana Tourism Federation (GHATOF)? How will they communicate with independent operators? (Ms. Mona Boyd, Land Tours)
- GHATOF will urge all its associations to communicate with their members on a regular basis. (Ms. Stella Appenteng, GHATOF/PPP Forum Secretariat)
- JICA Project Team (JPT) will be communicating with all PPP Forum members (those who are and are not members of GHATOF) through web site, press release, and so on. (JPT)
- How will the project dovetail with the MOTDR's Strategic Plan? (GIMPA Representative)
- All project areas are within the Strategic Plan, including human resource development, product development, marketing and promotion, customer service, and investment. The pilot activities are built around the Strategic Plan and needs of the tourism sector. (Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat)
- How can the PPP Forum be sustainable? What is the difference between this project and others? Many ideas have been discussed before but never implemented. (PPP Forum Member)
- The Project has funds to implement. Action plans need to include a mechanism for sustainability. (Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat)
- An issue of sustainability could be one of the pilots. (Mr. Isaac Olesu-Adjei, Wildlife Society)

After discussions among the PPP Forum members, the members voted on and approved the broad organisational framework of the PPP Forum. A detailed constitution of the PPP Forum will be emailed to members for their review and presented at the next PPP Forum for adoption.

(2) Pilot Activities and Working Groups

JICA Project Team presented a short list of pilot activities and the PPP Forum members discussed and formulated five working groups. Pilot activities were selected by the working groups and approved by the PPP Forum members as follow:

- Working Group 1 (Finance and Investment): Tourism Development Fund (TDF);
- Working Group 2 (Human Resource Development): Standardisation of Hospitality Training;
- Working Group 3 (Marketing and Promotion): Accra Visitor Centre/Branding;
- Working Group 4 (Policy): Tourism Development Authority (TDA); and
- Working Group 5 (Product Development): Benchmarking Best Practices.

(3) Where Do We Go From Here

- Ms. Stella Appenteng and the Deputy Minister of the MOTDR expressed great appreciation for such enthusiastic participation. They also hoped that the flame would

continue to burn and interest would be sustained through the implementation of the pilot activities.

- JPT explained that the chairs of working groups choose their venues and schedules of pilot activities with trainers hired by JPT. The trainers assist working activities in formulating action plans of the pilot activities.

E.2 2nd PPP Forum in December 2006

Date: 14 December 2006

Venue: Kama Conference Centre

Participants: 56 (Public Sector: 18, Private Sector: 35, Others: 3)

Programme:

Time	Programme
9:00	Arrival and Registration
9:30	Opening Prayer and Welcome Address Ms. Regina Kpanga, MOTDR
10:00	Address by GHATOF President Ms. Stella Appenteng, President, GHATOF/PPP Forum Secretariat
10:30	Break
11:00	Presentation on Activities of Working Group 1 Ms. Henrietta Appiah, JICA Project Team (JPT)
12:00	Presentation on Activities of Working Group 2 Chairperson of Working Group 2
12:30	Break
13:00	Presentation on Activities of Working Group 3 Chairperson of Working Group 3
13:10	Presentation on Activities of Working Group 4 Chairperson of Working Group 4
13:20	Presentation on Activities of Working Group 5 Chairperson of Working Group 5
13:30	Closing Remarks

(1) Working Group 1 (Finance and Investment)

A series of trainings have been done and WG1 was planning to interact with both private and public stakeholders to seek additional inputs for their activities.

(2) Working Group 2 (Human Resource Development)

WG2's presentation was focused mainly on inadequacy of allowances paid to members leading to poor participation and attendance of members. They also indicated the lack of coherence regarding training modules and the initial objectives of their activities. They, however, indicated that plans are advanced to get issues streamlined by the JICA Project Team, trainer and WG chairperson.

(3) Working Group 3 (Marketing & Promotion)

WG3 gave insight into their meeting with the trainer from Ms. Birgit Lienhart, SNV who assisted WG3 in drawing up an action plan. The chairperson said WG3 had its first training by an expert on branding on 12 December. Some of topics treated were core elements of branding and how they can brand their own products at their various organisations.

(4) Working Group 4 (Policy)

WG4 considered emerging issues like role and function, trade and professional associations in the industry, and examined the current structure of Ghana Tourist Board (GTB) and how and where the private sector interfaces with public sector. They also intended to look at further operational strategies by having sessions with Ghana Tourism Federation (GHATOF), interactions with stakeholders. The group needed secretarial support since all members have busy schedules and therefore could not produce minutes of their meetings.

(5) Working Group 5 (Product Development)

Objective of WG5 was confirmed among members that they establish a training programme for emulating best practices in product development and marketing from other countries that offer similar products as culture, nature and living heritage. WG5 came up with a comparison of Ghana's key performance in the tourism product development and marketing with that of its competitors and with the best in the industry, identifying critical performance gaps, and devising action plans for developing Ghana's strengths and addressing its weaknesses. It was mentioned that they need to increase members from the private sector.

E.3 3rd PPP Forum in March 2007

Date: 20 March 2007

Venue: National Insurance Commission, Accra

Participants: 78 (Public Sector: 35, Private Sector: 32, Others: 11)

Programme:

Time	Programme
8:30	Arrival and Registration
9:20	Opening Prayer and Welcome Address
9:30	Summary of FY 2006 Activities Mr. Susumu Ishizaki, Chief Adviser, JICA Project Team (JPT)
10:00	Budget and Financial Issues for FY 2007 Dr. Ryoichi Ozawa, JICA Project Team (JPT)
10:10	Training for Institutional Strengthening of GHATOF Ms. Stella Appenteng, President, GHATOF/PPP Forum Secretariat
10:20	Presentation of the New Web Site Mr. Vincent B. Torgbor
10:40	Address from the Minister Hon. Jake Obetsebi-Lampsey, Minister, MOTDR
11:00	Break
11:20	Presentation of Working Groups' Activities Working Group Members
12:40	Report of the Training Programme in Japan Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
13:00	Study Tour for Best Practices Mr. Corjan van der Jagt, SNV
13:10	Closing Remarks Mr. Hiroshi Murakami, Resident Representative, JICA Ghana

(1) Summary of FY 2006 Activities

JICA Project Team (JPT) presented a summary of the project activities in FY 2006 and overview activities for FY 2007. JPT also explained budget and financial issues of the pilot activities. The significant objective of the Project is the sustainability, which requires disciplined commitment and collaboration now and later. It will be sustainable if members are trained to use their resources wisely to develop Ghana as a competitive destination, and to continue the PPP Forum after the Project ends in 2009.

(2) Training for Institutional Strengthening of GHATOF

Ms. Stella Appenteng, GHATOF/PPP Forum Secretariat gave a brief address on the two training sessions held for trade associations. The first training session was held in Accra on 30 November 2006 with 350 members, and the second one was held in Kumasi 12 March 2007 with 178 members.

The training took members through strategic visioning, management, e-marketing, and advocacy. In total 528 participants were trained, and the training was encouraging and received with enthusiasm. Members have been advised to take advantage of the training to ensure prudent and effective management. Ms. Appenteng said it was important for members to join forces to advocate for their needs.

In Kumasi, some association heads did not convey the information to their members in time for members to participate, and this should change in the future so that more members benefit. She encouraged members to make time to participate and to use training as device for improving the association to make this sustainable after the project is over. This, she said, will translate into benefits to their businesses, including their pockets.

(3) Presentation of the New Web Site

Mr. Vincent B. Torgbor began by giving the rationale for the web site and said, the old web site needed improvement and this has been achieved by including newly improved navigation making it easier to view and to browse. He took participants through the various links and explained their purposes, including Ghana's targeted tourism segments (eco-tourism, cultural tourism, weddings, beach, recreation, etc.). He explained that more interesting and colourful pictures have been incorporated to attract tourists.

He also noted that there is a link to the PPP Forum web site/pages where all forum documents will be stored in as archives, for future access to WG activities and deliverables. Web site hits will automatically be sent to the MOTDR and GTB for their usage in compiling statistical information. Mr. Torgbor promised to review all the various comments and encouraged members to forward their suggestions to him. Mr. Komla, MOTDR/PPP Forum Secretariat congratulated the designer and web site review committee, who worked diligently on the web site improvement, and also encouraged the PPP Forum members to send their recommendations.

(4) Address from the Minister

Hon. Jake Obetsebi-Lampsey, Minister of the MOTDR thanked JICA and JICA Project Team for their support. He alluded to Ghana's place in the tourism industry, and said he is fed up with agricultural instead of tourism support, particularly considering the rate of growth in the sector. He was encouraged by GTB data. He noted that the new information centres are being established throughout the country, particularly near the MOTDR (Coca Cola site), National Arts Centre (shop), later Ussher Fort, and GTB Information Kiosks at Cape Coast and Takoradi. The minister also applauded JICA and SNV for helping to train front desk operators, food

service and others in various ways. He urged the industry to focus on improving the system, ourselves, and the country as well.

(5) Report of the Training Programme in Japan

Mr. Edward E. Komla, MOTDR/PPP Forum Secretariat outlined the training programme in Japan conducted in January 2007. During their training, they were fortunate to meet one-on-one with Japanese experts in three prefectures or regions mainly on three topics: policy, marketing, and institutional collaboration.

Solutions included a strong branding campaign and writing marketing information in various inbound market languages such as Korean, Dutch, English, and Chinese and signage in other languages. They established 13 priority markets, and targeted about 3 – 5 per year. The Prime Minister went on television and held meetings with travel agents, and many embassies participated and the government made visa acquisition much easier and smoother. They also participated in Sister Cities Programmes, Youth Exchange Programmes, Cultural and Sports Exchanges. Local regions competed as “can do regions,” and integrated tourism into their strategic planning (economic development), with hiring of multi-lingual personnel. Japan was established as a strong convention city, and the government strategically located tourism information centres and kiosks in 152 locations. The national government supported domestic tourism, as well.

Institutionally, the Ministry of Land, Infrastructure and Transport (MLIT) heads up tourism for the government, but there are many levels of tourism development including prefecture tourism authorities, city tourism authorities, district assemblies, etc., as the industry is decentralised. The Japan Association of Travel Agents (JATA), the equivalent of GHATOF in Ghana, does much of the industry training, and the Japan National Tourist Organisation (JNTO), somewhat similar to GTB, markets for inbound tourism programmes with support from corporations as a PPP. They are proud of their ‘win win’ approach to tourism.

Collaborative partnerships are very important as are procedures to ensure transparency, personnel need to be well trained, infrastructure needs to be in place, the visa system needs to be smooth and inviting with embassy staff involved in training for tourism, tourism information including pictures (to get around language problems) should be available at various venues (not only large centres but also shopping areas, transportation systems, etc.), there is a need to have certified guides and multi-lingual brochures. Most importantly, the local communities must be involved. Friendliness is good but is more of a myth than real hospitality unless it includes good service – essential to hospitality. Marketing and promotion should be driven by both private and public sectors. Essentially, he said the industry should learn from the Japanese and others to present a better product and service to the industry to improve tourism levels in the country.

(6) Study Tour on Best Practices

Mr. Corjan van der Jagt, SNV briefly presented thoughts for a study tour to either South Africa or Kenya, involving representatives of each WG. He said the best way to learn is to see what is done in other countries and to experience best practices of tourism segments pertinent to Ghana.

It is expected that at least one participant from each WG will be chosen by a competitive process. WGs will be asked to provide a list of interested members, and they will be asked to submit a written letter of motivation. Participants will be responsible for attending a pre-tour preparatory session, taking notes and photos during the tour, training WG members in a session, and participating in a presentation to the PPP Forum.

E.4 4th PPP Forum in July 2007

Date: 5 July 2007

Venue: National Insurance Commission (NIC)

Participants: 68 (Public Sector: 33, Private Sector: 35)

Programme:

Time	Programme
9:00	Arrival and Registration
9:45	Opening Prayer and Welcome Address
9:55	Presentation on the PPP Forum Constitution Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
10:10	Training and the Way Forward in FY 2007 Ms. Sandra Chesrown, JICA Project Team (JPT)
10:25	Trade Association Workshop Ms. Stella Appenteng, President, GHATOF/PPP Forum Secretariat
10:40	Presentation on the Web Site Mr. Vincent B. Torgbor
11:10	Presentation on the Annual Report 2007/2008 Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
11:20	Break
12:15	Presentation on Action Plans of Working Groups for FY 2007 Working Group Members
13:30	Study Tour to South Africa Ms. Sandra Chesrown, JICA Project Team (JPT)
13:40	Closing Remarks Ms. Stella Appenteng, President, GHATOF/PPP Forum Secretariat

(1) Presentation on the PPP Forum Constitution

Mr. Edward E. Komla, MOTDR/PPP Forum Secretariat briefed the PPP Forum Constitution. Ms. Bridget Katsriku, MOTDR/Secretariat also requested the Forum should think about the private sector organising as well as the Ministry, and about the public sector not compensating for transportation. She stressed that the Constitution needs to be useable after the Project ends.

(2) Training and the Way Forward in FY 2007

Ms. Sandra Chesrown, JICA Project Team (JPT) overview activities of WGs in FY 2007 and explained that JPT, WG1, and WG4 have agreed on a merger to facilitate mutual goals of transforming the Ghana Tourist Board (GTB) into Tourism Development Authority (TDA), funded by the Tourism Development Fund (TDF), with public and private investments.

(3) FY 2007 Trade Association Workshop

Ms. Stella Appenteng, GHATOF/PPP Forum Secretariat introduced plans of the trade association workshop for FY 2007.

Objective of the Workshop

- Train and improve service delivery in food preparation, presentation & hygiene practices and good customer care in the tourism industry through trade association members.
- Improve service delivery in tour guiding through excellent customer care services.
- Train trade association executives to efficiently manage their associations to transform GHATOF members to manage and drive the industry forward.
- Provide hands on practical training for traditional caterers, drinking bars, restaurants, hotels, receptive facilities and also include district assemblies.

Outline of the Workshop

- One-day rural training for 35 persons in four regions (Tamale, Cape Coast, Kumasi and Koforidua).
- All four rural training sessions will be undertaken by two trainers.
- Two-day urban training in Accra for 20 executive members of trade associations in the area of effective management of trade associations.

(4) Presentation on the Web Site

Mr. Vincent B. Torgbor opened the site to facilitate discussion by the PPP Forum members. JPT noted that the site has been strengthened with business and investment related sections.

- How can tourists get information from the map on various cities, including medical attention, local hotels, food, etc.? (Deputy Minister of the MOTDR)
- They can get some information now by touching the cities and sites on the map, and that this will be strengthened as information comes in from those areas. The person maintaining the web site for the MOTDR will be able to understand the number of hits (or people opening the web site) and countries of origins, valuable research tools. (Mr. Torgbor)
- The *kente* cloth and the gold is not authentic, although the chief director assured them that the photos were of real producers and festival participants, not staged, and that they were authentic. (PPP Forum Members)

(5) Presentation on FY 2007 Action Plan of WGs

A vote on approval of the Working Groups' Action Plans was requested and the action plans were unanimously approved.

