

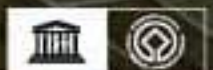
INTEGRATED MANAGEMENT PLAN

2024 - 2029

FORTS AND CASTLES
WORLD HERITAGE PROPERTY (FCWHP)
GHANA



Ministry Of Tourism
Arts and Culture



unesco

World Heritage in Ghana

FOREWORD BY SECTOR MINISTER ON TOURISM, ART AND CULTURE

Ghana is endowed with diverse heritage resources which include built heritage sites, water bodies, forest reserves, music, arts, practices, performances and underwater resources. These diverse heritages are managed by different ministries and agencies using a multiplicity of legal instruments. Some built heritages are designated as national monuments under sections 11 and 16 of the Ghana Museums and Monuments Board Act (Act 387 of 1969).

In 1975, Ghana ratified the Convention for Protection of World Cultural and Natural Heritage (UNESCO 1972 Convention). This convention under the World Heritage Committee and its Advisory Bodies, particularly from ICOMOS, IUCN and non-governmental actors, put forward the need for sustainable pathways and good practices to address the state of conservation and management of sites with outstanding universal value. In 1979, twenty-eight European fortifications (Forts and Castles) along the coast of Ghana were nominated and submitted for inscription as a serial world heritage property under the Convention. Subsequently, the forts and castles of Ghana were inscribed on the World Heritage List in 1979 and christened Forts and Castles Volta, Greater Accra, Central and Western Regions World Heritage Site – referred to simply as the Forts and Castles World Heritage Property (FCWHP). The State Party in 2019, invited an Advisory Mission which was initially aimed at assessing the Tourism Development project at the St. George Castle in Elmina, but also managed to address some issues of conservation, promotion and management of the site. The Advisory Mission Team identified the need to inspect and assess all twenty-eight (28) components of the property to ascertain the OUV, integrity and authenticity of each of the components. The State Party again invited a 2020 joint UNESCO/ICOMOS/ICCROM Reactive Monitoring mission in response to recommendations by the Advisory Mission and the request of the World Heritage Committee (Decision 43COM 7B.106). The Reactive Mission was specifically tasked to assess the state of conservation and threats to all components of the property, the implementation of recommendations by the Advisory Mission, progress on the delineation and protection of buffer zones, and preparation of a Management Plan for the property.

It can be stressed that both missions of 2019 and 2020 have been organised precisely because of renewed dynamism and commitment by the State Party to reactivate efforts for safeguarding of cultural heritage, which is echoed in the declaration of 2019 as the “Year of Return”.

I am delighted as the Minister of Tourism, Arts and Culture, to see this comprehensive Integrated Management Plan (IMP) developed by the Ghana Museums and Monuments Board as an overarching plan to address conservation, promotion, communication, interpretation and management issues confronting the property. The multi-dimensional and integrated approach adopted by this document could not have come at a better time than this, particularly as it focuses on an integrated approach to dealing with the challenges. This sector should draw on the synergies that this IMP presents and strengthen collective efforts to harness full potential of the FCWHP as a pillar for implementing conservation and national development goals using good practices and the core values (TADDEE) of the FCWHP-IMP for the benefit of humanity. Therefore, on behalf of all stakeholders who equally have a shared responsibility to manage the property, I declare our commitment as the sector ministry to the implementation of this IMP for FCWHP. This I find particularly significant because it connotes a joint responsibility in furtherance of Article 39 of the 1992 Fourth Republican Constitution of Ghana. In addition, culture and heritage management also resonates with UNESCO's mission as well as other relevant international normative instruments of which Ghana is a signatory.

While the Government of Ghana remains committed to providing resources to facilitate the implementation of this IMP, I invite all our strategic partners and networks interested in the heritage of Ghana to become implementing partners as well as we serve the citizens of Ghana and the global community that cherish our diverse heritages and our nation. Through partnerships, together we can contribute to inclusive and better approaches in managing FCWHP.

Finally, the Ministry of Tourism, Arts and Culture would like to congratulate all the Management and Staff of GMMB, its local and international partners for supporting this initiative. I hope that the Executive Director and his team will draw from this IMP and translate its strategic goals into their department specific strategies and annual plans. We owe it to the nation of Ghana, and we must deliver on the commitments of the IMP

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

EXECUTIVE SUMMARY

The Integrated Management Plan (IMP), for the Forts and Castles, Volta Greater Accra, Central and Western Regions World Heritage Site, herein referred to as the **Forts and Castles World Heritage Property** (FCWHP) constitute the first IMP for the property since its inscription on the World Heritage List in 1979. The FCWHP is inscribed under **Criterion Vi** illustrating an exceptional “significant and emotive symbol of European-African encounters and of the starting point of the African Diaspora” associated with the gold and slave trade. The IMP is being developed at a time of increased threats to the FCWHP. These threats include lack of coordinated conservation, limited interpretation, lack of research, ineffective implementation of legislation, absence of conservation guidelines and policies, pressure from uncontrolled and unregulated development, encroachment and urban expansion, improper utilization, weak and ineffective institutional arrangements and governance, as well as inadequate funding. The threats have become matters of concern to the public, institutions, partners and UNESCO over the years, culminating in negative publicity on the State of Conservation for the FCWHP. Risks to the Outstanding Universal Value (OUV), authenticity and integrity, as well as the Protection and Management Systems for the FCWHP are also threatened. This attracted Advisory and Reactive Monitoring Missions in 2019 and 2020 respectively. The urgency with which these matters should be mitigated to retain the Outstanding Universal Value is of primary concern to the State Party of Ghana.

In the above context, this IMP provides strategic direction to achieve the following Strategic Goals

- **SG1:** To improve the governance for effective Management of the FCWHP
- **SG2:** To conserve and maintain the cultural values of the FCWHP
- **SG3:** To disseminate information about FCWHP
- **SG4:** To develop and promote sustainable livelihoods and tourism at the FCWHP
- **SG5:** To foster stakeholder relations, involvement and engagement at the FCWHP
- **SG6:** To promote partnerships and fundraising initiatives for FCWHP

The State Party of Ghana is committed to implementing the IMP. This will include partnering and collaborating with various stakeholders to retain the Outstanding Universal Value of the FCWHP. The IMP provides a delicate balance between meeting the obligations of the State Party in implementing both good conservation practices and sustainable development for the benefit of society. To this end, the State Party of Ghana commits to upholding good practices, tapping into innovation and creativity, while enhancing strategies and mechanisms to retain the Outstanding Universal Value of the FCWHP.

ACKNOWLEDGEMENTS

The Integrated Management Plan (IMP) for the Forts and Castles World Heritage Property (FCWHP) is the culmination of diverse assistance, dedication, concern, cooperation and support of many organisations and individuals. Their efforts and sacrifices are deeply appreciated and duly acknowledged.

International Assistance and support

UNESCO

UNESCO Accra Office

UNESCO consultant – Dr. Pascall Taruvinga

Ghana Museums & Monuments Board

Management of GMMB

IMP initiators – Nicholas Ivor & Frederick Amekudi

Bernard Agyiri Sackey – Head, Monuments Div.

Kingsley Ntiamoah – Ag. Executive Director

National Expert

Kodzo Gavua

Field Data Collection Teams

Team One

David Derban

Benjamin Afagbegee

Richard Ohene-Larbi

Prince Lawerh

Wisdom Ahadzi

Team Two

George Olympio

William Gblerkpor

Michael Kpingbi

Francis Kwarayire

Kennedy Atsutse

Team Three

Kwame Osei Agyeman

Samuel Nkumbaan

Betty Kobi

Lord Lloyd De-La Martin Lee †

Mark Seyram Ameny-Xa

Traditional authorities, opinion leaders and community members in host communities of the FCWHP

Keta, Ningo-Prampram, Teshie, Osu, Old Accra, Senya Beraku, Apam, Abandze, Anomabu, Moree, Cape Coast, Elmina, Dutch Komenda, British Komenda, Shama, Sekondi, Butre, Dixcove, Akwidaa, Princesstown, Axim, Beyin

Metropolitan, Municipal and District Assemblies

Keta Municipal Assembly, Ningo-Prampram District Assembly, Accra Metropolitan Assembly, Korle-Klottey Municipal Assembly, Ledzokuku-Krowor Municipal Assembly, Awutu Senya District Assembly, Gomoa West District Assembly, Mfantiman Municipal Assembly, Abura-Asebu-Kwamankese District Assembly, Cape Coast Metropolitan Assembly, Komenda / Edina / Eguafo / Abirem Municipal, Assembly, Shama District Assembly, Sekondi Takoradi Metropolitan Assembly, Ahanta West Municipal Assembly, Nzema East Municipal Assembly, Jomoro District Assembly

Special mention

Henry Nii Adziri Wellington

Integrated Management Plan Draft Team

Natalyn Oye Addo – Site Manager (FCWHP)

William Nsuiban Gmayi – Head, PR (GMMB)

Mark Seyram Ameny-Xa – Curator (GMMB)

ABBREVIATIONS

ACCT	-	Accounts Department
Admin	-	Administration Department
CoDA	-	Coastal Development Agency
EIA	-	Environmental Impact Assessment
FCWHP	-	Forts and Castles World Heritage Property
GMMB	-	Ghana Museums and Monuments Board
GTA	-	Ghana Tourism Authority
HIA	-	Heritage Impact Assessment
HOD	-	Head of Department
ICOMOS	-	International Council on Monuments and Sites
IMP	-	Integrated Management Plan
IUCN	-	International Union for Conservation of Nature
M&ME	-	Museums and Monuments Education Department
M&S	-	Monuments and Sites Department
MDAs	-	Ministries, Departments and Agencies
MSHSF	-	Multi-Stakeholder Heritage Strategic Framework
Mus	-	Museum Department
OUV	-	Outstanding Universal Value
PANAFEST	-	Pan African Historical Theatre Festival
PR	-	Public Relations Department
ReSOUV	-	Retrospective Statement of Outstanding Universal Value
SG	-	Strategic Goal
SOC	-	State of Conservation
SOUV	-	Statement of Outstanding Universal Value
SWOT	-	Strengths Weaknesses Opportunities Threats
UNESCO	-	United Nations Educational Scientific and Cultural Organisation

Table of Contents

FOREWORD BY SECTOR MINISTER ON TOURISM, ART AND CULTURE	ii
EXECUTIVE SUMMARY.....	iii
ACKNOWLEDGEMENTS.....	iv
ABBREVIATIONS	v
Table of Contents	vi
1. Chapter 1 – INTRODUCTION.....	1
1.1 Brief Description of the Forts and Castles World Heritage Property (FCWHP)	1
1.2 State of Conservation of the FCWHP	1
1.3 Rationale for the Integrated Management Plan for the FCWHP	2
1.4 Planning Process for the FCWHP	5
1.5 Expected Impact of the Integrated Management Plan	6
1.6 State Party Responsibilities in relation to the FCWHP	7
1.7 Procedures to commence implementation of IMP.....	7
2. CHAPTER 2: DESCRIPTION OF THE FORTS AND CASTLE WORLD HERITAGE PROPERTY (FCWHP).....	9
2.1 Description of site	9
2.2 Historical context of the Forts and Castles	10
2.3 Statement of Significance and/or Outstanding Universal Value (SOUV)	11
2.3.1 OUV at the time of inscription: (criteria VI)	11
2.3.2 Retrospective statement of Outstanding Universal Value (ReSOUV)	12
2.4 Attributes and values of the FCWHP	14
2.5 Overall Observations	24
3. Chapter 3: LEGISLATIVE POLICY AND INSTITUTIONAL FRAMEWORKS	25
3.1 Introduction	25
3.2 Legislative and Policy Framework	25
3.2.2 Regional Legislative and Policy Framework	27
3.2.3 International Conventions	27
3.3 Institutional Framework and Governance of FCWHP	28
3.3.1 Organizational Structure of GMMB	29
3.3.2 Management Structure of Monuments and Sites Division of GMMB	30
3.3.3 National Heritage Committee of Ghana	32
3.3.4 Stakeholder Engagement and Involvement.....	33
3.4 Overarching issues on Legislative, Institutional Management and Governance	34

4. CHAPTER 4: IDENTIFICATION AND PRIORITISATION OF KEY ISSUES	35
4.1 Introduction.....	35
4.2 Factors affecting FCWHP.....	35
4.2.1 Issues from State of Conservation and Periodic reports	36
4.2.2 Issues from the Advisory and Reactive Monitoring Mission reports	38
4.2.3 Desktop analysis of other Sources	42
4.2.4 Issues emerging from Stakeholder consultations.....	58
4.3 Prioritization of identified key issues (SWOT ANALYSIS)	63
4.3.1 Administration, Institutional Arrangements and Governance	63
4.3.2 Conservation and Maintenance of the FCWHP	65
4.3.3 Interpretation, Research and Dissemination of information at the FCWHP	67
4.3.4 Tourism, sustainable livelihoods and development at the FCWHP	68
4.3.5 Stakeholder Relations and Partnerships at the FCWHP.....	70
4.3.6 Partnerships and Fundraising for the FCWHP.....	71
5. FCWHP MANAGEMENT STRATEGY	72
5.1 Introduction.....	72
5.2 Vision, Mission and Values	73
5.3 Strategic Goals (SG)	74
5.4 Management Strategy.....	74
5.4.1 Strategic Goal 1: Governance	74
5.4.2 Strategic Goal 2: Conservation	75
5.4.3 Strategic Goal 2: Information Dissemination.....	77
5.4.4 Strategic Goal 4: Sustainable livelihoods and Development	78
5.4.5 Strategic Goal 5: Stakeholders	80
5.4.6 Strategic Goal 6 Partnerships and Fundraising.....	81
5.5 Management Imperatives	82
5.6 Towards Operationalizing the Management Strategy Plan.....	83
6. IMPLEMENTATION PLAN FOR THE FCWHP MANAGEMENT STRATEGY	85
6.1 Introduction.....	85
6.2 APP or AIP.....	85
6.2.1 Implementation Plan – Year 1	86
6.2.2 Implementation Plan – Year 2	94
6.2.3 Implementation Plan – Year 3	103
6.2.4 Implementation Plan- Year 4	111
6.2.5 Implementation Plan-Year 5	118
6.3 Monitoring, Evaluation and Reporting Plan.....	126
6.3.1 Monitoring and Evaluation Approach.....	126
6.3.2 State of Conservation Reporting.....	127
6.3.3 Annual Performance Reporting	127

6.4 Conclusion: State Party Commitment.....127
Bibliographic References 128

1. Chapter 1 – INTRODUCTION

The State Party of Ghana, through the Ghana Museums and Monuments Board (GMMB), being the Management Authority of the Forts and Castles Volta, Greater Accra, Central and Western Regions World Heritage Site, herein referred to as the **Forts and Castles World Heritage Property** (FCWHP), presents the Integrated Management Plan (IMP) for the FCWHP [2022-2026]. This is the first Integrated Management Plan for the WHS since inscription in 1979, and therefore considers all the 28 components of the WHS through a prioritized approach to address emerging challenges and provide effective mitigations to retain the significance and/or the Outstanding Universal Value (OUV) of the FCWHP. This frames the integrative nature and approach of this Integrated Management Plan for the FCWHP.

1.1 Brief Description of the Forts and Castles World Heritage Property (FCWHP)

Forts and Castles World Heritage Property (FCWHP) constitutes a collection of European conceptualized and constructed fortifications and remnants located along Ghana's coast, stretching from Keta in the Volta Region to Beyin in the Western Region. The Forts and Castles, significant to Ghana's cultural heritage, are of historical importance because they serve as reminders of African-European trading encounters from the 15th to the 19th centuries, in particular the chronicling of the tragic history of slavery that affected the greater part of Africa. These encounters also played a significant role in the making of the African Diaspora. Originally numbering more than 60 components, they are a unique historic collection of lodges, forts and castles that were constructed as fortified trading posts by Europeans, drawn by the wealth of the Guinea Coast.

In recognition of the Outstanding Universal Value (OUV) arising from their historic and symbolic role in African- European trade interactions in gold and the Trans-Atlantic trade (The Triangular Trade) over many centuries, these fortifications were inscribed by UNESCO as World Heritage in 1979 under **Criterion (vi)**. The Forts and Castles can be viewed as a unique "collective historical monument" not only illustrating the evils of the slave trade, but also the nearly four centuries old pre-colonial Afro-European commerce based on equality rather than on that of the colonial basis of inequality. They represent, significantly and emotively, the continuing history of European-African encounter over five centuries and the starting point of the African Diaspora.

1.2 State of Conservation of the FCWHP

At the time of inscription, the state of conservation of the FCWHP can be summarized as showing (i) rapid decay of fortifications which were partly or entirely un-occupied and

progression into further state of disrepair; (ii) visual obstruction of fortifications by modern high-rise buildings; (iii) fortifications in ruins and in need of regular treatment for preservation because of tropical marine climate; and that (vi), fortifications in ruins were at risk of disintegrating completely. As such conservation measures and documentation was recommended.

Subsequent reports on the state of conservation of the FCWHP in the post inscription period, including Periodic Reporting (1, 2 and 3), as well as the Advisory and Reactive Monitoring Missions (2019 and 2020 respectively) have equally identified the above issues, and additionally also identified other factors affecting FCWHP such as, environmental pressures – deterioration of structures, encroachment, erosion, poor sanitation, climate change; undefined buffer zones and development pressure; lack of adequate funding, irregular maintenance and conservation among many others. The myriad and complex factors identified in state of conservation and periodic reports, require an integrated management approach to address the varying and various degrees of deterioration witnessed at the FCWHP in Ghana. If not mitigated in a coordinated fashion, some components of the FCWHP maybe completely lost, hence negatively impacting on the OUV, authenticity and integrity of the property. This is a looming risk for FCWHP. The need to mitigate these threats as an on-going process and as a growing concern for GMMB lays the foundation and rational of this first ever Integrated Management Plan for the FCWHP.

1.3 Rationale for the Integrated Management Plan for the FCWHP

The Operational Guidelines (paragraphs 108 and 111) require that each World Heritage property should develop a Management Plan. Such Management Plans aim to retain the OUVs, authenticity and integrity of the site, through a clearly defined management system and strategies implemented by the State Party and /or its Implementing Agency. The Operational Guidelines of the 1972 World Heritage Convention outline that regarding the Management systems:

108. Each nominated property should have an appropriate management plan or other documented management system which must specify how the Outstanding Universal Value of a property should be preserved, preferably through participatory means.

109 The purpose of a management system is to ensure the effective protection of the nominated property for present and future generations.

110 An effective management system depends on the type, characteristics and needs of the nominated property and its cultural and natural context. Management systems may vary according to different cultural perspectives, the resources available and other factors.

They may incorporate traditional practices, existing urban or regional planning instruments, and other planning control mechanisms, both formal and informal. Impact assessments for proposed interventions are essential for all World Heritage properties.

111 In recognizing the diversity mentioned above, common elements of an effective management system could include:

- a) a thorough shared understanding of the property, its universal, national and local values and its socio-ecological context by all stakeholders, including local communities and indigenous peoples.
- b) a respect for diversity, equity, gender equality and human rights and the use of inclusive and participatory planning and stakeholder consultation processes.

1.a cycle of planning, implementation, monitoring, evaluation and feedback.

2.an assessment of the vulnerabilities of the property to social, economic, environmental and other pressures and changes, including disasters and climate change, as well as the monitoring of the impacts of trends and proposed interventions.

3.the development of mechanisms for the involvement and coordination of the various activities between different partners and stakeholders.

4.the allocation of necessary resources.

5.capacity building.

6.an accountable, transparent description of how the management system functions.

112. Effective management involves a cycle of short, medium and long-term actions to protect, conserve and present the nominated property. An integrated approach to planning and management is essential to guide the evolution of properties over time and to ensure maintenance of all aspects of their Outstanding Universal Value. This approach goes beyond the property to include any buffer zone(s), as well as the broader setting. The broader setting may relate to the property's topography, natural and built environment, and other elements such as infrastructure, land use patterns, spatial organization, and visual relationships. It may also include related social and cultural practices, economic processes and other intangible dimensions of heritage such as perceptions and associations. Management of the broader setting is related to its role in supporting the Outstanding Universal Value. Its effective management may also contribute to

sustainable development, through harnessing the reciprocal benefits for heritage and society.

While the above outlines the statutory requirements of being a WHS, the FCWHP is increasingly becoming vulnerable to threats from both humans and nature. This is happening in the absence of a Management Plan. Therefore, there is the need for such a plan to systematically and urgently mitigate these increasing threats. Also, this includes addressing issues of sustainable livelihoods and sustainable developments for the benefit of both conservation and communities. The Plans are supposed to balance and facilitate conservation and sustainable development needs of a WHS as a stakeholder driven process.

At the national level, there is no specific legal article that prescribes the necessity of developing a management plan for the management of the Forts and Castles, except reference made to conservation and maintenance. This implies that the World Heritage Convention and the Operational Guidelines are facilitating good practices in the management of the FCWHP in Ghana. However, national laws should be amended to include such essential provisions and prescriptions for the effective management of heritage sites in Ghana as outlined below in the process followed in developing the Plan.

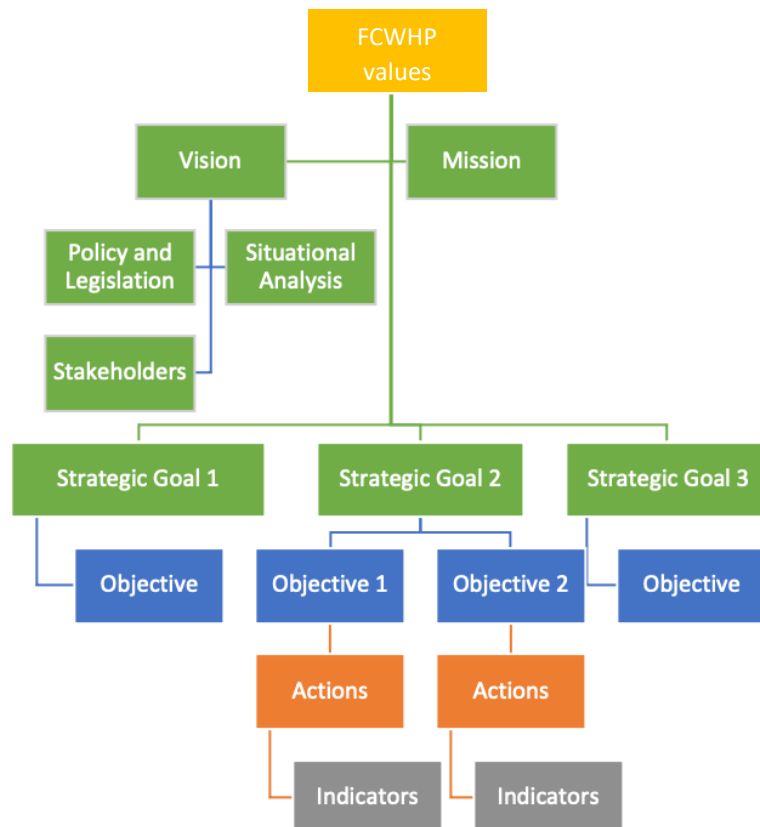


Figure 1:1 Logic of developing the FCWHP Integrated Management Plan

Premised on the outlined State of Conservation of the FCWHP and the desire to have an effective management plan, it is imperative to have an IMP for the property. The principal objective of this IMP is to provide strategic goals, objectives and actions to improve management of the FCWHP while balancing the conservation and sustainable development needs while encouraging the engagement and involvement of interested and affected stakeholders of the FCWHP. The IMP highlights the role of local communities in the management of the sites and the ways and means by which potential conservation and development benefits associated with FCWHP can be unlocked in a sustainable manner, while retaining the OUV of the FCWHP. The implementation strategy of the IMP covers research, conservation, management and governance imperatives, sustainable development, capacity building, interpretation, partnerships and fundraising, stakeholder management, as well as the monitoring and evaluation framework for the FCWHP.

1.4 Planning Process for the FCWHP

The planning process of the Integrated Management Plan for the FCWHP follows a logical process and framework derived from good practices in developing such plans. Data gathering and condition assessments (at each of the 28 components), desktop analysis of State of Conservation and Periodic reports was conducted, including reviewing the Advisory and Reactive Monitoring missions' reports and other relevant documentation relating to the FCWHP. In addition, stakeholder consultations were conducted at the 28 components of the FCWHP and at the national level with decision makers. Data collected (all cumulated) from these processes lead to SWOT Analysis was conducted in preparation of the IMP. Stakeholder consultations within local communities where the sites are located were prioritized in this process. Thus, information solicited and gathered from stakeholders from all these multiple sources were key inputs in drafting the Integrated Management Plan for FCWHP.

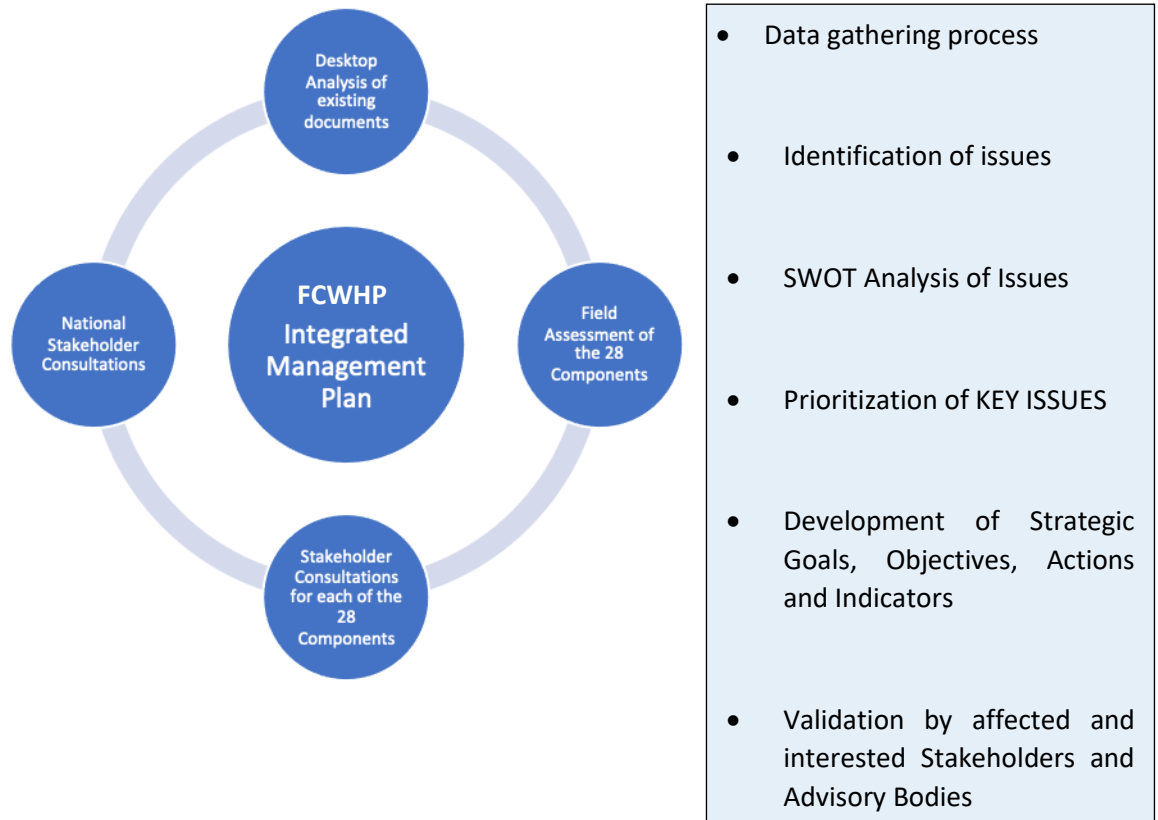


Figure 1.2: Planning Processes of the FCWHP Integrated Management Plan

The above process was facilitated by a technical team tasked in developing the Integrated Management Plan for the FCWHP supported by a UNESCO Consultant. The work of that technical team was preceded by training on how to develop management plans for WHS. The training was facilitated by the UNESCO Consultant.

