



# Operational Plan 2011-2015

## DFID Ghana

Updated June 2013

### Contents:

	<b>Introduction</b>	<b>2</b>
Section 1:	<b>Context</b>	<b>3</b>
Section 2:	<b>Vision</b>	<b>4</b>
Section 3:	<b>Results</b>	<b>5-6</b>
Section 4:	<b>Delivery and Resources</b>	<b>7-10</b>
Section 5:	<b>Delivering Value for Money</b>	<b>11</b>
Section 6:	<b>Monitoring and Evaluation</b>	<b>12</b>
Section 7:	<b>Transparency</b>	<b>13</b>
Section 8:	<b>Human Rights Assessment</b>	<b>14</b>
	<b>Annexes</b>	<b>15-16</b>



# Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.



# 1) Context

Two decades of **sustained economic growth, six free and fair elections, political stability** and **relatively strong institutions** have led to significant poverty reduction in Ghana. The country is on target to halve extreme poverty by 2015. A re-estimation of the size of the economy in 2010 showed Ghana to have achieved **middle income country** status with per capita GDP of around \$1,300. Major new commercial **oil production** started in December 2010 and will soon be contributing over \$1 billion a year to the public purse. Today, Ghana is a significantly different place to the highly indebted, poor country it was 10 years ago.

The next few years will be crucial for Ghana, offering an opportunity to **transform the country's development**, firmly establishing its middle income status and delivering significantly better health, education and wealth creation outcomes. To achieve this, Ghana will need to tackle a set of **challenges**: over 6 million people live below the national poverty line; progress against a number of the Millennium Development Goals (MDG) is disappointing; there are major regional inequalities, with the North of the country suffering significantly higher levels of poverty than elsewhere; girls and women perform worse across all the main social indicators; educational attainment is poor; oil is potentially a blessing, but it could also prove to be a curse; businesses are often too small, unproductive and lacking in innovation; domestic revenue collection is lower than it should be; macroeconomic stability remains at risk; and Ghana's rightly-praised democracy is less robust than some think, especially now that oil has raised the stakes. Other challenges could include rising oil and food prices, though how these will impact on Ghana is not clear. As an imminent net exporter of oil, Government revenues could benefit from higher prices. The impact on the poor will depend on how the Government manages such increased revenues. On food, the majority of Ghana's poor people live in rural areas and are food producers, so would not be significantly affected by food price increases, but significant and growing numbers of urban poor would be negatively affected.

The Government of Ghana recognises these challenges and has set out plans to tackle them. The Ghana Shared Growth and Development Agenda (GSGDA) 2010–13 establishes an ambitious framework and identifies national development priorities, including: **human development, transparent and accountable governance, infrastructure development, agricultural modernisation and natural resource development**. Building on the GSGDA, a 'Compact' was signed between the Government of Ghana and development partners in June 2012, aimed at 'leveraging partnership for shared growth and development' for the period 2012-2020. The Compact incorporates the development priorities of the GSGDA and also focuses explicitly on reducing disparities and inequality and strengthening public sector institutions and systems. Building on previous joint statements that **in 10 years time Ghana should not need aid**, the Compact points towards reduced dependence on ODA and full financial responsibility of government for investing in accelerated development to reduce poverty and inequality.

Donor coordination is effective in Ghana, but could be strengthened. Most donors are planning to continue to support Ghana during these critical years. Division of labour is fairly advanced. DFID enjoys a close working relationship with the Foreign and Commonwealth Office through the **British High Commission**. Joint priorities include governance and security, wealth creation (also with the Department for Business Innovation and Skills, and UK Trade and Investment) and climate change (also with the Department for Energy and Climate Change).

Ghana has an important role **regionally in West Africa** and across the continent. Its political, economic and social success offers lessons for other countries. Its respect for institutions and the rule of law set important precedents that influence neighbours and those further afield. It is a respected voice in the African Union, and had a pivotal and much admired role in the process of decolonisation. Although yet to be fully capitalised on, its potential role in regional trade, transport and communications, could help to bind together one of the most economically fragmented areas of Africa. New priorities around development in the north of the country could provide the platform necessary to promote regional trade and achieve growth and development benefits for neighbours as well as for Ghana.