- It would be very difficult to get other ministries, such as transportation and health, to allocate funds for TDA. (Mr. Humphrey Kuma, MOTDR/PPP Forum Secretariat)
- Successful advocacy for public improvements can be indirect. For example, if a region needs a road that will facilitate tourism access, they can advocate for that in terms of the Ministry of Transportation's road construction planning, and it will serve both the local communities and tourism development. There was a statement about concern over how long national branding will take, and that there should be agreement on a national brand before regional branding. (Dr. Ba Wiredu, Leisure Resources Mgt Services)
- It is a long process. WG3 members were trained last year in branding awareness, and they have discussed with the MOTDR the establishment of a national committee for brainstorming. WG3 hopes to go more deeply into training on branding, including regional concepts. (Ms. Birgit Lienhart, SNV)
- The MOTDR sent a recommendation and structure to the Cabinet for TDF identifying sources of funding a few years ago. The Cabinet referred it to the Ministry of Finance, who said those financing sources were not possible. The Ministries were supposed to meet, and one meeting took place and then the Ministry of Finance's interest fizzled out. The South African model, which started their TDF through the private sector, and then involved the Government of South Africa through a matching fund two to three years later, is a good model to follow. (Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat)
- There may be a worry about the pace of deliverables regarding a standardisation of curriculum under WG2 as the human resource development base in Ghana is the weakest. How would the vocational schools be involved? (Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat)
- That is WG2's deliverable for FY 2007 and it will be completed by the end of March 2008. WG members will bring the school trainers together to work on the curriculum. (Mr. Joseph Mensah-Ansah, GIMPA)
- Design of the visitor centre should take into account the site and landscape architecture. (Prof. Jeurry Blankson, University of Cape Coast)
- A meeting was arranged to discuss this issue among WG3, JPT, and other resource persons. (Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat)

E.5 5th PPP Forum in October 2007**Date:** 10 October 2007**Venue:** Sunlodge Hotel**Participants:** 83 (Public Sector: 38, Private Sector: 45)**Programme:**

Time	Programme
8:30	Arrival and Registration
9:00	Opening Prayer and Welcome Address Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
9:15	Study Tour to South Africa Ms. Michelle Afrifah, MOTDR
9:25	Introduction of PPPF Logo Selection and Announcement of a New Standardised Report Cover Format Mr. Susumu Ishizaki, Chief Adviser, JICA Project Team (JPT)
9:35	5 th Monitoring and Evaluation Report Mr. Susumu Ishizaki, Chief Adviser, JICA Project Team (JPT)
10:00	Presentation of Trade Association Workshop Ms. Stella Appenteng, President, GHATOF/PPP Forum Secretariat
10:10	Branding Campaign Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
10:30	Break
11:00	Building Tourism Investment in Ghana – Obstacles and Opportunities Mr. Daniel Marfo, Senior Corporate Manager, Barclays Bank Ghana. Ltd.
12:00	Report on the Round Table Meeting Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
12:10	Presentation of Working Group Activities Working Group Members
13:10	Question and Answer Session
13:30	Final Presentation and Approval of the Constitution Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
13:45	Closing Remarks Mr. Hiroshi Murakami, Residential Representative, JICA Ghana

(1) Study Tour to South Africa

Results of the selection of participants in the Study Tour to South Africa were announced as well as its process and criteria, summary of a review panel meeting held for screening, and itinerary of the study tour.

(2) Introduction of PPPF Logo Selection and Announcement of a New Standardised Report Cover Format

Process of the PPP Forum logo selection and the new standardised report cover format were reported to the PPP Forum members. Nominated logos were introduced so that the members discuss and exchange their ideas to select one logo.

(3) Branding Campaign

Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat explained a role of the PPP Forum members in an implementation of the branding campaign. The current short term strategy is to brand the Ghana but later the long term plan will be to develop ideas together with other stakeholders such as the Ministry of Information, Ministry of Foreign Affairs etc. She emphasised that the branding process was not ad-hoc, but a process and encouraged members to work together for its implementation.

(4) Building Tourism Investment in Ghana – Obstacles and Opportunities

Mr. Daniel Marfo, Barclays Bank Ghana Ltd. mentioned that Barclays has invested in tourism largely because of the potential it has and Bank of Ghana reports indicates the sector continues to contribute heavily being the 3rd national foreign exchange earner apart from Cocoa. The contribution largely comes from tourist arrivals, foreign exchange earnings, and investments into the economy. Given these circumstances, it was important to identify and take advantage of these opportunities to boost the economy.

In this vein, Barclays's role in improving the industry is to provide advisory services to entrepreneurs in the sector, while the private sector maintains some level of returns into the sector. The banks will support the industry after satisfactory assessment of the tourism sector's risk level such as estate development, transportation, telecommunication, road network, (risk identification, and how to address them), in order to support positively.

He emphasised that banks and Barclays for that matter was ready to support the industry in accessing capital to expand the industry but need the sector to document transactions, provide assurance that the investment will not be wasted and provide accounts information readily. He sighted several investments Barclays has made in the real estate business to date the number of hostels and hotels in Accra and proposals received on daily basis invest, in that area has surged greatly because the tourism sector is booming. He talked about investment in car rentals which has proved encouraging, vehicle finance unit, Barclays has encouraged this facility. To harness this he said it was important the industry trains its human resource adequately to meet this need, without which the support will dwindle because of poor service.

(5) Report on the Round Table Meeting

Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat reported to the PPP Forum that a round table meeting was set up as one of WGs' activities. The purpose of the round table meeting is for all Working Group Chairs/Co-chairs and Trainers to discuss the impacts, findings, lessons and or challenges encountered during the implementation of the action plans of WGs. Meeting hereafter will be held before each PPP Forum.

She stressed the need for effective networking in private sector and within WG members. The industry is a chain and each chain must be strong to pull each other along and the PPP Forum is helping and this should be intensified as the Forum to be strengthened.

(6) Final Presentation and Approval of the Constitution

Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat made a presentation on the PPP Forum Constitution and the constitution was adopted by acclamation. Copies will be circulated to all members after it has been finalised.

E.6 6th PPP Forum in December 2007**Date:** 11 December 2007**Venue:** Sunlodge Hotel**Participants:** 103 (Public Sector: 44, Private Sector: 51, Others: 8)**Programme:**

Time	Programme
8:30	Arrival and Registration
9:00	Opening Prayer and Welcome Address Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
9:10	Study Tour to South Africa Mr. Nkunu Akyea, Searchlite Foundation
9:30	Presentation of the GHATOF Committee Mr. Gideon Quarcoo, Consultant Ms. Stella Appenteng, President, GHATOF/PPP Forum Secretariat
9:50	Eco-Tourism Training in Japan Mr. Daniel Ewur, Manager, Kakum National Park
10:00	Hospitality Training in Singapore Mr. George Harrison Kankam, MOTDR
10:10	Tourism Campaign Ms. Norkor Duah, Manager/Director, Lowe Lintas
10:20	Break
10:40	Way Forward for FY 2008 Dr. Ryoichi Ozawa, JICA Project Team (JPT)
11:00	Presentation of WG Activities and Lessons from the Benin PPP Workshop Working Group Members
12:00	Question and Answer Session
12:30	Closing Remarks Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat

(1) Study Tour to South Africa

Programme of the study tour to South Africa and lessons learned from the tour were reported to the PPP Forum members.

Factors driving the Tourism of South Africa

- Tourism is one of the five prioritised economic growth sectors for South Africa, contributing to 120 billion Rand of their GDP and out-performing all other sectors in terms of both GDP and job creation.
- There is a strong governmental goodwill and support.
- The core principles guiding the development of tourism are that the development should be led by the public sector and driven by the private sector.
- Strategies incorporate a conscious effort to create jobs and to empower the economically disadvantaged through the tourism development.
- Private sector players in the industry are highly involved in the administration, management, marketing and funding of tourism.
- Service level within the industry is at recognised compliance level.
- Human resources have basic training to deliver good services.
- Strong networking between industry players and various arms of the government engender a sense of togetherness to achieve.
- Professionals are drawn in to bring their expertise to bear on the industry.

Recommendations

- Need for the governmental support if the sector is to thrive.
- Need to base marketing strategies and product development on research findings.
- Need for a strong and vibrant private sector to drive the sector.
- Visitor centres and information centres must be financially sustainable, established with a strong private sector role, and managed along business lines.
- Need for the strong Public-Private Partnerships and networks in the industry.
- Need for professionalism in the industry.

(2) Presentation of the GHATOF Committee

- A task force was set up during a meeting held on 11 October 2007 to develop a proposal to strengthen and move GHATOF forward, and increase relevance of memberships.
- A team analysed various reports written about GHATOF, listed and clustered main issues affecting their performance of the organisation using an integrated organisational model (IOM).
- A finding is that leadership positions have been filled by individuals not necessarily elected on the basis of appropriate criteria such as relevant educational qualifications, experience, personal motivation, and behaviour skills. This has negatively affected the quality of leadership.
- Recommendations cover areas of mission architecture (vision, mission, objectives, etc.), structure of GHATOF, and measures that will increase the relevance of GHATOF to its membership and re-invigorate the organisation.

(3) Hospitality Training in Singapore

Mr. George Harrison Kankam, MOTDR outlined hospitality training conducted in Singapore.

- Central Government's involvement takes a lead role in tourism and hospital industry providing an impetus – infrastructure, finance, monitoring, evaluation and implementation as well as enforcement of policies and laws

- They developed structures/systems based on prudent policies and made conscious efforts to implement/enforce the policies with stringent sanctions against recalcitrant
- As a key to Human Resource Development, Singapore targeted the building of middle level personnel, through the establishment of polytechnics with special emphasis on vocational/technical programmes.
- What are more important are management and education on mindsets and culture of the people, and also management of implementation and enforcement of policies and laws.

(4) Tourism Campaign

Ms. Norkor Duah, Lowe Lintas presented the various preparations both the public and private sectors are doing to support the branding campaign through tourism brochures, advertisements and flyers. She talked about various designs and their impact, locations to be used and the lack of funds which are impeding progress of its work. A clip on the campaign was showed and suggestions were made to change the yellow and to show more gold in colours projected.

E.7 7th PPP Forum in March 2008

Date: 12 March 2008

Venue: Sunlodge Hotel

Participants: 90 (Public Sector: 32, Private Sector: 50, Others: 8)

Programme:

Time	Programme
8:30	Arrival and Registration
9:00	Opening Prayer and Welcome Address Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
9:10	Review of 2007 Activities & Way Forward for the FY 2008 Mr. Susumu Ishizaki, JICA Project Team (JPT)
9:30	PPP Forum Logo Selection Process & Web Site Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
9:50	Report on GHATOF Activities Ms. Stella Appenteng, President, GATOF/PPP Forum Secretariat
10:10	Presentation on SPEED Ghana's Contribution to the Tourism Industry Mr. Paul Weijers, Technical Director, SPEED Ghana
10:30	Break
10:50	Presentation of WGs Activities & FY 2007 Deliverables Working Group Members
11:50	Presentation of the Memorandum of Understanding on the PPP Forum Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
12:00	Question & Answer Session
12:30	Final Comments Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
12:40	Closing Remarks Mr. Kunihiro Yamauchi, Resident Representative, JICA Ghana

(1) Review of 2007 Activities & Way Forward for the FY 2008

Mr. Susumu Ishizaki, JPT provided an overall evaluation of the project activities for FY 2007. WG members have gained the capacity and motivation in a collaborative way and PPP has been strongly formed through dedicated activities. Mr. Ishizaki also gave proposals for activities for FY 2008. The PPP Forum will undertake two main activities: i) development of a Ghana Tourism Marketing Strategy; ii) formulation of programmes to sustain the PPP Forum especially taking actions of previous year's WG achievements.

(2) PPP Forum Logo Selection Process & Web Site

Mr. Edward E. Komla, MOTDR/PPP Forum Secretariat took members through three nominated logos for the PPP Forum logo. He mentioned that the PPP Forum logo will be used on letterheads and for the Forum's future activities. After various comments from the participants, PPP Forum members voted and selected the logo. The logo selected will be modified to show a more tourism focused logo as against the current one which did not depict any tourism design.

(3) Report on GHATOF Activities

Ms. Stella Appenteng, GATOF/PPP Forum Secretariat reported the current situation of GHATOF activities and planned activities for FY 2008. Activities for FY 2008 are:

- Provide members additional necessary training programmes for members and take up additional responsibility of the training to become self reliant and to sustain training after the Project ends; and
- Sensitise members to contribute towards the future training to support the efforts of GHATOF and its future sustainability.

(4) Presentation of the Memorandum of Understanding on the PPP Forum

Ms. Bridget Katsriku, MOTDR/PPP Forum Secretariat presented the final document of the Memorandum of Understanding (MOU) on the PPP Forum and noted that this MOU could be amended to suit to the actual future activities and circumstances at a future date. The participants discussed a possibility of levying and paying of dues as way of committing themselves to the PPP Forum. It was also mentioned that that a committee will be set up to further discuss the issue among others for possible inclusion into the MOU.

(5) Final Comments

Ms. Bridget Katsriku was happy that members have shown more commitment with time and have become interested in the affairs of the PPP Forum. She urged members to continue to participate and contribute in WGs through discussions and networking. She was also pleased that the private sector was seriously discussing the sustainability issues together with the MOTDR and was confident that a fruitful outcome will be the result of a vibrant tourism industry. Members also confirmed their satisfaction with the turn of events and were optimistic that the forum will be sustained.

E.8 8th PPP Forum in June 2008

Date: 4 June 2008

Venue: Sunlodge Hotel

Participants: 93 (Public Sector: 35, Private Sector: 48, Others: 10)

Programme:

Time	Programme
8:30	Arrival and Registration
9:00	Opening Prayer and Welcome Address Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
9:10	Opening Remarks Mr. Kunihiro Yamauchi, Resident Representative, JICA Ghana
9:20	Way Forward for FY 2008 Mr. Susumu Ishizaki, Chief Adviser, JICA Project Team (JPT)
9:40	Presentation and Discussion on the PPP Forum Logo Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat Ms. Vera Chapman-Asamoah
10:00	Progress and Plans of Institutional Strengthening of GHATOF Ms. Stella Appenteng, President, GHATOF/PPP Forum Secretariat
10:15	Presentation on Agro-Tourism Mr. Gameli Dzordzorme, Ghana Tourist Board (GTB)
11:05	Presentation on Partnership with the Tourism Sector - Our Role South African Airways
11:35	Presentation on Results from the Roundtable Meeting Mr. Gameli Dzordzorme, Ghana Tourist Board (GTB)
11:45	Presentation of Working Groups' Action Plans for 2008 Working Group Members
12:35	Discussion on Sustainability of the PPP Forum & Formation of a Committee Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
12:55	Questions and Answers
13:25	Final Comments Hon. Minister, MOTDR
13:35	Closing Remarks Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat

(1) Opening Remarks

Mr. Yamauchi, Resident Representative of JICA Ghana mentioned that the Project has achieved several successes since its inception in February 2006 and various committees set up in core groups have also achieved impressive results. He also mentioned that with only six months to the end of the Project, it was imperative that the principal objective of the year should be the sustainability of the Project. This could be achieved through a strategy on strengthening the efforts of the PPP Forum members through various ideas for implementation after the Project. He emphasised the need for members to obtain maximum impacts from their activities. He believed members through discussions today will forge ways of improving and maintaining the partnership and pledged JICA's continued commitment until the end of the Project.

