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THE LEGACY PHASE

A BLUEPRINT FOR THE 13TH AFRICAN GAMES – ACCRA 2023

Turning state investment into national value. Building infrastructure that performs today and endures for generations.



20+

FACILITIES

Built for performance.
Designed for legacy.



1 NATION

UNITED

Opportunity.
Pride. Progress.



1 LEGACY

GENERATIONAL

Sustainable value
beyond the Games.



1 CHOICE

DISCIPLINE TODAY.

**PROSPERITY
TOMORROW.**



OUR COMMITMENT

To build. To maintain. To protect.
To inspire generations.

INFRASTRUCTURE

GOVERNANCE

ECONOMIC IMPACT

SUSTAINABILITY

LEGACY

EBO'S DIAGNOSIS

How do we protect and develop Ghana's sporting facilities after the African Games?



THE DIAGNOSIS

Ghana's challenge is no longer construction. Ghana's challenge is operation, maintenance, governance, and long-term utilisation.



THE OPPORTUNITY

The facilities built for the African Games can become:

COMMUNITY ASSETS	SPORTS TOURISM	TRAINING HUBS	EVENT VENUES	ECONOMIC ASSETS

if managed intentionally.

THE CORE RISKS



MAINTENANCE FAILURE

Facilities deteriorate without planned maintenance.



REVENUE FAILURE

Facilities fail to generate sustainable income.



GOVERNANCE FAILURE

Weak governance structures lead to inefficiency and lack of accountability.



UNDER-UTILISATION

Facilities remain underused, limiting social impact and economic return.



OWNERSHIP AMBIGUITY

Unclear ownership and responsibility lead to neglect and conflict.



THE AFRICAN GAMES ARE OVER. THE LEGACY PHASE HAS BEGUN.

The question is no longer what Ghana built. The question is what Ghana will sustain.



THE LEGACY CHALLENGE

The African Games have delivered world-class facilities. The challenge now is not what was built, but what will be sustained.



BEYOND CONSTRUCTION
Ghana has proven it can build. The legacy challenge begins when the Games end.



SHIFTING THE FOCUS
From delivery to durability. From projects to systems. From facilities to futures.



AT STAKE
Without intentional action, we risk wasted investment, idle assets, and lost opportunities.



THE REAL QUESTION
Can Ghana transform these venues into lasting national value?



THE LEGACY MANDATE
Protect. Activate. Sustain. For today. For tomorrow. For 2036 and beyond.

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The measure of the Games is not in how well we built, but in how well we keep, use, and grow what we built.



EBO'S VERDICT

The legacy phase is where championship intentions either become national transformation or expensive reminders.



THE FIVE RISKS

Five critical risks threaten the long-term value of Ghana's sporting facilities if not addressed with urgency and intent.



EBO'S VERDICT

These risks are not theoretical. They are visible, measurable, and already unfolding. The question is not if they will happen—it is whether we will act before they do.



OWNERSHIP & GOVERNANCE

Clear ownership. Strong governance.
Defined accountability.
Sustainable legacy.








GOVERNANCE IS THE BRIDGE


Infrastructure without governance becomes a liability. Governance turns investment into enduring national value.



GOVERNANCE PRINCIPLES

 <p>ACCOUNTABILITY Every role. Every decision. Every outcome.</p>	 <p>TRANSPARENCY Open processes. Clear reporting. Public trust.</p>	 <p>PERFORMANCE Standards. Targets. Results.</p>	 <p>PARTNERSHIP Government. Private sector. Community.</p>	 <p>SUSTAINABILITY Financial. Social. Environmental.</p>
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“Great facilities need great governance to outlive generations.”



EBO'S VERDICT
Ownership defines responsibility.
Governance ensures performance.
Together, they safeguard the legacy.



ECONOMIC ACTIVATION



Unlocking year-round value from Ghana's sporting facilities through diversified use and strategic partnerships.