1.5 Expected Impact of the Integrated Management Plan

The IMP (2023-2027) seeks to improve the effective management of the FCWHP through implementing systematic, however innovative, creative and adaptive strategies supported by policy guidelines and templates for the sustainable conservation, preservation and protection of all components belonging to the FCWHP. It presents a framework for research, education, interpretation, governance, stakeholder management and sustainable development for the property. This framework sets out broad yet specific outlines responsive to the local and global needs of the FCWHP. The management plan will offer the opportunity to harmonize all available resources in managing and protecting the FCWHP in an effective and sustainable manner.

1.6 State Party Responsibilities in relation to the FCWHP

At the time of inscription in 1979, the Forts and Castles Volta, Greater Accra, Central and Western Regions World Heritage Property, were not under any prerequisite or mandatory instruction to develop and submit a management plan as part of the nomination file. However, with the revised Operational Guidelines on the Implementation of the 1972 World Heritage Convention (originally adopted in 1977) it has become mandatory for all sites to submit management plans at the time of inscription and in the post inscription period for sites such as the FCWHP. This requires a WHS to have a management plan as part of documentation submitted for the nomination evaluation by the World Heritage Committee as indicated in paragraphs 108 and 109. Thus, the absence of a management plan for the Forts and Castles of Ghana, including the weaker national laws, has been a matter of concern to both the State Party and UNESCO. The obligation to effectively manage the FCWHP and developing an Integrated Management Plan remains the responsibility of the State Party of Ghana. In view of this national responsibility and in the framework of the 1972 World Heritage Convention, the State Party of Ghana, in 2017, applied for International Assistance through UNESCO to prepare a management plan for the Forts and Castles World Heritage Property. This Integrated Management Plan is thus aligned to national and international obligations of the State Party of Ghana in effectively managing the FCWHP. The State Party of Ghana remains committed to this obligation including provision of resources and facilitating partnerships for the effective management of the FCWHP.

1.7 Procedures to commence implementation of IMP

Implementation of the IMP for the FCWHP would commence with launch of the published IMP to be shared with stakeholders. GMMB as the implementing government agency, would initiate the process to establish an FCWHU that would be directly responsible for coordination of all activities in the Implementation Plan. The establishment of the FCWHU is an activity captured in the first year of the Implementation Plan. The GMMB with the help of the MOTAC would engage external experts to guide and oversee the unit to ensure successful implementation of the IMP. Furthermore, the GMMB shall initiate fundraising activities to raise initial funds to commence the implementation of the IMP.

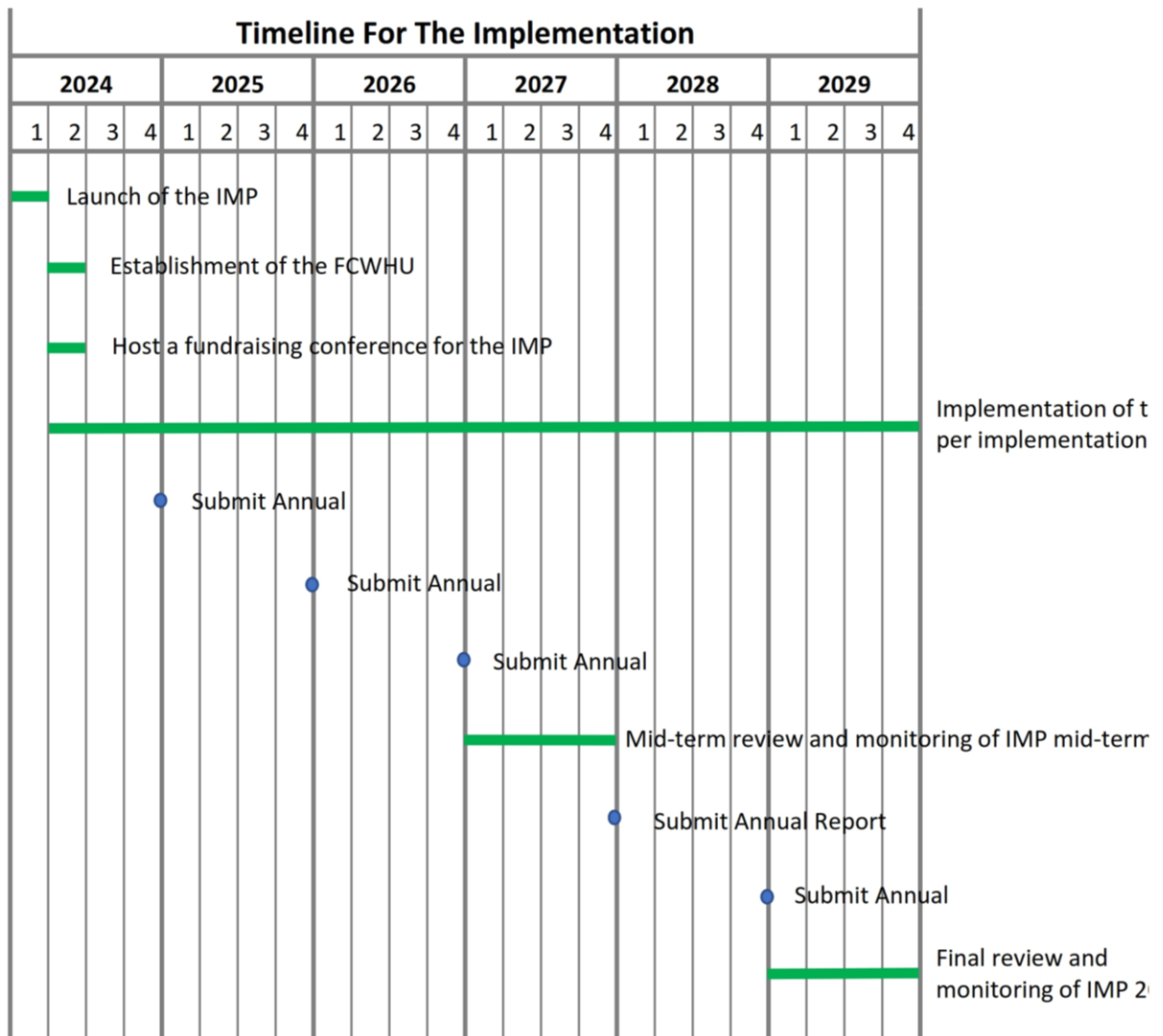


Fig 1.3 Schedule for Implementation Plan

2. CHAPTER 2: DESCRIPTION OF THE FORTS AND CASTLE WORLD HERITAGE PROPERTY (FCWHP)

This chapter describes the FCWHP covering their geographical location, history, significance, values and attributes (both the OUV and local values). Understanding the significance, values and attributes of the FCWHP is important in developing an effective and responsive management strategy.

2.1 Description of site

Forts and Castles, Volta, Greater Accra, Central and Western Regions is a group of fortified trading posts (fortifications), spanning approximately 500 km along the coast of Ghana. The 28 components of the property are situated in all four coastal regions of Ghana (Volta, Greater Accra, Central and Western Regions) from Keta in the East to Beyin in the West. Their builders - the Portuguese, Swedes, Dutch, Danes, Brandenburg-Prussians and the British – were engaged at different times in fierce competition for resources in the region. The forts and castles, of varying complexity and design, were thus purposefully designed to protect the activities of European trading companies, mostly from each other than from local polities. Over the course of time, the role of traders metamorphosed from trade posts and military garrisons to active players in the trans-Atlantic slave trade. Later, they became symbols of colonialism that swept across the African continent thereby inducing the untenable socio-economic, governance and political situations that led to varied forms of the armed struggles in Africa.

The FCWHP is made up of 28 fortifications or individual components, comprising of three Castles (Cape Coast, St. George's d'Elmina and Christiansborg at Osu, Accra), 14 Forts (Good Hope at Senya Beraku; Patience at Apam; St. Jago at Elmina; San Sebastian at Shama; Metal Cross at Dixcove; St. Anthony at Axim; Orange at Sekondi; Gross Fredericksborg at Princesstown; William (Lighthouse) at Cape Coast; William at Anomabu; Victoria at Cape Coast; Ussher at Usshertown, Accra; James at Jamestown, Accra and Apollonia at Beyin), four Forts partially in ruins (Amsterdam at Abandzi; English Fort at British Komenda; Batenstein at Butre; Prinzensten at Keta), five ruins with visible structures (Nassau at Mouri; Fredensborg at Old Ningo; Vredenburg at Dutch Komenda; Vernon at Prampram and Dorothea at Akwida) and two sites with traces of former fortifications (Frederiksborg at Amanful, Cape Coast and Augustaborg at Teshie, Accra).

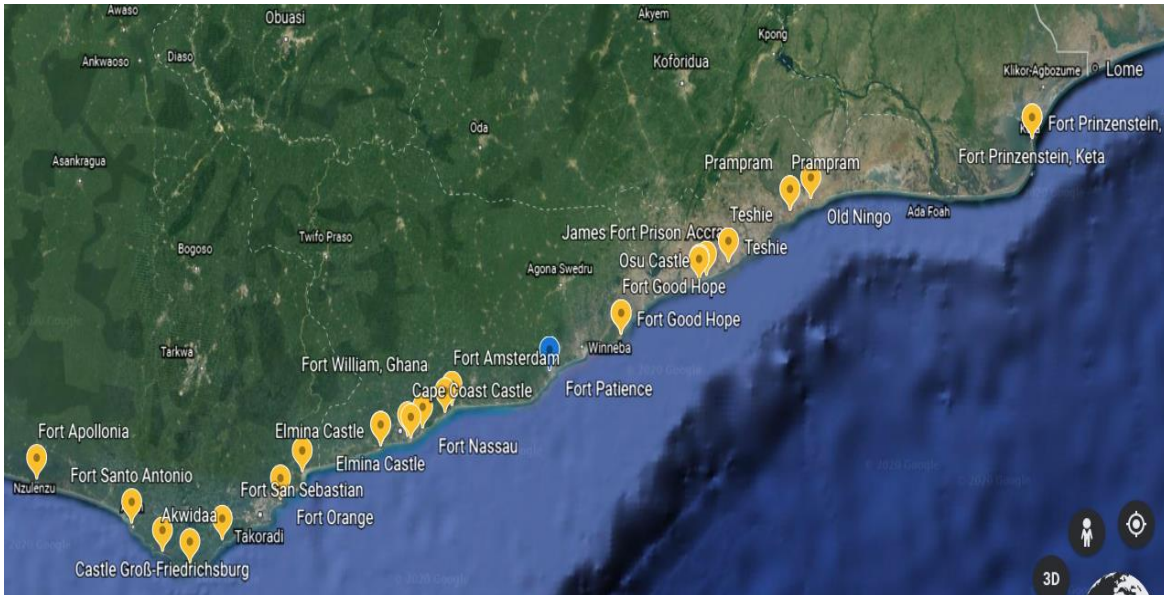


Figure 2.1: Map Showing the location of the 28 Components of the FCWHP

The Forts and Castles were constructed between the 15th and 18th centuries on what is now the coast of Ghana. It is estimated that there could have been up to sixty of such European constructed fortifications or buildings dotted on the 500km stretch of Ghana’s coastline. The distinctions made between forts and castles are generally based on size and complexity. The castles are typically larger in size, had complex layouts and featured prominent battlements. They usually served as headquarters for the expeditions of the European trading companies. Forts are characteristically smaller in size and complexity, featuring lesser battlements. They often served as trade footholds in yonder territories, as service stations for other forts and passing ships, and protective battlements for other castles.

The Forts and Castles share marked similarities in their location, material of construction, architecture, and battlements. They are all located at the coast and constructed almost entirely of stone and brick masonry, and timber. Standard architectural features include arches and vaults, courtyards, parapets, embrasures, gun slits and gun ports, chapels, towers, roundels, bastions, batteries, dungeons and curtain walls.

2.2 Historical context of the Forts and Castles

Beginning early in the 15th century and continuing well into the late 19th century, European trading companies fiercely engaged in the competition for space and control of trade routes and resources in West Africa. Several fortifications were constructed to consolidate and gain control of resources, the first of which was the St. George’s castle in Elmina in 1482 by the Portuguese and the last was Fort Prinzenstein in Keta by the Danes in 1786.

While the fortifications primarily begun as warehouses for goods acquired and housing staff of trading companies and missionaries, they gradually assumed control over trade routes, resources and territories. Their roles thus changed into those of battlements featuring both attacking and defensive architecture intended to protect their interests and gains against other European competitors and local threats at times. Principal trade goods included gold and ivory. However, later, they came to epitomise focal points and centres of the trade in enslaved Africans and the starting point of the African diaspora. At the turn of the 19th century, after the abolishment of the trade in enslaved people, the Forts and Castles began to assume newer positions as European administrative centres in the burgeoning colonial enterprise. After colonial rule was well underway (post 1870s), the forts and castles were appropriated by the established British Gold Coast colony for use as district offices, post offices, lunatic asylums, hospitals, schools, police stations and prisons. The forts and castles were listed as national monuments in 1969 and inscribed as World Heritage property in 1979.

2.3 Statement of Significance and/or Outstanding Universal Value (SOUV)

Ghana's Forts and Castles are no doubt among the most characteristic examples of European fortified trade posts in the tropics, of which Elmina Castle is the most ancient and important in the world. But what makes these buildings most important is their historical significance: they not only played an important role in the shaping of Ghana's history, but even in that of the world. The 60 odd castles, forts and "lodges" constituted for more than four centuries a kind of "shopping street" of West Africa in which traders of Europe's most important maritime nations came to exchange their goods for those of African traders. Some of the traders came from very far in the interior. Though the Forts and Castles were initially built for the gold trade, later and in the 18th century, they also played an important role in facilitating slave trade. Slaves were captured from Africa and transported across the oceans to the Americas. Though these buildings may not strike the observer by their individual refined beauty, it could be said that they constitute a unique "collective historical monument": a monument not only to the evils of the slave trade, but also to nearly four centuries of pre-colonial Afro-European commerce based on equality rather than on that of the colonial basis of inequality.

2.3.1 OUV at the time of inscription: (criteria VI)

The FCWHP was inscribed and remains one of the few properties exclusively inscribed under criterion (vi) of the World Heritage Convention in the 1970s. The original OUV states that the property is "directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance". This framed the SOUV for the FCWHP which was submitted as part of the nomination dossier in 1978.

2.3.2 Retrospective statement of Outstanding Universal Value (ReSOUV)

Following the decision of the World Heritage Committee, all properties inscribed without a SOUV were subjected to a Retrospective statement of Outstanding Universal Value (ReSOUV). The FCWHP was one such property and as such developed and submitted the ReSOUV to the World Heritage Committee in 2012. The ReSOUV better captured the values, attributes and significance of the FCWHP on the World Heritage List. Both the SOUV and the ReSOUV share some commonalities in the justifications proffered. However, whereas the ReSOUV lists the individual components of the property, including their basic architectural characteristics as part of the overall statement, the original SOUV did not do so. The ReSOUV expands on the SOUV by highlighting.

Links in the trading routes established by the Portuguese in many areas of the world.

The role of the forts and castles in the gold trade and European chartered companies.

The “significant and emotive” symbolism illustrating the continuing history of European-African encounters over five centuries and the starting point of the African Diaspora

The ReSOUV, however, introduces an additional component (i. e. Fort Vernon in Prampram) to the property which was not originally included in the nomination dossier of 1978. The ReSOUV reads:

The Fort and Castles, Volta, Greater Accra, Central and Western Regions World Heritage Site was the 34th to be inscribed and thus one of the oldest world heritage properties since the adoption of the 1972 World Heritage Convention. The site was inscribed on the World Heritage List in 1979 during the 3rd session of the World Heritage Committee under Decision CONF 003 XII.46 (Cairo and Luxor, 1979). The complete retrospective Statement of Outstanding Universal Value for the property was adopted well after inscription. It comprises the following elements:

“These fortified trading posts, founded between 1482 and 1786, and spanning approximately 500 km along the coast of Ghana between Keta in the east and Beyin in the west, were links in the trading routes established by the Portuguese in many areas of the world during their era of great maritime exploration. The castles and forts were built and occupied at different times by traders from Portugal, Spain, Denmark, Sweden, Holland, Germany and Britain. They served the gold trade of European chartered companies. Latterly they played a significant part in the developing slave trade, and therefore in the history of the Americas, and, subsequently, in the 19th century, in the suppression of that trade.

The property consists of three Castles (Cape Coast, St. George's d'Elmina and Christiansborg at Osu, Accra), 15 Forts (Good Hope at Senya Beraku; Patience at Apam; Amsterdam at Abandzi; St. Jago at Elmina; San Sebastian at Shama; Metal Cross at Dixcove; St. Anthony at Axim; Orange at Sekondi; Groot Fredericksborg at Princesstown; William (Lighthouse) at Cape Coast; William at Anomabu; Victoria at Cape Coast; Ussher at Usshertown, Accra; James at Jamestown, Accra and Apollonia at Beyin), four Forts partially in ruins (Amsterdam at Abandzi; English Fort at British Komenda; Batenstein at Butre; Prinzensten at Keta), four ruins with visible structures (Nassau at Mouri; Fredensborg at Old Ningo; Vredenburg at Dutch Komenda; Vernon at Prampram and Dorothea at Akwida) and two sites with traces of former fortifications (Frederiksborg at Amanful, Cape Coast and Augustaborg at Teshie, Accra).

The basic architectural design of the Forts was in the form of a large square or rectangle. The outer components consisted of four bastions/batteries or towers located at the corners, while the inner components consisted of buildings of two or three storeys with or without towers, in addition to an enclosure, courtyard or a spur. Many have been altered, during their use by successive European powers, and some survive only as ruins.

St. George's d'Elmina Castle, built in 1482, is one of the oldest European buildings outside Europe, and the historic town of Elmina is believed to be the location of the first point of contact between Europeans and sub-Saharan Africans.

The castles and forts constituted for more than four centuries a kind of 'shopping street' of West Africa to which traders of Europe's most important maritime nations came to exchange their goods for those of African traders, some of whom came from very far in the interior.

They can be seen as a unique "collective historical monument": a monument not only to the evils of the slave trade, but also to nearly four centuries of pre-colonial Afro-European commerce based on equality rather than on that of the colonial basis of inequality. They represent, significantly and emotively, the continuing history of European-African encounter over five centuries and the starting point of the African Diaspora.

The Fort and Castles, Volta, Greater Accra, Central and Western Regions World Heritage Site is one of the few properties inscribed under Criterion (vi) of the 1972 Convention. It is founded on the fact that, "the Castles and Forts of Ghana shaped not only Ghana's history but that of the world over four centuries as the focus of first the gold trade and then the slave trade. They are a significant and emotive symbol of European-African encounters and of the starting point of the African Diaspora."

2.4 Attributes and values of the FCWHP

Attributes are the physical or non-physical elements often expressed as the tangible or intangible aspects or processes conveying or expressing the OUV of a WHS. These could be moveable or immovable attributes which contribute to the understanding of the OUV, values and other local significances. Identification of these attributes is important in deciding on effective measures for their protection, management and monitoring. Identifying attributes is a decision-making process that aids the development of strategic interventions to retain the OUV and other local values.

The attributes and values of the FCWHP are summarised below, and each of the 28 components is analysed at site level, thereby giving a detailed overall and site-specific analysis.

s/n	Component	Attributes	Values	Other values
1.	Fort Prinzenstein	Partial ruins <ul style="list-style-type: none"> Original construction materials (stones, mud, lime mortar, bricks). architectural features (north-west bastion, north curtain wall, remnants of north-east bastion) dungeons 	Historically held slave captives before they were shipped to the Americas and later became a prison for the British colony Spaces within the original structure are associated with the trans-Atlantic slave trade and testament to Afro-European contact	Missionary cemetery (relocated burials from sea eroded part of original fort)
2.	Fort Fredensborg	Ruins <ul style="list-style-type: none"> Original construction materials (stones, lime mortar); architectural features (stone masonry wall, arches). 11 cannons 	Features are associated with the trans-Atlantic slave trade and testament to Afro-European contact	
3.	Fort Vernon	Ruins No clearly discernible attribute.	English fortification associated with the Trans- Atlantic Trade	
4.	Fort Augustaborg	Traces of a fort <ul style="list-style-type: none"> Original construction materials (stones, lime mortar); architectural features (wall sections) One canon on site 	Danish fortification associated with Danish mercantile activity on the Guinea Coast.	

s/n	Component	Attributes	Values	Other values
5.	Christiansborg Castle	<p>Complete Castle</p> <ul style="list-style-type: none"> • Original construction material (bricks, stones, lime mortar); architectural features • water cistern, • curtain walls and bastions, • storeyed structure • +10 Cannons • Dungeons 	<p>Started as a Swedish trading posts in 1636. Become the seat of the Danish Trading company associated with the trans-Atlantic slave trade and testament to Afro-European contact.</p> <p>Portuguese occupied it from 1679-1683, after which the Danish recaptured the fort in 1685-1693.</p> <p>Local polity, Nana Asameni took over in 1693 until 1694 as a governor and sold it back to the Danish (1695-1850) until they sold all their possessions to the British.</p> <p>Later became the seat of the British Colonial administration. Used as a constabulary mess and lunatic asylum by the British from 1884</p> <p>After independence in 1957, it became the seat of the Ghana Government</p>	<p>Tunnel connecting the castle to Osu township; castle gardens</p>
6.	Ussher Fort	<p>Complete Fort, however, there are additions in the later 19th century which were recognized at the time of inscription</p> <ul style="list-style-type: none"> • Original construction materials (stones, lime mortar, mud); architectural features (south-west bastion), 1 cannon • +1360 cannon balls 	<p>A Dutch trading post associated with the trans-Atlantic slave trade and testament to Afro-European contact</p>	<p>Site of internment of ancestors by local communities. It was used as a police station and prison before Ghana attained independence</p>

s/n	Component	Attributes	Values	Other values
7.	James Fort	<p>Complete Fort</p> <ul style="list-style-type: none"> • Original construction materials (stones, bricks, lime mortar); architectural features • circular openings in walls • courtyard • 3 graves • Dungeons • arched door openings • vaulted rooms, • storeyed structure 	<p>British trading post associated with the trans-Atlantic slave trade and testament to Afro-European contact</p> <p>Vaulted rooms served as storerooms.</p>	Shrine for local communities
8.	Fort Goode Hope	<p>Complete Fort</p> <ul style="list-style-type: none"> • original construction materials (stones, bricks, lime mortar, timber • architectural features (bastions, curtain walls, walkways, parapets and embrasures) • courtyard, • archways and vaulted rooms • storeyed structure • intermediary timber floors • water cistern • +8 cannons • Graves in courtyard 	<p>Dutch trading post associated with the trans-Atlantic slave trade and testament to Afro-European contact, including serving as warehouse for trading items</p>	

s/n	Component	Attributes	Values	Other values
9.	Fort Patience	<p>Complete Fort</p> <ul style="list-style-type: none"> • Original construction materials (stones, bricks, lime mortar, timber). • architectural features (bastions, courtyard, walkways, parapets, curtain walls, arched ways, • vaulted rooms, storeyed structure, • intermediary timber floors • water cistern • 4 cannons 	<p>Started as a Dutch station associated with the trans-Atlantic slave trade and testament to Afro-European contact</p>	<p>Shrines and Seventh Adventist monument for local communities.</p> <p>It was used as a police station and post office after Ghana's independence</p>
10.	Fort Amsterdam	<p>Partial Fort</p> <ul style="list-style-type: none"> • Original construction materials (stones, lime mortar, timber, bricks); architectural features (bastions, walkways parapets, embrasures, arched ways, curtain walls, • storeyed structure • evidence of intermediary timber floors, • water cistern, • vaulted rooms • 2 cannons 	<p>Initially served as a British trading post and later was taken over by the Dutch traders. Thereafter was destroyed by the British and was never re-occupied. Both occupations are associated with the trans-Atlantic slave trade and testament to Afro-European contact</p>	<p>Shrines used by local communities</p>

s/n	Component	Attributes	Values	Other values
11.	Fort William	Complete Fort <ul style="list-style-type: none"> • Construction materials (stones, bricks, lime mortar, timber); architectural features (bastions, batteries, walkways, courtyard, parapets, embrasures) • water cisterns • arched ways • vaulted rooms • dungeons • curtain walls • storeyed structure, • intermediary timber floors • 10 cannons 	British slave trading post only purposefully built for slaves. Directly associated with the trans-Atlantic slave trade	Shrines within fort used by local communities
12.	Fort Nassau	Ruins <ul style="list-style-type: none"> • Traces of original construction materials (bricks, lime mortar); architectural features (walls, arched ways). 	First Dutch fortification constructed on the coast associated with the trans-Atlantic trade and slavery	
13.	Fort Fredricksborg	No visible traces <ul style="list-style-type: none"> • 2 Cannons (at foot of hill) 	Started as headquarters of the Danish-Guinea Company and later became a ceded outpost for the British at the Cape Coast Castle.	
14.	Cape Coast Castle	Complete Castle <ul style="list-style-type: none"> • Construction material (stones, bricks, lime mortar, timber); architectural features (bastions, tower, batteries, curtain walls, parapets, embrasures, walkways) 	First proper fortification constructed by the Swedish, seized by the British who expanded it into a castle. Both occupations are associated with the trans-Atlantic trade and slavery.	Shrine in male dungeon; Belgrave building; Heritage house; veterans' cenotaph; Victoria Park

s/n	Component	Attributes	Values	Other values
14.		<ul style="list-style-type: none"> • storeyed structure • intermediary timber floors • courtyards • dungeons • arched ways • vaulted rooms • water cisterns • 30 cannons and • 500 cannon balls • door-of-no-return • 3 graves: Rev. Philip Quarcoo, Capt. George MacLean, and Leticia London. • Palaver Hall or meeting room, governors' residence 	The dungeons also play host to the biannual celebration of PANAFEST and Emancipation Day	
15.	Fort William (Lighthouse)	<p>Complete Fort</p> <ul style="list-style-type: none"> • original construction materials (stones, bricks, lime mortar, timber, ironmongery); architectural features (round structure, embrasures, parapets, walkways, arched ways • lighthouse, • watchtower, iron stairway • gun ports, and • vaulted rooms • water cistern • 12 cannons • cannon balls 	Used as a lighthouse by the British to control ships and monitor threats as an outpost location associated with the trans-Atlantic trade and slavery, including monitoring both sea and inland threats.	