(2) Way Forward for FY 2008

Objectives for FY 2008

- Development of concrete basis for sustainable PPP Forum, WG, and GHATOF activities.
- Completion of the project activities, and formulation of recommendations for the future.

Recommendations for Activities

- Marketing Strategy, Core and Sub-Task Forces – view future Ghanaian tourism and set long-term and short-term goals and implement action oriented activities utilising available resources. Accumulate data and statistics for a comprehensive marketing strategy, and reflect lessons learned from previous activities into future activities.
- WG1/4 - Focus on GTF related activities such as raising fund, building partnerships among civil society, strengthening public and private partnership.
- WG2 - Complete Training of Trainers (TOT) to test modules, reflect results of TOT for pilot trainings, and collaborate with various stakeholders.
- WG3 (Visitor Centre) - Accelerate the Accra Visitor Centre establishment with available resources, determine overall functions of visitor centres, and plan the long-term and short-term actions including operation and management plans.
- WG5 - Test manuals and reflect feedbacks, and liaise with the task forces to determine future activities.

(3) Progress and Plans of Institutional Strengthening of GHATOF

The president of GHATOF gave an update on the progress made by the Federation. GHATOF has acquired an office through the support of the MOTDR and renovations were currently in progress. The GHATOF Constitution was still being reviewed by a task force and this may be completed within the shortest possible time. The planned activities will be geared towards an advocacy and lobbying for sensitising GHATOF's work to continue throughout the year.

(4) Presentation of Working Groups' Action Plans for 2008

WG1/4 (Finance and Investment/Policy)

- Conduct advocacy among stakeholders on GTA and GTF.
- Initiate lobbying strategies for GTA and GTF.
- Conduct special sessions with financial institutions, manufactures of items consumed by the industry, and core stakeholders.
- Finalise deliverables of work.

WG2 (Human Resource Development)

- Complete training modules for core competencies, front office, housekeeping, food and beverage service, food and beverage production and tour guiding.
- Conduct a TOT programme and evaluate a test before rolling out the main programme.

WG3 (Marketing & Promotion (Branding))

- The working group activities for the year are to form the Core Task Force to accelerate the marketing strategy process. In view of this several meetings have been held first to formulate the Core Task Force in May and to consolidate the vision of the strategy.

WG3 (Marketing & Promotion (Visitor Centre))

- Plans are underway for the visitor centre (VC) to be established after final discussions and negotiations are completed. This will be followed by the selection of a candidate through a tender to prepare drawings for implementation.
- Members are discussing running of VC to ensure it provides the necessary information to all visitors.
- JPT organised three-day workshop in June to fully sensitise members on the essentials of VC and management.

WG5 (Product Development)

- Developed guidelines on good practices for various products, adventure, agro-tourism, eco-tourism etc.
- Discuss these guidelines with stakeholders and to test in three sites; Assin Manso, Wli waterfalls, and Salaga.
- The marketing strategy is believed to touch on these aspects and support the group in its activities.

Marketing Core Task Force and Sub-Task Forces

The MOTDR organised a workshop to embark upon a programme on the first subject, Towards a National Tourism Marketing Strategy for Ghana. About 34 participants from the private and public sector together with a UNWTO consultant assembled and discussed valuable inputs and contributions with an objective to develop a common vision and give the strategy to prepare a successful roadmap.

- Core Task Force:
 - Hold meetings to update and share the progress of each sub-task force activities.
- Sub-Task Force 1 (Tourism Case):
 - Develop tourism case through research for advocacy purposes.
 - Utilise ROI method for tourism case.
 - Propose plans for advocacy and lobbying.
- Sub-Task Force 2 (Marketing Campaign):
 - Determine tourism campaign objectives.
 - Outline and strategy; review previous campaigns.
 - Positioning analysis and identification of target market
 - Plan a campaign for WTM.
- Sub-Task Force 3 (Marketing Strategy):
 - Identify gaps in data required for marketing strategy and develop ways to address these.
 - Agreement on structure and process for developing marketing strategy.
 - Develop a draft Marketing Strategy.

(5) Discussion on Sustainability of the PPP Forum & Formation of a Committee

The Chief Director, MOTDR said, she was pleased that the private sector was seriously discussing the sustainability issues together with the MOTDR and noted that the speech by the JICA representative was focused on the sustainability of the forum. She however was confident that members will embrace these opportunities to build up the tourism industry through

selflessness and volunteerism and applauded efforts of all present as an indication of a vibrant Tourism Industry in the future. She said the departure of JICA was eminent but lauded the support and commitment from SNV, SPEED and other stakeholders who were already joining hands to support the industry to move forward to become sustainable such as other countries like South Africa. Members confirmed their commitment and were optimistic that the activities of the forum will be sustained.

(6) Final Comments

The minister of the MOTDR congratulated members of the PPP Forum for their commitment. She was very appreciative of both internal and external partners and their support as industry is in a transformational mode and support was very important. She suggested discounted fares from airlines (Star Alliance Group) to draw more attractive deals as is done in Singapore, Malaysia etc. She stressed the need for dealing with language barriers and hinted the huge capacity of visitors from Francophone countries such as Côte d'Ivoire. She emphasised the training of bi-lingual attendees for VC's. She promised her unflinching support towards WG's activities through the provision of logistics and policy implementation and said the government is seriously working on the hotel tax issue. She said the success story of the PPP Forum through its partners especially JICA is welcome and hoped another contract will be reached to continue the work.

Members discussed the need for good customer care and maintaining of high standards. Discussions on collaboration with Ghana Standards Board (GSB), and Ghana Tourist Board (GTB) on grading and terminologies were made. The need to include ECOWAS standards to harmonise current standards and to drive the efforts of the industry was stressed. Promotion of made in Ghana produces and the need for certification by GSB and GTB very essential to meeting international needs.

The need for including more District Assemblies in the activities of the PPP Forum was discussed. The Hohoe District Assemblies applauded the efforts of the forum and pledged their support to sensitise other districts on the benefits of the partnership.

Members were also encouraged to make domestic tourism more exciting through (social and cultural activities i.e. funerals, festivals) even though relaxation is not a Ghanaian culture and to taking advantage of agro-tourism as an additional area to develop the industry. The current domestic tour organised by TOUGHHA for schools and such was applauded but emphasis on drawing in various markets to develop domestic tourism was to be explored. Here the need for reduced fares by airlines to draw in more tourists (e.g. open skies by Mauritius 150 flights a day) was reiterated, for guests to get in cheap and spend more. Some members of the airlines explained that high cost of fares was linked to high ground rent, and landing charges from government.

(7) Closing Remarks

The Chief Director of the MOTDR thanked all participants, stakeholders and partners. She emphasised the need for synergy, networking and achievement of goals and said both the private and public sector aim at achieving some profits. The government however uses funds acquired through revenue generated to help the development of the tourism industry and this is evidently shown in the logo developed for the forum through its vision in developing tourism in Ghana through a private and public partnership. The issue of allowance was clarified. The Chief Director said, the previous forum discussed the MOU and constitution and the final document agreed indicates clearly that no sitting allowances will be disbursed after the departure of JPT. In view of this only persons from outside Accra will receive transportation allowances from the next PPP Forum.

E.9 9th PPP Forum in September 2008**Date:** 11 September 2008**Venue:** Sunlodge Hotel**Participants:** 106 (Public Sector: 39, Private Sector: 59, Others: 8)**Programme:**

Time	Programme
8:30	Arrival and Registration
9:00	Opening Prayer and Welcome Address Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
9:10	Opening Remarks Hon. Oboshie Sai Cofie, Minister, MOTDR
9:15	Presentation of the PPP Forum Letterhead Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
9:25	GHATOF Activities: Progress and Plans of Institutional Strengthening Mr. David Nana Anim, Vice President, GHATOF
9:40	Presentation of Results from the Roundtable Meeting Mr. Gameli Dzordzorme, Ghana Tourist Board (GTB)
9:55	Outcome of the Sensitisation Workshop for Top Industry Players Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
10:10	Plenary Discussion
10:40	Break
11:00	Presentation on Working Groups' Activities Working Group Members
11:45	Presentation on Activities for the Marketing Strategy Working Group Members
12:30	Plenary Discussion
13:00	Final Comments Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
13:35	Closing Remarks Mr. Masato Kumagai, Deputy Resident Representative, JICA Ghana

(1) GHATOF Activities: Progress and Plans of Institutional Strengthening

Mr. David Nana Anim, Vice President of GHATOF confirmed responsibilities and challenges of GHATOF and presented activities planned for the future.

GHATOF's Responsibilities

- Act as a private sector advocate for the interests of tourism in Ghana and collaborate with all relevant organisations to that end.
- Encourage and promote the creation of an enabling environment for profitable tourism operations in Ghana
- Promote the advancement of responsible and sustainable tourism in Ghana.
- Improve the standards of service offered by Ghanaian tourism organisations.
- Establish and maintain effective membership governance.
- Provide leadership for addressing issues related to tourism.
- Ensure growth and development of members through training and related activities.

GHATOF's Challenges

- Insufficient communication among members.
- Insufficient organisational development support to transform GHATOF into a viable body.
- Insufficient expertise in lobbying and advocacy for an improved business environment.
- Insufficient knowledge of the GHATOF constitution.
- Insufficient collection of membership fees.

Activities Planned for the Future

- Produce the GHATOF Constitution.
- Training for capacity development of members.
- Continue a refurbishment of secretariat.
- Finance and resource mobilisation.

(2) Outcome of the Sensitisation Workshop for Top Industry Players

The MOTDR organised a sensitisation workshop at the Fiesta Royal Hotel to create awareness of tourism development. Participants exchanged various opinions on tourism issues in Ghana, PPP Forum and its activities, and how stakeholders could work together towards the Ghanaian tourism development for the future.

Three presentations were made at the workshop:

- Tourism as a Chain and How Practitioners Need to Collaborate to Strengthen the Chain;
- Responsible Tourism; and
- JICA's Activities and PPP Forum.

On the sustainability of the PPP Forum, it was agreed to continue the PPP Forum even after the JICA project ends. However some barriers and issues were presented, for example, commitments from both private and public are insufficient, especially big players in the industry – hotels, tour operators, tour guides – who were not active in the forum's activities. Participants in the workshop concluded that there is a need for the industry to collaborate and work together as partners. The workshop is a good forum and indications resulting from workshops should be linked to the PPP Forum.

It was also mentioned that weak private sector associations should be strengthened. There is a need to strengthen various associations, creating linkages and put pressure on GHATOF to act to

ensure a strong federation. Some associations are not functioning because of human resource weaknesses. Associations should be made democratic and give chances for others to show their capacities.

(3) Plenary Discussion

Various comments and ideas were presented by participants.

- GHATOF membership should be categorised to make the federation more active to enhance its work. (Mr. Martin Mireku).
- The committee that reviewed the GHATOF constitution has already taken note of categorisation and these will be addressed. (Mr. Boateng).
- The Minister supported the establishment of the National Hospitality Authority and challenged WG2 to pursue its establishment. Regarding the visitor centre, Afrikiko is not a security zone and it will not cause any problems. The Minister also promised to seek funding to support the National Visitors Centre but expected all necessary documentation backing its establishment to be in place.
- Individual organisations and companies will be contributing to the fund to ensure its success and urged all members to promote and advocate for the implementation of the fund to support the PPP Forum's sustainability (Mr. Nkunu Akyea).
- TDA needs to be established to regulate and supervise various sectors such as tours, hospitality institutions (Members).
- Clear roles played by visitor centres/information centres should be presented (Members).
- TDF has to be established since it has been discussed for more than 12 years (Members).
- Adequate systems need to be developed to help private sector investment as well as to improve leadership and governance;

(4) Final Comments

Ms. Bridget Katsriku, Chief Director of the MOTDR/PPP Forum Secretariat states comments on points discussed during the 9th PPP Forum.

- WG1/4 should continue to discuss with the private sector to work faster and obtain some funds in December or early next year.
- WG2 should include travel agencies and also La Perm Beach Hotel into the pilot programme.
- Core Task Force and Sub-Task Forces should have meetings to increase the pace of work.
- Possible establishment of a visitor centre at the Accra Mall together with gas stations should be pursued. She implored the executive director of GTB to assist the oil marketing companies to support the gas stations and WG.
- She stressed the need to upgrade information dissemination and improve circulation of brochures at more hotels.

E.10 10th PPP Forum in December 2008**Date:** 4 December 2008**Venue:** Sunlodge Hotel**Participants:** 113 (Public Sector: 47, Private Sector: 58, Others: 8)**Programme:**

Time	Programme
8:30	Arrival and Registration
9:00	Opening Prayer and Welcome Address Mr. Edward E. Komla, Director, MOTDR/PPP Forum Secretariat
9:10	Opening Remarks Mr. Kunihiro Yamauchi, Chief Representative, JICA Ghana
9:15	Presentation of the Web Site Nana Twum Berima, Acting Manager, GTB/Web Site Management Committee
9:30	Progress and Plans of the GHATOF Institutional Strengthening Activities Ms. Stella Appenteng, President, GHATOF/PPP Forum Secretariat
9:45	Presentation on the Policy Planning and M&E Training Workshop Mr. Humphrey Kuma, Director, MOTDR/PPP Forum Secretariat
10:00	Presentation of Recommendations for the Future PPP Forum Dr. Ryoichi Ozawa, JICA Project Team (JPT)
10:15	Presentation of Outline of Strategic Plan for Sustainability of the PPP Forum Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat
10:30	Break
10:50	Presentation on WGs' Deliverables and Way Forward Plans for 2009 Working Group Members
11:35	Presentation on the National Tourism Marketing Strategy Working Group Members
12:05	Report on the Gambia Workshop and Mali Conference Mr. Humphrey Kuma, Director, MOTDR/PPP Forum Secretariat Mr. Godwin Yirekyi, Travel Writer's Association
12:25	Closing Remarks Ms. Bridget Katsriku, Chief Director, MOTDR/PPP Forum Secretariat

(1) Progress and Plans of the GHATOF Institutional Strengthening Activities

Ms. Stella Appenteng, President of GHATOF/PPP Forum Secretariat, reported the progress and plans of activities for the institutional strengthening of GHATOF. The office of the GHATOF's secretariat was set up during the Project so that the secretariat can communicate with GHATOF members and other stakeholders. A committee has also completed reviewing the constitution of GHATOF.