## 2) Vision

Ghana's future prosperity depends on continued political and macroeconomic stability. Growth of the private sector to increase revenues, jobs and investment will be crucial, as will the productive use of oil revenues. Ghana's abundant human capital will help to drive forward growth, but health and education outcomes will need to significantly improve. There is a real need to support girls and women, to transform their status and opportunities to achieve. Tackling inequalities across regions and across income groups, delivering support to the most vulnerable, and demonstrating the benefits of shared growth, will play a vital role in supporting further poverty reduction and growth. DFID Ghana's support will seek to catalyse these changes, building on the priorities in the GSGDA, and the views expressed in a process of consultation for this Operational Plan, including two workshops held with Ghanaian and other development partners. Our programme will be underpinned by two cross-cutting priorities: **girls and women** (see below), and poverty reduction and growth in **the North**. Our programme has three strategic objectives:

- **Wealth creation** - support national investment climate reform and access to finance. The office will work with business to catalyse Ghana's relatively unproductive business sector, and develop a new programme in the North to support entrepreneurship and growth. DFID will look for opportunities to enhance regional economic integration in West Africa, including through our engagement with the Economic Community of West African States and regional trade programmes.
- **Competent, transparent and accountable governance** - support public financial management reform, effective management of oil revenues, democratic governance, tackling serious crime, and accountability mechanisms and enhanced transparency. The office will focus on key issues related to gender equity, oil and the budget, and seeking to address potential discontent in the oil-producing Western region.
- **Improving human development outcomes**. In **education** DFID will help to address poor performance and teacher absenteeism, reduce unit costs, increase the numbers of girls in primary and secondary school, target children who are not in school and seek a transformation in the quality of education. In **health** DFID will work to help Ghana achieve Millennium Development Goal 5, reducing maternal mortality, including through access to safe delivery, abortion and family planning services, and help to tackle malaria, including through the distribution of bednets. On **poverty and vulnerability** DFID will help to scale up the government's cash transfer programme (LEAP) and seek to enhance the targeting of other poverty focused interventions such as the National Health Insurance Scheme.

### Alignment to DFID and wider UK Government priorities

Ghana is one of the UK's most like-minded friends, one of our biggest markets in Africa, and a source of one of our biggest diaspora communities. This Operational Plan clearly reflects the priorities of the wider UK Government relationship with Ghana and will help to implement DFID's Structural Reform Plan. Specifically, it will help DFID to: **honour international commitments**, including through scaled up, transparent and accountable aid; increase our focus on **wealth creation**; and enhance work on **governance**. It will support efforts to improve the lives of **girls and women**. DFID will increase gender capacity in the office in Accra, lead the Gender Sector Working Group and be active in at least three of the four pillars of DFID's gender strategic vision, including: direct assets for girls and women (including through cash transfers and new income earning opportunities); delaying first pregnancy (including through family planning and access to safe abortion services); and getting girls through secondary school (including through quality standards and school stipends). On **climate change**, DFID will work with civil society and the government to help the climate-vulnerable North to adapt to climate change impacts.

### What we will stop doing

In recent years DFID Ghana has significantly rationalised its sector engagement, withdrawing from intensive engagement in transport, agriculture, land and water. This Plan confirms withdrawal from financial sector reform and HIV/AIDS. Over time, the office will reduce the level of general budget support from £36 million in 2010/11 to around £10 million in 2014/15, whilst maintaining levels of Sector Budget Support.



### 3) Results

**Headline results** – all results are attributable to DFID funding and are cumulative over the period

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Wealth creation	Number of producers accessing business services through DFID support	0 (2011/12)	50,000 by 2015, of whom 7,500 are women
Health	Number of family planning users accessing family planning through DFID support <sup>1</sup>	0 (2010)	525,000 by 2015
Health	Number of bednets distributed with DFID support to help prevent malaria	0 (2010)	4.75 million by 2015
Poverty	Number of people receiving DFID-supported cash transfers	0 (2010)	100,000, of whom 60,000 are girls or women by 2015
Education	Number of girls and boys supported by DFID in basic education	0 (2010)	140,000 more, of whom 62,000 are girls, by 2015
Education	Number of girls receiving targeted incentives to attend secondary school	0 (2010)	70,000 by 2015
Governance	Number of people voting in Ghana's national election, which was supported in part by DFID	8,671,272 (2008)	9,443,700 people vote in 2012 election



## 3) Results (continued)

### Evidence supporting results

Ghana benefits from relatively strong institutions, some areas of good data, and a long history of donor and other interventions, with associated research and evaluation. Evidence for programme interventions is therefore relatively strong.

