



ARSO / AFREXIMBANK REGIONAL TRAINING MASTERCLASS

ACCRA, GHANA

SERVICE LEADERSHIP & HOSPITALITY EXCELLENCE

Training Delivery & Programme Insights Report

Regional masterclass 6–9 October 2026 • Service excellence session 7 October



Participants at the Accra Regional Training of Trainers Masterclass.

≈ 35

PARTICIPANTS¹

04

INTEGRATED PILLARS

DAY 2

SFI FACILITATION

Facilitator: Mr. Ayub Kato | Smiling Faces International (SFI)

01 EXECUTIVE SUMMARY

The Accra, Ghana engagement formed part of the African Organisation for Standardisation (ARSO) Regional Training of Trainers (ToT) Masterclass, “The Food Establishment: Integrating Infrastructure, Service Excellence and Regulatory Rigour.” Convened with the Ghana Standards Authority (GSA) and Afreximbank support, the event brought together regional participants working across hospitality, gastronomy, standards and related services.

Mr. Ayub Kato of Smiling Faces International facilitated the Day 2 Service Leadership and Hospitality Excellence programme on 7 October 2026. The overall masterclass combined facility design, frontline service quality, food-production economics and regulatory oversight. Mr. Kato’s contribution translated service standards into practical guest-facing and team-operating behaviours.

Approximately 35 participants attended, according to the facilitator’s account. Selected informal responses praised the practical role-plays and the facilitation. Separately, ARSO’s regional recap identified four cross-cutting lessons on infrastructure, service, compliance and integrated operations; these are programme-level observations, not statistical findings from the Accra session.

02 ENGAGEMENT AT A GLANCE

Masterclass	The Food Establishment: Integrating Infrastructure, Service Excellence and Regulatory Rigour
Host / supporting partners	ARSO; Ghana Standards Authority (GSA); Afreximbank support
Masterclass period	Accra, Ghana 6–9 October 2026
SFI delivery	7 October 2026 Day 2: Service Leadership and Hospitality Excellence
SFI facilitator	Mr. Ayub Kato Smiling Faces International
Reported participation	Approximately 35 participants ¹
Training format	Facilitated discussion, practical role-play, operational challenges and applied exercises

03 PURPOSE AND INTENDED VALUE

- Apply service standards.** Translate hospitality requirements into consistent guest engagement, professional conduct and operational control.
- Enable trainer-led transfer.** Equip regional master trainers with methods they can adapt for national stakeholders and frontline teams.
- Link standards to business practice.** Connect infrastructure, hospitality service and regulatory compliance to safer, more trusted operations.

04 THE FOUR INTEGRATED MASTERCLASS PILLARS

ARSO's official programme account describes a four-day Regional ToT Masterclass organised around complementary technical areas. This was a shared faculty programme, not four days delivered solely by SFI.

DAY 1 FOOD-ESTABLISHMENT INFRASTRUCTURE

Facility layout and workflow; equipment and utilities; hygiene, food handling and HACCP foundations.

Facilitator: Torai Mutasa

DAY 2 SERVICE LEADERSHIP & HOSPITALITY

Guest relations, service recovery, front office, housekeeping, food and beverage service, leadership and service quality.

Facilitator: Ayub Kato | SFI

DAY 3 RECIPE MANAGEMENT & FOOD COSTING

Standard recipes, allergens, yields, edible portion versus purchased quantity, and production control.

Facilitator: Lenah Mogere

DAY 4 REGULATORY INSPECTION & AUDIT

Harmonised inspection, risk classification, food incidents, inspector ethics and regulatory implementation.

Facilitator: Emmanuel Nsabimana

05 MR. KATO'S SERVICE LEADERSHIP & HOSPITALITY EXCELLENCE SESSION

ARSO's programme account specifically identifies Mr. Kato as lead facilitator for the service-leadership day. His focus connected hotel operating experience with the quality expectations of hospitality and gastronomic establishments.

Leadership and service culture. The S.T.A.R.S. framework and team behaviours that shape dependable customer experiences.

Front office and guest recovery. Professional welcome routines, guest communication, practical scenarios and service recovery.

Housekeeping and facility quality. Zero-Defect thinking, visual inspection, hygiene, safety and identification of hidden operational defects.

Gastronomy and F&B excellence. Service sequences, guest touchpoints, coordination and quality throughout the dining experience.