A three-day workshop for the members was organised in November 2008 with support from JICA. Participation in the workshop was very encouraging and the participants showed great enthusiasm. The workshop was one of the activities for the strengthening and renewing of GHATOF, and the main objectives of the workshop were to give the participants understanding and skill practice in areas of strategic and operational planning, human factors, business planning, and governance of the trade association. In addition to these, the participants had an opportunity to discuss the draft Tourism Bill and concluded that GHATOF executives should send the MOTDR comments from the private sector.

(2) Policy Planning and M&E Training Workshop

Mr. Humphrey Kuma, Director of the MOTDR/PPP Forum Secretariat, outlined the policy planning and M&E (Monitoring and Evaluation) training workshop conducted between 10 and 14 November 2008 receiving 18 participants from the MOTDR, GHATOF, GTB, and Hotel Tourism Training and Catering Institute (HOTTCAT). The workshop was organised in order to enhance capacities of the participants and organisations from which the participants came in the areas of policy formulation, and analysis and implementation of policies as well as monitoring and evaluation.

The workshop provided the participants with an opportunity to try to structure problems and root causes, and find proper solutions. The plenary discussions also gave the participants a unique opportunity to imbibe fresh knowledge on how to analyse and come out with solutions for issues the sector may confront.

(3) Recommendations for the Future PPP Forum

Dr. Ryoichi Ozawa, JPT reported to the PPP Forum members on recommendations for the future PPP Forum formulated by JPT through discussions with the PPP Forum Secretariat and other stakeholders. The recommendations were developed to strengthen the organisational structure and system of the PPP Forum and ultimately improve the tourism sector of Ghana. He gave recommendations for three aspects of the PPP Forum: i) missions and functions; ii) organisation and management; and iii) activities.

He also emphasised three strategies which will be necessary for the development of the Ghanaian tourism sector as follow:

- Community based tourism development strategy;
- Tourism investment strategy; and
- Marketing strategy.

(4) Outline of Strategic Plan for Sustainability of the PPP Forum

Ms. Bridget Katsriku, Chief Director of the MOTDR/PPP Forum Secretariat, raised the necessity of a joint project and capacity development to make the PPP Forum sustainable. She mentioned the following aspects which need to be focused on in the future PPP Forum: i) Vision for the way forward in order to build seamless partnerships; ii) Mission; iii) Management; iv) Membership; and v) Functions in the future.

In regards to the management of the PPP Forum, she emphasised that the establishment of an independent board and implementation community, paid secretariat, and management of WGs are required to strengthen the PPP Forum. In respect of functions in the future, the PPP Forum should have a stronger decision making, advocacy and finance functions. She also announced the holding of the next PPP Forum would be in March 2009, and making of future plans for the next three years until March 2009.

(5) WGs' Deliverables and Way Forward Plans for 2009

WG1/4 (Finance and Investment/Policy)

WG1/4 organised a workshop on advocacy and lobbying skills as a part of preparatory activities for implementing advocacy and lobbying for identified stakeholders in the tourism sector. The stakeholders to be contacted were classified into: a) financial institutions and manufacturers; b) service providers; c) direct tourism institutions; tourism practitioners; and d) multi and bilateral institutions. These stakeholders were approached and favourable initial responses were obtained from most of them. Critical advocacy and lobbying skills development will have to be continued and are required to push through the Tourism Bill and obtain support for GTF.

WG2 (Human Resource Development)

WG2 reviewed the existing TCDI documents and developed a standardised curriculum including areas of front office operations, housekeeping, food and beverage service, food production, and tour guiding. Training modules were also developed to be used for a pilot project which will be implemented at selected schools within the Greater Accra Region in 2009. WG2 has already started training programmes for 12 teachers from selected hospitality training institutions in Accra.

WG3 (Marketing & Promotion (Branding))

Activities for the national marketing tourism strategy conducted by the core task force and sub-task forces were reported to the PPP Forum members such as the development of a logo of the Ghana tourism marketing campaign and templates of brochures and posters for it.

WG3 (Marketing & Promotion (Visitor Centre))

Main activities performed by WG3 in 2008 were reported as follow:

- A two-day training workshop for developing the visitor centre was organised;
- Lecture on sponsorship and fundraising was implemented;
- Drawings of the visitor centre were produced;
- Location of the visitor centre was proposed; and
- Business plan for the Accra Visitor Centre was developed.

Planned activities to be conducted were also proposed:

- Ascertain the location of the Accra Visitor Centre;
- Intensify sponsorship for constructing the Accra Visitor Centre;
- Undertake actual preparation for the construction; and
- Show examples of satellite visitor centres/information desks and actualise the construction of them.

WG5 (Product Development)

A sensitisation workshop was organised in Wli to form a community-based development plan for Wli and the results from the workshop were summarised using a video of the site. WG5 members proposed that a better visitor centre or seating area should be developed to

accommodate visitors and help them relax before their departure from the site.

(6) Closing Remarks

In the closing remarks, Ms. Bridget Katsriku provided an overview of the Project and 10th PPP Forum. The Project began in 2006 with the aim of developing the capacity of the Ghanaian tourism sector and bringing together the public and private sectors to achieve a common goal for strengthening the tourism industry, which has been achieved, and acknowledged the support from the Government of Japan through JICA. She thanked consultants from PADECO Co., Ltd., SNV, SPEED Ghana, WG chairs and members, and other stakeholders for partnering to implement the Project and ensure the success of the PPP Forum. She also congratulated the president and members of GHATOF and the private sector for their efforts, dedication, and collaboration that led to the Project's success.

Ms. Katsriku mentioned again that the Project has achieved the purpose of linking the public and private sectors together. The public sector previously worked without the private sector, but they are currently working together and ready to further collaborate to remove all impediments to obtain results. Finally, she thanked all for being with the PPP Forum for over the past two and a half years and also said that the end of the Project marked the beginning and continuation of more activities.

**The Tourism Development Project
through Strengthening
Public-Private Partnership
in the Republic of Ghana**



**Recommendations
for the Future PPP Forum**

January 2009

JICA Project Team

Recommendations for the Future PPP Forum

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Abbreviations

AVC	Accra Visitor Centre
CTF	Core Task Force
EIA	Economic Impact Assessment
GHATOF	Ghana Tourism Federation
GTA	Ghana Tourism Authority
GTB	Ghana Tourist Board
GTF	Ghana Tourism Fund
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JPT	JICA Project Team
MOTDR	Ministry of Tourism and Diasporan Relations
NGO	Non Governmental Organisation
PDM	Project Design Matrix
PO	Plan of Operations
PPP	Public-Private Partnership
PPME	Policy Planning, Monitoring and Evaluation (Department of the MOTDR)
PPP	Public-Private-Partnership
STF	Sub-Task Force
TOR	Terms of Reference
TOT	Training of Trainers
WG	Working Group
WMC	Web Site Management Committee
UNWTO	World Tourism Organisation

EXECUTIVE SUMMARY

The Project and PPP Forum

The Japan International Cooperation Agency (JICA) has supported the Ministry of Tourism and Diasporan Relations (MOTDR) in establishing and enhancing the Public-Private-Partnership Forum (PPP Forum) through “The Tourism Development Project through Strengthening Public-Private Partnership in the Republic of Ghana” (hereinafter referred to as “the Project”) from February 2006 to January 2009.

Although Ghana has great potential for the future tourism development, the tourism industry has faced a number of challenges such as: i) a weak private sector; and ii) insufficient collaboration between the public and private sectors. To tackle with these challenges, the Project was designed with the aim of forming a favourable public-private partnership (PPP) in the tourism sector of Ghana and was expected to establish an action-oriented forum, PPP Forum, which involves all relevant stakeholders of the sector.

Advantages and Impacts of the PPP Forum

During the Project of about three years, since the PPP forum was formally established in August 2006, it has been successfully contributing to the improvement of the tourism sector as follows:

- **Provided a permanent platform for both the public and private sectors**
Provided a permanent platform where relevant organisations and parties from both the public and private sectors could gather together and discuss various topics for improving the tourism industry in Ghana. The number of the PPP Forum members is about 200 as of December 2008 and the number of participants in the forums has increased to more than 110 even after abolishing allowances for participants from inside Accra.
- **Strengthened PPP in the tourism Sector**
Increased awareness of the Public-Private Partnership (PPP) and the necessity of PPP for the tourism sector, strengthened cooperation, accelerated dialogue between the public and private sectors, in particular involving organisations and parties who had not joined similar activities before. According to questionnaire surveys for the PPP Forum members, more than 95% of the respondents agreed with the importance of PPP/PPP Forum for the development of tourism in Ghana.
- **Coordinated various activities and provided an opportunity to share knowledge**
Played coordinating roles for various activities, in particular the quarterly forums and pilot activities, through formulating a network among the members. Furthermore, provided an opportunity to share necessary knowledge and outcomes from each activity, as well as issues and visions for the future improvement of the tourism sector. The results from the questionnaire surveys showed that about 90% of the members could gain and share new knowledge and information, and subsequently utilised them in their business with their colleagues.
- **Generated actual outcomes from the activities**
Generated actual outcomes from the activities such as strengthening of the organisational structure of GHATOF, development of the National marketing Strategy, and preparation for establishing the Ghana Tourism Authority (GTA), Ghana Tourism Fund (GTF), hospitality training programmes, and Accra Visitor Centre (AVC). Also improved the national tourism web site and developed the Product Development Guide, Marketing Resource Centre, pocket tourist map, and so on. According to the results from the questionnaire surveys, more than 95 % of the respondents highly evaluated the pilot activities by the working groups.
- **Developed the capacity of the PPP Forum members**
Developed the capacity of the PPP Forum members through various training

programmes and raised a few leaders who are expected to play key roles in the future Ghanaian tourism sector. About 700 participants in total joined the trade association workshops and more than 100 PPP Forum members participated in other training programmes implemented in Ghana, other African countries, and Japan.

PPP Forum for the Future Ghanaian Tourism Sector

Taking into consideration the current situation of the Ghanaian tourism sector and important roles that the PPP Forum had played, the PPP Forum should be kept active and almost all relevant organisations and persons actually expect to continue the PPP Forum even after the Project ends in January 2009. Therefore, the PPP Forum Secretariat and JPT had been continuously discussing sustainable management of the PPP Forum. All the PPP Forum members understand issues for the future and subsequently are discussing the issues and measures on the sustainability of the PPP Forum including various stakeholders. However, clear visions of the organisational structure of the Forum, financial mechanism, management system etc. have not yet been sufficiently presented.

Under these circumstances, JPT formulated a few recommendations and prepared action plans. The recommendations from JPT are expected to be one of reference when the PPP Forum members discuss how to manage and sustain the PPP Forum from 2009. It is right time when the PPP Forum's mechanism is advanced to a stage where orchestrated efforts of all the stakeholders are required to boost the tourism industry in Ghana. In order to deal with the existing challenges and further activate the PPP Forum, comprehensive measures and combined efforts and involvement by all the members are required.

Recommendations for the Future PPP Forum

The recommendations formulated by JPT are described in the following aspects which although are related to each other, comprehensive measures are still required:

- **Development of the sustainable systems for the PPP Forum**
The most major challenge is to develop sustainable systems to continue forums, pilot activities, training programmes, and public relations activities in accordance with the actual situations of human and financial resources that can be secured after the Project ends. The members have to reconfigure systems of the PPP Forum, such as the frequency of the forums and size of the forum and management unit, involving more stakeholders even from outside Accra and expanding the PPP Forum into local regions to promote regional development in Ghana based on the feasibility and strategic plans.
- **Establishment of the sustainable financial mechanism**
The PPP Forum has to secure necessary financial resources for the effective management of each activity through continuing to encourage both the public and private sectors to join and support the PPP Forum related activities as sponsors, in particular large hotels, travel agencies, airlines, banks, and mass media.
- **Strengthening of human resources and organisational structure**
The PPP Forum has to secure necessary human resources and continue to develop capacities of those who could be leaders in the tourism industry of Ghana, while increasing commitments and developing the capacities of young people. Also further strengthen organisations in both the public and private sectors
- **Improvement of project management mechanism**
The PPP Forum Secretariat should continue to enhance project management skills of key players and functions of the PPP Forum in areas such as 1) integration management, 2) scope management, 3) time management, 4) cost management, 5) quality management, 6) human resource management, 7) communication management, 8) risk management, and 9) procurement management.

Chapter 1 Introduction

1.1 Background of Establishment of the PPP Forum in Ghana

1.1.1 Ghanaian Tourism Sector before the Project Began

The Japan International Cooperation Agency (JICA) has supported the Ministry of Tourism and Diasporan Relations (MOTDR) in establishing and enhancing the Public-Private-Partnership Forum (PPP Forum) through “The Tourism Development Project through Strengthening Public-Private Partnership in the Republic of Ghana” (hereinafter referred to as “the Project”) from February 2006 to January 2009.

Although Ghana has great potential for the future tourism development, the tourism industry has faced a number of challenges. The Project Document of the Project, developed in December 2005 before the Project began, represented two key issues based on results from discussions and consultations with relevant organisations and stakeholders of the Ghanaian tourism sector: i) a weak private sector; and ii) insufficient collaboration between the public and private sectors.

Weak Private Sector

The following aspects led to weakness in the private sector:

- Structure of the private sector was weak;
- Commitments of both the public and private sectors were low;
- Enabling policy environment was non-existent; and
- Financial constraints existed for the public and private sectors.

Since these problems are related to each other, a cross-sectoral and comprehensive approach is required for its solution. In terms of private sector development, the lack of training programmes for human resource development had been inhibiting the development of high levels of competence and provision of good-quality services.

Insufficient Collaboration between the Public and Private Sectors

The institutional system to coordinate efforts made by stakeholders in both the public and private sectors was weak, and the private sector was not benefiting from favourable environment for the tourism development. The public sector was not yet able to come up with specific measures to support the private sector in general, especially human resource development in the tourism industry, and the collaboration between the public and private sectors was insufficient.

1.1.2 Necessity of PPP and the PPP Forum in Ghana

The Project Document also stated that encouraging and strengthening cross-sectoral linkage was an effective development tool as these areas were interrelated, which makes an immediate contribution towards tourism industry development as a whole and the public sector should take a leading role in doing so. The Project was designed with the aim of strengthening PPP as means of tourism industry development and was expected to establish an action-oriented forum which involves all relevant stakeholders of the Ghanaian tourism sector. The Project envisaged the PPP Forum to address and offer solutions to issues in strategic PPP, action and business plans as well as monitoring and evaluation. The PPP spearheads the use of public sector resources to assist the private sector, and contributes to overcoming the weaknesses in the tourism sector. It is expected that the PPP Forum facilitates capacity development of stakeholders to provide quality services and eventually boost tourism development in the country.

1.2 Outline of the Tourism Development Project

The Project began in February 2006 and lasted until January 2009. The objective of the Project was to form a favourable public-private partnership in the tourism sector of Ghana. The MOTDR and JICA Project Team (JPT) established the PPP Forum in order to strengthen PPP for tourism development through strategic discussions and implementation of the pilot activities while developing the capacity of the PPP Forum members from both the public and private sectors.