s/n	Component	Attributes	Values	Other values
16.	Fort Victoria	<p>Complete Fort</p> <ul style="list-style-type: none"> • Original construction materials (stones, bricks, lime mortar, ironmongery); architectural features (stairway, round structure, parapets, embrasures, walkway) • Watchtower • 3 cannons 	Used as an outpost by the British from the Cape Castle to monitor the inland threats.	
17.	Elmina Castle	<p>Complete Castle</p> <ul style="list-style-type: none"> • Original construction materials (stones, bricks, lime mortar, timber); architectural features (mote, draw bridge, towers, storeyed structure walkways, bastions, batteries, parapets, embrasures, gun slits, Portuguese chapel) • intermediary timber floors, • water cisterns • dungeons • curtain walls and courtyards, intermediary • arched ways and vaulted rooms. • 30 cannons. • grave in courtyard. • navigation star. • Prempeh and Yaa Asantewaa prison. • Elmina old town archaeological site. • Traces of Elmina out forts • Benya Lagoon 	<p>First European fortification south of the Sahara constructed by the Portuguese. The Dutch took over in 1637 until they sold it to the British in 1872. It became the first police training school for the British Academy, then hosted the first secondary school for Elmina. Equally and heavily associated with the trans-Atlantic slave trade and testament to Afro-European contact.</p> <p>The dungeons also play host to diaspora pilgrims during the biannual celebration of PANAFEST and Emancipation Day</p>	

s/n	Component	Attributes	Values	Other values
18.	Fort St. Jago	<p>Complete Fort</p> <ul style="list-style-type: none"> • Original construction materials (stones, bricks, lime mortar, timber); architectural features (bastions, roofed bastions, batteries, compound curtain walls, walkways, tower, parapets, embrasures, gun slits) • storeyed structure • intermediary timber floors • dungeon • courtyard • water cistern • 8 cannons and cannon balls • traces of Elmina out forts 	<p>Dutch garrison associated with Elmina Castle. The Dutch launched an attack on the Portuguese at Elmina and later used Jago hill as an outpost. Associated with the trans-Atlantic slave trade and testament to Afro-European contact</p>	
19.	Fort Vrendensborg	<p>Ruined fort</p> <ul style="list-style-type: none"> • traces of original construction materials (stones, lime mortar); architectural features (wall sections). 	<p>Dutch used as a trade post associated with the trans-Atlantic trade and slavery</p>	
20.	English Fort	<p>Partially ruined fort</p> <ul style="list-style-type: none"> • original construction materials (stones, lime mortar); architectural features (bastions, walkways, parapets, arched ways, embrasures) • storeyed blocks, • water cistern • 2 canons 	<p>Used by the British as a trading post associated with the trans-Atlantic slave trade and a testament to Afro-European contact</p>	

s/n	Component	Attributes	Values	Other values
21.	Fort San Sebastian	<p>Complete Fort</p> <ul style="list-style-type: none"> • Original construction materials (stones, bricks, lime mortar, timber); architectural features (round tower, funnel-shaped entrance stairs, arched ways, • intermediary timber floors, • compound curtain walls, bastions, walkways, courtyard); location on the coast • Grave of Wilhem Anton Amu a child as a gift to a slave Ship who later turned philosopher. 	<p>Built and used by Portuguese traders, and taken over in 1638 by the Dutch, who later sold it to the British in 1872. All these occupations are associated with the trans-Atlantic trade and slavery, as well as testament to Afro-European contact</p>	<p>Cross in the sea with Christian religion, in particular the advent of Roman Catholicism.</p>
22.	Fort Orange	<p>Complete Fort</p> <ul style="list-style-type: none"> • Original construction materials (stones, bricks, lime mortar, timber); architectural features (curtain walls, bastions, parapets, embrasures, walkways) • courtyard • arched ways • storeyed structure • lighthouse) 	<p>Dutch trading post built in 1670s and sold to the British in 1872. Later a lighthouse was installed in the fort. Both occupations are associated with the trans-Atlantic trade and slavery</p>	
23.	Fort Batenstein	<p>Partially Ruined Fort</p> <ul style="list-style-type: none"> • Original construction materials (stones, lime mortar); architectural features (curtain walls, bastions, walkways, parapets, arched ways, embrasures) • storeyed structure • evidence of intermediary timber floors, • water cistern • 1 canon 	<p>Dutch service fort sold to the British in 1872 and is associated with the trans-Atlantic trade and slavery. Demilitarized in 1872 and never occupied again</p>	

s/n	Component	Attributes	Values	Other values
24.	Fort Metal Cross	<p>Complete Fort</p> <ul style="list-style-type: none"> • Original construction materials (stones, bricks, lime mortar, timber); architectural features (curtain walls, bastions, walkways, parapets, embrasures, courtyards) • arched ways, • vaulted rooms • square tower • storeyed structure • batteries • intermediary timber floors • 15 cannons 	<p>A trading post and service fort constructed by the British in 1692. Exchanged with the Dutch in 1868 and sold back to the British in 1872. The fort is associated with the trans-Atlantic trade and slavery.</p>	
25.	Fort Dorothea	<p>Ruin</p> <ul style="list-style-type: none"> • Original construction materials (stones, lime mortar); architectural features (wall sections, sections of bastion) • 2 canons 	<p>Associated with the trans-Atlantic trade and slavery</p>	
26.	Fort Gross Friedrichsburg	<p>Partially Ruined Fort</p> <ul style="list-style-type: none"> • Construction materials (stones, bricks, lime mortar, timber); architectural features (curtain walls, bastions, walkways, embrasures, parapets, arched ways) • storeyed structure • 'D'-shaped tower • intermediary timber floors • dungeons • water cistern • Ruinous mansion of John Conny 	<p>Built and used by the Brandenburg Company (Germany) in 1683 as trade post. Between 1717-1724, a local Chief seized the fort from the Dutch who had purchased it from the Germans. The Dutch recaptured it in 1725 but never really used it thereafter, and eventually sold it to the British in 1872.</p> <p>It is associated with the trans-Atlantic trade and slavery</p>	

s/n	Component	Attributes	Values	Other values
27.	Fort St. Anthony	<p>Complete Fort</p> <ul style="list-style-type: none"> • Construction materials (bricks, stones, lime mortar, timber); architectural features, compound curtain walls, bastions, walkways, parapets, embrasures, gun slits • storeyed structure, square towers • Dungeon • Courtyards • intermediary timber floors, • water cistern 	<p>Built and used by the Portuguese in 1515, and captured by the Dutch in 1642, and later sold to the British in 1872. All these occupations are associated with the trans-Atlantic trade and slavery, as well as testament to Afro-European contact.</p>	
28.	Fort Apollonia	<p>Complete Fort</p> <ul style="list-style-type: none"> • Construction material (stones, bricks, lime mortar, timber); architectural features (bastions, curtain walls, walkways, parapets, embrasure). • dungeon • courtyards • intermediary timber floors • storeyed structure • 15 cannons 	<p>Built by the British in 1768 and in 1868 was exchanged with the Dutch, and later sold back to the British in 1872. The Fort was bombarded in 1873 due to local uprising against their takeover. Was only rehabilitated in the 1960s' after which it was used as a guest house. The Fort is associated with the trans-Atlantic trade and slavery</p>	

Table 2.1: Attributes and Values of the FCWHP as of November 2021

2.5 Overall Observations

The FCWHP illustrates both local significances and OUV. The latter is anchored on the values placed in and around the FCWHP by local communities, most of them expressing intangible dimensions. Both OUV and local significances have expressive attributes and values. This IMP endeavours to mitigate threats and risks for both. The next chapter addresses the legislative, policies, and institutional arrangements for the management of the FCWHP given the above understanding.

3. Chapter 3: LEGISLATIVE POLICY AND INSTITUTIONAL FRAMEWORKS

This chapter provides an analysis of the legislative and policy environment of the FCWHP.

3.1 Introduction

This section presents the Legislative and Policy Framework, Institutional Arrangements and the Governance of the FCWHP. Emphasis is placed on unpacking the national, regional, international legislative environment as well as understanding how the management of the FCWHP is undertaken by the State Party through GMMB. All these assists in understanding the management context and the effectiveness of the management approach being currently used at the FCWHP.

3.2 Legislative and Policy Framework

The FCWHP is protected by a multiplicity and crosscutting array of legal instruments, conventions and policies operating at national, regional and international levels. National legislative and policy framework refers to laws applicable to management of heritage, culture and museums, including those directly and indirectly linked with the heritage and culture sector of Ghana. Regional legislative frameworks refer to those ones promogulated by the African Union either collectively or individually ratified by her Member States, while International legislative frameworks refer to the International Conventions and Protocols ratified by the Republic of Ghana and are applicable to the management of the FCWHP.

3.2.1 National Legislative and Policy Framework for the FCWHP

Legal Instruments	Statute	Implementing Agency	Last Revised
Act 387 of 1969	<p>Provides for the control of antiquities, establishing and defining the functions of the governing board and regulations necessary for the protection of the antiquities (heritage).</p> <p>Managing and controlling cultural objects, national monuments, and archaeological sites and the legal provisions for the establishment of the GMMB.</p>	GMMB	1969
Executive Instrument (E.I) 42 of 1972	Lists the forts and castles as national monuments	GMMB	1972
Executive Instrument (E.I 29) of 1973	<p>Provides the framework for establishing the list of national monuments.</p> <p>The National Museum Regulation sectioned into thematic areas that border essentially on the export of antiquities, prohibitions and exemptions thereof; purchase or sale of antiquity; issues of excavation and protection of national monuments.</p>	GMMB	1973
Tourism Act, 2011 Act 817 and The Tourism (Tourist Sites) Regulations, 2019, L.I 2393	<p>Regulate the tourism industry and provide for related matters.</p> <p>Marketing, promoting and registration of the site and tourism destinations</p>	GTA	2011 & 2019

Table 3.1: Legal Matrix for the FCWHP

While the national laws controlling the implementation of developments at a general level exist, including the requirement to comply with the Environmental Impact Assessment (EIA) and Heritage Impact Assessment (HIA) frameworks in Ghana, the GMMB does not have specific policies and regulations governing decision making on proposed developments at cultural heritage sites, including World Heritage properties.

3.2.2 Regional Legislative and Policy Framework

Legal Instruments	Statute	Implementing Agency	Last Revised
African Union Charter for African Cultural Renaissance	Provides for the establishment of necessary measures for the Protection of African Cultural Heritage	Ghana	2006

Table 3.3: Regional Legislative Matrix for the FCWHP

3.2.3 International Conventions

The most important international agreement in relation to the FCWHP is the 1972 Convention for the Protection of the World Cultural and Natural Heritage, supported by a range of subsequent ICOMOS principles and charters. Very relevant to the issues currently faced with the Forts and Castles, Volta, Greater Accra, Central and Western regions is the Yamato Declaration on Integrated Approaches for Safeguarding Tangible and Intangible Cultural Heritage (2004). The International Conventions applicable to the FCWHP are summarized below.

Legal Instruments	Statute	Implementing Agency
Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (Paris, 1970)	Gives a central role to prevention and is essential to the fight against illicit trafficking of cultural property provides the framework in which the identification, inventory, protection and valorization of these objects can be ensured.	GMMB
Convention on the Protection of the Underwater Cultural Heritage (Paris, 2001)	Provides a key role to the preservation of underwater heritage and the natural context in which it is found. The Convention contains obligations on the prevention of commercial exploitation, looting and trafficking of underwater cultural properties or testimonies associated to the FCWHP, allowing the application of sanctions or seizures by States Parties.	GMMB

Legal Instruments	Statute	Implementing Agency
Convention for the Safeguarding of the Intangible Cultural Heritage (Paris, 2003)	The convention provides the community with a sense of identity and continuity and promote respect for cultural diversity and human creativity. Since the property has been inscribed exclusively on Criterion (vi), which requires the property to be, among other things, associated with events or living traditions, ideas or beliefs. The Forts and Castles, having been "the focus of first the gold trade and then the slave trade", are recognized to be "a significant and emotive symbol of European-African encounters and of the starting point of the African Diaspora". Therefore, the Convention provides the framework for safeguarding of intangible cultural heritage such as festivals or traditions associated with communities as a central component in conservation and promotion of the property.	Ghana Folklore Board
Convention on the Protection and Promotion of the Diversity of Cultural Expressions (Paris, 2005)	The multi-purpose nature of the convention supports the organization of cultural events and programmes, including art exhibitions, workshops and seminars, concerts, etc., but also educational programmes targeting the youth and artists through international exchanges and partnership events focusing on themes that connect with the site.	National Commission on Culture

Table 3.4: International Legislative Matrix for the FCWHP

3.3 Institutional Framework and Governance of FCWHP

Ghana Museums and Monuments Board (GMMB) is responsible for the management and protection of the FCWHP. The mandate of GMMB from section 16 of the National Museum Act, 1969 (Act 387) which is further strengthened by E.I 29 of 1973 (ref. to sections 13 -19). GMMB, as a government department, reports to the Ministry of Tourism, Arts and Culture and is administered using a centralized institutional framework, in which Heads of Departments for both Museums, Education and Monuments & Sites Divisions are stationed at the Head Office in Accra. These Divisional Heads are supported by staff appointed in various capacities (such as site managers, artisans, education officers, caretakers and security) to manage specific components and regions of the country and sites. Decision-making regarding conservation, research, interpretation, sustainable development, local community involvement and operations for the Forts and Castles is thus centralized at GMMB Headquarters. This institutional framework also determines processes, authorizations and approvals in the

management of the FCWHP. The framework and governance for the FCWHP depends on the legislation applicable to GMMB. However, the poorly functioning, under-resourced, rigid and complex institutional structures of GMMB have created significant challenges for the FCWHP over the years. Both the Advisory and Reactive Monitoring Missions noted this matter. The current institutional framework and governance lacks clarity in terms of responsibility between departments and established job descriptions, the functioning of the site manager recently appointed for FCWHP.

3.3.1 Organizational Structure of GMMB

The Forts and Castles fall within four (4) regions and fifteen (15) municipal boundaries of the country, making all bylaws applicable; it is also governed by the country's land use planning frameworks and has not been excluded from the country's Coastal Development/Management Programme. As the site and buffer zone falls under the different jurisdictions, the Regional and Local Government Planning legislation are required to oversee matters such as land-use planning, zoning and building regulations on the site boundaries and buffers. Therefore, a fully functioning and well-oiled structure of an organization should bring about efficiency and high productivity in such complex scenarios. The organizational structure as exists in the GMMB, and illustrated in the diagram below, does not bring about this management effectiveness and efficiency. This current organizational structure will create challenges for the effective implementation of the FCWHP Integrated Management Plan. Nevertheless, some already existing lines of reporting can be harnessed and appropriated for the effective management of the FCWHP.

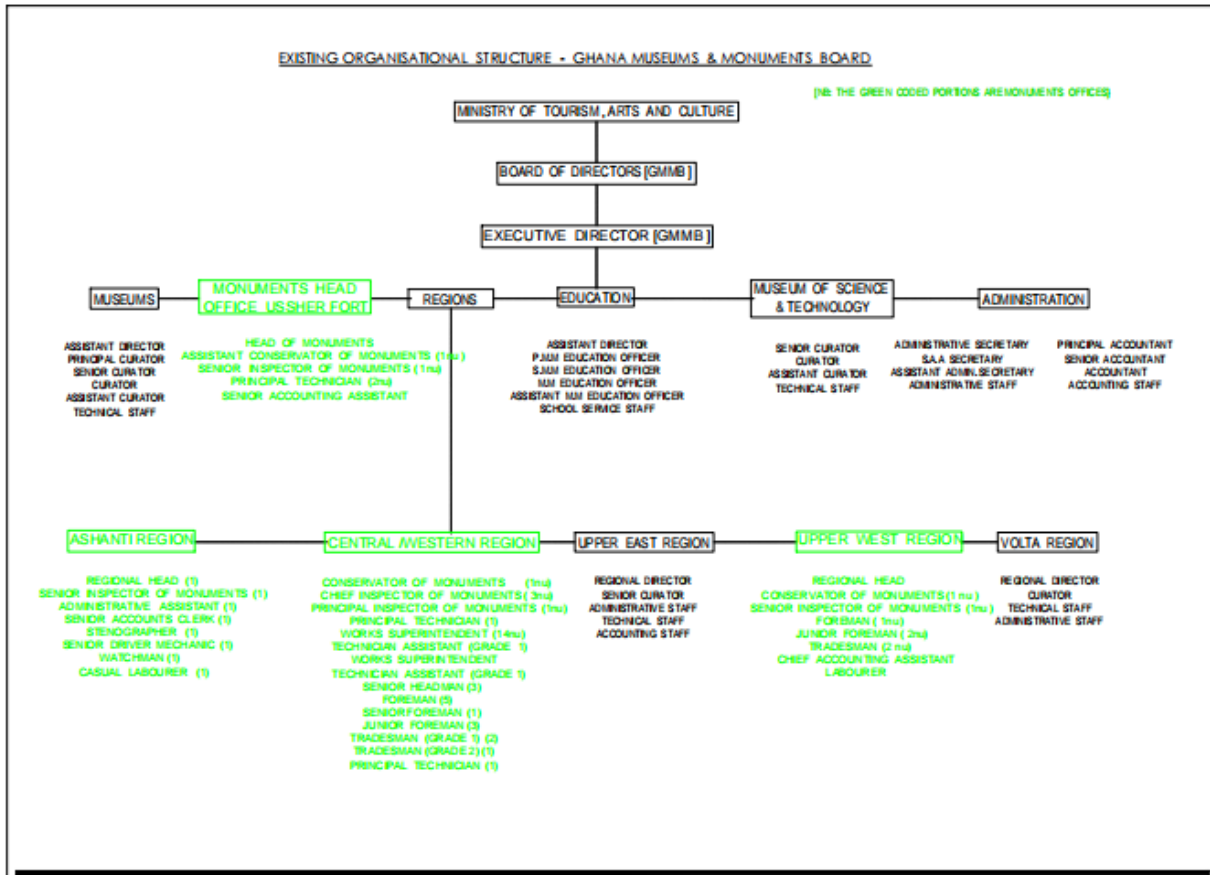


Figure 3.1: Organizational Structure of GMMB as of November 2021 (Green font: offices working directly under the Monuments Division)

3.3.2 Management Structure of Monuments and Sites Division of GMMB

Within the GMMB Organizational Structure, the Monuments Division has the functional role of maintaining a comprehensive national registration of cultural heritage and national inventory of immovable cultural properties; implement conservation, restoration and maintenance; develop research and interpretation programmes at heritage sites; protect heritage sites through national heritage laws; and apply international charters to the cultural heritage sites. The Head of the Monuments Division is supported by Regional Offices located in Accra, Cape Coast, Kumasi and Wa, in implementing these functions. There are no structured and/or integrated processes for management planning for the FCWHP within GMMB resulting in conservation, development and other management decisions being taken and implemented on an ad hoc basis. This is further complicated by the fact that there are many role players/departments/agencies within the State Party with direct and indirect interests in the property and its surroundings, which in the absence of integrated planning and decision making,

they end up taking their own decisions and implement projects without due consideration of the World Heritage status of the property.

While the above is important, it is critical to unpack the functioning of the Monuments and Sites Division under which the FCWHP are being managed. A Site Manager for the FCWHP was recently appointed, the position of the Site Manager does not exist in the current Organizational Structure and is placed at the Assistant Conservator level as shown below.

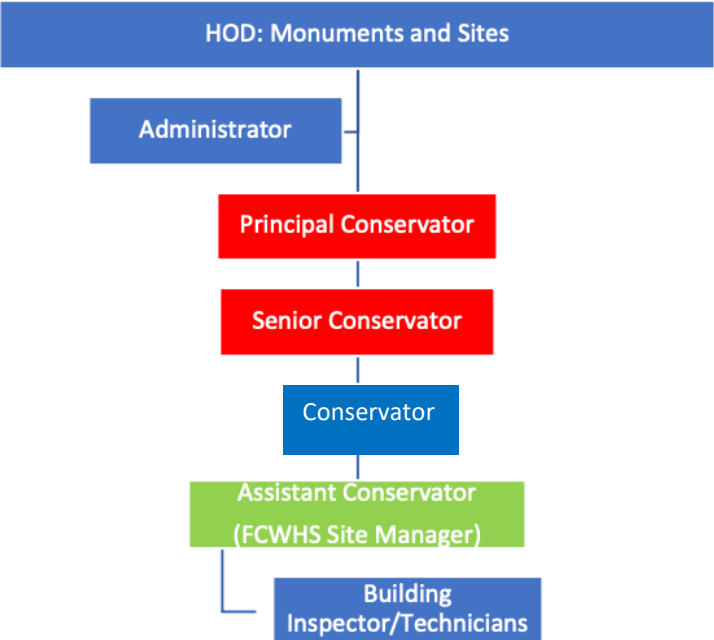


Figure 3.2: Organizational Structure of Monuments and Sites Division of GMMB

The placing of the Site Manager of the FCWHP at that level needs to be reviewed taking into consideration the responsibilities enshrined in this function, including the level of decision making expected of the function (inclusive of stakeholder management), and the importance of that function in effectively implementing the 1972 World Heritage Convention in Ghana. The lower decision-making level for the Site Manager of FCWHP creates unintended bureaucracy and delays in effectively implementing programmes and activities. Furthermore, the positions of Senior and Principal Conservators are currently vacant, which also creates a vacuum in divisional capacity to support the Site Manager. GMMB needs to explore alternatives of addressing this issue from an organizational structure perspective, including developing clear cut job descriptions and division profile. Furthermore, the fact that the HOD directly links with Regional Directors in various regions under which the 28 components of the FCWHP are located

may create unforeseen challenges for the Site Manager. There is the need for GMMB to review these structures with the aim of having linear, clear and effective operational structures that avoids power contestations which derail implementing the mandate of GMMB.

Furthermore, the Monuments and Sites division of the GMMB lacks structured and effective processes of engagement with other Divisions of GMMB (Education, Museums) and the various government agencies involved in making decisions (including developments) that affect the FCWHP. The current structure also lacks clarity on reporting with respect to the role of the site manager within the Monuments division. Also, the existing organizational structure does not facilitate improved ways required for managing a World Heritage Site (WHS). It relies on the general institutional structure of GMMB. As a result, bureaucracy and poor dissemination of information and reporting prevents efficiency of getting work done. A separate institutional structure should be considered to provide for a unit responsible for the management of all World Heritage Sites, including the Asante Traditional Buildings WHS.

3.3.3 National Heritage Committee of Ghana

Following concerns from individuals, government institutions, civil society organizations in Ghana and UNESCO demanding stepped-up efforts and change in the overall management of the diverse heritage of Ghana, the GHC was tasked to develop a “Multi-Stakeholder Heritage Strategic Plan Framework” for Ghana to identify strategic priorities and mechanisms for bringing together the various sectors operating in their legal silos. The Framework was to outline overarching set of priority actions within the context of broad strategic goals to salvage Ghana’s heritage in its diverse forms. The GHC sought to identify and streamline heritage priorities for Ghana for implementation by the respective national institutions with such mandates, including them seeking public and private partnership support in the process. The Multi-Stakeholder Heritage Strategic Framework is thus a strategic document for its multi-dimensional stakeholders involved in heritage matters in Ghana.

The Steering and Technical Committees of Ghana Heritage Committee was launched in September 2020 with the aim to develop an integrated approach for the inclusive management and promotion of Ghana’s diverse heritages. The Committee is to provide the necessary support mechanisms to Ministries, Departments and Agencies (MDAs) to deliver on their functions. The seven years Multi-Stakeholder Heritage Strategic Framework (MSHSF) for Ghana (2022-2029) outlines the strategic and priority areas in managing and promoting the heritage resources of Ghana.

The situational analysis of the Heritage sites, monuments and museums as captured in the MSHSF, and the corresponding priority areas and goals are in line with the priority issues that the FCWHP management plan seeks to address. The priority issues common to the Heritage

MSHSF and FCWHP are legislation, research and development, capacity building, sustainability and sustainable development, and partnerships and collaborations.

3.3.4 Stakeholder Engagement and Involvement

GMMB engages and involves stakeholders in the management of FCWHP, however this is not as effective as it should be in the absence of a stakeholder management framework. The GMMB stakeholder database include but not limited to government agencies, sector ministries, universities, local communities, non-governmental organisations as outlined below.