- For a first set of interventions, where there is scope for increasing support and achieving stronger results (for instance, on family planning, bednets, school stipends, and social cash transfers), DFID Ghana is planning to scale up current or previous programmes. In these cases, evidence is strong and the expected results are based on a good understanding of what works and is considered highly achievable.
- For a second set of interventions, which will build on existing programmes that have proven effective in the Ghana context (for instance, around maternal health more generally, support to primary and secondary education, job creation, investment climate reform, public financial management, and accountability and responsiveness) design is drawing on evidence of what works. This includes evidence from Ghana, and assessing international evidence to ensure its relevance, and making adjustments to programmes as necessary. Again, evidence is relatively strong in these areas and the expected results are achievable.
- For a third set of interventions, where we are pursuing innovative approaches (for instance, around effective management of oil revenues, working in the Western Region with oil companies, communities and local authorities, supporting the electoral cycle, and support to a 'Millennium Village'), DFID Ghana has and will continue to rigorously assess evidence, and seek to generate new evidence. The office will ensure robust monitoring and evaluation of approaches, including the use of independent evaluation as appropriate, so contributing to global evidence in these areas.

### Value for Money rationale

Ghana is at a critical stage in its development. DFID Ghana has prioritised interventions in areas facing particular challenges, which are expected to yield high returns in terms of results and catalysing additional financing. In **health** we will continue to seek investments from other donors, whilst addressing priority needs. In **education** we will play a key role in securing global education funding, and will contribute to a transformation in outcomes. **Girls and women** are at the centre of our programme, reflecting the high returns to investments in girls and women in all sectors. **Oil** offers a major opportunity for Ghana, but carries significant risks. Investment in appropriate management and use of oil revenues will have a high rate of return. Spending money to enhance the capability and role of civil society in holding Government and others to **account**, including for the use of public funds, has the potential to significantly increase efficiency of expenditure and to direct investment towards key development needs. Helping to **unlock private sector led growth** will pay dividends in terms of job creation, revenue raising and the delivery of relevant goods and services. Supporting the most vulnerable through **cash transfers** can have a major impact on educational and health outcomes for children, and can contribute to the creation of micro-entrepreneurs.



## 4) Delivery and Resources

DFID Ghana is arranged across four units: **four** programme teams (Human Development and Social Protection; Strategy, Results and Transparency; Good Governance; and Growth and Northern Development); and one Corporate Services team.

During the 2000's the balance of the programme shifted dramatically in favour of direct support to government through financial aid instruments. In 2009 60% of DFID Ghana's budget was delivered through General Budget Support, with an additional 25% delivered through Sector Budget Support. Whilst the office will continue to support and use government systems, this Operational Plan will adjust the use of instruments to take account of increasing domestic revenue (from private sector growth and from oil) and the need to address a number of key challenges and to secure different results. By the final year of this plan **General Budget Support** will represent around one-tenth of DFID Ghana's portfolio. However, DFID Ghana will continue to actively participate in the Multi-Donor Budget Support mechanism, leading the Multi-Donor Core Group in one of the latter years of the plan and remaining active in the dialogue on macroeconomic policy, public expenditure and poverty reduction. **Sector Budget Support** – focused on health and education – will remain around a quarter of spend. Sector Budget Support in health will focus on improving delivery of health services and public financial management, with focus on some specific areas depending on evidence around impact, benefits and results. In education, earmarking of Sector Budget Support allows DFID to focus on non-wage costs in education, with a particular emphasis on teacher quality and absenteeism, unit costs in procurement, and public financial management reform.