Table 1.1 shows the Overall Goal, Purpose, and Outputs of the Project. The Overall Goal and Project Purpose are expected to be achieved within about three years after the Project ends and within the project duration, respectively. The target area of the Project was the whole of Ghana.

Table 1.1 Purpose, Overall Goal, and Outputs of the Project

Overall Goal
Tourism industries along with hospitality services are well developed to attract more tourist arrivals and increase receipts.
Purpose
Successful Public-Private Partnership (PPP) is established.
Outputs
Output 1: Functioning PPP Forum is in place.
Output 2: Capabilities of the PPP Forum are well-developed.
Output 3: Activity plans and strategies for the future PPP Forum are formulated.
Output 4: Capacities for monitoring and evaluation are enhanced.

Source: Project Design Matrix (PDM) of the Project

1.3 Objectives of the Recommendations

1.3.1 Objectives of the Recommendations

The objectives of formulating the recommendations are to present potential visions for the future PPP Forum to be utilised for further developing the Forum.

The PPP Forum members and various stakeholders in the Ghana's tourism sector agreed to continue the PPP Forum even after the Project ends in January 2009. Therefore, the PPP Forum Secretariat and JPT had been continuously discussing sustainable management of the PPP Forum such as the future organisational structure of the Forum, its financial resources, etc. All the PPP Forum members understand issues for the future and subsequently are discussing the issues and measures on the sustainability of the PPP Forum including various stakeholders to secure the continued operations of the PPP Forum and other related activities.

However, clear visions of the organisational structure of the Forum, financial mechanism, management system etc. have not yet been sufficiently presented. A sustainable structure needs to be developed to continue the PPP Forum and activities without assistance from JICA/JPT.

1.3.2 How to Utilise the Recommendations

In addition to the recommendations from JPT, the PPP Forum Secretariat is also formulating other plans for the future PPP Forum through discussions by the PPP Forum Sustainability Committee. Both recommendations and visions from JPT and the PPP Forum Secretariat are expected to be reviewed and utilised by the PPP Forum members and relevant stakeholders to develop an appropriate and practical structure for the PPP Forum.

Chapter 2 Current Structure and Activities of the PPP Forum

2.1 Current Structure and Roles of the PPP Forum

2.1.1 Roles and Responsibilities of the PPP Forum

JPT assisted the PPP Forum Secretariat in drafting the PPP Forum Constitution. The constitution had been examined by a committee that was set up by the PPP Forum Secretariat as well as by the broader PPP Forum membership to be revised so that it is useable even after the completion of the Project. The PPP Forum Constitution was further modified as a memorandum and approved among the PPP Forum members at the 5th PPP Forum held in October 2007. The PPP Forum Memorandum consists of 11 articles with the following four chapters shown in Table 2.1.

Table 2.1 Composition and Content of the PPP Forum Memorandum

Chapters	Contents
I Name, Objectives, and Activities	Objectives: The PPP Forum's mission is to provide an arena for all stakeholders to collectively address and discuss solutions to sector issues. The overall objective is that the functional PPP Forum will facilitate co-ordination and co-operation of public and private sector stakeholders and will become a recognisable institution to boost tourism development in Ghana. Activities: The PPP Forum 1) establishes mutually beneficial strategies and action plans, 2) undertakes projects for capacity building; and 3) shares knowledge and experience acquired/imparted.
II Management Structure and Membership	Membership is open to all interested and committed practitioners in the public and private sectors of the tourism industry. Chairpersons of the forum are assigned from the private sector, GHATOF, and from the public sector, the MOTDR.
III The Secretariat of PPP Forum	The PPP Forum Secretariat is placed within the MOTDR. The Secretariat 1) sends invitation to members, 2) publishes an "Annual Report" and "Monitoring and Evaluation Report", 3) disseminates information for the PPP Forum, public relations, and maintains the web site, 4) takes minutes of meetings, 5) facilitates working group activities, and 6) collects, stores and disseminates PPP activities for tourism development in Ghana.
IV Additional Clause	MOTDR: Places the Secretariat within the MOTDR, makes contributions to training for the PPP Forum members, and provides funding arrangements, internal coordination, and policy recommendations. GHATOF: Partners with the MOTDR in providing funds to manage PPP Forum Secretariat expenses and helps to organise training.

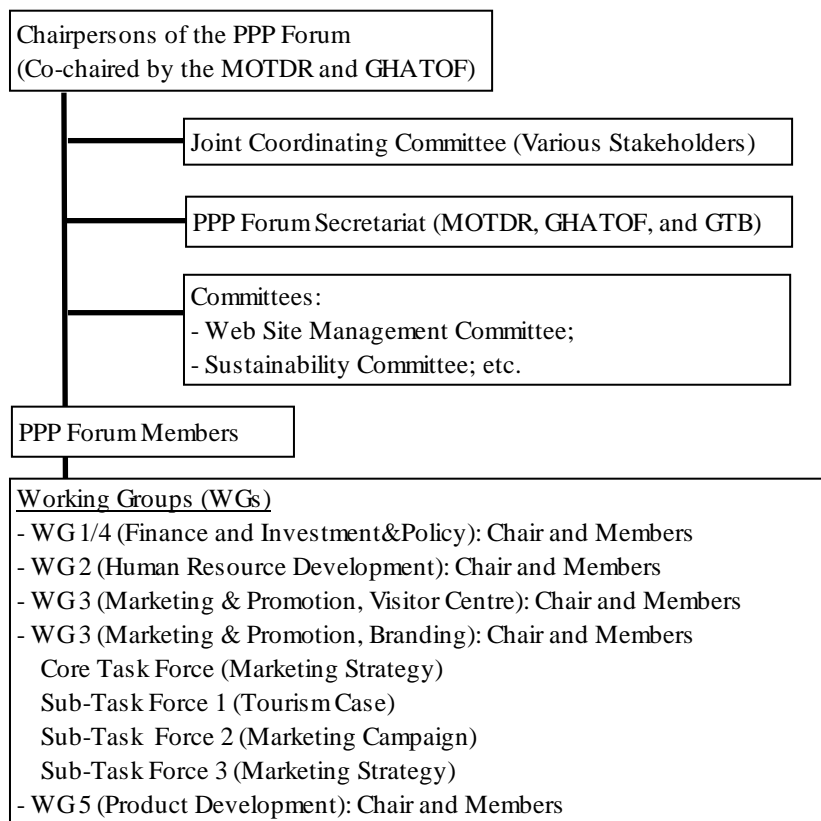
Source: Memorandum of Understanding on the PPP Forum

2.1.2 Organisational Structure of the PPP Forum

The MOTDR and JPT established a project implementation body through discussions with various public and private stakeholders in the tourism sector of Ghana and subsequently developed the terms of reference (TOR) of the PPP Forum Secretariat in 2006, which was approved at a preparatory meeting of the PPP Forum.

After the preparatory meeting, the PPP Forum Secretariat was formally set up within the MOTDR with the participation of the Ghana Tourist Board (GTB) and Ghana Tourism Federation (GHATOF) that represents the tourism trade associations. Members of the Secretariat continuously hold meetings in order to discuss various topics to promote activities of the PPP Forum and improve the tourism sector of Ghana.

The current organisational structure of the PPP Forum as of December 2008 is described in Figure 2.1. The PPP Forum is co-chaired by both the private and public sectors, the MOTDR and GHATOF, and managed by the PPP Forum Secretariat. The Joint Coordinating Committee (JCC) was also set up to evaluate and discuss various topics for tourism development in Ghana as well as effective management of the PPP Forum. Members of JCC include the MOTDR, GHATOF, GTB, other relevant ministries, Non Governmental Organisations (NGO), and other main stakeholders from both the public and private sectors in the Ghanaian tourism sector as well as JICA and other international donors. The PPP Forum also contains working groups (WGs) and committees to implement activities for developing and improving tourism industries, and a wide range of training programmes are being conducted for the PPP Forum members.



Source: JICA Project Team

Figure 2.1 Current Organisational Structure of the PPP Forum

2.1.3 Management and Financial System of the PPP Forum

There are almost two hundred names on the list of PPP Forum members, and membership of the forum is open to all interested and committed practitioners in the public and private sectors as stated in Table 2.1. The PPP Forum Secretariat quarterly organised 10 forums from August 2006 to December 2008 with assistance from JPT, and more than 90 participants attended the recent forums from not only within Accra but also outside Accra.

JICA provided the costs for: i) organising a quarterly forum such as a venue and transportation and accommodation expenses for participants from outside Accra; ii) conducting training programmes for the PPP Forum Members; iii) implementing pilot activities by the working groups and task forces; iv) conducting public relations activities; and so on. The MOTDR, GHATOF, GTB, private companies, NGO, and other international donors also burdened some of the costs and contributed in the human resource area.

2.2 Current Activities Implemented by the PPP Forum

2.2.1 Quarterly PPP Forum

As mentioned in 2.1, the PPP Forum Secretariat and JPT organised 10 forums from August 2006 to December 2008 as shown in Table 2.2.

Table 2.2 PPP Forum and the Numbers of Participants

Forums	Timing	The Number of Participants
1 st PPP Forum	10 August 2006	85 (public sector: 41, private sector: 33, others: 11)
2 nd PPP Forum	14 December 2006	56 (public sector: 18, private sector: 35, others: 3)
3 rd PPP Forum	20 March 2007	78 (public sector: 35, private sector: 32, others: 11)
4 th PPP Forum	5 July 2007	68 (public sector: 26, private sector: 35, others: 7)
5 th PPP Forum	10 October 2007	83 (public sector: 28, private sector: 45, others: 10)
6 th PPP Forum	11 December 2007	103 (public sector: 44, private sector: 51, others: 8)
7 th PPP Forum	11 March 2008	90 (public sector: 32, private sector: 50, others: 8)
8 th PPP Forum	4 June 2008	93 (public sector: 35, private sector: 48, others: 10)
9 th PPP Forum	11 September 2008	106 (public sector: 39, private sector: 59, others: 8)
10 th PPP Forum	4 December 2008	113 (public sector: 47, private sector: 58, others: 8)

* Others represent participants from JICA, JICA Project Team, and so on.

Source: JICA Project Team

At each forum, the progress and plans of various activities were reported such as: pilot activities, development and management of a web site, and training programmes conducted for the PPP Forum members. Participants actively exchanged opinions and ideas on the sustainability of the PPP Forum as well as the improvement of tourism industries in Ghana. Sensitisation workshops were also organised to raise awareness of stakeholders in the tourism sector for PPP and tourism-related topics, and each workshop received favourable ratings.

2.2.2 Pilot Activities

Five working groups (WGs), further reorganised into four WGs, were set up in August 2006. WGs consist of the PPP Forum members working on pilot activities in five areas: i) Finance and Investment (WG1), ii) Human Resource Development (WG2), iii) Marketing and Promotion (WG3), iv) Policy (WG4), and v) Product Development (WG5). A core task force and three sub-task forces were newly established in 2008 to develop a tourism sector marketing strategy.

Table 2.3 List of Working Groups and Pilot Activities in the Fourth Phase

WGs	Areas	Pilot Activities	# of Members
WG1/4	Finance and Investment & Policy	Develop the Ghana Tourism Fund (GTF) Implement the Ghana Tourism Authority (GTA)	26 (public:13 private: 13)
WG2	Human Resource Development	Create hospitality training standards for improving quality	20 (public: 9, private: 11)
WG3	Marketing & Promotion	Branding - Core Task Force - Sub-Task Force 1 (Tourism Case) - Sub-Task Force 2 (Marketing Campaign) - Sub-Task Force 3 (Marketing Strategy)	Members of Sub-task forces 8 (public: 5, private: 3) 11 (public: 3, private: 8) 12 (public: 9, private: 3)
		Develop a framework for an visitor centre	26 (public: 9, private: 17)
WG5	Product Development	Benchmarking good practices in tourism product development	16 (public: 5, private: 11)
Total (gross)			119 (public: 53, private: 66)

* As of December 2008

Source: JICA Project Team

2.2.3 Training Programmes for GHATOF and the PPP Forum Members

The PPP Forum Secretariat and JPT organised, implemented, and supported various training programmes under the framework of the PPP Forum to develop and improve the capacity of the PPP Forum members, and strengthen organisations such as GHATOF. Participants in the training and workshops developed reports summarising the programmes and lessons learnt from them in order to share knowledge and information among the PPP Forum members.

Main Training Programmes and Workshops

- Counterpart training in Japan (tourism development planning course);
- Counterpart training in Japan (inbound tourist marketing through PPP);
- Trade association workshops in Accra, Kumasi, Tamale, Elmina, and Koforidua;
- Study tour to South Africa to illustrate good practices in tourism development;
- Workshops to strengthen the institutional capacity of GHATOF;
- Web site development and management training;
- Project management training for staff of the MOTDR;
- UNWTO Workshop in Benin – public-private partnership in tourism;
- JICA-Net seminar on project management;
- Workshop – towards establishment of visitor centres in Accra;
- Workshop on promoting tourism for sustainable development; and
- Monitoring and evaluation, and policy training for staff from the MOTDR, GHATOF, GTB, and Hotel Tourism Training and Catering Institute (HOTTCAT).

2.2.4 Public Relations Activities

The PPP Forum Secretariat and JPT worked on public relations activities.

Project Activity Annual Report and Newsletter

The PPP Forum Secretariat produced annual reports in July 2007, June 2008, and January 2009 with assistance from JPT, which summarised project activities such as a quarterly forum, pilot activities, trade association workshops, and web site development. The MOTDR and JPT also prepared a few newsletters to report project activities. The newsletters were uploaded to the web site.

National Tourism Web Site

The PPP Forum Secretariat organised a Web Site Review Committee, which worked closely with JPT to develop an improved national tourism web site, including links to a PPP Forum's web site which introduces activities of the PPP Forum and WGs. The web site counts around 5,000 visitors each month. A Web Site Management Committee (WMC) was also set up and meetings were held to discuss how to efficiently manage the web site and develop a more practical site. The web site is being continuously updated and developed to be able to introduce useful information for tourists and PPP Forum activities and reports. The committee is also exploring an appropriate structure for sustainable management and regular and on-going maintenance of the web site by a designated individual.

2.2.5 Other Activities

A few committees, such as the Branding Committee and Sustainability Committee, were established to discuss particular topics raised by the PPP Forum and relevant organisations and parties. In particular, members of the Sustainability Committee discussed sustainable management of the PPP Forum such as the future organisational structure of the forum, its financial resources, etc.

Chapter 3 Advantages and Challenges of the PPP Forum

3.1 Advantages of the PPP Forum

The PPP forum has been contributing to the improvement of the Ghanaian tourism sector since the forum was formally established in August 2006. This section presents the primary major advantages of the PPP Forum based on comments from the PPP Forum members and other relevant persons.