THE IMPACT

- Increased revenue streams
- Job creation and skills development
- Stronger local business ecosystem
- Greater social impact
- Sustainable legacy beyond the Games



EBO'S VERDICT

Facilities must work for the nation, not just for events. Diversified activation turns infrastructure into a perpetual economic engine that funds its own future.



MAINTENANCE FRAMEWORK

Sustainable facilities are built on consistent maintenance, predictable funding, and disciplined execution.

THE REALITY

Neglect is more expensive than maintenance. A planned today saves millions tomorrow.

THE MAINTENANCE LIFECYCLE



MAINTENANCE FUNDING MODEL



- OPERATIONS BUDGET**
Covers daily maintenance, utilities, security, and facility operations.
- GOVERNMENT SUPPORT**
Annual allocation to support core maintenance and strategic projects.
- REVENUE GENERATED**
Income from facility use, events, rentals, concessions, and memberships.
- PRIVATE PARTNERSHIPS**
Corporate sponsorships and facility adoption programs.
- CAPITAL RESERVE**
Set aside for major repairs, upgrades, and emergencies.

KEY SUCCESS FACTORS

- Qualified People**
Right skills. Right mindset.
- Predictable Funding**
Plan with confidence.
- Data-Driven Decisions**
Information drives better outcomes.
- Accountability & Oversight**
Clear roles. Measured results.
- Culture of Care**
Everyone protects what we value.

EBO'S VERDICT

Maintenance is not a cost center—it's a value protector. Protect today, prosper tomorrow, and leave a legacy that lasts.



THE 2036 TEST

How Ghana manages its facilities today will determine the legacy we measure in 2036.



THE CHOICE IS OURS

Discipline today.
Prosperity tomorrow.
Neglect today.
Decline tomorrow.

“The world will remember not just the Games we hosted, but the legacy we kept.”

SUCCESS SCENARIO 2036 A Legacy That Lives **VS** **FAILURE SCENARIO 2036** A Legacy That Fades

THRIVING FACILITIES
World-class venues are active, well-maintained, and widely used.

STRONG ECONOMIC IMPACT
Facilities drive tourism, events, jobs, and sustainable revenue streams.

COMMUNITY PRIDE
Communities benefit daily from accessible and inclusive facilities.

GLOBAL REPUTATION
Ghana is recognized for delivering legacies that inspire Africa and the world.

SUSTAINABLE LEGACY
A model of governance, maintenance, and stewardship for generations.

ABANDONED FACILITIES
Venues fall into disrepair and become white elephants.

ECONOMIC LOSS
Lost revenue, missed opportunities, and wasted investment.

COMMUNITY DISILLUSION
Broken promises lead to frustration and loss of public trust.

DAMAGED REPUTATION
Ghana is seen as unable to protect and maximize its investments.

LEGACY LOST
A historic opportunity becomes a burden for future generations.

EBO'S VERDICT
2036 is not far away.
The future is not something that happens to us—
it's something we build, maintain, and protect today.



CLOSING REFLECTION



Infrastructure is the foundation.
Governance is the bridge.
People are the purpose.

**When we invest in legacy,
we invest in generations.**



FOR OUR PEOPLE
Facilities create opportunities,
build skills, and unite communities.



FOR OUR ECONOMY
Well-managed venues attract investment,
tourism, and sustainable growth.



FOR OUR NATION
Strong governance protects assets
and strengthens public trust.



FOR OUR CONTINENT
Ghana sets the standard for Africa—
proving that legacy is intentional,
not accidental.



FOR FUTURE GENERATIONS
We don't just hand over buildings.
We hand over possibilities.



The true measure of the 13th African Games
will not be in the medals won,
but in the legacy we leave behind.



EBO'S VERDICT
Legacy is not an event.
It is a responsibility.
Let us build, maintain, and protect
so Ghana can inspire generations to come.



BUILD
Invest with
vision.



MAINTAIN
Operate with
discipline.



PROTECT
Govern with
integrity.



INFRASTRUCTURE DOES NOT CREATE LEGACY.

STEWARDSHIP CREATES LEGACY.

The African Games gave Ghana facilities.
The legacy phase will determine their value.

— Ebo Appiah

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