As budget support decreases, the office will work through new and innovative mechanisms to maximise the impact of our investments. In health and education DFID Ghana will work with the **private sector, NGOs, donors, the UN** and others to invest in targeted programmes to tackle the key issues of malaria, maternal health and family planning, and education quality. The cost effectiveness of working with the United Nations Children's Fund (**UNICEF**) to procure and distribute bednets will be reviewed during the programme, and the conclusions of the **Multilateral Aid Review** will be taken into account in our work with UNICEF and all other multilateral partners. DFID will significantly increase access to **cash transfers**, which, with enhanced accountability through **civil society**, will help individuals and communities to take more control of resources. The office will work with various organisations in **the North**, as well as the Government-established **Savannah Accelerated Development Authority**, using challenge funds and results-based financing to increase innovation and competition. DFID will work more generally with **business** on development in the North and on Ghana's overall business competitiveness. **Civil society** will remain a key partner, with significant new resources made available through the multi-donor Strengthening Transparency Accountability and Responsiveness in Ghana (STAR Ghana) initiative. We will engage with **CDC** to expand its limited role in Ghana. The office will continue to work closely with the **World Bank**, including on support to Ghana's statistics service, through the Government of Ghana's cash transfer programme LEAP, and through public private partnerships and public financial management.

This plan will maintain our position (with the World Bank, the EU and the US) as one of Ghana's four largest donors. The office will continue to support moves to increase **aid effectiveness**, including on division of labour and use of national systems.



## 4) Delivery and Resources (continued)

### Planned Programme Spend

Pillar/Strategic priority	2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £'000	Capital £'000								
Wealth Creation	5,500		7,524		23,000		20,000		56,024	
Climate Change	300		337						637	
Governance and Security	8,450		17,470		15,000		8,000		48,920	
Education	34,850		18,288		22,000		27,000		102,138	
Reproductive, Maternal and Newborn Health	4,750		1,122		4,000		6,000		15,872	
Malaria	4,800				4,000		5,000		13,800	
HIV/AIDS	100		78						178	
Other Health	18,250		2,576		18,000		16,000		54,826	
Water and Sanitation										
Poverty, Hunger and Vulnerability	1,000				7,000		7,000		15,000	
Humanitarian										
Global Partnerships	400		858		2,000		1,000		4,258	
<b>TOTAL</b>	<b>78,400</b>		<b>48,253</b>		<b>95,000</b>		<b>90,000</b>		<b>311,653</b>	

Note: Figures for: 2011-12 are actual outturn; 2012-13 are provisional outturn; 2013-14 and 2014-15 are planned budgets



## 4) Delivery and Resources (continued)

### Planned Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	793	884	1,153	1,748	1,856	5,641
Frontline staff costs - Non Pay	682	570	353	742	935	2,600
Administrative Costs - Pay	213	193	143	190	178	704
Administrative Costs - Non Pay	222	159	89	95	92	435
<b>Total</b>	<b>1,910</b>	<b>1,806</b>	<b>1,738</b>	<b>2,775</b>	<b>3,061</b>	<b>9,380</b>

#### Notes:

Figures for: 2010-11 and 2011-12 are actual outturn; 2012-13 are provisional outturn; 2013-14 and 2014-15 are planned budgets.

Reduced operating costs on the administrative side reflect office restructuring, office relocation and other changes (including charging security to front line staffing). A combination of inflation and changes in grading for posts (following restructuring) leads to anticipated increases in administrative pay costs in 2013/14. For front line staff, increased costs from 2013/14 reflect increased staff numbers to support the higher programme budget at the same time as funding instruments move away from general budget support towards a higher number of individual projects that are staff-time intensive. Five staff were also shifted from programme to frontline budgets at the end of 2012, leading to an increase in frontline staff numbers and costs from 2013/14. Frontline non-pay costs are increasing particularly as housing-related costs go up, with rents in Accra increasing rapidly. Inflation in Ghana has hovered around 9% since late-2009. The office will look to make further savings on non-pay frontline staff costs, including by reviewing the housing stock and seeking further efficiencies in joining up with the British High Commission in providing corporate services.