- **Provided a permanent platform for both the public and private sectors**
Provided a permanent platform where relevant organisations and parties from both the public and private sectors could gather together and discuss various topics for improving the tourism industry in Ghana.
- **Strengthened PPP in the tourism Sector**
Increased awareness of the Public-Private Partnership (PPP) and the necessity of PPP for the tourism sector, strengthened co-operation, accelerated dialogue between the public and private sectors, in particular involving organisations and parties who had not joined similar activities before.
- **Coordinated various activities and provided an opportunity to share knowledge**
Played coordinating roles for various activities, in particular the quarterly forums and pilot activities, through formulating a network among the members. Furthermore, provided an opportunity to share necessary knowledge and outcomes from each activity, as well as issues and visions for the future improvement of the tourism sector.
- **Generated actual outcomes from the activities**
Generated actual outcomes from the activities such as strengthening of the organisational structure of GHATOF, development of the National marketing Strategy, and preparation for establishing the Ghana Tourism Authority (GTA), Ghana Tourism Fund (GTF), hospitality training programmes, and Accra Visitor Centre (AVC)
- **Developed the capacity of the PPP Forum members**
Developed the capacity of the PPP Forum members through various training programmes and raised a few leaders who are expected to play key roles in the future Ghanaian tourism sector.

Results of the Questionnaire Surveys for the PPP Forum Members

The questionnaire surveys were conducted at the PPP Forum using a questionnaire.

Percentages of answers of “very significant/very satisfactory” and “significant/satisfactory” for the following questions at the seven forums were shown in Table 3.1. Although these figures are results from respondents who attended the forums and answered the questions, the percentages of the answers are quite high every time, which would indicate positive evaluation from the members.

Q1) How important is the PPP Forum for the development of tourism in Ghana?

Q2) How do you evaluate the PPP Forum?

Table 3.1 General Overview on the PPP Forum

Questions	4 th PPPF	5 th PPPF	6 th PPPF	7 th PPPF	8 th PPPF	9 th PPPF	10 th PPPF
Q1: Importance of the PPP Forum	100%	100%	91%	94%	100%	100%	97%
Q2: Evaluation of the PPP Forum	92%	95%	98%	96%	100%	96%	100%

Source: JICA Project Team

Almost all respondents also said that the PPP Forum is moving the tourism industry forward and enhancing private sector tourism business. Results from assessment on the following aspects were also quite positive and more than 90% of the respondents evaluated as “Excellent” or “Good”:

- Acceleration of the public and private dialogue;
- Realisation of the public and private co-operation;
- Sharing the knowledge, information, and activities of WGs; and
- Gaining new knowledge and information which you have not known before.

3.2 Challenges for Sustaining the PPP Forum

There are also a few challenges for sustaining the PPP Forum that should be tackled by the PPP Forum members as well as the PPP Forum Secretariat consisting of the MOTDR, GHATOF, and GTB. Part of the challenges summarised in this section is based on comments and suggestions which the PPP Forum Secretariat and JPT received from the PPP Forum members and other stakeholders.

The most major challenge is to develop sustainable systems to continue forums, pilot activities, training programmes, and public relations activities in accordance with the actual situations of human and financial resources that can be secured after the Project ends. In order to strengthen the PPP Forum, the following challenges may be raised in respect to financial and human resources and management and system of the PPP Forum.

- **Reconfiguration of PPP Forum’s systems**
Reconfigure systems of the PPP Forum, such as the frequency of the forums and size of the forum and management unit, involving more stakeholders even from outside Accra and expanding the PPP Forum into local regions to promote regional development in Ghana based on the feasibility and strategic plans.
- **Securing of necessary financial resources**
Secure necessary financial resources for the effective management of each activity through continuing to encourage both the public and private sectors to join and support the PPP Forum related activities as sponsors, in particular large hotels, travel agencies, airlines, banks, and mass media.
- **Development and strengthening of human resources and organisational structures**
Secure necessary human resources and continue to develop capacities of those who could be leaders in the tourism industry of Ghana, while increasing commitments and developing the capacities of young people. Also further strengthen organisations in both the public and private sectors.
- **Enhancement of project management mechanism of the PPP Forum**
Continue to enhance project management skills of key players and functions of the PPP Forum in areas such as 1) integration management, 2) scope management, 3) time management, 4) cost management, 5) quality management, 6) human resource management, 7) communication management, 8) risk management, and 9) procurement management.

Chapter 4 Recommendations for the Future PPP Forum

This chapter presents the recommendations from JPT to strengthen the organisational structure and systems of the PPP Forum and ultimately improve the tourism sector of Ghana. The recommendations are described in the following aspects which although are related to each other, comprehensive measures are still required:

- Development of the sustainable systems for the PPP Forum;
- Establishment of the sustainable financial mechanism;
- Strengthening of human resources and organisational structure; and
- Improvement of project management mechanism

4.1 Development of the Sustainable Systems for the PPP Forum

As presented in 3.2, the most crucial challenge for the future PPP Forum is to develop sustainable systems for continuing the PPP Forum related activities mentioned in 2.2 and launching the new activities that are expected in the future, in accordance with the actual situations of human and financial resources that can be secured after the Project ends.

4.1.1 PPP Forum's Missions and Roles

Since the inauguration of the Project, the PPP Forum has fulfilled its roles to such an extent that the PPP Forum was firmly established as an arena of discussion for the public and private sectors. Additionally, a few advantages can be found through reviewing the activities during the Project as mentioned in 3.1. However, one issue which needs to be kept in mind is that surrounding environments of the tourism sector constantly change. It is therefore recommended that the PPP Forum should be regularly reviewed to address adequate missions and roles for the advancement of the PPP Forum to meet the needs of changing environments. This is expected to be dealt with mainly by the PPP Forum Secretariat and sustainability committee set up during the final phase of the Project so that the PPP Forum can be properly guided for its advancement.

The MOTDR is also expected to continue to guide the tourism sector as a policy planning organisation while the PPP Forum is expected to continue to serve as the platform for both the public and private sectors to solve issues the tourism sector faces. Additional missions and roles of the PPP Forum are envisioned as follows:

- Remain on focusing on its function of coordinating policy issues and diversification for common interests and benefits to the tourism sector;
- Oversee the tourism development system encompassing major tourism organisations and industries as a strategic alliance and development partner for promoting the tourism sector;
- Coordinate for identifying and creating tourism development opportunities as it is one of the major organisations able to secure funds; and
- Be a centre of decentralisation for disseminating efforts to local regions in Ghana. A key challenge of the PPP Forum is to work out the strategy for strengthening the regional tourism sector and incorporating these regions and stakeholders in the PPP Forum.

4.1.2 Organisation and Management of the PPP Forum

Organisational Structure of the PPP Forum

As mentioned in Chapter 2, the PPP Forum is co-chaired by the MOTDR and GHATOF and

GHATOF is expected to be reorganised for strengthening its organisational structure as the representative organisation from the private sector. Additionally, GTA is expected to be established as an alternative organisation of the current GTB with the participation of both the public and private sectors. The PPP Forum would, however, remain as the arena for all stakeholders of the Ghanaian tourism sector even if GHATOF is reorganised and the new framework of GTA reinforces roles and functions that GTB currently has.

Therefore the current organisational structure of the PPP Forum may need to be reviewed as well as the roles and responsibility of GHATOF and GTA under the framework of the PPP Forum. The Tourism Bill 2008, that defines the establishment of the National Tourism Authority, is also being finalised to be submitted to the Government. The PPP Forum Secretariat and members need to review the organisational structure, roles, and responsibility of the PPP Forum considering that of the National Tourism Authority.

PPP Forum Secretariat

The MOTDR, GHATOF, and GTB/GTA are expected to assign staff as members of the PPP Forum Secretariat, in particular staff from the Policy Planning, Monitoring and Evaluation (PPME) department of the MOTDR is expected to play a central role among them. The future Secretariat needs to take over part of the roles and responsibilities which the PPP Forum Secretariat and JPT had fulfilled such as: i) planning and coordination for various activities; ii) administrative work, iii) monitoring and evaluation, and iv) marketing and public relations activities.

Management of the PPP Forum has to be based on an explicit business plan of the PPP Forum that entails a kind of annual activity plan and strategy. The business and activity plans should be developed and timely reported to the PPP Forum in the initiative of the PPP Forum Secretariat. These activities and its coordination have to be performed according to a PDCA (Plan-Do-Check-Action) cycle where the Secretariat plays coordinating and monitoring roles including prioritisation of projects planned and proposed by respective WGs, task forces, and other committees.

Members and Membership of the PPP Forum

Although members are voluntary, membership fees should be collected as a part of PPP Forum members' commitments to cover administrative costs of the forum. An introduction of any kinds of award schemes such as giving prizes and issue of membership cards have to be examined as measures to encourage self commitment of the PPP Forum members. Holding of the membership cards may be able to increase pride, sense of belonging, and confidence of the members and be effective when the members need to co-operate with other stakeholders and sectors. There may be also potential to introduce a system which the PPP Forum members can present their membership cards at affiliated hotels, restaurants, and so on and then receive discounts and special services.

It is highlighted that core and important members had already joined various activities during the Project, but the PPP Forum needs more involvement in both technical and financial matters from the top management of major stakeholders, such as major hotels and airlines. It is also essential to encourage banks, mass media, and large corporations in other industries such as the cocoa and gold industries to join the PPP Forum for securing the sustainability and further development of the forum and related activities.

4.1.3 Activities of the PPP Forum

Current activities under the PPP Forum are expected to be continued to further improve the tourism industry of Ghana envisioning the future.

(1) Periodic PPP Forums

Although the frequency and size of the periodic PPP Forums may need to be reconfigured according to need, the forums are to be held preferably on a quarterly basis to continuously guide the PPP Forum and the members as well as to have constructive dialogues on issues and topics in the tourism sector. The PPP Forum Secretariat should present the annual activity plan at the first forum of each year and progress and results from each activity should also be reported at the forums. Table 4.1 presents some of the envisioned topics to be raised at the forums with prospective timing (the forums are assumed to be held on a quarterly basis here).

Table 4.1 Envisioned Topics and Timing of the PPP Forums

Timing	Major Topics
1 st Forum of the year (January – March)	<ul style="list-style-type: none"> - Strategy for activities of the year - Annual activity and budget plan for each activity - Results from monitoring and evaluation of the previous year - Annual report summarising results from activities of the previous year
2 nd Forum of the Year (April – June)	<ul style="list-style-type: none"> - Progress and achievements of each activity - Rough activity and budget plans for the next year to be coordinated with the next year's budget of the MOTDR
3 rd Forum of the Year (July – September)	<ul style="list-style-type: none"> - Progress and achievements of each activity - Results from monitoring and evaluation of the first half of the year
4 th Forum of the Year (October – December)	<ul style="list-style-type: none"> - Achievements from each activity of the year - Detailed activity and budget plans for the next year

Source: JICA Project Team

(2) Pilot Activities by Working Groups

The working groups are expected to continue pilot activities focusing on the areas that are fitted to the objectives and missions of the PPP Forum. The new pilot activities also have to achieve common goals of the PPP Forum through which both the public and private stakeholders can work together.

Table 4.2 shows activities to be continued by each WG even after the Project. In particular, the marketing strategy is a focal and essential asset to maintain the missions of the PPP Forum and contribute to tourism development in Ghana. The marketing strategy needs to set out a mechanism for being implemented on the ground. It is also strongly suggested that the Accra Visitor Centre (AVC) should be set as one of the prioritised activities as well as GTA and GTF because AVC can be a landmark achievement by the PPP Forum.

Table 4.2 Expected Activities after the Project

WGs/Pilot Activities	Expected Activities
All WGs	<ul style="list-style-type: none"> - Finalise the action plans and submit to the PPP Forum Secretariat - Secure sufficient funds for implementing activities - Involve other stakeholders according to need and encourage the members to continuously commit to the activities
WG1/4 Develop GTF and implement GTA	<ul style="list-style-type: none"> - Push through the GTA bill that is to be passed into a law - Conduct advocacy activities to find sponsors for GTF
WG2 Hospitality Training for Standardisation	<ul style="list-style-type: none"> - Assess the TOT programme and finalise the training modules - Implement and assess the pilot programme at selected schools - Extend the module development and pilot programmes to other levels
WG3	
CTF	<ul style="list-style-type: none"> - Continue to perform the role in coordinating among the sub-task forces
STF1 Tourism Case	<ul style="list-style-type: none"> - Review the results from the EIA survey and examine needs for other surveys such as a return on investment (ROI) survey

WGs/Pilot Activities	Expected Activities
STF2 Marketing Campaign	- Develop and implement the National Tourism Marketing Campaign Strategy for both international and domestic markets
STF3 Marketing Strategy	- Implement activities utilising the opportunity such as the World Tourism Day 2009 to be held in Ghana - Develop guidelines for using the logo
WG3 Accra Visitor Centre	- Implement sponsorship activities for constructing AVC along with the process of executing activities for the Counter Value Fund (Counterpart Fund) - Confirm the site for AVC through authorities and start the construction - Develop satellite visitor centres sponsored by stakeholders or donors
WG5 Benchmarking Good Practices Model	- Proceed to the second phase of the physical development plan for the Wli Waterfalls area and accelerate the process of execution of the Counter Value Fund (Counterpart Fund)

Source: JICA Project Team

Together with the continuation of the pilot activities to be conducted by WGs, the PPP Forum is expected to embark on new pilot activities to further materialise tourism development in Ghana. The PPP Forum needs to pay great attention to the prioritisation of the activities while considering other ones. In combination with the marketing strategy and other activities, the following new activities are envisioned and expected to enable the tourism sector to strategically move forward in the future. These activities were identified through discussions with the PPP Forum members and other stakeholders.

National Strategy for the Community Based Tourism Development

One of the challenges the PPP Forum should tackle is to involve more stakeholders even from outside Accra and expand the PPP Forum into local regions to promote regional development in Ghana as mentioned in 3.2. Although there may be many potential activities in terms of PPP Forum's involvement in communities, a formulation of the national strategy for the community based tourism development may be one of the most promising approaches. Development of tourism attractions and new tourism products including ethnic and cultural charms are essential to fully satisfy tourists who visit Ghana, and furthermore tourism resources in regions are important for creating attractive tourism products.

The strategy is to complement the National Tourism Policy and Tourism Bill, and also may be a good case to show the effectiveness of setting up GTF and GTA. The strategy incorporates an issue of decentralised tourism development that can produce job opportunities and reduce poverty in regional communities. An exercise for the strategy would start from the baseline and situation analysis of the current community based development efforts and ends with the production and implementation of the strategy.

Tourism Investment Strategy

The other initiative is to develop the tourism investment strategy through reviewing issues on the tourism investment and opportunities to further enhance foreign investment as well as domestic investment. The growth of tourist arrivals corresponds to an increase in physical infrastructure, attractions, facilities, and so on. The realisation of the marketing strategy, in terms of the physical development, cannot be also made without investment and needs to increase the tourism investment from both domestic and overseas.

The tourism investment strategy can guide the tourism sector in its decision of investments attracting attention from international donors and other ministers for developing infrastructure that is really necessary even for the rural development. The measures will be, however, required to increase profitability and return, and also reduce risk elements of the investment containing land acquisition and land consolidation. It is also necessary to examine how to present idealised

visions to potential investors, and link the investors and financial institutions to a market of the tourism sector.