No	Stakeholder	Level of Operation
1	Local Government Authorities	Local Government
2	Traditional Councils	Traditional Authority
3	Academic and Educational Institutions	National
4	Ghana Tourism Authority, Accra	National Government Agency
5	Ghana Tourism Development Company, Accra	National Government Agency
6	Public Records and Archives Department	National Government Agency
7	Non-Governmental Organisations	Local/National/International
8	Ghana Ports & Harbours Authority, Tema	National Government Agency
9	Ghana Navy, Accra	National Security agency
10	Osu Castle -Estate Division, Accra	Christiansborg, Osu
11	National Security	National Government Agency
12	National Commission for UNESCO, Accra	National Government Agency
13	UNESCO Accra Office	International Agency
14	Coastal Development Authority, CoDA, Accra	National Government Agency
15	Media	Local/National
16	Youth Groups and Community Opinion Leaders in host communities	Local
17	Land Use and Spatial Planning Authority	National Government Agency
18	Western Naval Command	National Security
19	Tour Operators Union	Private Sector
20	Year of Return Secretariat	National
21	PANAFEST Secretariat	Public-Private

Table 3.5: Stakeholders of the FCWHP

Overall, GMMB does not have a stakeholder management framework, and neither does it have a good record with stakeholder engagement and involvement. This matter consistently surfaced in most stakeholder consultations.

3.4 Overarching issues on Legislative, Institutional Management and Governance

Both the Advisory and Reactive Monitoring Missions noted with concern the legal, institutional framework and governance approach of the FCWHP. Below is a summary of the issues surrounding legislations applicable to the FCWHP, and overall, to GMMB as the Management Authority and custodian of the World Heritage Convention.

Issues	Consequences
Multiplicity of laws, including heritage related laws and institutions	Complex overlapping mandates and responsibilities of institutions of state leading to cumbersome decision-making processes.
Insufficient definition of roles and responsibilities in the legislation and ambiguities in legislation and interpretation	Misinterpretation of legislation and misalignment between institutions leading to gaps in implementations
Insufficient coordination	Non-cooperation of projects and cumbersome administration impeding project implementation
Not domesticating the 1972 Convention	Lack of awareness among stakeholders. The 2019 Advisory Mission noted that there is no system for compliance with the requirements of the Operational Guidelines on the Implementation of the 1972 World Heritage Convention, the OUV based Heritage Impact Assessment process as recommended by ICOMOS.

Table 3.6: Overarching issues on the Legal framework of the FCWHP

Regarding institutional Framework and governance of the FCWHP, which cannot be separated from issues adversely affecting GMMB as a whole, there is:

- lack of properly and effectively coordinated conservation capacity (technical and expertise).
- lack of research and documentation of sites.

- lack of a database regarding the World Heritage property.
- lack of financial and human resources.
- Inability of GMMB in retaining employees.

4. CHAPTER 4: IDENTIFICATION AND PRIORITISATION OF KEY ISSUES

4.1 Introduction

This chapter identifies and prioritizes key issues affecting the FCWHP using the SWOT analysis. The key issues were identified using the following multiple sources:

- State of Conservation and Periodic Reporting reports
- Advisory and Reactive Monitoring Mission reports
- Field assessments at the 28 components
- 20 Stakeholder consultations across the regions
- Desktop analysis of other documents relating to the forts and castles (strategic plan of GMMB, National Heritage Committee of Ghana)

4.2 Factors affecting FCWHP

This section presents factors affecting the FCWHP from the multiple sources engaged in the planning process.

4.2.1 Issues from State of Conservation and Periodic reports

State of conservation reports and periodic reports over the past years have identified the following issues affecting the FCWHP:

Identified Issues	Description of the Issues	Impact on FCWHP
1. Development Pressures	Increase in development projects around the sites.	<ul style="list-style-type: none"> - Obstruction of views - Limited access to sites - Alteration in massing and aesthetics of sites
2. Population pressure	Increase in number of people resulting in activities close to the sites such as encroachment, squatters and housing constructions.	<ul style="list-style-type: none"> - Limited access to sites - Additional/illegal structures attached to components - Poor sanitation/environmental pollution
3. Environmental Pressures	Environmental degradation, sanitation, erosion, and coastal erosion	<ul style="list-style-type: none"> - structural defects in component structures - Increase insanitary conditions - environmental pollution
4. Undefined site boundaries and Buffer Zones	Uncontrolled development within immediate surroundings of forts	<ul style="list-style-type: none"> - Weakens protection for components - Destroys components/loss of attributes
5. Lack of adequate funding for regular maintenance and conservation of the sites	Unable to carry out routine maintenance and repairs	<ul style="list-style-type: none"> - Progressive deterioration of structures - Frustrated conservation staff
6. Lack of awareness of World Heritage Status of sites	Indifference of stakeholders to matters relating to the fort	<ul style="list-style-type: none"> - Passive participation by stakeholders - Ignorance impacting sites
7. Interpretative and visitation facilities	Difficulty in appreciation of the sites	<ul style="list-style-type: none"> - Poor visitor experience. - Difficulty in accessing and exploring the sites
8. Local conditions affecting physical fabric	Relative humidity, Heavy rain, Salt-laden atmosphere	<ul style="list-style-type: none"> - exacerbates deterioration of the physical fabric of components
9. Climate Change	Rise in sea level, Coastal erosion, Wind	<ul style="list-style-type: none"> - Difficulty in accessing components, threat to structural stability of components, damage to roof structure and fenestrations

Table 4.1: Key issues from SOC for the FCWHP

Comparative Analysis of State of Conservation and Periodic Reports before 2021 and at present:

1998 – 2020	2021
<ul style="list-style-type: none"> - Erosion (issue resolved in 1998 but significant again in 2019) - Housing (issue resolved in 1998 but significant again in 2019) - Management systems/ management plan (issue resolved in 1998 but significant again in 2019) - Heavy rain (issue resolved in 1998 but significant again in 2019) - Wind (issue resolved in 1998 but significant again in 2019) - Salt-laden atmosphere (issue resolved in 1998 but significant again in 2019) 	<ul style="list-style-type: none"> - Erosion (issue resolved in 1998 but significant again in 2019) - Housing, (issue resolved in 1998 but significant again in 2019) - Commercial development - Major visitor accommodation and associated infrastructure - Illegal construction - Interpretative and visitation facilities - Ground transport infrastructure - Ground Water Pollution - Solid waste - Management systems/management plan (issue resolved in 1998 but significant again in 2019) - Legal Framework - Financial resources - Heavy rain (issue resolved in 1998 but significant again in 2019) - Wind (issue resolved in 1998 but significant again in 2019) - Changes to oceanic waters - Salt-laden atmosphere (issue resolved in 1998 but significant again in 2019) - Lack of maintenance of built fabric

Table 4.2: Comparative Analysis of State of Conservation and Periodic Reports

4.2.2 Issues from the Advisory and Reactive Monitoring Mission reports

The FCWHP has benefitted from an Advisory Mission (2019) requested by the State Party of Ghana and a Reactive Monitoring Mission (2020) undertaken by a Joint UNESCO and Advisory Bodies Mission. This section highlights the Key issues identified by the Advisory and Reactive Monitoring Mission Reports.

Identified Issues	Description of the Issues	Impact on FCWHP
1. Governance	<ul style="list-style-type: none"> - Lack of capacity for effective management - Outdated heritage laws - Stakeholder engagement and involvement framework - Ownership of components Ineffective organizational structure and Institutional framework - Absence of integrated planning process and management plans - Absence of a national cultural heritage inventory - Lack of human resource capacity - Absence of Stakeholder management framework 	<ul style="list-style-type: none"> - ineffective management of the FCWHP - uncoordinated development and management of the sites - unsustainable social intervention - delay in decision- making and conservation actions - Low staff morale among conservation team
2. Absence of conservation guidelines and procedures	<ul style="list-style-type: none"> - Lack of procedures to support systematic and continuous conservation interventions - Absence of conservation manuals - Neglect of OUV 	<ul style="list-style-type: none"> - Incorrect, adhoc and unguided methodology and approach to conservation - Uncontrolled and regulated developments

Identified Issues	Description of the Issues	Impact on FCWHP
3. Undefined Boundaries and Buffer Zones	<ul style="list-style-type: none"> - Uncontrolled activities within core area and buffer zones e.g., illegal construction, urban pressure, encroachment, development projects, 	<ul style="list-style-type: none"> - threatens preservation of OUV - vulnerability to development encroachment
4. Insufficient financial support	<ul style="list-style-type: none"> - Lack of dedicated funds to manage the serial property - Poor state of conservation 	<ul style="list-style-type: none"> - Gradual decline in routine maintenance and improvement in site presentation
5. Protection and Conservation Policies	<ul style="list-style-type: none"> - Absence of monitoring mechanisms - Absence of integrated management plan 	<ul style="list-style-type: none"> - Components are vulnerable to external interference - Ineffective management
6. Sustainable development of property	<ul style="list-style-type: none"> - Absence of guidelines to ensure compliance with EIA and HIA protocols of the operational guidelines on implementation of 1972 World Heritage Convention and 2015 World Heritage Policy on Sustainable development 	<ul style="list-style-type: none"> - Non - compliance with EIA and HIA protocols resulting in
7. Interpretation and Musealization of empty forts and castles	<ul style="list-style-type: none"> - Lack of historical and social interpretation to spaces 	<ul style="list-style-type: none"> - Unsatisfactory visitor appreciation of the sites - Short duration of visits
8. Research on World Heritage Property	<ul style="list-style-type: none"> - Absence of comprehensive research strategy - Lack of database information, documentation, and research 	<ul style="list-style-type: none"> - Uninformed decision-making concerning interpretation, conservation, etc. - Inadequate knowledge database on the FCWHP
9. Promote World Heritage Property	<ul style="list-style-type: none"> - Absence of awareness creation programmes/ strategy 	<ul style="list-style-type: none"> - Low recognition of the property

Identified Issues	Description of the Issues	Impact on FCWHP
10. Some components are missing Integrity and Authenticity	- Lack of historical records and little or no attributes in some cases.	- Challenges in establishing authenticity and historical accuracy on the FCWHP
11. Structural Integrity	- Structural damage in fort structures	- Structural instability of components and looming disaster risks. - Compromised safety for visitors and staff
12. Maintenance and Conservation approach	- Incorrect interventions - Lack of guidelines for adaptive reuses of the property's components - Absence of maintenance and conservation strategy and manual	- Inconsistent and undocumented in conservation approaches - Unguided and uncontrolled construction at components adapted to new uses
13. Management effectiveness/Lack of human resource capacity	- Lack of capacity building - Lack of expertise/skills gap - Undefined roles and responsibilities	- Inadequate and incapacitated staff taking responsibility for major conservation needs and actions
14. Development projects	- Increasing developments within immediate boundary and Buffer zones - Poor regulation and management of development approvals and implementation	- Threat to OUV, authenticity and integrity - Obstruction of views - Limited access to sites - Alteration in massing and aesthetics of sites
15. Site Interpretation	- Lack of adequate and coordinated interpretation and presentation through the entire property	- Difficult for visitors to appreciate the interrelatedness of components
16. Lack of strategic vision for the entire property	- Lack of coordinated interpretation and presentation among the entire property - Lack of direction for management effectiveness	- Uncoordinated approach towards management of FCWHP

Identified Issues	Description of the Issues	Impact on FCWHP
17. Lack of Database, documentations and research	- Lack of records, drawings or historical inventories from each one of the 28 components	- Absence of archives system for the property. - Inability to draw on previous experiences and records to address present conservation challenges.
18. Lack of mechanisms to ensure the management of the property.	- Lack of management and maintenance	- Neglect and abandoned forts
19. Lack of coordination between the GMMB and other government entities	- Poor communication	- Lack of support from government entities

Table 4.3: Key Issues from the Advisory and Reactive Monitoring Missions

4.2.3 Observations from the Field assessment of the FCWHP

The table summarizes the observations from field assessments conducted on each component as part of the data collection processes of this plan.

S/n	Component	Description of issues	Impact on FCWHP
1.	Fort Prinzenstein	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Structural instability: the remaining sections of the fort's walls show marked signs of weakness and threatened with collapse. This is especially characteristic of the oldest parts of the fort - Long-term stabilisation plan: there are no long-term plans for the consolidation and stabilisation of the deteriorating structural elements of the fort - Short-term repairs: the fort shows various signs of decay and deterioration that require immediate fixes. These include dilapidated windows and doors, loose brick and stone components, rotted away timber elements, and rusted ironmongery - Illegal construction: modern cement structures can be observed on the old fort fabric. Construction by squatters have been done directly against the fort's east exterior walls - Incorrect interventions: several interventions have been incorrectly undertaken with the introduction of modern materials - Encroachment: encroachment is detectable on the east side of the fort, with squatters erecting structures of less durable materials, which have compromised the full appreciation of the fort and important views 	<p>While the fort still carries the values, authenticity and integrity it remains vulnerable to illegal construction in the north side, and accelerated deterioration due to lack of conservation and maintenance.</p> <p>The physical fabric which is directly associated with the intangible attributes is in place.</p>

- **Neglect and abandonment:** the fort looks neglected and abandoned due to the continual deterioration of its physical fabric and the lack of maintenance
- **Poor/lack of sanitation:** spaces within the fort look unkempt, untended and in need of cleaning
- **Interpretation strategy:** some interpretation is present in the fort's designated museum but would need revamping. The display, however, focuses on slavery in general, but is conspicuously lacking in the interpretation of the fort.

2. **Fort Fredensborg**

- **Protection:** the fort has no defined buffer zone
- **Structural instability:** the existing structure of this component shows signs of imminent collapse
- **Long-term stabilisation plan:** the absence of a long-term plan to ensure the stability of the site's structure is problematic to the survival of the extant features
- **Encroachment:** the site of the existing wall structure of the component is now a construction base for the ongoing sea defence project
- **Interpretation strategy:** an interpretation strategy for the fort is absent

The authenticity and integrity of this component has been impaired by the recent over clearing, damage to masonry walls and relocation of canons, have destroyed archaeological evidence. In its present state of conservation, the values of the property's OUV may no longer be fully supported by this component. This component is completely lacking authenticity and integrity. The component was only included as a component of the FCWHP during OUV retrospective for the Africa region. It would need to be validated through research.

3. **Fort Vernon**

- **Protection:** the fort has no defined buffer zone
- **Structural instability:** the fort is structurally unstable
- **Long-term stabilisation plan:** a long-term stabilisation plan for the fort is absent
- **Coastal erosion:** the fort is threatened by loss due to sea erosion
- **Illegal construction:** the fort shows several illegal constructions
- **Neglect and abandonment:** the fort is neglected and abandoned
- **Poor/lack of sanitation:** the spaces in and around the fort are unkempt and

unsanitary

- **Interpretation strategy:** an interpretation strategy for the fort is absent
- 4. **Fort Augustaborg**
 - The exact location of the site is yet to be determined. During the reactive monitoring mission, the team assessed two potential locations. There is need for further research to locate the exact site of the fort

This component requires further research to locate the actual site of the fort. This site shall be prioritized for the research to validate the OUV, authenticity and integrity.
- 5. **Christiansborg castle**
 - **Protection:** the fort has no defined buffer zone
 - **Structural instability:** the exterior walls of the castle show structural weaknesses and threatened with collapse especially in the southern walls
 - **Long-term stabilisation plan:** there are no long-term plans for the consolidation and stabilisation of the deteriorating structural elements of the castle
 - **Short-term repairs:** the castle shows various signs of decay and deterioration that require immediate fixes. These include dilapidated windows and doors, falling ceiling structure, rotted away timber elements, roof structure, floor tiles, and rusted ironmongery
 - **Coastal erosion:** the foundations and walls of the castle are threatened by wave action of the sea
 - **Incorrect interventions:** several interventions have been incorrectly undertaken with the introduction of modern materials
 - **Neglect and abandonment:** some spaces within the castle look neglected and abandoned due to their state of disrepair
 - **Interpretation strategy:** there is no interpretation strategy at the component save

The authenticity and integrity of this component remain present but could be threatened if the building is allowed to continue deteriorating, as some of the rooms and rear façades are highly deteriorated, including the collapsed roof.

The issue of ownership of the Castle between GMMB and the State, given its role as a former Seat of Government. This has implications on the management of the Castle.

The physical fabric, which is directly associated with the intangible attributes is in

guided tours to some spaces within the castle

place.

Overall, the component supports the values of the property's OUV

6. Ussher Fort

- **Protection:** the fort has no defined buffer zone
- **Structural instability:** many aspects of the fort show serious structural weakness and imminent collapse
- **Long-term stabilisation plan:** long-term plans for stabilisation of the fort is absent
- **Short-term repairs:** the fort shows various signs of decay and deterioration that require immediate fixes. These include dilapidated windows and doors, separating wall plasters, failing roofs and ceilings, rotted away timber elements, and rusted ironmongery
- **Illegal construction:** the fort shows additions of modern constructions to the older fabric
- **Incorrect interventions:** several interventions have been incorrectly undertaken with the introduction of modern materials
- **Urban pressure:** urban pressure on the fort is increasing. Case in point is the development of a high rise building close to it
- **Encroachment:** the outer perimeter of the fort is encroached with make-shift structures by squatters especially on its southern and eastern sides
- **Neglect and abandonment:** some spaces within the fort look neglected and abandoned due to their state of disrepair
- **Poor/lack of sanitation:** some spaces within the fort are unkempt

The authenticity and integrity of this component remain largely intact but could be threatened if conservation interventions are not carried out soon. The physical fabric which is directly associated with the intangible attributes is mostly in place.

This component still supports the values of the property's OUV

- **Interpretation strategy:** some level of interpretation exists in the form of an exhibition in the fort’s museum, but a more comprehensive strategy is absent
7. **James Fort**
- **Protection:** the fort has no defined buffer zone
 - **Structural instability:** many aspects of the fort show serious structural weakness and imminent collapse
 - **Long-term stabilisation plan:** a long-term stabilisation plan for the fort is absent
 - **Short-term repairs:** the fort shows various signs of decay and deterioration that require immediate fixes. These include dilapidated windows and doors, separating wall plasters, failing roofs and ceilings, rotted away timber elements, and rusted ironmongery
 - **Illegal construction:** the fort shows several later constructions on the original structure
 - **Incorrect interventions:** several interventions have been incorrectly undertaken with the introduction of modern materials
 - **Encroachment:** the outer perimeter of the fort is encroached with make-shift structures by squatters especially on its southern and eastern sides
 - **Neglect and abandonment:** some spaces within the fort look neglected and abandoned due to their state of disrepair
 - **Poor/lack of sanitation:** some spaces within the fort are unkempt
 - **Development project:** construction of a Fishing harbour
 - **Interpretation strategy:** there is no interpretation strategy at the fort
- The authenticity and integrity of this component remain largely intact but could be threatened if conservation interventions are not carried out soon. The physical fabric which is directly associated with the intangible attributes is in place, but this could be seriously threatened by the construction of the Fishing Harbour Complex.
- This component still supports the values of the property’s OUV
8. **Fort Goode Hope**
- **Protection:** the fort has no defined buffer zone
 - **Short-term repairs:** the fort shows various signs of decay and deterioration that
- The authenticity and integrity of this component remain

require immediate fixes. These include, separating wall plasters, rotted away timber elements, and rusted ironmongery

- **Erosion:** the foundations of the walls of the fort show signs of erosion
- **Incorrect interventions:** repointing of mortar joints with cement mortar and introduction of modern materials
- **Encroachment:** the north and west perimeters of the fort is encroached with structures of less durable materials by squatters
- **Poor/lack of sanitation:** the spaces east and north of the fort are unkempt and unsanitary
- **Interpretation strategy:** there is no interpretation strategy in place at the fort

intact and do not face an immediate threat.

Although the component is currently being used as a guest house under a contractual arrangement as part of adaptive re-use, the physical fabric which is directly associated with the intangible attributes remain fully in place.

This component still supports the values of the property's OUV

9. Fort Patience

- **Protection:** the fort has no defined buffer zone
- **Short-term repairs:** the fort shows various signs of decay and deterioration that require immediate fixes. These include, separating wall plasters, rotted away timber elements, and rusted ironmongery
- **Encroachment:** encroachment is increasing at the site towards the northern frontier
- **Erosion:** the foundations of the walls of the fort show signs of erosion
- **Interpretation strategy:** there is no interpretation strategy in place at the fort

The authenticity and integrity of this component remain intact and is not facing an immediate threat except natural deterioration. The physical fabric which is directly associated with the intangible attributes is in place.

This component still supports the values of the property's

10. Fort Amsterdam	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Structural instability: the fort shows various signs of structural weaknesses in some wall sections and particularly at the corners of the north-west and south-west bastions, and the south wall - Long-term stabilisation plan: a long-term stabilisation plan for the fort is absent - Short-term repairs: the fort shows various signs of decay and deterioration that require immediate fixes. These include, eroded mortar joints, rotted away timber elements - Encroachment: the fort is being encroached on the west side - Interpretation strategy: interpretation strategy at the property is absent 	<p>OUV</p> <p>The authenticity and integrity of this component remain present and not facing an immediate threat except natural deterioration. The physical fabric which is directly associated with the intangible attributes is in place.</p> <p>This component still supports the values of the property's OUV</p>
11. Fort William	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Structural instability: the fort shows various signs of structural weaknesses - Long-term stabilisation plan: a long-term stabilisation plan for the fort is absent - Short-term repairs: the fort shows various signs of decay and deterioration that require immediate fixes. These include, separating wall plasters, defective ironmongery, rotted timber floors, dilapidated ceiling and roof structure, dilapidated doors and windows - Coastal erosion: the component is threatened by sea erosion - Incorrect interventions: several interventions have been incorrectly undertaken with the introduction of modern materials - Neglect and abandonment: the fort looks neglected and abandoned 	<p>The authenticity and integrity of this component remain largely intact with some dungeons and exterior walls threatened by recently introduced concrete plastering. The physical fabric which is directly associated with the intangible attributes is in place.</p> <p>This component still supports the values of the property's OUV</p>

- **Poor/lack of sanitation:** the spaces within the fort are unkempt and unsanitary
- **Interpretation strategy:** an interpretation strategy for the component is absent

12. **Fort Nassau**

- **Protection:** the fort has no defined buffer zone
- **Structural instability:** the existing wall sections on the site are unstable and at risk of imminent collapse
- **Long-term stabilisation plan:** a long-term stabilisation plan for the existing walls is absent
- **Illegal construction:** structures with less durable materials have been constructed against sections of the existing walls and within the site
- **Encroachment:** the site of this component is heavily encroached with several temporal and permanent structures
- **Neglect and abandonment:** the site looks neglected and abandoned
- **Poor/lack of sanitation:** the site of this component is unkempt and unsanitary
- **Interpretation strategy:** an interpretation strategy for the component is absent

The authenticity and integrity of this component has been impaired by residential encroachment and activities. The OUV attributes are considered impaired for this component as its sense of place, spirit and feeling has been compromised by mass squatter occupation.

The component's contribution to the OUV may need to be assessed by the State Party

13. **Fort Fredericksborg**

- **Protection:** the site has no defined boundary and buffer zone
- **Encroachment:** a church building has been constructed on the site of this component
- **Interpretation strategy:** an interpretation strategy for the component is absent
- **Neglect and abandonment:** the site is neglected and abandoned

The component's authenticity and integrity are non-existent and the values of the property's OUV are no longer visibly supported by this component

The component's contribution

to the OUV may need to be assessed by the State Party

14. **Cape Coast Castle**
- **Protection:** the fort has no defined buffer zone
 - **Long-term stabilisation plan:** a long-term stabilisation plan for the castle is absent
 - **Short-term repairs:** the castle shows various signs of decay and deterioration that require immediate fixes. These include, separating wall plasters, mould growth on some interior wall surfaces, dilapidated windows and doors
 - **Incorrect interventions:** several incorrect interventions such as the use of cement mortar and other modern materials are evident at the component
 - **Urban pressure:** the construction of a library complex opposite the castle further impedes important views
 - **Encroachment:** the castle is heavily encroached on the east side with structures of less durable material
 - **Interpretation strategy:** interpretation of the component is achieved by the castle's museum, but it can be improved with the institution of an interpretation strategy

The authenticity and integrity of this component remain intact, however could be slightly impaired, the door of no return due to the sea defence wall construction. The physical fabric which is directly associated with the intangible attributes is in place.

This component supports the values of the property's OUV

15. **Fort William (Lighthouse)**
- **Protection:** the fort has no defined buffer zone
 - **Structural instability:** the metal staircase that leads into the fort is heavily corroded and unstable
 - **Long-term stabilisation plan:** a long-term stabilisation plan for the fort is absent
 - **Short-term repairs:** the component shows various signs of decay and deterioration that require immediate fixes. These include separating wall plasters, spalling, mould growth on some interior wall surfaces, dilapidated windows and doors, eroded wall foundations

The authenticity and integrity of this component remain intact and not facing an immediate threat. The physical fabric which is directly associated with the intangible attributes is in place.