Operational application. MICE service standards, action planning and resolution of real operating challenges across regional contexts.

The six-area SFI service excellence curriculum used in previous engagements informed the practical approach. The Accra masterclass itself followed the four-pillar ARSO agenda above; the two structures should not be confused.

06 FOUR REGIONAL TAKEAWAYS HIGHLIGHTED BY ARSO

In an ARSO recap published around World Standards Day, the organisation summarised four participant-derived lessons from the wider regional masterclass series. They help explain why hospitality excellence matters beyond customer interactions alone.

01 Infrastructure supports quality

Thoughtful facility design and well-managed utilities create the conditions for safe food handling, efficient workflows and reliable service.

02 Service excellence builds return visits

Product quality attracts attention, but attentive hospitality and guest trust sustain relationships and repeat business.

03 Regulatory discipline strengthens trust

Compliance and food-safety controls protect consumers while helping establishments operate credibly and competitively.

04 Integration creates lasting performance

Infrastructure, service leadership and regulatory standards reinforce one another; strengthening only one element leaves gaps.

07 PRACTICAL FACILITATION AND LEARNING MOMENTS

The Ghana-specific participant comments emphasised participatory methods, particularly two exercises which encouraged active discussion and practice rather than presentation alone:

The “walked guest” scenario. A guest-interaction role-play recalling the customer journey and the importance of the experience felt by guests.

Team communication exercise. An interactive example of how frontline colleagues communicate, coordinate tasks and support a consistent guest experience.

These exercises align with ARSO’s wider emphasis on bringing standards into operational routines. However, the available feedback does not include a graded assessment, verified knowledge gain or workplace outcome measure.

08 SELECTED INFORMAL PARTICIPANT RESPONSES

The following casual comments were passed to SFI after the Accra delivery. Attribution is included only where provided. The responses illustrate participants' impressions and do not constitute a representative survey.

"The role plays were excellent and very practical. 1. The walked guest. 2. The communication role play—how we communicate with our teams."

Participant (name not supplied) • Practical methodology

"You were excellent."

Musharifa (Ghana) • Facilitation feedback

"It's a good pleasure meet you brother. You have done a great job. Highly appreciate your sincere efforts."

Mamoudou (Egypt) • Facilitation feedback

09 PROGRAMME INTERPRETATION AND OPPORTUNITIES

What the comments support. Participants singled out the role-plays as useful and expressed personal appreciation for the facilitator.

What ARSO's recap adds. The service module belongs to an integrated system: facility readiness, guest trust, operating efficiency and food-safety compliance.

What remains unmeasured. The evidence does not support a satisfaction percentage, demonstrated competency increase or claimed business improvement.

10 RECOMMENDED FOLLOW-THROUGH

Cascade the learning. Have participants share the guest journey, S.T.A.R.S. leadership principles and operating standards with their teams.

Use a combined checklist. Connect facility readiness, hygiene, guest service and compliance in one practical self-assessment.

Capture evidence. Keep signed attendance, short evaluations, action plans and measurable post-training implementation checks.

Maintain coaching support. Reinforce scenario-based practice and service-quality reviews where institutions request support.

Participant comments have been lightly punctuated for readability; no new claims were added. Names and country descriptions are used only as supplied.

11 PHOTOGRAPHIC RECORD

Selected photographs document the Accra cohort and a facilitated learning session. A wider record is available in the shared programme archive.



A facilitated session involving the Accra masterclass participants.



Group photograph from the Ghana training programme.

12 CONCLUSION

The Accra masterclass strengthened the 2026 regional training sequence that also included Tanzania and Zimbabwe. Within the wider ARSO agenda, Mr. Kato's Day 2 facilitation illustrated how hospitality leadership, guest experience, operational discipline and applied standards work together. The positive informal comments and ARSO's broader regional lessons provide useful qualitative context, while structured follow-up remains important to measure longer-term application.

Source record: ARSO official masterclass account (www.arso-oran.org/regional-training-of-trainers-tot-masterclass-elevating-food-establishment-standards-across-africa/); ARSO regional recap provided by the client; Mr. Kato's Ghana session information, participant comments and supplied photographs.

Photo archive: <https://drive.google.com/drive/folders/15d4RI4Tz647ePHJkCbrqwTYJVbCxI4bv>