(3) Public Relations and Promotion

The PPP Forum should expose its presence to the public to maintain legitimacy. Since the tourism sector needs support and awareness from various sectors as well as civil society, public relations and promotion activities are essential for the PPP Forum to obtain involvement and commitments from relevant stakeholders. Information of the PPP Forum activities on the web site should be regularly updated and newsletters should be developed to disseminate to the PPP Forum members and other stakeholders.

4.2 Establishment of the Sustainable Financial Mechanism

Since the PPP Forum is now an intermediary and independent organisation without a permanent financial source, funding from outside as well as a self financing mechanism by relevant organisations is essential to continue various activities and keep fulfilling its missions. The PPP Forum should continue activities to search for sponsors and donors, and materialise governmental and private fundraising schemes.

Increase in Involvement from Major Stakeholders

The PPP Forum needs more involvement from major stakeholders such as major hotels, travel agencies, airlines, banks, mass media, mobile operators, and other large corporations including other industries to obtain financial support for the PPP Forum. The PPP Forum should increase the opportunity to show benefits to non-members in both tourism and non-tourism industries and local communities as well as the current members for encouraging them to join and support the PPP Forum related activities as sponsors. Alternatively, the PPP Forum may have to obtain some funds from international donors to secure necessary financial resources for the effective management of each activity while a sustainable financial mechanism is being developed.

Introduction of Membership Fees Mechanism

As briefly mentioned in 4.1.2, the PPP Forum should examine sometime in the future to introduce a mechanism to collect membership fees from the PPP Forum members as a part of showing the member's commitments. In order to introduce the mechanism, the PPP Forum should be further enhanced so that members can get benefit from being members of the PPP Forum.

Incorporation into the Budgets of the MOTDR

The PPP Forum may have to receive financial support from the MOTDR until when other funding mechanisms are firmly established. In order to secure budgets of the MOTDR for the PPP Forum, the PPP Forum Secretariat has to compile information from each working group and committee and develop activity and budget plans for the next year by around June/July, the time the MOTDR prepares budget planning for the next year in July/August.

Utilisation of the Ghana Tourism Fund

The Ghana Tourism Fund (GTF) is also expected to be utilised for the PPP Forum. Therefore the PPP Forum needs to accelerate implementation of activities together with WG1/4 and the MOTDR to be put in place by the Government of Ghana as early as possible.

4.3 Strengthening of Human Resources and Organisational Structure

Strengthening of human resources and organisational structure is also essential for the development of the sustainable systems of the PPP Forum and effective management of the activities.

Capacity Development of Relevant Organisations

The project had supported GHATOF in strengthening its capacity and organisational structure to unite association's members and others in the private sector. These activities for the reorganising and strengthening of GHATOF have to be continuously proceeded so that GHATOF can fulfil invaluable roles for the PPP Forum and Ghanaian tourism sector. Organisational structures and capacities of the MOTDR and GTB/GTA also need to be developed and further strengthened as consecutive efforts.

Securing and Development of Human Resource of the PPP Forum Members

Together with capacity development of relevant organisations, securing and development of human resources of the PPP Forum are essential for the PPP Forum Secretariat and various activities. Various training programmes were implemented for this end and the PPP Forum is expected to continue necessary training programmes. In particular, human resource development needs relatively long-term strategies and continuous activities.

Leadership

Leadership is also significant for accelerating and efficiently managing each activity. The PPP Forum has to try developing the capacities of those who could be leaders for each activity and the tourism industry in Ghana. It is also important to increase the commitments of relatively younger members and develop their capacities from a long-term perspective.

4.4 Improvement of Project Management Procedures

When evaluating the current mechanism for project management of the PPP Forum, it should be recommended that the PPP Forum Secretariat and one of the key players of the working groups and committees are required to enhance capacity in areas such as 1) integration management, 2) scope management, 3) time management, 4) cost management, 5) quality management, 6) human resource management, 7) communication management, 8) risk management, and 9) procurement management. Monitoring and evaluation is one of the components of project management and it is very important to have a conscious mind to manage projects; projects are things to be managed. At the same time, securing of financial and human resources mentioned in the previous sections are also necessary and comprehensive approaches are required.

Chapter 5 Action Plans of PPP Forum’s Activities

This chapter formulate one of the envisioned action plans for the primary major activities of the PPP Forum, which are the following three activities:

- Periodic PPP Forums;
- Pilot activities; and
- Public relations and training programmes.

Action plans of the activities are presented in tables from the next pages, while the main tasks and schedules of the activities are compiled in Table 5.1.

Table 5.1 Tasks and Schedules of the Activities

Activities/Tasks	Schedules (Month)											
	1	2	3	4	5	6	7	8	9	10	11	12
Periodic PPP Forums												
1 Develop annual report of the previous year	■											
2 Formulate annual strategy and activity and budget plans	■											
3 Set and arrange date, venue, agenda, invitation letter, presentation slides, etc.		■		■		■		■		■		■
4 Convene forums		▲		▲		▲		▲		▲		▲
5 Develop and circulate minutes of the forums		■		■		■		■		■		■
6 Report results from monitoring and evaluation		▲		▲		▲		▲		▲		▲
7 Compile rough activity and budget plans for the next year				■								
8 Organise the annual strategy etc. for the next year										■		
9 Hold regular secretariat meetings	■											
Pilot Activities												
1 Develop detailed activity and budgt plans and submit to the PPP Forum Secretariat to coordinate among WGs	■											
2 Implement activities after being approved by the PPP	■											
3 Timely report progress etc. to the Secretariat	■											
4 Report progress to roundtable meetings and forums		▲		▲		▲		▲		▲		▲
5 Submit rough activity and budget plans for the next year				■								
6 Organise achievements of the year and develop rough activity and budgt plans for the next year										■		
7 Review each pilot activity to decide wheter to reorganise, continue, suspend, and so on										■		
New Pilot Activities												
1 Specify concepts and objectives and formulate rough	■											
2 Report the concepts etc. to the PPP Forum		▲										
3 Establish working groups identifying members and		■										
4 Develop specific plans and initiate the activities		■										
Public Relations and Trainig Programmes												
1 Keep updating and maintaining the web site	■											
2 Evaluate using data on visitors to the site		■		■		■		■		■		■
3 Hold WMC regular meetings	■											
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7 Conduct monitoring and evaluation of the forumst						■						■
8 Develop the monitoring and evaluation reports						■						■
9 Perform activities for finding sponsors/funding sources	■											
10 Coordinate with international donors and organisations	■											
11 Implement training programmes for the members												

Table 5.2 Action Plans of the Periodic PPP Forums

Title	Periodic PPP Forums (Quarterly Basis)																																																																																																																																																											
Responsible Organisations	PPP Forum Secretariat																																																																																																																																																											
Activity Description	<p>In order to periodically organise the PPP Forum, the following are the minimum tasks the PPP Forum Secretariat will have to perform:</p> <ol style="list-style-type: none"> 1) Develop the annual report of the previous year; 2) Organise and formulate an annual strategy activity and budget plans of the year prior to the first forum of the year; 3) Set a date and venue and prepare agenda, invitation letters, presentation slides, etc. prior to each forum; 4) Arrange and convene the forums; 5) Develop and circulate the minutes of the forums; 6) Report the results from monitoring and evaluation to the PPP Forum members; 7) Compile rough activity and budget plans for the next year submitted by respective WGs and committees to be coordinated with the budget planning of the MOTDR; 8) Prepare the annual strategy and so on for the next year; and 9) Hold regular secretariat meetings to discuss various topics for the PPP Forum. <p>Envisioned timing and major topics of each forum are shown in the following table as presented in Chapter 4.</p> <table border="1"> <thead> <tr> <th>Timing</th> <th>Major Topics</th> </tr> </thead> <tbody> <tr> <td>1st Forum of the year (January – March)</td> <td>- Strategy and activity and budget plans of the year - Results from monitoring and evaluation of the previous year - Annual report summarising activities of the previous year</td> </tr> <tr> <td>2nd Forum of the Year (April – June)</td> <td>- Progress and achievements of each activity - Rough activity and budget plans for the next year to be coordinated with the next year’s budgets of the MOTDR</td> </tr> <tr> <td>3rd Forum of the Year (July – September)</td> <td>- Progress and achievements of each activity - Monitoring and evaluation results of the first half of the year</td> </tr> <tr> <td>4th Forum of the Year (October –December)</td> <td>- Achievements from each activity of the year - Strategy and activity and budget plans for the next year</td> </tr> </tbody> </table>	Timing	Major Topics	1 st Forum of the year (January – March)	- Strategy and activity and budget plans of the year - Results from monitoring and evaluation of the previous year - Annual report summarising activities of the previous year	2 nd Forum of the Year (April – June)	- Progress and achievements of each activity - Rough activity and budget plans for the next year to be coordinated with the next year’s budgets of the MOTDR	3 rd Forum of the Year (July – September)	- Progress and achievements of each activity - Monitoring and evaluation results of the first half of the year	4 th Forum of the Year (October –December)	- Achievements from each activity of the year - Strategy and activity and budget plans for the next year																																																																																																																																																	
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Schedule	<p>The following table shows the major tasks and envisioned schedule of a year for organising the PPP Forums on a quarterly basis. IT should be noted that the PPP Forum doesn’t necessarily have to follow this schedule and needs to be changed according to the situation.</p> <table border="1"> <thead> <tr> <th rowspan="2">Activities/Tasks</th> <th colspan="12">Schedules (Month)</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th><th>11</th><th>12</th> </tr> </thead> <tbody> <tr> <td>Periodic PPP Forums</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>1 Develop annual report of the previous year</td> <td>■</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>2 Formulate annual strategy and activity and budget plans</td> <td>■</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>3 Set and arrange date, venue, agenda, invitation letter, presentation slides, etc.</td> <td></td><td>■</td><td></td><td></td><td>■</td><td></td><td></td><td>■</td><td></td><td></td><td>■</td><td></td> </tr> <tr> <td>4 Convene forums</td> <td></td><td>▲</td><td></td><td></td><td>▲</td><td></td><td></td><td>▲</td><td></td><td></td><td>▲</td><td></td> </tr> <tr> <td>5 Develop and circulate minutes of the forums</td> <td></td><td></td><td>■</td><td></td><td></td><td>■</td><td></td><td></td><td>■</td><td></td><td></td><td>■</td> </tr> <tr> <td>6 Report results from monitoring and evaluation</td> <td></td><td></td><td>▲</td><td></td><td></td><td>▲</td><td></td><td></td><td>▲</td><td></td><td></td><td>▲</td> </tr> <tr> <td>7 Compile rough activity and budget plans for the next year</td> <td></td><td></td><td></td><td></td><td>■</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>8 Organise the annual strategy etc. for the next year</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>■</td> </tr> <tr> <td>9 Hold regular secretariat meetings</td> <td>■</td><td>■</td><td>■</td><td>■</td><td>■</td><td>■</td><td>■</td><td>■</td><td>■</td><td>■</td><td>■</td><td>■</td> </tr> </tbody> </table>	Activities/Tasks	Schedules (Month)												1	2	3	4	5	6	7	8	9	10	11	12	Periodic PPP Forums													1 Develop annual report of the previous year	■												2 Formulate annual strategy and activity and budget plans	■												3 Set and arrange date, venue, agenda, invitation letter, presentation slides, etc.		■			■			■			■		4 Convene forums		▲			▲			▲			▲		5 Develop and circulate minutes of the forums			■			■			■			■	6 Report results from monitoring and evaluation			▲			▲			▲			▲	7 Compile rough activity and budget plans for the next year					■								8 Organise the annual strategy etc. for the next year												■	9 Hold regular secretariat meetings	■	■	■	■	■	■	■	■	■	■	■	■
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Three-year Strategies	<p>Three-year strategies for this activity is as follows:</p> <ul style="list-style-type: none"> • 2009: Initiate activities without JICA/JPT and establish the new organisational and financial systems in accordance with the actual situations while exploring potential sponsors and financial sources; • 2010: Develop sustainable mechanisms for the PPP Forum and each activity through the wide range of involvement and support from the stakeholders; and • 2011: Set out the new challenges for the advanced PPP Forum and Ghanaian tourism industry envisioning the future. 																																																																																																																																																											

Table 5.3 Action Plans of the Pilot Activities

Title	Pilot Activities																																																																																																																																																																																																		
Responsible Organisations	WG members and PPP Forum Secretariat																																																																																																																																																																																																		
Activity Description	<p>In regard to the pilot activities, there are mainly two types of activities: i) continuous activities from the previous year/quarter; and ii) activities newly initiated from the year/quarter.</p> <p><u>Continuous Pilot Activities</u> There are pilot activities that are continuously conducted by WGs. In 2009, the following pilot activities are expected to be continued though specific activities are presented in 4.1.3 (tasks to be performed by WGs and the Secretariat are presented in the schedule):</p> <ul style="list-style-type: none"> • Develop GTF and establish GTA (WG1/4); • Create hospitality training standards for improving quality (WG2); • Marketing strategy/tourism case/marketing campaign (WG3/CTF/STFs); • Establish the Accra Visitor Centre (WG3); and • Benchmark good practices in tourism product development (WG5). <p><u>New Pilot Activities</u> The PPP Forum may need to embark on the new pilot activities. The following two activities are expected to be initiated in 2009:</p> <ul style="list-style-type: none"> • National Strategy for the Community Based Tourism Development; and • Tourism Investment Strategy. <p>Tasks for initiating the new pilot activities are presented in below and the other tasks are the same as those for the continued pilot activities.</p> <ul style="list-style-type: none"> • Specify concepts and objectives of the activities and formulate rough activity plans by the Secretariat. • Report the concepts etc. to the PPP Forum to be approved by the forum. • Establish working groups identifying members and chairperson. • Develop specific action and budget plans and initiate the activities. 																																																																																																																																																																																																		
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Three-year Strategies	<p>Three-year strategies for this activity is as follows:</p> <ul style="list-style-type: none"> • 2009: Continue the current pilot activities and initiate the new activities; • 2010: Complete and reorganise a few pilot activities; and • 2011: Review the pilot activities for the next step envisioning the future. 																																																																																																																																																																																																		