This component still supports

	<ul style="list-style-type: none"> - Erosion: the foundations of the exterior walls of the fort are threatened with erosion - Incorrect interventions: several incorrect interventions such as the use of cement mortar and other modern materials are evident at the component - Interpretation strategy: an interpretation strategy for the fort is absent 	the values of the property's OUV
16. Fort Victoria	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Long-term stabilisation plan: a long-term stabilisation plan for the fort is absent - Short-term repairs: the fort shows some signs of decay and deterioration that require immediate fixes. These include corroded metal access stairway and eroded wall foundations - Erosion: the foundations of the exterior walls of the fort are threatened with erosion - Neglect and abandonment: the fort is neglected and abandoned - Poor/lack of sanitation: the spaces in and around the fort are unkempt and unsanitary - Interpretation strategy: an interpretation strategy for the component is absent 	<p>The authenticity and integrity of this component remain intact and not facing an immediate threat. The physical fabric which is directly associated with the intangible attributes is in place.</p> <p>This component still supports the values of the property's OUV</p>
17. Elmina Castle	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Structural instability: the castle shows various signs of structural weaknesses and possible collapse such as the walkway atop the east block - Long-term stabilisation plan: a long-term stabilisation plan for the castle is absent - Short-term repairs: the castle shows some signs of decay and deterioration that require immediate fixes. These include separating wall plasters, defective ironmongery, dilapidated windows and doors, rotted timber floors 	<p>The authenticity and integrity of this component remain intact but could be threatened if development around the Castle is not controlled, the fishing harbour expansion, hotel and iconic projects being implemented at the site. The physical fabric</p>

	<ul style="list-style-type: none"> - Incorrect interventions: several incorrect interventions such as the use of cement mortar and other modern materials are evident on the component - Development projects: development projects are both earmarked and underway at the site of the component without adherence to required protocols - Interpretation strategy: the castle’s museum undertakes the task of interpretation, but it can be improved with the institution of an interpretation strategy 	<p>which is directly associated with the intangible attributes is in place.</p> <p>This component still supports the values of the property’s OUV</p>
<p>18. Fort St. Jago</p>	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Structural instability: the fort shows various signs of structural weaknesses and possible collapse such as the sinking bastions - Long-term stabilisation: a long-term stabilisation plan for the fort is absent - Short-term repairs: the fort shows some signs of decay and deterioration that require immediate fixes. These include, separating wall plasters, dilapidated windows and doors, rotted timber flooring, defective ironmongery - Neglect and abandonment: the fort looks neglected and abandoned - Poor/lack of sanitation: some spaces within and around the fort are unkempt - Interpretation strategy: an interpretation strategy for the fort is absent 	<p>The authenticity and integrity of this component remain intact and do not face an immediate threat. The physical fabric which is directly associated with the intangible attributes is in place.</p> <p>This component still supports the values of the property’s OUV</p>
<p>19. Fort Vredensborg</p>	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Structural instability: the surviving walls of the component show structural instability and possible collapse - Long-term stabilisation plan: a long-term stabilisation plan for the site’s walls is absent - Erosion: the foundations of the wall structures on the site are threatened with 	<p>The authenticity and integrity of this component has been impaired by residents’ occupation and related activities. The OUV attributes are considered compromised for this component from as a sense of place, spirit and</p>

	erosion		feeling due to residential encroachment.
	- Illegal construction: illegal make-shift structures have been constructed on the site		
	- Encroachment: the site is heavily encroached		
	- Neglect and abandonment: the site is neglected and abandoned		The component's contribution to
	- Interpretation strategy: an interpretation strategy for the site is absent		the OUV may need to be assessed by the State Party
20.	English Fort	- Protection: the fort has no defined buffer zone	
		- Structural instability: the fort shows various signs of structural weaknesses and possible collapse of wall facades, wall sections, bastions, walkways, and parapets	The authenticity and integrity of this component are under threat from resident activities and from incorrect conservation interventions.
		- Long-term stabilisation plan: a long-term stabilisation plan for the fort is absent	
		- Short-term repairs: the fort shows signs of deterioration such as eroded mortar joints that require immediate fixing.	
		- Erosion: the foundations of the fort are threatened by erosion	
		- Illegal construction: illegal constructions can be seen on the old fabric of the fort	Though this component still supports the values of the property's OUV, it may need to be re-assessed by the State Party
		- Encroachment: the fort is encroached upon by squatters	
		- Poor/lack of sanitation: the spaces within and around the fort are unkempt and unsanitary	
		- Interpretation strategy: an interpretation strategy for the fort is absent	
21.	Fort San Sebastian	- Protection: the fort has no defined buffer zone	
		- Structural instability: the tower structure of the fort shows signs of weakness and possible collapse	The authenticity and integrity of this component remain intact and not facing an

- **Long-term stabilisation plan:** a long-term stabilisation plan for the fort is absent
- **Short-term repairs:** the fort shows some signs of decay and deterioration that require immediate fixes. These include, separating wall plasters, dilapidated windows and doors, rotted timber flooring, dilapidated roof and ceiling structure, defective ironmongery
- **Erosion:** the foundations of the component are threatened with erosion
- **Encroachment:** the areas to the north and east of the fort are heavily encroached
- **Poor/lack of sanitation:** some spaces within the fort look unkempt
- **Interpretation strategy:** an implementation strategy for the fort is absent

immediate threat. The physical fabric which is directly associated with the intangible attributes is in place.

This component still supports the values of the property's OUV

22. Fort Orange

- **Protection:** the fort has no defined buffer zone
- **Structural instability:** the fort shows various signs of structural weaknesses and possible collapse, especially in the southern curtain wall
- **Long-term stabilisation plan:** a long-term stabilisation plan for the fort is missing
- **Short-term repairs:** the fort shows some signs of decay and deterioration that require immediate fixes. These include, separating wall plasters, dilapidated windows and doors, dilapidated roof and ceiling structure, defective ironmongery, and spalling
- **Poor/lack of sanitation:** spaces around the fort are unkempt
- **Interpretation strategy:** an interpretation strategy of the fort is absent

The authenticity and integrity of this component remain intact and not facing an immediate threat. The physical fabric which is directly associated with the intangible attributes is in place.

This component still supports the values of the property's OUV

23. Fort Batenstein

- **Protection:** the fort has no defined buffer zone
- **Structural instability:** the fort shows various signs of structural weaknesses and possible collapse

The authenticity and integrity of this component remain intact and not facing an immediate threat. The

		<ul style="list-style-type: none"> - Long-term stabilisation plan: a long-term stabilisation plan for the fort is absent - Short-term repairs: the fort shows some signs of decay and deterioration that require immediate fixes. These include eroded mortar joints and vegetative growth on walls - Neglect and abandonment: the fort looks neglected and abandoned - Interpretation strategy: an interpretation strategy of the fort is absent 	<p>physical fabric which is directly associated with the intangible attributes are in place.</p>
24.	Fort Cross	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Long-term stabilisation plan: a long-term stabilisation plan for the fort is absent - Short-term repairs: the fort shows some signs of decay and deterioration that require immediate fixes. These include dilapidated doors and windows, rotted timber floors, defective ironmongery - Illegal construction: several illegal constructions (swimming pools, Greek-style columns, chalets, restaurant, bathtub, ceramic tiles, mono-pitch roof, garage) have been undertaken at the component - Urban pressure: the fort is impacted by a high-rise building close to it - Interpretation strategy: an interpretation strategy for the fort is absent 	<p>This component still supports the values of the property's OUV.</p> <p>The fort still has some authenticity and integrity, but it faces threats from unregulated physical changes and uncontrolled and unsanctioned adaptive reuse, which must be reversed.</p> <p>Though this component still supports the values of the property's OUV, there may need to be assessed by the State Party</p>
25.	Fort Dorothea	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Structural instability: the existing walls of the fort are structurally unstable, held together only by roots and vines - Long-term stabilisation: a long-term stabilisation plan for the site's remaining structures is absent - Coastal erosion: the promontory on which the fort is situated is at risk of being cut 	<p>The authenticity and integrity of this component remain in place.</p> <p>This component still supports the values of the property's OUV</p>

off from the mainland by sea erosion

- **Neglect and abandonment:** the components are neglected and abandoned
- **Poor/lack of sanitation:** access routes to the fort are unkempt and unsanitary
- **Interpretation strategy:** an interpretation strategy for the fort is absent

26. **Fort Groot
Friedrichsburg**

- **Protection:** the fort has no defined buffer zone
- **Structural instability:** sections of the component are structurally unstable and at risk of possible collapse
- **Long-term stabilisation plan:** a long-term stabilisation plan for the fort is absent
- **Short-term repairs:** the fort shows some signs of decay and deterioration that require immediate fixes. These include dilapidated doors and windows, rotted timber floors, defective ironmongery, eroded mortar joints, defective ceiling and roof structure,
- **Illegal construction:** a dilapidated garage is constructed close to the entrance to the fort, against its ruinous north bastion
- **Incorrect interventions:** incorrect interventions such as repointing mortar joints with cement mortar is evident at the fort
- **Neglect and abandonment:** the outer spaces of the fort look neglected and abandoned
- **Poor/lack of sanitation:** some spaces within the fort look unkempt
- **Interpretation strategy:** an interpretation strategy of the fort is absent

The authenticity and integrity of this component remain intact and do not face an immediate threat. The physical fabric which is directly associated with the intangible attributes is in place.

This component still supports the values of the property's OUV

27. **Fort
Anthony** **St.**

- **Protection:** the fort has no defined buffer zone
- **Short-term repairs:** the fort shows some signs of decay and deterioration that

The authenticity and integrity of this component remain intact and not facing an

	<p>require immediate fixes. These include dilapidated doors and windows, rotted timber floors, defective ironmongery, defective ceiling and roof structure</p> <ul style="list-style-type: none"> - Urban pressure: urban pressure is increasing at the fort with the paving of a field and construction of a pavilion - Poor/lack of sanitation: some spaces within the fort look unkempt - Interpretation strategy: an interpretation strategy for the fort is absent 	<p>immediate threat, except the visual impact resulting from the development of grounds close to the Fort. The physical fabric which is directly associated with the intangible attributes is in place.</p>
<p>28. Fort Apollonia</p>	<ul style="list-style-type: none"> - Protection: the fort has no defined buffer zone - Long-term stabilisation: a long-term stabilisation plan for the fort is absent - Short-term repairs: the fort shows some signs of decay and deterioration that require immediate fixes. These include dilapidated doors and windows, rotted timber floors, defective ironmongery, defective ceiling and roof structure, defective rain gutters - Urban pressure: urban pressure is increasing around the fort - Poor/lack of sanitation: some spaces within the fort look unkempt - Interpretation strategy: some interpretation is present in the fort's museum. However, the exhibition content does not include the fort's interpretation 	<p>This component still supports the values of the property's OUV</p> <p>The authenticity and integrity of this component remain largely intact however, some dungeons are threatened by recently introduced concrete plastering works. The physical fabric which is directly associated with the Intangible attributes are in place.</p> <p>This component supports the values of the property's OUV</p>

Table 4.4: Key Issues from Field Observations

4.2.4 Issues emerging from Stakeholder consultations

There is limited involvement of stakeholders in the management of property, and this leads to ad hoc development and conservation approaches, as well as their engagement in the process. Such stakeholders include Universities, Architectural colleges, Tourism Sector, Local communities, independent and individual crosscutting experts among many others.

Stakeholder category	Identified issues	Description of the issues	Impact on the FCWHP
Developers	Unbridled, non-compliant and ad hoc developments in and around the FCWHP.	Inadequate research and lack of standard processes for developers to comply with EIA, HIA and OUV Based Impact Assessments	Development pressure impacting on the FCWHP in different ways, and some has triggered the attention of UNESCO
Fishermen Groups	Accessibility to fishing spaces and maintenance places	Access to the forts for mending their fishing and tattering their canoes is restricted by GMMB.	Inappropriate usage of the spaces around the FCWHP and negative impact of livelihoods of the local communities
Traditional Authorities	Ownership of some components and Revenue sharing with GMMB or whoever is managing the component.	The traditional authorities expect GMMB to cede ownership of some components and to share the revenues generated from the sites with them	There is a lack of cooperation with traditional chiefs and increasing tensions with GMMB.
Universities (History, Architecture, Heritage, tourism, etc.)	Research and Documentation	There are no systematic and clearly defined research programmes being conducted by GMMB on the FCWHP. Neither is there a collaboration between Academic Institutions and GMMB	Loss of information and data on most heritage typologies, and the FCWHP as a whole.

Stakeholder category	Identified issues	Description of the issues	Impact on the FCWHP
Community Youth groups	Opening the forts and castles to create job opportunities	The expectations of the communities of the sites are to fully operate as entrepreneurship initiatives as in the case of Cape Coast and Elmina Castles	Demonstrates lack of involvement for young people in and around the FCWHP This is also expected to provide for community support in the conservation of the FCWHP
Schools and School groups	Inadequate information	The narratives of the role played by these forts and castles, particularly in trans-Atlantic slave trade, are not included in the school curricula.	Inadequate understanding of the forts and castles as a World Heritage property, and reduced awareness of the FCWHP.
Ghana Heritage Committee	Interpretation, conservation, research, legal issues and presentation	Presenting narratives that focus only on the forts and castles along the coast	Loss of information and data on the slave route in Ghana, and other associated memories.
Private Sector	Lack Public-Private Partnership	No proper and effective public private partnership for the development of the property	Unapproved private sector developments which are not sympathetic to the OUV of the property
Non-Governmental Organizations, Research Institution and CSOs	Lack of partnerships	Inadequate involvement of other stakeholders or role players who could bring value to conservation and management of the property	Leads to inadequate funding and lack of support for conservation interventions.

Stakeholder category	Identified issues	Description of the issues	Impact on the FCWHP
Metropolitan, Municipal, and District Assemblies	Unknown site boundaries and lack of information of the status of the components as World Heritage	The site boundaries and plans are not readily available to the Local Government Authorities to enable them zone out the buffer areas for the specific components	Difficulty in enforcing protection from land use and development pressure

Table 4.5: Key Issues from Stakeholders

4.2.5 Desktop analysis of other Sources

This section analyses other documents relating to the FCWHP and GMMB to further identify key issues affecting the property and requiring mitigation.

Source	Identified issues	Description of the issues	Impact on the FCWHP
Ghana Museums and Cultural Heritage: A New Chapter.	Political interference	There seems to be too much political interference in the management of the FCWHP, especially in deciding development around the sites.	This leads to ad hoc development, marginalization of conservation and significance of the FCWHP. The uncoordinated development decision often contradicts the provisions of the operational guidelines of the implementation of the 1972 World Heritage Convention.
	National Policy Change	The continuous transfer of the GMMB between ministries leads to change in policy vision of the institutional priorities. Efficient management of the monuments has also been hindered by the GMMB's lack of qualified staff and adequate financial support, including the inability to retain competent staff.	This leads to the continuous realignment of the GMMB with the vision of the new ministry. This presents serious implications on the conservation of the sites, resulting in non-implementation of many initiatives.

Source	Identified issues	Description of the issues	Impact on the FCWHP
National Heritage Committee	Climate Change	Affecting most heritage sites in Ghana and it is not being monitored, hence there is no baseline data for decision making for FCWHP. The salt-laden atmosphere and the strong winds that carry salts are very corrosive to the buildings, the siltation with an increased deposition of sediments where they are mostly undesirable.	The absence of this baseline data presents a challenge of decision making, proper environmental planning and conservation for the property.
	Governance	Generally, there is poor governance of heritage in its diversity in Ghana.	The absence of a proper Governance system has affected the management of the country's diverse heritages.
	Research and Documentation	No systematic research and data collection on most heritage typologies relating to the components are conducted.	Loss of information on the proper interpretation and presentation of the sites
	Sustainable Development and livelihoods	Most development projects are being carried out without both Environmental and Heritage Impact Assessments, including Outstanding Universal Based Impact assessments as outlined	Presents a risk of compromising on the attributes that convey the authenticity and integrity of the property.
	Management plans and systems	Most heritage sites do not have management plans and conservation guidelines.	This has affected the management of the property
	Legal Environment	Outdated legal instruments being used, and neither the implementation of these nor the provisions of the ratified Conventions are being effectively enforced by GMMB.	The proliferation of increasing illegal developments and harvesting of heritage resources.

Source	Identified issues	Description of the issues	Impact on the FCWHP
GMMB's Strategic Plan	Inadequate funding	The inability of GMMB in implementing conservation activities on property could be attributed to insufficient budgetary allocation from Central Government. This situation is witnessed in the GMMB largely undertaking limited conservation activities with the support of donors.	Available funding is not consistent enough to implement effective conservation programmes at all the 28 components resulting in the visible progressive deterioration at FCWHP.
	Lack of Inventory and register	While the national heritage law has provisions for inventorying heritage by GMMB, there is no such register now.	This explains the lack of consolidated documentation and paucity of information on the 28 elements constituting the FCWHP to inform conservation interventions.
	Insufficient Human resources and lack of professionalism	GMMB suffers from lack of professionalism, and inability to retain experts due to multiple factors, among them: inadequate financial capacity, low salaries, inefficient management, political and governance issues, and lack of commitment in addressing skills related issues.	Exposure to undue political interference leading to ad hoc planning, developments and management practices that are not sympathetic to the OUV of the property.
National Development Agenda	Governance	Outdated legislative Instruments	Weak Institutional Structures
	Uncoordinated Institutional arrangements	Overlapping and non-complementary priority actions among heritage-related institutions	This leads to conflicting management issues in relation to the use of the FCWHP and its surroundings.

Table 4.6: Key Issues from other Sources

4.3 Prioritization of identified key issues (SWOT ANALYSIS)

The SWOT analysis is done using broad thematic issues, all aggregated from the process of identifying key issues using multiple sources as outlined in section 4.2.

4.3.1 Administration, Institutional Arrangements and Governance

The following constitute the SWOT analysis on Administration, Institutional Arrangements and Governance for the FCWHP

Area of Focus: Administration, Institutional Arrangements and Governance	
Strengths	Weaknesses
<ul style="list-style-type: none">- Site Manager for the FCWHP appointed in 2019- New employees recruited in 2021- Draft New Strategic Plan in place- Capacity building on WHS being implemented- Good working relations with UNESCO- Prioritization of heritage by Sector Minister for Tourism, Arts and Culture- Establishment of the National Heritage Committee- Participation in WH Committee sessions	<ul style="list-style-type: none">- Weak and crisscrossing GMMB structure- Poor governance of GMMB- No divisional and individual job profiles- Lack of implementation of strategic plans- Bureaucracy in the administration of funds, in specific donor funds- Limited human resources/skills set for the FCWHP- Lack of awareness of WH issues and heritage in general- Fragmented but complimentary divisions and functionalities

Opportunities	Threats
<ul style="list-style-type: none"> - GMMB is undertaking Organizational Review through a Strategic Planning Process - Reviewing legislative and policy environment - Stakeholder support - Shareholder (government) support - Recruitment and training 	<ul style="list-style-type: none"> - Staff not supporting change management - Lack of funding to implement outcomes of strategic planning - Retirement and generational loss of experience - Vacant positions not filled - Change of political and executive heads at GMMB, leading to institutional instability
<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> - Review current management structure governing the FCWHP - Improve annual grant allocation from central government for the implementation of the plan - Develop good governance systems - Review of legislation and policies (conservation, documentation, collections, interpretation, research, tourism) - Capacity building (skills, change management, planning, teamwork, communication) - Adopt integrated planning process - Develop succession planning framework and approach - Establish institutional archives 	

Table 4.6: Priorities for Administration and Governance

4.3.2 Conservation and Maintenance of the FCWHP

The following constitute the SWOT analysis on Conservation and Maintenance of the FCWHP

Area of Focus: Conservation and Maintenance of the FCWHP	
Strengths	Weaknesses
<ul style="list-style-type: none"> - OUV, authenticity and integrity present - Ability to fundraise for the FCWHP/Partnerships - Public interest in the state of conservation - Legal instruments - Human resources: architects and inspectors 	<ul style="list-style-type: none"> - non updated legal instruments - Loss/impairment of OUV, authenticity and integrity - Ill-defined core area and buffer zones - Lack of coordinated research - Contested ownership of components - Management structure - Non-documented attributes and values - Lack of/ Uncoordinated conservation and maintenance
Opportunities	Threats
<ul style="list-style-type: none"> - Implement preventive and interventive conservation - Re-validate the OUV, authenticity and integrity through research - Develop and enhance interpretation - Reviewing legislative and policy environment 	<ul style="list-style-type: none"> - Missing components/attributes/structural instability - Urban pressure/development encroachment - Lack of funding - Change of political and executive heads at GMMB - Inappropriate interventions

Opportunities	Threats
<ul style="list-style-type: none"> - Stakeholder engagement and involvement/partnerships - Redefine property boundaries - Adaptive reuse/development - Fundraising and partnerships - Review of management structure and position titles 	<ul style="list-style-type: none"> - Neglect/abandonment - Erosion (coastal)
<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> - Delineation of boundaries and buffer zones - Develop conservation manuals, guidelines and policies - Develop HIA and OUV –based impact assessment guidelines - Develop a national heritage inventory (register/database) - Research into alternative conservation materials - Digital documentation of sites - Training and skills upgrade of conservation staff - Undertake emergency conservation works - Undertake routine maintenance works - Undertake periodic condition assessment 	

Table 4.6: Priorities for Conservation and Maintenance

4.3.3 Interpretation, Research and Dissemination of information at the FCWHP

The following constitute the SWOT analysis on Interpretation, Research and Dissemination of information at the FCWHP.

Area of Focus: Interpretation, Research and Dissemination of information at the FCWHP	
Strengths	Weaknesses
<ul style="list-style-type: none"> - Research division/Research - Museums - Information/exhibitions - Tour guides/Educators 	<ul style="list-style-type: none"> - Non-existent/ limited exhibitions - Ineffective and non-updated exhibitions - Lack of research - Lack of capacity in the research division - Lack of link between tangible and intangible values - Lack of link with Diaspora dimensions and local polities - Lack of innovative and creative internal capacity
Opportunities	Threats
<ul style="list-style-type: none"> - Digitization and digitalization - Inclusive, holistic and innovative Research - Partnerships and collaborations - New interactive exhibitions - Tourism opportunities - Training Tour guides and Educators - Publications - Social media tools - Awareness programmes - Space availability for exhibitions (especially complete components) 	<ul style="list-style-type: none"> - Lack of funding - Inability to accept change - Politics - Lack of research - Lack of innovative and creative internal capacity

PRIORITY ACTIONS
- Undertake research on the FCWHP (revalidate OUV, intangible heritage, diaspora dimensions and local polities, tourism needs)
- Develop interactive exhibitions
- Conduct public heritage education programmes
- Publications (newsletters, booklets)
- Digitalization (virtual tours)

Table 4.7: Priorities for Information Dissemination

4.3.4 Tourism, sustainable livelihoods and development at the FCWHP

The following constitute the SWOT analysis on Tourism, sustainable livelihoods and development at the FCWHP.

Area of Focus: Tourism, sustainable livelihoods and development at the FCWHP	
Strengths	Weaknesses
<ul style="list-style-type: none"> - OUV, significance and values of the FCWHP - Monuments, sites and museums - Tour guides - Exhibitions - Partnerships - Local communities - Accessibility to most components 	<ul style="list-style-type: none"> - Lack of conservation and maintenance - Lack of disaster risk mitigation - Lack of Inclusive, holistic and innovative Research - Limited exhibitions - Absence of Heritage Impact Assessment Guidelines - Uncoordinated tourism initiatives

Opportunities	Threats
<ul style="list-style-type: none"> - Tourism Development Plan - Communication strategy - Digitization and digitalization - Inclusive, holistic and innovative Research - Partnerships/Collaborations - Alternative sustainable livelihoods - Revenue generation/sustainability - Contributing to national development goals (Ghana and Sustainable Development: The 40-Year National Development Plan) 	<ul style="list-style-type: none"> - Lack of communication between GMMB, GTA, the tourism industry and other government departments (broader development sector) - Uncontrolled/controlled developments - Lack of funding - Lack of internal tourism development capacity within GMMB - Destruction of sites by non-compliant tourism developments - COVID-19
<p>PRIORITY ACTIONS</p> <ul style="list-style-type: none"> - Institution of COVID-19 protocols at FCWHP - Develop communication strategy - Develop tourism development plan and framework - Implement adaptive re-use - Consider outsourcing options beneficial to communities - Improve accessibility (physical, language, special needs access) - Marketing and awareness in partnership with tourism industry - Tour guide training - Tourism product development (community tours and programmes, including festivals) 	

Table 4.7: Priorities for Sustainable Livelihoods and development

4.3.5 Stakeholder Relations and Partnerships at the FCWHP

The following constitute the SWOT analysis on Stakeholder Relations and Partnerships at the FCWHP.

Area of Focus: Stakeholder Relations and Partnerships	
Strengths	Weaknesses
<ul style="list-style-type: none"> - Public interest - Existing relationships and partnerships - Media tools (Facebook, twitter) 	<ul style="list-style-type: none"> - Absence of stakeholder management framework - Top to down consultations - Poor stakeholder relations - Lack of information sharing - Negative media publicity
Opportunities	Threats
<ul style="list-style-type: none"> - Partnerships and collaborations - Positive media outlook (media monitoring watch) - Develop stakeholder management framework 	<ul style="list-style-type: none"> - Negative media publicity - Politics (local conflicts) - Unresolved stakeholder conflicts (Princhestown, Beyin, Dixcove) - Poor state of conservation of fortifications
Priority Actions	
<ul style="list-style-type: none"> - Develop a stakeholder engagement framework - Capitalize on GMMB social media tools - Publish opinion pieces on GMMB - Develop conflict resolution mechanism - Develop a stakeholder and role players database - Establish partnerships (MMDAs, planning authorities) - Conduct stakeholder awareness programmes 	

Table 4.8: Priorities for Stakeholders Management

4.3.6 Partnerships and Fundraising for the FCWHP

The following constitute the SWOT analysis on **Partnerships and Fundraising** at the FCWHP.

Area of Focus: Partnerships and Fundraising	
Strengths <ul style="list-style-type: none"> - World Heritage Status - Existing partnerships - Successful fundraising initiatives - Public interest - Political will 	Weaknesses <ul style="list-style-type: none"> - Absence of fundraising partnership framework - Negative media outlook - Non-sharing of audited annual financial reports with the public - Administration of donor/partnership funds - GMMB's credibility
Opportunities <ul style="list-style-type: none"> - Partnerships and collaborations - Developing a fundraising framework - Improving accountability to donors - Social media platforms - Share audited financial annual reports with stakeholders 	Threats <ul style="list-style-type: none"> - GMMB's credibility - Negative media outlook - COVID-19
Priority Actions <ul style="list-style-type: none"> - Establish public-private partnerships - Establish partnerships and collaborations with universities - Develop a fundraising framework - Improve information sharing with stakeholders - Improve management of donor-funded and partnership programmes - Develop a database for potential donors and partners - Organize a donors' conference on the implementation of the plan 	

Table 4.9: Priorities for Partnerships and Fundraising

5. FCWHP MANAGEMENT STRATEGY

5.1 Introduction

The FCWHP Management Strategy takes into consideration the Key Priority Actions outlined in Chapter 5, the actual and potential resources available to the GMMB from Central Government and the assessment of internal and external environment within which it operates. The strategy involves the development and implementation of the specific goals, specific objectives, Actions, Indicators and Time Frames. These are anchored on the developed Vision, Mission and Values for the FCWHP, which is equally linked to the broader vision of the GMMB as an institution.