## 4) Delivery and Resources (continued)

### Planned Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	We will not support the Labour Intensive Public Works Programme with the World Bank. We will withdraw from further programming in HIV/AIDS, financial sector reform and broader public service reform, where, for the latter, it has been difficult to see results.	17,000

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000						
Reduction in Training		0.5						
Reduction in Estates & Property Costs								
Reduction in costs as a result of Office Restructuring	57							
Other Reductions		23						
<b>Total</b>	<b>57</b>	<b>23.5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**NB: Consultancy and travel** costs were significantly reduced in 2010/11. Savings are anticipated in **estates and property** as DFID Ghana's housing portfolio changes (increasing use of compounds), with the move of the office to the British High Commission, and making the A2L Head of Corporate Services a locally employed post (removing the need to provide housing and other associated costs). However, savings related to the housing portfolio and the move of office are hard to estimate in the absence of an agreed charging regime with the Foreign and Commonwealth Office. Savings under '**other reductions**' reflect the move to pay for all security costs from FLS. Further savings have been secured through the British High Commission contracting out security services from April 2011. Savings noted above do not take account of **inflation-related price increases**, for instance in staffing costs (which are reflected in the table on page 9). Overall savings are not forecast after 2011/12 due to the increase in the size of the office, but efficiency savings will be achieved in specific areas.



## 5) Delivering Value for Money (VfM)

Ghana has achieved real and substantive development results over the past two decades. Development assistance, including from the UK, steadily shifted towards General and Sector Budget Support in recognition of good progress, reasonably strong institutions and poverty-focused investments. However, there has been relatively little consideration of the comparative value for money of different approaches, within and across sectors. As our use of aid instruments changes, notably with a shift away from General Budget Support, DFID Ghana will work to ensure that a robust value for money case underpins each new intervention.

### Opportunities

A number of new programmes are in the pipeline or in design. This provides the opportunity to incorporate stronger VfM, based on DFID's project design approach (the Business Case), across more of the portfolio and from an early stage. It will also stretch staff expertise in this area, be demanding of staff time, and involve a range of partners, who the office will encourage to focus on value for money. The challenge will be in finding robust evidence of value for money in technical areas such as governance, wealth creation and poverty reduction. Measuring value for money of funding provided through Government systems represents a particular challenge, for instance budget support that cannot be easily attributed to specific inputs or outputs. DFID Ghana will seek to apply best practice in understanding key cost drivers in each of the sectors in which we work, to deliver value for money and real impact. In addition, the office will increase capacity on procurement to secure improved value for money in all contracting arrangements. We will make greater use of advisers for monitoring (especially through bringing in a results and evaluation adviser) and programme development, rather than use consultants.

### Actions

- Develop a DFID-Ghana VfM Strategy to be implemented over the next four years.
- Deliver comprehensive and tailored in-house VfM training to all staff, with ongoing follow-up training during the four-year period.
- VfM scrutiny to be undertaken of all Business Case proposals, led by Economic advisers.
- Strong focus on evaluation of VfM to be rigorously applied to a new Millennium Village project in northern Ghana.
- Draw on emerging best practice in programme design. For instance, the STAR-Ghana programme is making early efforts to mainstream value for money, developing an 'economy, efficiency and effectiveness' model to drive future delivery. We will share this with colleagues in Ghana and beyond to enable improved assessment of value for money and unit costs.
- Work with the Government of Ghana, along with other donors, to increase focus on VfM, for instance in procurement operations.
- Provide support to the Ministry of Finance and Economic Planning to improve the VfM appraisal of all major public investments.
- Provide support to the Ghana Statistical Service, to improve the data underpinning VfM assessments.
- Harness DFID Corporate and Divisional financial improvement strategies and tools to ensure we have the correct systems, procedures and practice in place to drive continued improvement in financial management .
- Increase the evidence-base for VfM analysis through strong baseline monitoring at an early stage for all new projects.
- Strengthen in-house procurement capacity to ensure VfM of all contracts issued.
- Improve financial forecasting to better match budget with actual expenditure, contributing to better financial planning and use of funds across UK Government.
- Clarify VfM responsibilities of staff when setting objectives, identify development needs, and prioritise these in the learning and development plan.
- A dedicated results adviser has been recruited to provide capacity within the office, and to improve VfM estimation and evidence across the portfolio.
- Seek avenues for operational efficiency through shared services with the British High Commission, increased use of remote-conferencing facilities, monitoring the costs of contracted-in skills, and using in-house expertise where possible.