Table 5.4 Action Plans of the Public Relations and Training Programmes

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Responsible Organisations	Web Site Management Committee (WMC)/PPP Forum Secretariat																																																																																																																																																																																					
Activity Description	<p>As additional main activities of the PPP Forum, the following activities are expected to be performed.</p> <p><u>Web Site Development and Management (WMC)t</u></p> <ul style="list-style-type: none"> • Keep updating and maintaining the web site including the PPP Forum’s pages • Evaluate using data on visitors to the site and report the results to the PPP Forum • Regularly hold WMC meetings to review and discuss various topics • Implement activities to increase advertisements and revenue from them <p><u>Newsletter Preparation (Secretariat)</u></p> <ul style="list-style-type: none"> • Develop the newsletters and circulate relevant entities and organisations • Upload the newsletters to the web site <p><u>Monitoring and Evaluation (Secretariat)</u></p> <ul style="list-style-type: none"> • Conduct monitoring and evaluation of the PPP Forums’ activities • Develop the monitoring and evaluation reports and report to the PPP Forum <p><u>Sensitisation Activities for Finding Sponsors and Funding Sources (Secretariat)</u></p> <ul style="list-style-type: none"> • Perform activities for finding the new sponsors and funding sources through sensitisation workshops and direct contact with major stakeholders • Coordinate with international donors and organisations and other countries <p><u>Training Programmes (Secretariat)</u></p> <ul style="list-style-type: none"> • Implement necessary training programmes for the PPP Forum members 																																																																																																																																																																																					
Schedule	<p>The following table shows major tasks and envisioned schedule of a year for public relations and training programmes.</p> <table border="1" data-bbox="403 1193 1377 1632"> <thead> <tr> <th rowspan="2">Activities/Tasks</th> <th colspan="12">Schedules (Month)</th> </tr> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th><th>11</th><th>12</th> </tr> </thead> <tbody> <tr> <td>Public Relations and Training Programmes</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>1 Keep updating and maintaining the web site</td> <td colspan="12">[Continuous bar]</td> </tr> <tr> <td>2 Evaluate using data on visitors to the site</td> <td></td><td></td><td>■</td><td></td><td></td><td>■</td><td></td><td></td><td>■</td><td></td><td></td><td>■</td> </tr> <tr> <td>3 Hold WMC regular meetings</td> <td colspan="12">[Continuous bar]</td> </tr> <tr> <td>4 Implement activities to increase advertisement revenue</td> <td colspan="12">[Continuous bar]</td> </tr> <tr> <td>5 Develop and circulate the newsletters</td> <td></td><td></td><td></td><td></td><td></td><td>■</td><td></td><td></td><td></td><td></td><td></td><td>■</td> </tr> <tr> <td>6 Upload the newsletters to the web site</td> <td></td><td></td><td></td><td></td><td></td><td>■</td><td></td><td></td><td></td><td></td><td></td><td>■</td> </tr> <tr> <td>7 Conduct monitoring and evaluation of the forums</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>8 Develop the monitoring and evaluation reports</td> <td></td><td></td><td></td><td></td><td></td><td>■</td><td></td><td></td><td></td><td></td><td></td><td>■</td> </tr> <tr> <td>9 Perform activities for finding sponsors/funding sources</td> <td colspan="12">[Continuous bar]</td> </tr> <tr> <td>10 Coordinate with international donors and organisations</td> <td colspan="12">[Continuous bar]</td> </tr> <tr> <td>11 Implement training programmes for the members</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	Activities/Tasks	Schedules (Month)												1	2	3	4	5	6	7	8	9	10	11	12	Public Relations and Training Programmes													1 Keep updating and maintaining the web site	[Continuous bar]												2 Evaluate using data on visitors to the site			■			■			■			■	3 Hold WMC regular meetings	[Continuous bar]												4 Implement activities to increase advertisement revenue	[Continuous bar]												5 Develop and circulate the newsletters						■						■	6 Upload the newsletters to the web site						■						■	7 Conduct monitoring and evaluation of the forums													8 Develop the monitoring and evaluation reports						■						■	9 Perform activities for finding sponsors/funding sources	[Continuous bar]												10 Coordinate with international donors and organisations	[Continuous bar]												11 Implement training programmes for the members												
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10 Coordinate with international donors and organisations	[Continuous bar]																																																																																																																																																																																					
11 Implement training programmes for the members																																																																																																																																																																																						
Three-year Strategies	<p>Three-year strategies for this activity is as follows:</p> <ul style="list-style-type: none"> • 2009: Discuss how to conduct each activity and continue the activities; • 2010: Review and evaluate the performances and improve them considering actual human financial resources; and • 2011: Initiate the advancement of new activities after receiving the results from evaluations. 																																																																																																																																																																																					

Chapter 6 Conclusions

The PPP Forum has been successfully established and managed to tackle with the two major issues as stated in Chapter 1: i) a weak private sector; and ii) insufficient collaboration between the public and private sectors, and then strengthen the partnership between the sectors. During the Project of about three years, the PPP Forum has been involving various stakeholders from both the public and private sectors, and formed and strengthened as a unique and promising platform for the whole tourism sector in Ghana, which could be a driving force behind the improvement of the Ghanaian tourism industry for the future. WGs also actively functioned to create incentives for the members to participate in the PPP Forums, achieve valuable results, and make the PPP Forum action-oriented. The Ghanaian tourism sector is, however, admittedly still in its infancy and further collaborative efforts of both the sectors are necessary for the target of receiving much more tourists.

Taking into consideration the current situation of the Ghanaian tourism sector and important roles that the PPP Forum had played, the PPP Forum should be kept active and almost all relevant organisations and persons actually expect to continue the PPP Forum even after the Project ends in January 2009. The PPP Forum itself and its system should be regularly reviewed and restructured in accordance with circumstances surrounding the tourism industry and PPP Forum on each occasion. Although some challenges surely exist as presented in Chapter 3, it is now at an adequate point where the PPP Forum members tackle with those.

Under these circumstances, JPT formulated a few recommendations and prepared action plans in the previous chapters. The recommendations from JPT are expected to be one of reference when the PPP Forum members discuss how to manage and sustain the PPP Forum from 2009. It is right time when the PPP Forum's mechanism is advanced to a stage where orchestrated efforts of all the stakeholders are required to boost the tourism industry in Ghana. In order to deal with the existing challenges and further activate the PPP Forum, comprehensive measures and combined efforts and involvement by all the members are required.

Appendix G Deliverables Produced through the Project

Table G.1 shows major deliverables produced through the project activities.

Table G.1 List of Deliverables Produced through the Project

#	Deliverables	Contents/Related Project Activities	Producers	Project Phase
<i>Reports of the Project</i>				
1	Inception Report	Objectives, tasks, implementation policy, project organisation, and work plan of the Project	JPT	First
2	Progress Reports (1 st – 5 th)	Progress and scheduled plans of the project activities as of each point of time	JPT	Second – Fourth
3	Monitoring and Evaluation Reports (1 st – 10 th)	Results from the monitoring and evaluation of the project activities	PPP Forum Secretariat JPT	Second – Fourth
4	Completion Reports (1 st – 4 th)	Results and achievements from the project activities for each phase	JPT	First – Fourth
<i>Deliverables from the Project Activities</i>				
5	Tourism Sector Study Report	Baseline information on tourism in Ghana, which was utilised to identify target groups and beneficiaries of the Project	MOTDR JPT	First
6	Training Needs Assessment Study Report	Training needs from both the public and private sectors, and training plans for the PPP Forum members	MOTDR JPT	Second
7	Analysis Memo on the Tourism Investment	Analysis of the tourism sector investment by the public and private sectors in Ghana for the development of TDF	WG1	Second
8	Survey Report on Hospitality and Customer Care	Survey result on a definition of hospitality and customer care in Ghana	WG2	Second
9	Back to Basics	Training module for branding	WG3	Second
10	Branding Tourism Destinations Guide	Branding guidelines to establish a brand for Ghanaian tourism	WG3	Second
11	Memo on the AVC's Framework	Results of discussions on the framework of the Accra Visitor Centre (AVC)	WG3	Second
12	Milestone Report of the Baseline Research	Results from the research of other countries' tourism development authorities and activities	WG4	Second
13	Good Practices of Pro-poor Tourism Models	Memo on the good practices of pro-poor tourism models in Africa	WG5	Second
14	Annual Reports	Summary of the project activities for each phase	PPP Forum Secretariat JPT	Second – Fourth
15	Newsletters	Summary of the PPP Forum activities for public relations	PPP Forum Secretariat JPT	Second – Fourth
16	Memorandum of Understanding on the PPP Forum	Constitution of the PPP Forum developed based on the PPP Concept Paper	PPP Forum Secretariat JPT	Third
17	Report on the Study Tour to South Africa	Programme, lessons learnt from the tour, and good practice of tourism branding, promotion and marketing	Participants in the tour	Third
18	Draft report on GTF and GTA	Recommendations for establishing GTF and GTA through joint discussions	WG1/4	Third

#	Deliverables	Contents/Related Project Activities	Producers	Project Phase
19	Reviewed Curriculums	Reviewed curriculums in six areas: core competencies, front office operation, housekeeping, food and beverage service, food production, and tour guiding	WG2	Third
20	Marketing Resource Centre	Outcome of the marketing exercise through the training sessions for tourism marketing	WG3	Third
21	Study Tour Report for AVC	Results from the study tour to identify the potential locations of AVC	WG3	Third
22	Draft Feasibility Study Report	Preliminary study results for the establishment of AVC containing operation issues, staffing, and budget management	WG3	Third
23	Assessment Report of the Temporary Information Centre	Assessment report of the temporary information centre operated at the Efua Sutherland Children's Park during CAN2008	WG3	Third
24	Assessment Report of the Domestic Study Tour	Assessment report of the domestic study tour on eco, adventure, historical, culture, beach, and agro tourism	WG5	Third
25	Product Development Guide	Compiled good practice manual to guide the tourism development to be utilised by tourism developers, investors' regulators, and tourism development trainers	WG5	Third
26	Logo of the PPP Forum	Logo of the PPP Forum created by the PPP Forum members	PPP Forum members	Fourth
27	Recommendations for the Future PPP Forum	Potential visions, strategies, and action plans for the future PPP Forum to continue the forum	JPT	Fourth
28	Activity Plans for after the Project	Plans for the pilot activities to be implemented after the completion of the Project	WGs/STFs	Fourth
29	Draft Final Training Modules for Pilot Programmes	Training modules for pilot programmes at a certificate level to be used for testing at selected schools	WG2	Fourth
30	Economic Impact Assessment Survey Report	Survey results from the economic impact assessment (EIA) on selected tourism industries' contribution to government revenue	STF1	Fourth
31	Campaign Slogan and Logo	National campaign slogan and logo – Culture, Warmth & Much More	STF2	Fourth
32	Campaign Templates	Campaign brochure and poster templates	STF2	Fourth
33	National Marketing Strategy	National Marketing Strategy	STF3 STF2	Fourth
34	National Visitor Centre Development Concept	Draft AVC proposal document submitted to the Ministry of Finance, Land Commission, and Town and Country Planning for the land acquisition and release of the Counter Value Fund	MOTDR GTB WG3 WG5	Fourth
35	Draft Plan and Design of AVC	Draft plan and design of AVC (floor plan, roof plan, and elevation)	WG3 WG5	Fourth
36	AVC Business Plan	Business Plan for establishing AVC	WG3	Fourth
37	Guideline for the Wli Waterfalls Area	Report of guidelines and conceptual plans towards the preparation for local physical development in Wli Waterfalls area	WG5	Fourth

Source: JICA Project Team

Appendix H Actual Inputs into the Project

This chapter organises information on inputs into the Project.

H.1 JICA Experts

The Project was implemented by the MOTDR in partnership with the JICA Project Team (JPT) that consists of six experts from PADECO Co., Ltd. commissioned by JICA. Names, positions, and duration of assignment of the experts are shown in Table H.1. Various activities were implemented receiving assistance from Ms. Gertrude Addo, Ms. Henrietta Appiah, and other relevant organisations and persons.

Table H.1 Names and Positions of JICA Experts

Names and Positions	Duration of Assignment (Man-Month)				
	1 st Phase	2 nd Phase	3 rd Phase	4 th Phase	Total
Mr. Susumu ISHIZAKI Chief Advisor	1.00	3.50	2.70 (0.10)	0.53	7.73 (0.10)
Dr. Ryoichi OZAWA Inter-industry Co-operation and Private Sector Development I	1.00	2.10	1.30 (0.13)	1.90 (0.23)	6.30 (0.36)
Ms. Sandra CHESROWN Human Resource Development	0.80	2.63 (0.50)	1.00 (0.50)	0.83 (0.43)	5.26 (1.43)
Mr. Ken KAWASAKI Tourism Products Development	-	4.00	-	-	4.00
Dr. Nami TANAKA Project Implementation/Monitoring	-	-	3.77	4.54 (0.17)	8.31 (0.17)
Mr. Takeshi SHIMOMURA Inter-industry Co-operation and Private Sector Development II	-	1.13	6.07	3.60 (0.23)	10.80 (0.23)
Total	2.80	13.36 (0.50)	14.84 (0.73)	11.40 (1.06)	42.40 (2.29)

Parenthetic figures indicate duration of home assignment.

Source: JICA Project Team

H.2 Counterpart Training in Japan

Eight persons from the tourism sector joined counterpart training implemented in Japan.

Tourism Development Planning Course: 15 March – 25 March 2006

Four persons from both the public and private sectors joined the program. They visited national and local governments and other tourism related organisations to learn about tourism development planning, and also toured Tokyo, Hyogo prefecture, and Ehime prefecture to see various types of tourism products in Japan. Achievements through the training were reported to the PPP Forum members to share among the members for the implementation of the project activities and tourism development in Ghana.

<Participants>

- Ms. Bridget Katsriku, Chief Director, MOTDR
- Ms. Rejoice Doe, Tourism Officer, MOTDR
- Ms. Stella Appenteng, President, GHATOF
- Mr. K. Asante-Donkor, Executive Secretary, GHATOF

Inbound Tourist Marketing through PPP: 14 January to 10 February 2007

Another counterpart training program was implemented from 14 January to 10 February 2007. The four persons joining the training were selected from among the PPP Forum members. They visited Hyogo prefecture, Tokyo, and Hokkaido and obtained a broad range of knowledge and information on the public-private partnership system in the Japanese tourism sector, inbound tourism marketing, tourism planning and policy, tourism products development, tourism environmental conservation, and so on.

<Participants>

- Mr. Edward E. Komla, Director, MOTDR
- Mr. Gameli Dzorzorme, Architect, GTB
- Mr. Stephen K. Mensah, Secretary, GHABOA
- Ms. Harriet Naa Kaale, Member, Indigenous Caterers Association

H.3 Equipment Purchased for the Project Activities

Table H.2 shows all of the equipment purchased by JICA for the project activities and transferred to the MOTDR at the end of the Project to continue the activities.

Table H.2 Equipment Purchased for the Project Activities

Equipment	Specification	Quantity	Year Purchased
Copier	Canon IR 1600	1	2006
Cabinet	4 drawers Cabinet	2	2006
Printer	HP Color Laser Jet 2600N	1	2006
Laptop PC	Dell, Windows (R) XP Professional, DVD/CD-RW	2	2006
Telephone/ Fax machine	HP Officejet 4255	1	2006
Automobile	TOYOTA Land Cruiser	1	2006
Portable Printer	Canon PIXUS IP90	1	2007
Portable Scanner	Fujitsu SCANSNAP S510	1	2007
Laptop PC/ Software	Dell, Windows (R) XP Professional, DVD/CD-RW/ Office 2007 Standard/Norton Internet Security 2007	1	2007

Source: JICA Project Team