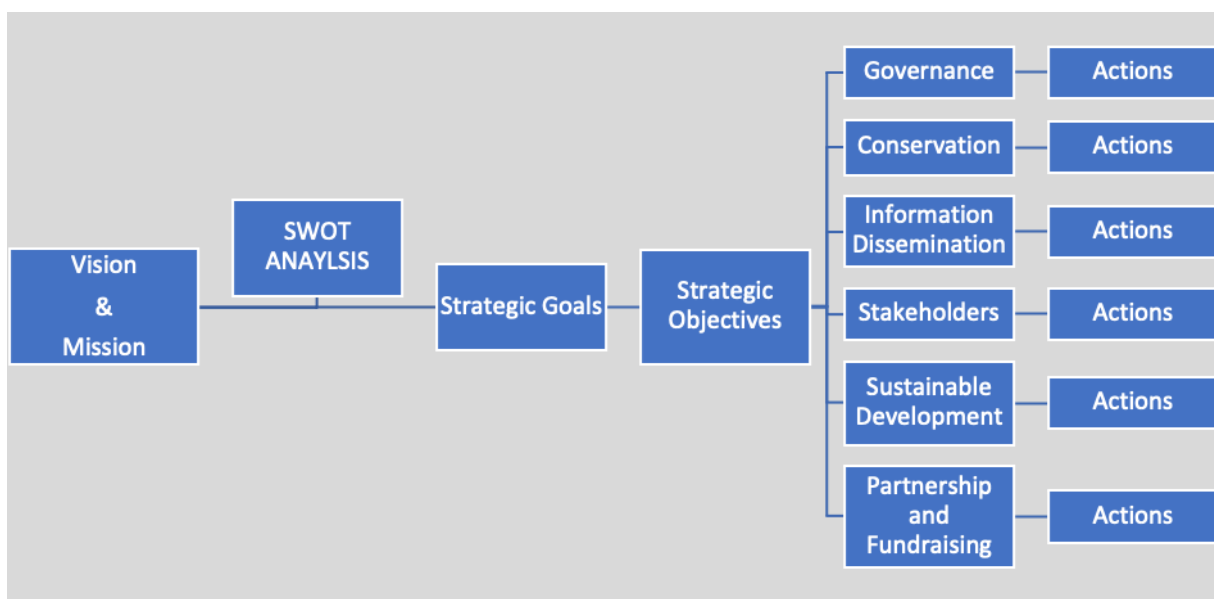


Figure 5.1: FCWHP Management Strategy [2023-2027]

5.2 Vision, Mission and Values

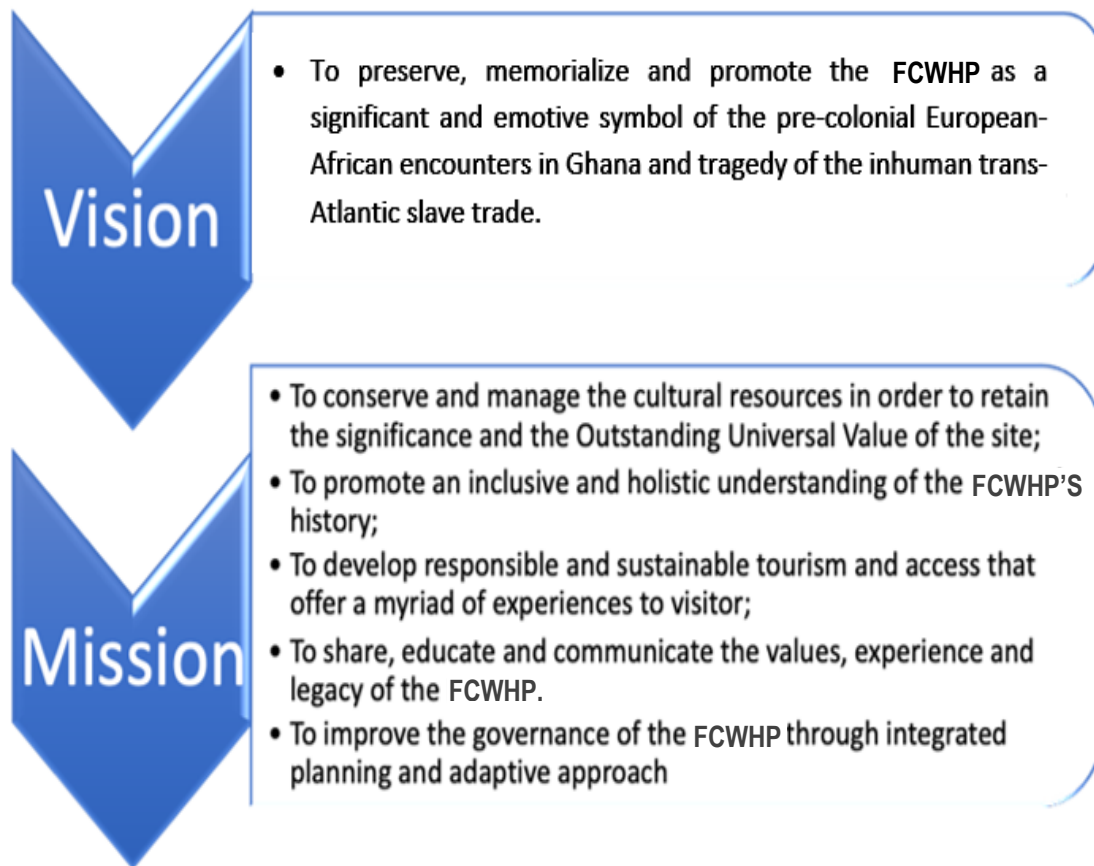


Figure 5.2: Vision and Mission

Values of the FCWHP

- T: **Transparency;** Commitment to efficient utilization and accountability of all resources entrusted to management of the FCWHP.
- A: **Authenticity;** Accurate representation of OUVs and attributes of the FCWHP.
- D: **Dedication;** Commitment to diligence in meeting and exceeding stakeholders' expectations in preservation and management of the FCWHP.
- D: **Diversity;** Harnessing different skills, expertise and appreciating varied interests as critical resources in achieving FCWHP's mission.
- E: **Excellence;** Develop best practices, standards and utilize emerging trends in research, conservation, interpretation and management of the FCWHP.
- E: **Ethics;** Exercise honest and good judgement; and professionalism in implementing the IMP for the FCWHP.

TADDEE

5.3 Strategic Goals (SG)

SG1: To strengthen governance to ensure effective Management of FCWHP

SG2: To conserve and maintain the cultural values of the FCWHP

SG3: To disseminate information about FCWHP

SG4: To develop and promote sustainable livelihoods and tourism

SG5: To foster stakeholder relations, involvement and engagement

SG6: To promote partnerships and fundraising initiatives

5.4 Management Strategy

5.4.1 Strategic Goal 1: Governance

Strategic Goal	Strategic Objectives	Actions	Indicators	Timelines [YEARS]				
				1	2	3	4	5
1. To improve the governance of FCWHP for effective Management	Develop good governance systems	Review current management structure governing the FCWHP	Approved and operational management structure					
		Review of legislation and policies	Amended legislation					
		Develop policies (conservation, documentation, collections, interpretation, research, tourism)	Number of approved policies					
		Conduct training on integrated planning process	Number of training sessions					
	Develop capacity for the management of FCWHP	Training programmes (skills, change management, planning, teamwork, communication)	Number of training programmes					
		Develop succession planning framework and approach	1.Approved succession plan framework.					
		Train staff in implementing performance management	1.Approved performance					

		system	management system. 2.Number of staff trained					
		Implement performance management system for the FCWHP	Annual performance reports.					
	Improve annual grant allocation from central government for the implementation of the plan	Cost the FCWHP integrated management plan and submit a special request to the sector minister	Percentage increment in grant allocated to GMMB					
	Establish institutional archives	-Develop institutional archival protocols for GMMB	Institutional archives developed and operational					

Table 5.1: Strategic Goal 1: Governance of the FCWHP

5.4.2 Strategic Goal 2: Conservation

Strategic Goal	Strategic Objectives	Actions	Indicators	Timelines [YEARS]				
				1	2	3	4	5
2. To conserve and maintain the cultural values of the FCWHP	To ensure protection of the FCWHP	-Delineate boundaries and buffer zones for each component of the FCWHP	Number of components with boundaries and buffer zones delineated					
			Approved and operationalized HIA guidelines Compliance with HIA and OUV based impact assessment					

			protocols					
		Effective implementation of legislation	Reduced number of violations					
	To create a comprehensive database	Develop a national heritage inventory (register/database)	Established database and periodic reports					
		Undertake documentation of sites (components)	Number of components documented					
	To establish standards for conservation	Develop conservation manuals, guidelines and policies	Number of manuals, policies and guidelines					
	To improve state of conservation	Undertake emergency conservation works	Number of emergency works completed					
		Undertake routine maintenance works	Number of maintenance schedules.					
			Number of maintenance reports					
		Develop condition assessment tool	Approved condition assessment tool					
		Undertake periodic condition assessment	Number of condition assessment reports					
Monitoring the state of conservation	Number of states of conservation reports							
	To build capacity of Conservation Staff	Research into alternative conservation materials	Technical guidelines on alternative conservation					

		materials (link to conservation manual)					
	Training and skills upgrade of conservation staff	Number of training sessions					

Table 5.2: Strategic Goal 1: Conservation and Maintenance of the FCWHP

5.4.3 Strategic Goal 3: Information Dissemination

Strategic Goal	Strategic Objectives	Actions	Indicators	Timelines (in years)				
				1	2	3	4	5
3. To disseminate information about FCWHP	Conduct public heritage education programmes	Facilitate educational programmes for schools	Number of educational programmes					
		Facilitate programmes for the youth	Number of youth programmes					
		Facilitate programmes for adults	Number of adult programmes					
	Raise awareness on the FCWHP through interpretation and memorialization	Develop inclusive, holistic and interactive exhibitions	Number of exhibitions completed and launched					
		Digitalization of sites	Number of virtual tours					
		Facilitate publications (newsletters, booklets)	Number of publications					
		Facilitate festivals to commemorate the history and significance of the forts and castles	Number of festivals					
		Host annual lectures on slavery and related	Number of annual lectures					

		issues at FCWHP	held					
	Promote knowledge-generation/production on the FCWHP	Undertake research on the FCWHP (revalidate OUV, intangible heritage, diaspora dimensions and local polities, tourism needs)	Number of research reports and publications					
		Facilitate scientific colloquium on the forts and castles	Number of scientific colloquiums					

Table 5.3: Strategic Goal 1: Information Dissemination for the FCWHP

5.4.4 Strategic Goal 4: Sustainable livelihoods and Development

Strategic Goal	Strategic Objectives	Actions	Indicators	Timeline [YEAR]				
				1	2	3	4	5
4. To develop and promote sustainable livelihoods and tourism	To promote sustainable development	Develop tourism development plan and framework	Approved and operationalized tourism development framework					
		Develop sustainable adaptive re-use strategy	Approved adaptive re-use strategy					
		Facilitate compliance of tourism development projects	Number of compliance reports					
	To improve visitor management protocols	Ensure the health and safety of visitors to the FCWHP	Number of health and safety compliance reports					
		Improve physical access	Number of physical facilities improved					
	Improve information	Accessibility						

		accessibility (language, special needs)	policy developed and operationalized					
	Improve awareness of the World Heritage Status of FCWHP	Develop and implement communication strategies	Number of Communication strategies developed					
			Number of Communication strategy reports					
		Tourism product development (community tours and programmes, including festivals)	Number of Tourism products developed and operationalized					
		Marketing and awareness creation in partnership with tourism industry	Number of marketing and public awareness programmes implemented					
	Ensure on-going livelihoods around the FCWHP are sustainable and sympathetic to the OUV	Facilitate sustainable approaches for possible adoption by host communities	Number of livelihoods that become sustainable					
	Create alternative livelihoods in host communities	Outsource basic services to communities	Number of outsourced services to communities					
		Facilitate community tour guiding training	Number of tour guide training sessions					

Table 5.4: Strategic Goal 1: Sustainable livelihoods and Development for the FCWHP

5.4.5 Strategic Goal 5: Stakeholders

Strategic Goal	Strategic Objectives	Actions	Indicators	Timelines (in years)				
				1	2	3	4	5
5. To foster stakeholder relations, involvement and engagement	To develop a stakeholder engagement framework	Develop a stakeholders database	Functional database established					
		Conduct stakeholder awareness programmes	Number of awareness programmes organized					
		Establish partnerships (MMDAs, planning authorities)	Number of signed partnerships					
		Develop conflict resolution mechanism	Approved conflict resolution framework					
	To re-position GMMB in the media landscape	Capitalize on GMMB social media tools	Increased positive image of GMMB					
		Publish opinion pieces on GMMB	Number of opinion pieces positively influencing GMMB image					

Table 5.5: Strategic Goal 1: Stakeholder Management for the FCWHP

5.4.6 Strategic Goal 6: Partnerships and Fundraising

Strategic Goal	Strategic Objectives	Actions	Indicators	Timelines [YEARS]				
				1	2	3	4	5
6. To promote partnerships and fundraising initiatives	To engender support for the FCWHP	-Develop a database for potential donors and partners	Functional database developed	█				
		Establish public-private partnerships	Number of public-private partnerships established		█	█	█	█
		Establish partnerships and collaborations with universities	Number of university partnerships established		█	█	█	█
		Improve information sharing with stakeholders	Positive media outlook	█	█	█	█	█
	To promote accountability in the appropriation of donor funds	Improve management of donor funded and partnership programmes	Number of projects completed within agreed time schedule	█	█	█	█	█
	To raise funds for the implementation of the management plan	Organize donor conferences on the implementation of the plan	Number of donor conferences organized		█			
		Develop fundraising framework	Functional fundraising framework developed	█				

Table 5.5: Strategic Goal 1: Partnerships and Fundraising for the FCWHP

5.5 Management Imperatives

If the above management strategy is to be effectively operationalized and implemented the following management imperatives must be addressed by GMMB as the Management Authority of the FCWHP.

- **Address legislative and organizational issues underpinning operational problems**

Legislative frameworks that directly provide for the protection of the FCWHP, both national and international, must draw connections to other legal instruments that have the potential to offer additional protection in the management of the property. This will mean partnering and collaborating with the respective executing agencies of those legislative instruments towards a successful implementation of the management plan for the FCWHP

- **Establish an Operational/ “Forts and Castles World Heritage Unit” for FCWHP**

The establishment of an **Operational/Implementation** unit under the GMMB’s general management structure that will entirely focus on the management of the FCWHP is imperative to the successful implementation of the management plan. The existing structure, where the FCWHP is managed by the GMMB’s Monuments Division as part of all other national monuments, has created inconsistent and inefficient management and conservation functions. Important activity, responsibility and reporting lines have become blurry. An established “**Forts and Castles World Heritage Unit (FCWHP)**” will address these challenges and ensure a better-managed FCWHP. GMMB should urgently consider this option to facilitate the implementation of the IMP (2022-2026). In the interim, GMMB should consider appointing an “**Implementation Committee**” while establishing the “**Forts and Castles World Heritage Unit**”

- **Development of human resource needs and capacity**

The GMMB lacks the needed human resource and capacity to effectively manage a complex property such as the FCWHP. The establishment of an FCWHU will require a correspondingly adequate and skilled human resource to man the unit. The GMMB must purpose to identify, recruit and/or reassign its staff to the FCWHU and undertake the necessary steps to solicit requisite training for the staff

- **Collaboration**

The management of the FCWHP and the successful implementation of the management plan, must be undertaken in a manner that engenders greater collaboration with all relevant public agencies, development agencies, academic institutions and community stakeholders. Working relationships, particularly with the respective MMDAs and the local LUSPA offices, must be established

- **Promoting FCWHP to improving understanding about the status of the property**

The GMMB must undertake to devise a strategy, the objective of which is to educate the relevant MDAs, MMDAs, and community stakeholders on GMMB's mandate, its legal framework, the *raison d'être* for their involvement as stakeholders in the management of the FCWHP, the World Heritage Convention and its Operational Guidelines, and the implications for actions that violate the provisions of the OG.

- **Monitoring and evaluation**

An effective monitoring and evaluation system is crucial for the successful implementation of the management plan for the FCWHP. Its indicators and timelines must be strictly complied with, and necessary resources made available.

- **Funding**

The GMMB must endeavour to source the needed funding from the government through its sector ministry, development partners, and international assistance agencies to ensure a successful implementation of the management plan for the FCWHP

5.6 Towards Operationalizing the Management Strategy Plan

With the outlining of the Management Strategy and the outlined management imperatives, it is important to develop the Implementation Plan which covers all components of the FCWHP. In addressing the multiple factors that affect the World Heritage property, the management and conservation plan considers the components into the following groups based on attributes of the OUV (visibility of physical structure) and conservation needs required, and these are classified as follows.

Class	Description	Components
1	Entire fortification is visible and can be easily identified.	Cape Coast Castle, St. George's, Jago, Apollonia, Anthony, Orange, Sebastian, William, Patience, Good Hope, William (lighthouse), Metal Cross, Christiansborg, Victoria
2	Partially ruined and ruined fortifications with large portions of original footprint intact	Amsterdam, English Komenda, Gross Friedrichsburg, Batenstein
3	Ruined fortifications with large portions of original footprint lost.	Nassau, Fredensborg, Vredensborg, Dorothea
4	Fortifications with large portions of original structure lost. Existing structures consist of mostly later additions.	Ussher fort, James fort, Prinzenstein
5	Remains of fortifications lack tangible evidence of original structure. Traces of fortification and proof of location debatable in some cases.	Augustaborg, Fredricksborg, Vernon

6. IMPLEMENTATION PLAN FOR THE FCWHP MANAGEMENT STRATEGY

6.1 Introduction

This chapter presents the Annual Performance Plan (APP) or Annual Implementation Plan (AIP) for implementing the FCWHP Management Strategy. The chapter also includes the Monitoring and Evaluation Framework of the Integrated Management Plan.

6.2 APP or AIP

This section presents the Implementation Plan of the IMP. The Implementation Plan takes the format of annualized activities from years 1-5. As such, Implementation for Year 1 automatically becomes the Annual Performance Plan (APP) for the IMP.

6.2.1 Implementation Plan – Year 1

Actions	Output	Component	Responsible	Budget (USD)	Year 1			
					Q1	Q2	Q3	Q4
Review current management structure governing the FCWHP	Approved and operational management structure	FCWHP	GMMB (ED & Management, Site Manager)	5,145.19	Submit and discuss proposed structure with administration	Develop and finalize job profiles	Approval of FCWHP structure	Operationalize the new FCWHP Structure
Review of legislation and policies	Desktop analysis report, Concept note, TOR	FCWHP	GMMB (ED& Management) Legal Advisor	7,690.86		Desktop analysis	Justification and concept	Develop TOR to engage expert
Develop policies (conservation, documentation, collections, interpretation, research, tourism)	Approved conservation, interpretation and documentation policies	FCWHP	GMMB (Heads-M&S, M&M. E, Mus, Site Manager)	7,382.23		Review of existing practices in conservation, interpretation and documentation policies	Develop draft conservation, interpretation and documentation policies	Approval of conservation, interpretation and documentation policies
Develop succession planning framework and approach	Approved succession plan framework.	FCWHP	GMMB (ED& Management)	4,134.05	Review of existing structure and prepare TOR	Drafting of succession plan	Submit draft succession plan	Approval of succession plan framework.
Train staff in implementing performance management system	Approved performance management system	FCWHP	GMMB (Heads-Admin, M & S),	16,227.40		Develop concept note on Performance Management System	Drafting of Performance Management System	Approval of Performance Management system

Actions	Output	Component	Responsible	Budget (USD)	Year 1			
					Q1	Q2	Q3	Q4
Cost the FCWHP integrated management plan and submit a special request to the sector minister	Budget for FCWHP Management Plan	FCWHP	GMMB (M & S, Site Manager, Project Finance Expert)	2,478.64		Preparation and validation of budget Finance Expert	Approval of FCWHP costing by GMMB Board	Submit Budget for FCWHP Management Plan to sector ministry
Develop institutional archival protocols for GMMB	Institutional archives developed and operational	FCWHP	GMMB (Admin & Department Heads)	11,941.23		Develop a concept note and TOR to engage an Institutional archivist expert	Development of archival systems	Approval of archival systems
Delineate boundaries and buffer zones for each component of the FCWHP	Licensed documentation of sites	FCWHP	GMMB (Head M & S, Site Manager) Professional team	33,461.57		Develop TOR and engage expert professionals	Fieldwork and consultations	Complete delineation of boundaries and buffer zones
Conduct structural integrity assessment	Structural integrity assessment reports	FCWHP	GMMB (M & S, Site Manager) Structural engineers	41,849.50	Develop TOR and engage structural engineers	Conduct structural integrity assessment	Conduct structural integrity assessment	Submit structural integrity assessment Report
Develop and enforce HIA and OUV –based impact assessment guidelines to monitor all developments	HIA and OUV based assessment guidelines	FCWHP	GMMB (M & S, Site Manager) Legal Advisor	11,270.12		Concept and TOR development	Draft HIA Policies and OUV based assessment guidelines	Finalize HIA and OUV based assessment guidelines

Actions	Output	Component	Responsible	Budget (USD)	Year 1			
					Q1	Q2	Q3	Q4
Effective implementation of legislation	Mitigation strategy	FCWHP	GMMB (Admin, M & S) Legal Advisor	6,890.09		Identification and analysis of legislative violations at FCWHP	Development of mitigation strategies	Monitor levels of legislation violations
Develop conservation manuals, guidelines and policies	Draft Conservation Manual	FCWHP	GMMB(M & S, Site Manager)	15,909.83		Desktop analysis of conservation approaches for FCWHP	Conduct specialized consultations with conservators, communities and academics	Draft conservation manual, guidelines and policies
Undertake emergency conservation works	Schedule of emergency conservation works	Prinzenstein Christiansborg Elmina James fort Fredensborg	GMMB (M & S, Site Manager)	2,231,582.35	Identify and prioritize components that require emergency interventions	Schedule works to be undertaken	Carry out conservation works	Carry out conservation works
Undertake routine maintenance works	Maintenance schedules and reports	FCWHP	GMMB(M & S)	682,565.87	Create maintenance schedule/plan and format for maintenance reports	Undertake routine maintenance based on the maintenance plan	Undertake routine maintenance based on the maintenance plan	Undertake routine maintenance based on the maintenance plan

Actions	Output	Component	Responsible	Budget (USD)	Year 1			
					Q1	Q2	Q3	Q4
Develop condition assessment tool	Condition assessment tool	FCWHP	GMMB (M & S, Site Manager)	7078.00	Concept development	Draft condition assessment tool	Validation of condition assessment tool	Finalize condition assessment tool
Monitoring the state of conservation	State of conservation reports	FCWHP	GMMB (M & S, Site Manager)	22,782.02		Develop monitoring plan and create format and schedules for state of conservation reports	Validation of monitoring tool by relevant stakeholders and GMMB Board	Regular monitoring and preparation of quarterly report
Facilitate educational programmes for schools	Educational programmes	FCWHP	GMMB(M & S, M & M. E, Mus, PR)	21,028.18	Survey of target audience Engage Education sector	Development of Educational content together with Education sector	Preparation of Heritage-Education Strategy and confirmation of implementation strategy	Launch Heritage-Education Strategy for FCWHP
Facilitate programmes for the youth	Youth targeted programmes	FCWHP	GMMB(M & S, M & M. E ,Mus, PR) Community Development Officers	16,068.57	Survey of target audience	Preparation of content	Preparation of content	Create Youth Programme schedule
Facilitate programmes for adults	Adult targeted programmes	FCWHP	GMMB Community Development Officers	16,068.57	Survey of target audience	Preparation of content	Preparation of content	Create Adult Programme schedule

Actions	Output	Component	Responsible	Budget (USD)	Year 1			
					Q1	Q2	Q3	Q4
Develop inclusive, holistic and interactive exhibitions	Exhibitions Content	Christiansborg Cape Coast Castle Elmina Castle Fort William St Sebastian	GMMB (M & S, M & M. E, Mus, PR)	36,850.59	Develop TOR and appoint service provider to develop a Memorialization Strategy for the FCWHP	Survey of public expectations for targeted components	Concept note and Preparation of exhibition content for targeted components	Design of exhibition structure for targeted components
Develop tourism development plan and framework	Concept for tourism development plan and framework	FCWHP	GMMB(Head-M & S, Site Manager), MOTAC MMDAs, GTA, GTDC, TOUGHAs	14,129.15		Stakeholder meeting with GTA on tourism development and marketing of the FCWHP	TORS for appointing a service provider to develop the FCWHS Tourism and Marketing Strategy	FCWHS Tourism and Marketing Strategy development commences
Facilitate compliance of tourism development projects	Compliance tools	FCWHP	GMMB (Head-M & S, Site Manager), MOTAC MMDAs, GTA	6,890.09		Case study of other WHS (compliance by tourism project developers)	Prepare compliance matrix	Validate compliance matrix
Ensure the health and safety of visitors to the FCWHP	Health and Safety Plan	FCWHP	GMMB (M & S, Security, GHS, GNFS,	15,008.84	Identify health and safety issues at FCWHP	Develop TOR	Prepare health and safety plan	Operationalize health and safety plan

Actions	Output	Component	Responsible	Budget (USD)	Year 1			
					Q1	Q2	Q3	Q4
Improve information accessibility (language, special needs)	Accessibility policy	FCWHP	GMMB (M & S,M & M. E,Mus,PR)	12,804.82			Review and assessment of existing information presentation	Develop accessibility policy
Develop and implement communication strategies	Communication strategy	FCWHP	GMMB (M & S,M & M. E, PR)	5,368.90	Desk review of Communication Strategies	Draft Communication Strategy	Finalize Communication Strategy	Operationalize Communication Strategy
Marketing and awareness creation in partnership with tourism industry	Public awareness programmes developed	FCWHP	GMMB (M & S,M & M. E, PR) GTA	7,024.31			Conduct survey of marketing and public awareness creation approaches	Develop marketing and public awareness programmes
Facilitate sustainable approaches for possible adoption by host communities	Community profiles	Ft Good Hope British Komenda Vredenburg Nassau Vernon Ussher James	GMMB (Regional Offices, Site Manager, PR) MMDAs Community Development Officers	29,443.35			Survey and profiling of target community	Survey and profiling of target community
Outsource basic services to communities	Community involvement in activities	FCWHP	GMMB (M & S, Regional Offices,PR)	11,777.34	Profile activities to be undertaken at FCWHP	Profile target groups within communities	Schedule activities to be outsourced	Undertake activities