## 6) Monitoring and Evaluation

### Monitoring

**How:** DFID Ghana's programmes will be underpinned by a rigorous monitoring framework which will deliver the data needed to track progress of results and of the overall Operational Plan. Data will be collected from various sources, including the Demographic Health Survey, annual multi-donor Ministry of Health and Education progress and budget assessments, Government Management Information Systems and reports, research studies, independent evaluations and project level information systems.

**Who:** Responsibility for monitoring will primarily rest with project/implementing partners and the Government. Appropriate monitoring arrangements will be written into project agreements. For instance, UNICEF will be responsible for monitoring bednet distribution, whilst outcomes for improved health will come from government statistics. We will work with the Ministry of Education to significantly improve their monitoring of outcomes in the education sector. Government, UN and other national level surveys will also be used. Lead advisers, working with team leaders and the Results and Evaluation Adviser, will be responsible within DFID Ghana for ensuring the office drives forward effective monitoring and subsequent follow up.

**When:** Regular and appropriate monitoring arrangements will continue to be written into all agreements with implementing partners and Government. We will aim for quarterly reporting as the norm. Annual Reviews will be used to assess progress against outputs, and how these are contributing to the achievement of outcomes. The office results framework will be reviewed at least every six months, and the Operational Plan reviewed, and if necessary, refreshed, annually. Quarterly portfolio review meetings will be used as a challenge function, to ensure continuous improvement in programme quality.

**What:** Using best practice methodologies, DFID Ghana will ensure that the office has rigorous qualitative and quantitative information to inform programme management and future programme design and delivery. The emphasis will be on impact, ensuring DFID Ghana clearly understands and can communicate the impact of programmes, and can seek and make adjustments to programme design through the life of the programme to enhance success and challenge poor performance.

### Evaluation

An overarching evaluation plan will be published by July 2013 to help teams decide which programmes or aspects of programmes and projects to evaluate, taking into account our partners' preparedness and capacity gaps that need to be addressed. There are currently two independent impact evaluations underway: one of the Millennium Village and one of the Government of Ghana's cash transfer programme (LEAP). In developing our plan we will focus on priority, novel or contentious areas, and will seek to have a particular emphasis on gender where appropriate. We are likely to focus future evaluations on: oil and gas; reproductive health of adolescents; provision of complementary basic education to out of school children; and market development in the North. We aim to have at least 25% of our annual budget subject to independent evaluation of some type.

### Building capacity of partners

DFID Ghana is supporting the Government of Ghana's statistical reform process. The office has seconded a statistical adviser to the World Bank, who is working with the Ghana Statistical Service to develop a demand driven, sustainable and professional National Statistics System to increase the quality, accessibility, timeliness and relevance of official statistics for poverty reduction. The secondee has been successful in driving increasingly robust donor-Government discussions on monitoring and evaluation. In addition, in health we will continue to provide technical assistance to the annual review of the health sector to improve capacity of government partners. In education, we are active in our support for improvements to the Government's Education Management Information System. We are also working with the Ministry of Gender, Children and Social Protection to enhance management information around the LEAP cash transfer programme. In public financial management we are one of four key partners supporting the introduction of a major government-wide financial management system, and we are working with the Ministry of Finance and Economic Planning to build their capacity for investment appraisal and monitoring of new public investment, including public private partnerships.



## 7) Transparency

Transparency is one of the top priorities for the UK Government. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents and all spend above £500. We will continue to ensure that information is accessible, comparable, accurate, timely and in a common standard with other donors and that we provide opportunities for those directly affected by our projects to provide feedback.

DFID Ghana will implement a number of measures to ensure we deliver the UK Aid Transparency Guarantee. In particular, we will:

**1) Ensure that the information DFID Ghana publishes is easily understood, by:**

- ensuring information is accurate, of high quality, and in plain English.
- employing good information management practices within the office so that programme information can be easily understood by members of the public accessing the projects database.
- making communications materials accessible in the reception area of our office and on websites/new media channels. All new UK aid supported programmes will be announced via a press release and added to the website as a minimum.
- publishing the Operational Plan on the UK Government's external website. This will ensure that the public are able to understand our work and the results that we aim to achieve. It will only be published in English, rather than any of the nine official local languages, as none of the local languages are spoken by a majority of the population.