Actions	Output	Component	Responsible	Budget (USD)	Year 1			
					Q1	Q2	Q3	Q4
Develop stakeholders database	Stakeholder database	FCWHP	GMMB (M & S,PR)	5,888.67	Identify and profile stakeholders	Create database	Review and update database	Review and update database
Conduct stakeholder awareness programmes	Awareness programmes organized	Ft Nassau Ft Vredenburg British Komenda	GMMB (M & S,M & M. E,PR) Community Development Officers	5,535.15	Plan awareness programmes	Organize awareness programmes	Organize awareness programmes	Organize awareness programmes
Establish partnerships (MMDAs, planning authorities)	Signed MOUs	FCWHP	GMMB (ED & Admin,M & S,PR)	19,822.13	Formalize relationships with MMDA	Formalize relationships with MMDA	Formalize relationships with MMDA	Formalize relationships with MMDA
Capitalize on GMMB social media tools	Improved social media content	FCWHP	GMMB (M & S,M & M. E,Mus,PR)	0.00	Review information on FCWHP on GMMB social media tools	Develop and publish social media content	Develop and publish social media content	Develop and publish social media content
Publish opinion pieces on GMMB	TOR to engage experts for opinion pieces	FCWHP	GMMB (M & S, M & M. E,PR)	17,717.36	Conduct survey on public opinion of FCWHP & GMMB	Develop thematic areas for opinion pieces. Design presentation format.	Identify experts and develop TOR for engagement.	
Develop a database for potential donors and partners	Donors and partners database	FCWHP	GMMB (M & S, PR)	6,147.39		Identify and profile donors and partners. Establish criteria for consideration	Develop Donor and Partners Database	

Actions	Output	Component	Responsible	Budget (USD)	Year 1			
					Q1	Q2	Q3	Q4
Improve information sharing with stakeholders	Information sharing mechanism	FCWHP	GMMB (M & S,Admin,PR)	0.00		Establish information sharing mechanism	Operationalize information sharing mechanism	Operationalize information sharing mechanism
Improve management of donor-funded and partnership programmes	Guidelines and monitoring and evaluation mechanisms for donor funded projects	FCWHP	GMMB (Head-M & S, Site Manager,Admin ACCT)	6,890.06		Establish guidelines for implementation of donor-funded projects	Establish project monitoring & evaluation mechanisms	Operationalize monitoring & evaluation mechanisms
Develop fundraising framework	Fundraising framework	FCWHP	GMMB (M & S, Admin,PR,ACCT)	13,417.68	Review existing fundraising strategies and develop TOR	Develop fundraising framework and raise funds	Fundraise for the FCWHP	Fundraise for the FCWHP

6.2.2 Implementation Plan – Year 2

Actions	Output	Component	Responsible	Budget (USD)	Year 2			
					Q1	Q2	Q3	Q4
Review of legislation and policies	Amended legislation	FCWHP	GMMB (ED& Management) Legal Advisor	14,591.56	Engage services of experts	Review of legislation	Draft review legislation	Submit Finalize review to sector minister
Develop policies (conservation, documentation, collections, interpretation, research, tourism)	Approved collections, research and tourism policies	FCWHP	GMMB (Heads-M&S, M&M.E,Mus, Site Manager)	24,623.73		Develop concept note on collections, research and tourism policies	Develop draft collections, research and tourism policies	Approval of collections, research and tourism policies
Conduct training on integrated planning process	GMMB staff trained on integrated planning process	FCWHP	GMMB (Admin, M&S)	38,666.55	Prepare and develop content for training	Organize one training		Organize one training
Training programmes (skills, change management, planning, teamwork, communication)	Staff skills upgrade	FCWHP	GMMB (Admin, M&S)	42,223.52	Needs assessment and identification of target staff	Facilitate one training and evaluate	Facilitate one training and evaluate	Facilitate one training and evaluate

Actions	Output	Component	Responsible	Budget (USD)	Year 2			
					Q1	Q2	Q3	Q4
Train staff in implementing performance management system	4 training programmes on staff performance management systems	FCWHP	GMMB (Head-Admin, M & S)	42,991.76	Facilitate training and evaluate	Facilitate training and evaluate	Facilitate training and evaluate	Review impact of training via Pilot Performance Assessment
Develop institutional archival protocols for GMMB	Institutional archives developed and operational	FCWHP	GMMB (Admin & Department Heads)	6,145.96	Facilitate implementation and evaluation of archival protocols	Facilitate implementation and evaluation of archival protocols	Facilitate implementation and evaluation of archival protocols	Facilitate implementation and evaluation of archival protocols
Develop and enforce HIA and OUV –based impact assessment guidelines to monitor all developments	Compliance with HIA and OUV based impact assessment protocols	FCWHP	GMMB (M & S, Site Manager) Legal Advisor	0.00	Enforce guidelines and/or practice notes	Enforce guidelines and/or practice notes	Enforce guidelines and/or practice notes	Enforce guidelines and/or practice notes
Effective implementation of legislation	Reduced number of violations	FCWHP	GMMB (Admin, M&S) Legal advisor	3,072.98	Implement and review mitigation strategy	Implement and review mitigation strategy	Implement and review mitigation strategy	Implement and review mitigation strategy
Develop a national heritage inventory (register/database)	National heritage database	FCWHP	GMMB (M&S)	119,227.56	Identify and review national heritage sites database	Compile Register	Review and update register in annual plan	Review and update register in annual plan

Actions	Output	Component	Responsible	Budget (USD)	Year 2			
					Q1	Q2	Q3	Q4
Undertake documentation of sites (components)	Research report	Ussher fort James fort Fredensborg Patience Good Hope	GMMB (M & S)	24,855.30		Develop concept and TOR for research and documentation	documentation of sites	documentation of sites
Develop conservation manuals, guidelines and policies	Compliance with manuals, policies and guidelines	FCWHP	GMMB (M &S, Site Manager)	0.00	Enforce compliance with approved manuals, policies and guidelines and/or practice notes	Enforce compliance with approved manuals, policies and guidelines and/or practice notes	Enforce compliance with approved manuals, policies and guidelines and/or practice notes	Enforce compliance with approved manuals, policies and guidelines and/or practice notes
Undertake emergency conservation works	Emergency works completed	Ussher fort Ft Victoria Ft William (lighthouse) Ft Groot Friedrichsburg Orange	GMMB (M &S, Site Manager)	2,488,214.32	Carry out emergency conservation works	Carry out emergency conservation works	Carry out emergency conservation works	Carry out emergency conservation works
Undertake routine maintenance works	Maintenance reports	FCWHP	GMMB (M &S)	761,060.94	Undertake routine maintenance based on a Maintenance plan	Undertake routine maintenance based on a Maintenance Plan	Undertake routine maintenance based on a Maintenance Plan	Undertake routine maintenance based on a Maintenance Plan

Actions	Output	Component	Responsible	Budget (USD)	Year 2			
					Q1	Q2	Q3	Q4
Undertake periodic condition assessment	Condition assessment reports	FCWHP	GMMB (M &S, Site Manager)	1,234,175.37	Create format and scheduled for periodic condition assessment	Undertake condition assessment	Undertake condition assessment	Undertake condition assessment
Monitoring the state of conservation	State of conservation reports	FCWHP	GMMB (M &S, Site Manager)	23,025.19	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly report
Training and skills upgrade of conservation staff	Upgraded skills of conservation staff	FCWHP	GMMB (M &S)	121,009.09	Needs assessment of competencies of staff and development of training content	Conduct one training	Conduct one training	Conduct one training
Facilitate educational programmes for schools	Educational programmes	FCWHP	GMMB (M &S, M & M. E, PR) MMDAs Community development officer	0.00	Implement Heritage-Education Strategy (developed in Year 1)	Implement Heritage-Education Strategy (developed in Year 1)	Implement Heritage-Education Strategy (developed in Year 1)	Implement Heritage-Education Strategy (developed in Year 1)
Facilitate programmes for the youth	Youth targeted programmes	FCWHP	GMMB (M &S, M & M. E, PR) MMDAs Community development officer	5,535.15		Conduct educational programme	Conduct educational programme	Conduct educational programme

Actions	Output	Component	Responsible	Budget (USD)	Year 2			
					Q1	Q2	Q3	Q4
Facilitate programmes for adults	Adult targeted programmes	FCWHP	GMMB (M &S, M & M. E, PR) MMDAs Community development officer	9,805.40		Conduct two educational programmes	Conduct two educational programmes	Conduct two educational programmes
Develop inclusive, holistic and interactive exhibitions	Readied logistics	Christiansborg Cape Coast Castle Elmina Castle Ft William Ft St Sebastian	GMMB (M &S,M & M. E,Mus,PR)	24,389.17	Concept notes for exhibitions finalized. TORS developed to appoint service providers or curators to design, develop and install the exhibitions	Design and development stage by service provider or curators	Design and development stage by service provider or curators	Install exhibition stage implemented by service provider or curators
Facilitate publications (newsletters, booklets)	Publications	FCWHP	GMMB (M &S,M & M. E,PR)	7,682.45	Development of research theme and identification of publishers and appointing of an editorial team	Call for papers	Review and selection of proposed papers by the editorial team	Receive finalized drafts from authors
Host annual lectures on slavery and related issues at FCWHP	Annual lectures held	FCWHP	GMMB (M & S,M & M. E, Admin,PR)	14,597.81	Concept development	Profiling of speakers and partners for the Annual Lecture	Planning for the Annual Lecture	Host the Annual Lecture

Actions	Output	Component	Responsible	Budget (USD)	Year 2			
					Q1	Q2	Q3	Q4
Undertake research on the FCWHP (revalidate OUV, intangible heritage, diaspora dimensions and local polities, tourism needs)	Research reports and publications on FCWHP	Augustaborg Vernon Fredricksborg Fredensborg Nassau Vredenburg Prinzenstein James Ussher	GMMB (M & S, M & M. E) Universities	15,813.86	Establish research focus, objectives and methodology (TORs and/ or concept note)	Conduct research	Conduct research	Conduct research
Facilitate the FCWHP Scientific Colloquium	Scientific colloquiums- submission of abstracts	FCWHP	GMMB (M & S, M & M. E Admin, PR	6,036.21	Develop concepts on the FCWHP Scientific Colloquium	Implementation Plan for the hosting of the FCWHP Scientific Colloquium	Call for abstracts for the FCWHP Scientific Colloquium	Receive and process abstract FCWHS Scientific Colloquium
Develop tourism development plan and framework	Tourism development plan and framework	FCWHP	GMMB (Head M&S, Site Manager), MOTAC, MMDAS, GTA, GTDC, TOUGHHA	14,960.71	Prepare TOR for development of the framework	Selection of consultant	Development of framework by consultant	Submission and validation of final tourism development plan and framework
Facilitate compliance of tourism development projects	Compliance reports	FCWHP	GMMB (Head M&S, Site Manager), MOTAC, MMDAS, GTA, GTDC	0.00	Operationalize validated compliance matrix	Operationalize validated compliance matrix	Operationalize validated compliance matrix	Operationalize validated compliance matrix

Actions	Output	Component	Responsible	Budget (USD)	Year 2			
					Q1	Q2	Q3	Q4
Ensure the health and safety of visitors to the FCWHP	Health and safety compliance reports	FCWHP	GMMB (M & S)	4,469.79	Operationalize and monitor the implementation of the approved Health and Safety Plan	Operationalize and monitor the implementation of the approved Health and Safety Plan	Operationalize and monitor the implementation of the approved Health and Safety Plan	Review effectiveness of the Health and Safety Plan
Improve information accessibility (language, special needs)	Implementation of Accessibility policy	FCWHP	GMMB (M & S, Regional Offices, PR)	0.00	Implementation of Accessibility policy	Implementation of Accessibility policy	Implementation of Accessibility policy	Implementation of Accessibility policy
Tourism product development (community tours and programmes, including festivals)	Tourism products developed	FCWHP	GMMB (M & S, M & M. E, Mus, PR) GTA GTDC TOUGHHA	15,913.64			Conduct surveys	Develop concepts
Marketing and awareness creation in partnership with tourism industry	Public awareness programmes	FCWHP	GMMB (M & S, M & M. E, PR) GTA	12,439.38	Organize two public awareness programmes	Organize two public awareness programmes	Organize two public awareness programmes	Organize two public awareness programmes
Facilitate sustainable approaches for possible adoption by host communities	Alternate livelihoods programmes	Ft Vredenburg Ft Nassau Ft Vernon	GMMB (M & S, M & M. E, PR)	3,841.22	Develop strategies for alternative livelihoods	Operationalize alternative livelihoods	Operationalize alternative livelihoods	Operationalize alternative livelihoods

Actions	Output	Component	Responsible	Budget (USD)	Year 2			
					Q1	Q2	Q3	Q4
Outsource basic services to communities	Community involvement in activities	FCWHP	GMMB (M & S, Regional OfficesPR)	0.00	Outsource activities to local communities	Outsource activities to local communities	Outsource activities to local communities	Outsource activities to local communities
Conduct stakeholder awareness programmes	Awareness programmes	Batenstein Groot Friedrichburg Apollonia Dorothea St. Anthony Sebastian Orange	GMMB (M & S, M & M. E, PR) Community Development Officers	12,439.38	Implement two stakeholder awareness programmes	Implement two stakeholder awareness programmes	Implement two stakeholder awareness programmes	Implement one stakeholder awareness programme
Develop conflict resolution mechanism	Conflict resolution framework	FCWHP	GMMB (M & S, Admin, PR) Legal advisor Community Development Officer	7,682.45	Identify and investigate conflicts issues at FCWHS	Develop strategies for conflict resolution	Implement Conflict Resolution Strategy	Implement Conflict Resolution Strategy
Capitalize on GMMB social media tools	Improved social media content	FCWHP	GMMB (M & S, M & M. E, Mus, PR)	3,841.22	Develop and continuously update social media content and tools	Develop and continuously update social media content and tools	Develop and continuously update social media content and tools	Develop and continuously update social media content and tools
Publish opinion pieces on GMMB	Published opinion pieces	FCWHP	GMMB (M & S, M & M. E, PR)	4,164.40	Publish three opinion pieces	Publish three opinion pieces	Publish three opinion pieces	Publish three opinion pieces

Actions	Output	Component	Responsible	Budget (USD)	Year 2			
					Q1	Q2	Q3	Q4
Establish public-private partnerships	Public-private partnerships	FCWHP	GMMB (ED, Management, M & S, PR)	28,943.86	Identify areas to partner with donors	Draft partnership agreements	Draft partnership agreements	Draft partnership agreements
Establish partnerships and collaborations with universities	University partnerships	FCWHP	GMMB (ED, Management, M & S, PR) Universities	14,471.93	Identify areas to partner with universities	Draft partnership agreements	Draft partnership agreements	Draft partnership agreements
Improve information sharing with stakeholders	Positive media outlook	FCWHP	GMMB (M & S, Admin,PR)	0.00	Operationalize and improve information sharing mechanism	Operationalize and improve information sharing mechanism	Operationalize and improve information sharing mechanism	Operationalize and improve information sharing mechanism
Improve management of donor-funded and partnership programmes	Improved accountability	FCWHP	GMMB (ED, M & S, Site Manager, Admin, ACCT) Donors	0.00	Operationalize monitoring & evaluation mechanisms of donor-funded projects	Operationalize monitoring & evaluation mechanisms of donor-funded projects	Operationalize monitoring & evaluation mechanisms of donor-funded projects	Operationalize monitoring & evaluation mechanisms of donor-funded projects
Organize donor conferences on the implementation of the plan	Donor conferences organized	FCWHP	GMMB (ED, Management, M & S, Site Manager)	14,631.47	Develop TORS for a Donors' Conference and appoint a facilitator to develop a concept note	Identify potential donors and partners	Organize one donor conference	Host the Donors Conference

6.2.3 Implementation Plan – Year 3

Actions	Output	Component	Responsible	Budget (USD)	Year 3			
					Q1	Q2	Q3	Q4
Review of legislation and policies	Amended legislation	FCWHP	GMMB (ED& Management, Site Manager) Legal Advisor	0.00	Await reviews and approval from sector minister	Await reviews and approval from sector minister	Await reviews and approval from sector minister	Await reviews and approval from sector minister
Training programmes (skills, change management, planning, teamwork, communication)	Training programmes	FCWHP	GMMB (M & S, Admin)	32,674.14	Conduct one training programme		Conduct one training programme	Evaluate training needs
Implement performance management system for the FCWHP	Annual performance reports.	FCWHP	GMMB (Head M & S, Site Manager, Admin)	25,713.05	Quarterly Performance Evaluations	Quarterly Performance Evaluations	Quarterly Performance Evaluations	Annual Performance Evaluation
Develop and enforce HIA and OUV –based impact assessment guidelines to monitor all developments	Compliance with HIA and OUV-based impact assessment protocols	FCWHP	GMMB (M & S, Site Manager) Legal Advisor	4,302.17	Finalize HIA Policy and guidelines	Enforce Policy and guidelines	Enforce Policy and guidelines	Enforce Policy and guidelines

Actions	Output	Component	Responsible	Budget (USD)	Year 3			
					Q1	Q2	Q3	Q4
Effective implementation of legislation	Reduced number of violations	FCWHP	GMMB (M & S, Admin) Legal Advisor	3,441.74	Implement and review mitigation strategy	Implement and review mitigation strategy	Implement and review mitigation strategy	Implement and review mitigation strategy
Develop a national heritage inventory (register/database)	Updated national heritage inventory	FCWHP	GMMB (M & S)	1,720.87	Update national heritage register	Update national heritage register	Update national heritage register	Update national heritage register
Undertake documentation of site (components)	Research report	Amsterdam Fort William Fort William (lighthouse) Victoria	GMMB (M & S)	18,093.07	Conduct documentation activities	Conduct documentation activities	Conduct documentation activities	Conduct documentation activities
Develop conservation manuals, guidelines and policies	Compliance with manuals, policies and guidelines	FCWHP	GMMB (M & S, Site Manager)	0.00	Enforce compliance with manuals, policies and guidelines	Enforce compliance with manuals, policies and guidelines	Enforce compliance with manuals, policies and guidelines	Enforce compliance with manuals, policies and guidelines
Undertake routine maintenance works	Maintenance reports	FCWHP	GMMB (M & S)	852,388.25	Undertake routine maintenance based on the Maintenance Plan	Undertake routine maintenance based on the Maintenance Plan	Undertake routine maintenance based on the Maintenance Plan	Undertake routine maintenance based on the Maintenance Plan
Monitoring the state of conservation	State of conservation reports	FCWHP	GMMB (M & S, Site Manager)	25,713.05	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly and Annual report

Actions	Output	Component	Responsible	Budget (USD)	Year 3			
					Q1	Q2	Q3	Q4
Research into alternative conservation materials	Alternative conservation materials	FCWHP	GMMB (M & S)	20,310.84	Identify scientific institutions and develop partnerships	Conduct research on alternative conservation materials	Conduct research on alternative conservation materials	Develop Alternative Conservation Materials guidelines and practice notes
Facilitate educational programmes for schools	Educational programmes	FCWHP	GMMB (M & S M & M. E, Mus PR) MMDAs	0.00	Implement the Heritage-Education Strategy	Implement the Heritage-Education Strategy	Implement the Heritage-Education Strategy	Implement the Heritage-Education Strategy
Facilitate programmes for the youth	Youth targeted programmes	FCWHP	GMMB (M & S, M & M. E, Mus PR) MMDAs Community Development Officer	8,895.48	Conduct youth programme	Conduct youth programme	Conduct youth programme	Conduct youth programme
Facilitate programmes for adults	Adult targeted programmes	FCWHP	GMMB (M & S , M & M. E, Mus PR) MMDAs, Community Development Officer	8,895.48	Conduct adult programme	Conduct adult programme	Conduct adult programme	Conduct adult programme
Develop inclusive, holistic and interactive exhibitions	Exhibitions	Christiansborg Cape Coast Castle Elmina Castle William St Sebastian	GMMB (M & S , M & M. E, Mus PR)	13,409.36	Service provider or curators Install exhibitions	Service provider or curators Install exhibitions	Service provider or curators Install exhibitions	Service provider or curators Install exhibitions

Actions	Output	Component	Responsible	Budget (USD)	Year 3			
					Q1	Q2	Q3	Q4
Digitalization of sites	Virtual tours	Fort William Elmina Cape Coast Fort St. Anthony	GMMB (M & S ,M & M. E, PR)	15,448.59	Develop concept and TOR for appointing a service provider to develop a Digitization Strategy for the FCWHP	Appoint the service provider	Development of the Digitization and Digitalization Strategy for the FCWHP	Approval of the Digitization and Digitalization Strategy for the FCWHP
Facilitate publications (newsletters, booklets)	Publications	FCWHP	GMMB (M & S ,M & M. E, PR)	12,906.51	Editing of submitted Papers by the Editing Team	Printing of the publication	Printing of the publication	Launch of the Publication
Host annual lectures on slavery and related issues at FCWHP	Annual lectures	FCWHP	GMMB (M & S ,Admin,M & M. E, ACCT, PR)	10,120.87	Concept development	Profiling of speakers and partners for the Annual Lecture	Planning for the Annual Lecture	Host the Annual Lecture
Undertake research on the FCWHP (revalidate OUV, intangible heritage, diaspora dimensions and local, polities, tourism needs)	Research reports	Christiansborg Good Hope Patience Amsterdam William Victoria William(lighthouse) Cape Coast Castle Elmina Jago	GMMB (M & S, Site Manager ,M & M. E, PR)	13,409.36	Conduct research activities and submit progress reports	Conduct research activities and submit progress reports	Conduct research activities and submit progress reports	Conduct research activities and develop a Draft Research Report for the overall project

Actions	Output	Component	Responsible	Budget (USD)	Year 3			
					Q1	Q2	Q3	Q4
Facilitate scientific colloquium on the forts and castles	Scientific colloquiums	FCWHP	GMMB (Admin,M & S,M & M. E, PR)	12,515.40	Host one FCWHP Scientific Colloquium	Develop Report on the FCWHP Scientific Colloquium	Develop concepts on the FCWHP Scientific Colloquium	Implementation Plan for the hosting of the next FCWHP Scientific Colloquium
Develop sustainable adaptive re-use strategy	Approved adaptive re-use strategy	FCWHP	GMMB (Admin,M & S ,M & M. E, PR, ACCT)	11,839.23	TORs and appointment of a service provider or expert to develop a Adaptive Reuse Strategy	Consultation on Adaptive Reuse Strategy	Draft Strategy Validation	Finalize and adopt strategy
Facilitate compliance of tourism development projects	Enforced compliance	FCWHP	GMMB (Regional offices,M & S, Site Manager ,M & M. E)	0.00	Operationalize validated compliance matrix	Operationalize validated compliance matrix	Operationalize validated compliance matrix	Operationalize validated compliance matrix
Ensure the health and safety of visitors to the FCWHP	Health and safety compliance reports	FCWHP	GMMB (M & S Security)	4,469.79	Operationalize and monitor Health and Safety Plan	Operationalize and monitor Health and Safety Plan	Operationalize and monitor Health and Safety Plan	Review Health and Safety Plan

Actions	Output	Component	Responsible	Budget (USD)	Year 3			
					Q1	Q2	Q3	Q4
Improve information accessibility (language, special needs)	Implementation of Accessibility policy	FCWHP	GMMB (M & S ,M & M. E, PR)	0.00	Implementation of Accessibility policy	Implementation of Accessibility policy	Implementation of Accessibility policy	Implementation of Accessibility policy
Tourism product development (community tours and programmes, including festivals)	Tourism products	FCWHP	GMMB (M & S ,M & M. E, PR) MOTAC GTA GTDC TOUGHA	4,469.79	Develop and operationalize tourism products in line with the approved Tourism and Marketing Strategy	Develop and operationalize tourism products in line with the approved Tourism and Marketing Strategy	Develop and operationalize tourism products in line with the approved Tourism and Marketing Strategy	Develop and operationalize tourism products in line with the approved Tourism and Marketing Strategy
Marketing and awareness creation in partnership with tourism industry	Public awareness	FCWHP	GMMB (M & S ,M & M. E, PR) GTA	4,469.79	Develop and operationalize awareness programmes in line with the approved Tourism and Marketing Strategy	Develop and operationalize awareness programmes in line with the approved Tourism and Marketing Strategy	Develop and operationalize awareness programmes in line with the approved Tourism and Marketing Strategy	Develop and operationalize awareness programmes in line with the approved Tourism and Marketing Strategy
Facilitate sustainable approaches for possible adoption by host communities	Sustainable livelihoods	Ussher Fort James Fort	GMMB ,MMDAs Community development Officers	0.00	Operationalize alternative livelihoods	Operationalize alternative livelihoods	Operationalize alternative livelihoods	Operationalize alternative livelihoods

Actions	Output	Component	Responsible	Budget (USD)	Year 3			
					Q1	Q2	Q3	Q4
Outsource basic services to communities	Community involvement in activities	FCWHP	GMMB (Regional offices, M & S, PR)	0.00	Outsource activities to local communities	Outsource activities to local communities	Outsource activities to local communities	Outsource activities to local communities
Conduct stakeholder awareness programmes	Awareness programmes	Elmina St Jago Cape Coast Castle William (lighthouse) Victoria William	GMMB (M & S, M & M. E, PR) MMDAs Community development officers	13,856.94	Implement stakeholder awareness programmes	Implement stakeholder awareness programmes	Implement stakeholder awareness programmes	Implement stakeholder awareness programme
Capitalize on GMMB social media tools	Improved social media content	FCWHP	GMMB (M & S, M & M. E, PR)	3,441.74	Develop and publish social media content	Develop and publish social media content	Develop and publish social media content	Develop and publish social media content
Publish opinion pieces on GMMB	Published opinion pieces	FCWHP	GMMB (Admin, M & S, M & M. E, Mus PR, ACCT)	5,363.74	Publish three opinion pieces	Publish three opinion pieces	Publish three opinion pieces	Publish three opinion pieces
Improve management of donor-funded and partnership programmes	Improved accountability	FCWHP	GMMB (ED, Management, M&S, Site Manager, ACCT) Donors	0.00	Operationalize monitoring & evaluation mechanisms for donor-funded projects	Operationalize monitoring & evaluation mechanisms for donor-funded projects	Operationalize monitoring & evaluation mechanisms for donor-funded projects	Operationalize monitoring & evaluation mechanisms for donor-funded projects

Actions	Output	Component	Responsible	Budget (USD)	Year 3			
					Q1	Q2	Q3	Q4
Review of legislation and policies	Amended legislation	FCWHP	GMMB (ED, Management, M&S, PR_Admin)	28,434.63	Launch amended and approved legislations	Implement 3 road shows on the amended and approved legislations	Implement 3 road shows on the amended and approved legislations	Implement 3 road shows on the amended and approved legislations
Training programmes (skills, change management, planning, teamwork, communication)	Training programmes	FCWHP	GMMB (M&S, Admin,)	3,705.49		Needs assessment and identification of target staff	Plan logistics for training	Facilitate training and evaluate

6.2.4 Implementation Plan- Year 4

Actions	Indicators	Component	Responsible	Budget (USD)	Year 4			
					Q1	Q2	Q3	Q4
Training programmes (skills, change management, planning, teamwork, communication)	Training programmes	FCWHP	GMMB (M & S, Admin)	32,886.45		Conduct one training		Conduct one training
Train staff in implement performance management system for the FCWHP	Annual performance reports.	FCWHP	GMMB(M&S, Admin)	0.00	Conduct Quarterly Performance Assessments	Conduct Quarterly Performance Assessments	Conduct Quarterly Performance Assessments	Conduct Quarterly and Annual Performance Assessments
Develop and enforce HIA and OUV –based impact assessment guidelines to monitor all developments	Compliance with HIA and OUV-based impact assessment protocols	FCWHP	GMMB(M & S, Site Manager)	0.00	Enforce guidelines	Enforce guidelines	Enforce guidelines	Enforce guidelines
Effective implementation of legislation	Reduced number of violations	FCWHP	GMMB (M & S, Site Manager) Legal Advisor	3,871.95	Implement and review mitigation strategy	Implement and review mitigation strategy	Implement and review mitigation strategy	Implement and review mitigation strategy

Actions	Indicators	Component	Responsible	Budget (USD)	Year 4			
					Q1	Q2	Q3	Q4
Develop a national heritage inventory (register/database)	Updated national heritage inventory	FCWHP	GMMB (M & S)	1,935.97	Update and maintain national heritage register	Update and maintain national heritage register	Update and maintain national heritage register	Update and maintain national heritage register
Undertake documentation of site (components)	Research report	Prinzestien Christiansborg Sebastian Orange Nassau	GMMB (M & S)	32,187.90	Conduct documentation activities	Conduct documentation activities	Conduct documentation activities	Conduct documentation activities Develop Status report on the documentation project
Develop conservation manuals, guidelines and policies	Compliance with manuals, policies and guidelines	FCWHP	GMMB (M & S, Site Manager)	0.00	Enforce compliance with manuals, policies and guidelines	Enforce compliance with manuals, policies and guidelines	Enforce compliance with manuals, policies and guidelines	Enforce compliance with manuals, policies and guidelines
Undertake routine maintenance works	Maintenance reports	FCWHP	GMMB (M & S)	958,936.79	Undertake routine maintenance based on the Maintenance Plan	Undertake routine maintenance based on the Maintenance Plan	Undertake routine maintenance based on the Maintenance Plan	Undertake routine maintenance based on the Maintenance Plan
Monitoring the state of conservation	State of conservation reports	FCWHP	GMMB (M & S, Site Manager)	28,848.88	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly and annual report

Actions	Indicators	Component	Responsible	Budget (USD)	Year 4			
					Q1	Q2	Q3	Q4
Training and skills upgrade of conservation staff	Number of training sessions	FCWHP	GMMB (M & S, Admin)	72,230.16		one training conducted		One training conducted
Facilitate educational programmes for schools	Educational programmes	FCWHP	GMMB (M&S, M&M.E, PR) MMDAs	0.00	Implement the Heritage-Education Strategy	Implement the Heritage-Education Strategy	Implement the Heritage-Education Strategy	Implement the Heritage-Education Strategy
Facilitate programmes for the youth	Youth targeted programmes	FCWHP	GMMB (M&S, M&M.E, PR) MMDAs Community development Officer	9,929.11	Conduct youth programme	Conduct youth programme	Conduct youth programme	Conduct youth programme
Facilitate programmes for adults	Adult targeted programmes	FCWHP	GMMB (M&S, M&M.E, PR) MMDAs Community development officer	9,929.11	Conduct adult programme	Conduct adult programme	Conduct adult programme	Conduct adult programme
Develop inclusive, holistic and interactive exhibitions	Exhibitions	Christiansborg Cape Coast Castle Elmina Castle William St Sebastian	GMMB (M&S, M&M.E, Mus,PR)	15,085.53	Installation of and maintenance of exhibitions	Installation of and maintenance of exhibitions	Installation of and maintenance of exhibitions	Installation of and maintenance of exhibitions

Actions	Indicators	Component	Responsible	Budget (USD)	Year 4			
					Q1	Q2	Q3	Q4
Digitalization of sites	Virtual tours	FCWHP	GMMB(M&S, M&M.E)	13,409.36	Implementation of the Digitization and Digitalization Strategy of the FCWHP	Installation of and maintenance of exhibitions	Installation of and maintenance of exhibitions	Installation of and maintenance of exhibitions
Facilitate publications (newsletters, booklets)	Publications	FCWHP	GMMB (M&S, M&M.E, PR)	10,087.08	Call for publications	Review and selection of submitted papers	Receive finalized drafts from authors	Publication of the papers
Host annual lectures on slavery and related issues at FCWHP	Annual lectures	FCWHP	GMMB (M&S,Admin M&M.E, PR)	16,368.76	Concept development	Profiling of speakers and partners for the Annual Lecture	Planning for the Annual Lecture	Host the Annual Lecture
Undertake research on the FCWHP (revalidate OUV, intangible heritage, diaspora dimensions and local polities, tourism needs)	Validation report	British Komenda San Sebastian Orange Batenstein Metal Cross Dorothea St Anthony Groot Friedrichsburg Apollonia	GMMB (M&S, M&M.E,) Universities	15,085.53	Revalidating OUV process with UNESCO and Advisory Bodies	Revalidating OUV process with UNESCO and Advisory Bodies	Revalidating OUV process with UNESCO and Advisory Bodies	Revalidating OUV process with UNESCO and Advisory Bodies

Actions	Indicators	Component	Responsible	Budget (USD)	Year 4			
					Q1	Q2	Q3	Q4
Facilitate scientific colloquium on the forts and castles	Scientific colloquiums	FCWHP	GMMB (M&S, Admin, M&M.E,PR)	14,079.83	Host one FCWHP Scientific Colloquium	Develop Report on the FCWHP Scientific Colloquium	Develop concepts on the FCWHP Scientific Colloquium	Implementation Plan for the hosting of the next FCWHP Scientific Colloquium
Facilitate compliance of tourism development projects	Enforced compliance	FCWHP	GMMB (M&S)	0.00	Operationalize validated compliance matrix	Operationalize validated compliance matrix	Operationalize validated compliance matrix	Operationalize validated compliance matrix
Ensure the health and safety of visitors to the FCWHP	Health and safety compliance reports	FCWHP	GMMB (M&S, Security)	0.00	Operationalize health and safety plan	Operationalize health and safety plan	Operationalize health and safety plan	Review health and safety plan
Improve information accessibility (language, special needs)	Accessibility policy	FCWHP	GMMB (M&S, M&M.E, PR)	0.00	Implementation of Accessibility policy	Implementation of Accessibility policy	Implementation of Accessibility policy	Implementation of Accessibility policy
Tourism product development (community tours and programmes, including festivals)	Tourism products	FCWHP	GMMB (M&S) GTA GTDC	0.00	Operationalize tourism and marketing strategy	Operationalize tourism and marketing strategy	Operationalize tourism and marketing strategy	Operationalize tourism and marketing strategy

Actions	Indicators	Component	Responsible	Budget (USD)	Year 4			
					Q1	Q2	Q3	Q4
Marketing and awareness creation in partnership with tourism industry	Public awareness programmes	FCWHP	GMMB (M&S) GTA MMDAs Community Development Officer	15,510.76	Organize two public awareness programmes	Organize two public awareness programmes	Organize two public awareness programmes	Organize two public awareness programmes
Facilitate sustainable approaches for possible adoption by host communities	Number of livelihoods that become sustainable	Ft Goode Hope British Komenda	GMMB (Regional Offices, M&S, PR) MMDAs Community Development Officer	0.00	Operationalize alternative livelihoods	Operationalize alternative livelihoods	Operationalize alternative livelihoods	Operationalize alternative livelihoods
Outsource basic services to communities	Community involvement in activities	FCWHP	GMMB (M & S, Regional offices, PR)	0.00	Outsource activities to local communities	Outsource activities to local communities	Outsource activities to local communities	Outsource activities to local communities
Conduct stakeholder awareness programmes	Awareness programmes	Patience Good Hope James Ussher Christiansborg Prinzenstein	GMMB (M&S, M&M.E, PR) MMDAs Community Development Officer	22,148.39	Implement three stakeholder awareness programmes	Implement three stakeholder awareness programmes	Implement three stakeholder awareness programmes	Implement three stakeholder awareness programmes

Actions	Indicators	Component	Responsible	Budget (USD)	Year 4			
					Q1	Q2	Q3	Q4
Capitalize on GMMB social media tools	Increased positive image of GMMB	FCWHP	GMMB (M&S, M&M.E, PR)	4,839.94	Develop and update social media content and tools	Develop and update social media content and tools	Develop and update social media content and tools	Develop and update social media content and tools
Publish opinion pieces on GMMB	Published opinion pieces	FCWHP	GMMB (M&S, M&M.E, PR, Admin, ACCT)	6,034.21	Publish three opinion pieces	Publish three opinion pieces	Publish three opinion pieces	Publish three opinion pieces
Improve information sharing with stakeholders	Positive media outlook	FCWHP	GMMB (M&S, M&M.E, PR)	0.00	Improve information-sharing mechanisms	Improve information-sharing mechanisms	Improve information-sharing mechanisms	Improve information-sharing mechanisms
Improve management of donor-funded and partnership programmes	Improved accountability	FCWHP	GMMB (ED, Management, M&S) Donors	0.00	Operationalize monitoring & evaluation mechanisms of donor-funded projects	Operationalize monitoring & evaluation mechanisms of donor-funded projects	Operationalize monitoring & evaluation mechanisms of donor-funded projects	Operationalize monitoring & evaluation mechanisms of donor-funded projects

6.2.5 Implementation Plan-Year 5

Actions	Indicators	Component	Responsible	Budget (USD)	Year 5			
					Q1	Q2	Q3	Q4
Review of legislation and policies	Gazetted legislation	FCWHP	GMMB (ED, Management, Admin, M&S)	0.00	Implementation of the Gazetted Legislation	Implementation of the Gazetted Legislation	Implementation of the Gazetted Legislation	Implementation of the Gazetted Legislation
Conduct training on integrated planning process	GMMB staff trained on integrated planning process	FCWHP	GMMB (Admin, M&S)	36,997.26		Prepare for one training	Organize one training on integrated planning processes	
Training programmes (skills, change management, planning, teamwork, communication)	Training programmes	GMMB & FCWHP	GMMB (Admin, M&S)	36,997.26		Conduct one training		conduct one training
Implement performance management system for the FCWHP	Annual performance reports.	FCWHP	GMMB (Admin, M&S)	0.00	Conduct Quarterly Performance Assessments	Conduct Quarterly Performance Assessments	Conduct Quarterly Performance Assessments	Conduct Quarterly and Annual Performance Assessments
Develop institutional archival protocols for GMMB	Report on review of archival protocols	FCWHP	GMMB (Admin, M&S)	0.00	Monitor implementation of Institutional Archival Protocols	Monitor implementation of Institutional Archival Protocols	Monitor implementation of Institutional Archival Protocols	Review of archival protocols

Actions	Indicators	Component	Responsible	Budget (USD)	Year 5			
					Q1	Q2	Q3	Q4
Develop and enforce HIA and OUV-based impact assessment guidelines to monitor all developments	Report on HIA and OUV-based impact assessment protocols	FCWHP	GMMB (M&S)	0.00	Enforcement of HIA and OUV-based Impact Assessments	Enforcement of HIA and OUV-based Impact Assessments	Enforcement of HIA and OUV-based Impact Assessments	Evaluation of HIA guidelines and compliance
Effective implementation of legislation	Reduced number of violations	FCWHP	GMMB (M&S) Legal Advisor	4,355.95	Implement and review mitigation strategy	Implement and review mitigation strategy	Implement and review mitigation strategy	Implement and review mitigation strategy
Develop a national heritage inventory (register/database)	Report on review of database and periodic reports	FCWHP	GMMB (M&S)	4,355.95	Maintain and update the national heritage register	Maintain and update the national heritage register	Maintain and update the national heritage register	Maintain and update the national heritage register
Undertake documentation of site (components)	Research report	Groot Friedrichsburg Metal Cross St Anthony Apollonia Dorothea Batenstien	GMMB (M&S)	26,276.15	Conduct three documentation activities (three components)	Conduct three documentation activities (three components)	Develop documentation Status report for the five-year period	Evaluate emerging documentation needs

Actions	Indicators	Component	Responsible	Budget (USD)	Year 5			
					Q1	Q2	Q3	Q4
Develop conservation manuals, guidelines and policies	Compliance with manuals, policies and guidelines	FCWHP	GMMB (M&S, Site Manager)	0.00	Enforce compliance with manuals, policies and guidelines	Enforce compliance with manuals, policies and guidelines	Enforce compliance with manuals, policies and guidelines	Enforce compliance with manuals, policies and guidelines Develop a five-year status report on compliance
Undertake routine maintenance works	Maintenance reports	FCWHP	GMMB (M&S)	698,149.43	Undertake routine maintenance based on the Maintenance Plan	Undertake routine maintenance based on the Maintenance Plan	Undertake routine maintenance based on the Maintenance Plan	Undertake routine maintenance based on the Maintenance Plan
Monitoring the state of conservation	State of conservation reports	FCWHP	GMMB (M&S, Site Manager)	26,719.62	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly report	Regular monitoring and preparation of quarterly and Annual report
Facilitate educational programmes for schools	Educational programmes	FCWHP	GMMB (All departments) MMDAs	0.00	Implement Heritage-Education strategy	Implement Heritage-Education strategy	Implement Heritage-Education strategy	Review the Heritage-Education Strategy
Facilitate programmes for the youth	Youth targeted programmes	FCWHP	GMMB (All departments) MMDAs Community development officers	9,394.84	Conduct one Youth Programme	Conduct one Youth Programme	Conduct one Youth Programme	Review Youth Programmes

Actions	Indicators	Component	Responsible	Budget (USD)	Year 5			
					Q1	Q2	Q3	Q4
Facilitate programmes for adults	Adult targeted programmes	FCWHP	GMMB (All departments) MMDAs Community development officers	9,394.84	Conduct one Adult Programme	Conduct one Adult Programme	Conduct one Adult Programme	Review Adult Programmes
Develop inclusive, holistic and interactive exhibitions	Exhibitions	Christiansborg Cape Coast Castle Elmina Castle William St Sebastian	GMMB (All departments)	22,416.15	Installation and Maintenance of exhibitions	Installation and Maintenance of exhibitions	Installation and Maintenance of exhibitions	Evaluation of the Memorialization Programme
Digitalization of sites	Virtual tours	FCWHP	GMMB (All departments)	5,444.93	Implement Digitization and Digitalization Strategy for the FCWHS	Implement Digitization and Digitalization Strategy for the FCWHS	Implement Digitization and Digitalization Strategy for the FCWHS	Mid-term Evaluation of the Implementation Digitization and Digitalization Strategy for the FCWHS
Facilitate publications (newsletters, booklets)	Number of publications	FCWHP	GMMB (M&S, PR, M&M.E)	11,347.97	Call for publications	Review and selection of submitted papers	Receive finalized drafts from authors	Publication

Actions	Indicators	Component	Responsible	Budget (USD)	Year 5			
					Q1	Q2	Q3	Q4
Host annual lectures on slavery and related issues at FCWHP	Annual lectures	FCWHP	GMMB (Admin, M&S, PR, M&M.E, ACCT)	17743.75	Concept development	Profiling of speakers and partners for the Annual Lecture	Planning for the Annual Lecture	Host the Annual Lecture
Facilitate scientific colloquium on the forts and castles	Scientific colloquiums	FCWHP	GMMB (Admin, M&S, PR, M&M.E, ACCT)	15,839.81	Host the FCWHP Scientific Colloquium	Develop Report on the FCWHP Scientific Colloquium	Evaluate the impact of the FCWHP Scientific Colloquium	Implementation Plan for the hosting of the next FCWHP Scientific Colloquium
Develop sustainable adaptive re-use strategy	Adaptive re-use strategy review report	FCWHP	GMMB (Admin, M&S, PR, M&M.E, ACCT)	10,458.37	Develop TORS to invite Expression of Interest (EOI) on adaptive re-use strategy at the FCWHP	Evaluation of the EOI	Request for Proposal (RFP) for shortlisted EOI	Evaluation of the RFP from interested EOI
Facilitate compliance with tourism development projects	Enforced compliance	FCWHP	GMMB (Admin, M&S, PR, ACCT)	0.00	Enforce compliance	Enforce compliance	Enforce compliance	Enforce compliance
Ensure the health and safety of visitors to the FCWHP	Health and safety compliance reports	FCWHP	GMMB (M&S, Security)	0.00	Operationalize health and safety plan	Operationalize health and safety plan	Operationalize health and safety plan	Operationalize health and safety plan
Improve information accessibility (special needs)	Accessibility policy review report	FCWHP	GMMB (Admin, M&S, PR, M&M.E)	5,444.93	Implementation of Accessibility policy	Implementation of Accessibility policy	Review Accessibility policy	

Actions	Indicators	Component	Responsible	Budget (USD)	Year 5			
					Q1	Q2	Q3	Q4
Tourism product development (community tours and programmes, including festivals)	Tourism products review report	FCWHP	GMMB (Admin, M&S, PR, M&M.E, ACCT) MOTAC TOUGHHA GTA GTDC	5,444.93	Operationalize tourism products	Operationalize tourism products	Operationalize tourism products	Review tourism products
Marketing and awareness creation in partnership with tourism industry	Public awareness programmes	FCWHP	GMMB (Admin, M&S, PR, M&M.E, ACCT) TOUGHHA GTA MMDAs Community Development Officer	26,945.91	Organize three public awareness programmes	Organize three public awareness programmes	Organize three public awareness programmes	Evaluate impact of the public awareness programmes
Facilitate sustainable approaches for possible adoption by host communities	Review approaches adopted in host communities report	Vredenburg Nassau Vernon Good Hope British Komenda Ussher James	GMMB (Admin, M&S, PR) MMDAs Community Development Officer	5,444.93	Operationalize alternative livelihoods	Operationalize alternative livelihoods	Review approaches adopted in host communities	

Actions	Indicators	Component	Responsible	Budget (USD)	Year 5			
					Q1	Q2	Q3	Q4
Outsource basic services to communities	Community involvement in activities	FCWHP	GMMB (Admin, M & S, ACCT)	5,444.93	Outsource activities to local communities	Outsource activities to local communities	Outsource activities to local communities	Evaluate the impact of outsourcing to local communities
Conduct stakeholder awareness programmes	Awareness programmes	FCWHP	GMMB (M&S, PR, M&M.E) MMDAs, Community development Officer	19,987.70	Organize two awareness programmes	Organize two awareness programmes	Organize two awareness programmes	Review impact of awareness programmes
Capitalize on GMMB social media tools	Increased positive image of GMMB	FCWHP	GMMB (M&S, PR, M&M.E)	5,444.93	Develop and update social media content and tools	Develop and update social media content and tools	Develop and update social media content and tools	Develop and update social media content and tools
Publish opinion pieces on GMMB	Published opinion pieces	FCWHP	GMMB (M&S, M&M.E, PR)	6,788.49	Publish three opinion pieces	Publish three opinion pieces	Publish three opinion pieces	Publish three opinion pieces
Establish public-private partnerships	Public-private partnerships evaluation report	FCWHP	GMMB (ED, Management, M&S, Site Manager, PR)	39,387.37	Implement public-private partnerships	Implement public-private partnerships	Implement public-private partnerships	Evaluate impact of public-private partnerships
Establish partnerships and collaborations with universities	Evaluation report on university partnerships	FCWHP	GMMB (ED, Management, M&S, Site Manager, PR)	39,387.37	Implement university partnerships	Implement university partnerships	Implement university partnerships	Evaluate the impact of university partnerships

Actions	Indicators	Component	Responsible	Budget (USD)	Year 5			
					Q1	Q2	Q3	Q4
Improve information sharing with stakeholders	Information sharing mechanism review report	FCWHP	GMMB (M&M,EM&S, PR)	5,444.93	Improve information sharing mechanism	Improve information sharing mechanism	Improve information sharing mechanism	Review impact of information sharing mechanism
Improve management of donor-funded and partnership programmes	Guidelines and monitoring and evaluation mechanisms for donor-funded projects- review report	FCWHP	GMMB (ED, Management, M&S, Site Manager, ACCT,PR) Donors	5,444.93	Operationalize monitoring & evaluation mechanisms of donor-funded projects	Operationalize monitoring & evaluation mechanisms of donor-funded projects	Operationalize monitoring & evaluation mechanisms of donor-funded projects	Review guidelines and monitoring and evaluation mechanisms for donor-funded projects

ED – Executive Directive

SM – Site Manager

LA – Legal Advisor

M&S – Monuments and Sites Division

MME - Museums and Monuments Education

ADMIN – Administration

MUS – Museums Division

PR – Public Relations Officer

ACCT – Accounts Department

GTA – Ghana Tourism Authority

MMDAS – Metropolitan Municipal and District Assemblies

GHS – Ghana Health Service

GTDC – Ghana Tourism Development Company -TOUGH – Tour Operators Union of Ghana

GNFS – Ghana National Fire Service

MOTAC- Ministry of Tourism Arts and Culture

6.3 Monitoring, Evaluation and Reporting Plan

6.3.1 Monitoring and Evaluation Approach

Monitoring and evaluation are central to the success of the implementation of the management plan for the FCWHP. The effectiveness of the monitoring and evaluation function is founded on the management imperative of establishing an FCWHU. The current operational structure of GMMB, creates challenges for effective monitoring and evaluation of the implementation of the plan. Nevertheless, some already existing lines of reporting can be harnessed and appropriated by the FCWHU (to be established) for effective monitoring and evaluation.

Monitoring and evaluation of the activities will provide management with better means of learning from past experiences and improving implementation procedures for effective planning and resource allocation. The unique character of the FCWHP, having twenty-eight individual components with both similar and varying needs, suggests that the application of actions for its holistic conservation will follow differently from component to component and from cluster to cluster.

The monitoring and evaluation approach, therefore, will require that the stated activities in the implementation plan for each year of implementation, be further broken down into clear specific tasks. These specific tasks will be assigned deliverables and associated indicators within the stipulated timelines as captured in the plan. There must also be a determination of responsible parties to the tasks identified. Monitoring of the implementation plan will be undertaken at the end of every quarter of an implementation year. However, the evaluation of the implementation plan will follow only at the end of the second implementation year (called a mid-term evaluation). A final evaluation will be done at the end of the fifth implementation year.

Monitoring will be overseen by the site manager. An evaluation committee, which will include the site manager, shall be constituted for the purpose.

In appropriating some existing reporting lines within the GMMB's structure, the FCWHP will be split into four (4) operational clusters (seven (7) in each) based entirely on proximity to each other. This is intended to facilitate timely, consistent and effective reporting. Each operational cluster will be assigned seven (7) caretakers (one for each component), an inspector and a conservator of monuments. The caretakers shall keep daily reports and submit these to the inspector of the respective cluster. The inspector shall also compile weekly reports for submission to the conservator who will in turn submit monthly reports to the site manager level.

To ensure effective monitoring the IMP has adopted the following:

- Compilation of records and reports (Daily and Weekly records, monthly reports)
- Institution of regular site visits

- Review (reports, inspections, timelines, deliverables)

The essence is to identify emerging issues relating to the Implementation Plan and devise strategies to address them. Progress made on each activity in the Implementation Plan would also be assessed so that lessons learnt can be adapted for other areas and also shared with other World Heritage Sites.

6.3.2 State of Conservation Reporting

As a mandatory procedure of UNESCO, and in terms of the Operational Guidelines on the implementation of the 1972 World Heritage Convention, the State Party is expected to provide an annual report on the State of Conservation on the FCWHP. To this end, the State Party shall submit such a report, including any other time as would be requested by the World Heritage Committee, especially under The Statutory Reactive Monitoring Mission, and the reporting format shall be as described and provided in the Operational Guidelines. This report may include the application of the “Enhancing our Heritage (EoH) Toolkit 2.0: Assessing management effectiveness of World Heritage properties” being piloted by UNESCO and ICCROM for application at World Heritage sites.

6.3.3 Annual Performance Reporting

In line with the mandatory and statutory reporting expected of GMMB as a State Entity funded by public funding, an audited Annual Reporting, inclusive of Programmes Performances (under which the FCWHP Integrated Management Plan falls) shall be submitted to the Sector Ministry on Tourism, Art and Culture. The reporting format shall be as described and provided in the guidelines on Audited Annual Reports for the Government of Ghana.

6.4 Conclusion: State Party Commitment

The State Party of Ghana, through the GMMB, the Management Authority of the FCWHP, reiterates its commitment to the implementation of this Plan, including availing resources for the effective management of the property. Additionally, the State Party will engage partners and funders to assist in the implementation of this Plan.

Bibliographic References

- African Union (2006). Charter for African Cultural Renaissance. Khartoum, Sudan: African Union
- Executive Instrument (E.I.) 29 of 1973
- Forts and Castles, Volta, Greater Accra, Central and Western Regions World Heritage Site nomination documentation
- National Museum Act, 1969 N.L.C.D. 387
- Tourism (Tourist Sites) Regulations, 2019 (L.I. 2393)
- Tourism Act, 2011 (Act 817)
- UNESCO (1970). Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property. Paris: UNESCO
- UNESCO (1972). Convention concerning the Protection of the World Cultural and Natural Heritage. Paris: UNESCO
- UNESCO (2001). Convention on the Protection of the Underwater Cultural Heritage. Paris: UNESCO
- UNESCO (2003). Convention for the Safeguarding of the Intangible Cultural Heritage. Paris: UNESCO
- UNESCO (2005). Convention on the Protection and Promotion of the Diversity of Cultural Expressions. Paris: UNESCO
- UNESCO (2013). Managing cultural world heritage. World heritage resource manual. Paris: UNESCO
- UNESCO (2019). Operational Guidelines for the Implementation of the World Heritage Convention. Paris: World Heritage Centre
- UNESCO (2019). Report on the joint World Heritage Centre/ICOMOS/ICCROM Advisory Mission to Forts and Castles, Volta, Greater Accra, Central and Western Regions (Ghana). Paris: UNESCO
- UNESCO (2020). Report on the joint World Heritage Centre/ICOMOS/ICCROM Reactive Monitoring Mission to Forts and Castles, Volta, Greater Accra, Central and Western Regions (Ghana). Paris: UNESCO