**2) Promote transparency in Ghana more widely, by:**

- working with civil society to help them to become better engaged in policy formulation, implementation and monitoring (through STAR Ghana).
- building a climate of disclosure of information by public institutions in Ghana. This will include working with the Government of Ghana to improve the usefulness to the public of information in the budget and to increase its availability.
- continuing to work with our partners to encourage them to be more transparent in accounting to their constituencies on their decisions, results and use of resources.
- requiring implementing partners to include in their proposals a demonstration of how they will promote transparency and collect feedback from beneficiaries.
- supporting key Government of Ghana and anti-corruption organisations involved in ensuring transparency of information on what oil companies are producing, what the government is receiving, and how oil revenues are utilised.
- continuing to be supportive of the Ministry of Finance and Economic Planning's intention to deploy an interactive information system for aid management to enhance coordination and accountability.



## 8) Human Rights Assessment Ghana

The UK recognises that the realisation of all human rights underpins sustainable development. Through its development programmes, the UK aims to support civil society and governments to build open economies and open societies in which citizens have freedom, dignity, choice and control over their lives, and institutions are accountable, inclusive and responsive.

### Human Rights Context

#### **Economic and social rights:**

- Ghana is ranked as one of the most stable countries in Africa across a range of indicators in the Failed States Index, scoring just below South Africa and Botswana, and better than China and Vietnam (<http://ffp.statesindex.org/rankings-2012-sortable>).
- Ghana continues to make marginal progress against the Human Development Index (from 53.6 in 2009 to 55.8 in 2012) with a rank of 135 out of 187. Access to basic services has been improving, but quality remains a challenge.

#### **Non-discrimination:**

- Ghana is ranked 135 out of 186 countries on the UNDP's Gender Inequality Index (2012).
- Regional inequality remains a challenge. Access to basic services is inadequate, especially in the North. The Ghana living standards survey of 2006 found that while 2.5 million people had been lifted out of poverty in the South, there has been an increase of 900,000 in the North.
- Domestic violence is a big challenge; a study shows that 3 out of 5 women have experienced domestic violence. Enforcement of the domestic violence act is weak.
- Women are politically underrepresented: following the December 2012 national election, women comprise only 10% of the National Assembly (the Sub-Saharan Africa average is 21%). (<http://www.ipu.org/wmn-e/classif.htm>). Male same-sex sexual acts are illegal in Ghana.

#### **Civil and political rights:**

- Freedom House 2013 rating: "free", "Freedom of expression is constitutionally guaranteed and generally respected". The Constitution is regarded as progressive.
- The legal and institutional framework is gradually improving, but implementation of human rights law remains selective and largely out of reach for the poor, especially for women and those in the North. Human Rights Watch recently (October 2012) documented severe violations for mental health patients.
- The Universal Periodic Review (UPR) reported in December 2012 and the Government accepted 123 of the 148 recommendations put forward, but rejected 25. Implementation of recommendations will be reviewed at the next UPR process (no date confirmed). Same-sex marriage is not legal.

### Direction of Travel

#### **The Human Rights situation continues on an upward trend; but challenges remain, especially for minorities, women and regional inequality**

- Social and economic rights: No clear trend: Ghana's non-oil economy has been growing at 6-8%, improving economic opportunities. Growth has been largely non-transformative.
- Non-discrimination: No clear trend: The Convention for Elimination of Domestic Violence Against Women has been ratified and there is an Act on domestic violence. Enforcement remains a challenge. Social norms are changing, especially among the youth and the urban middle class, but discrimination against certain minorities is increasing. Progress on gender discrimination and on improvements in delivery of basic services has been slow or stalling.
- Civil and political rights: No clear trend: A Freedom of Information Bill has been debated for the last 3 years, but has not yet been passed.

### What the UK government is doing about it

- HMG is promoting social, economic, civil and political rights through our aid programmes and diplomatic efforts. The UK will continue to work closely with the Government, non-governmental organisations and international development partners to promote and safeguard human rights, including placing a strong focus on respecting human rights in the underlying principles governing aid to the Government.
- **Civil and political rights:** The December 2012 national election confirmed Ghana's positive trend in terms of credible elections. Our support works to widen and deepen democracy. DFID is leading an innovative multi-donor civil society programme and supports other programmes that help to hold decision makers to account.
- **Social and economic rights:** Our programmes support basic services in health and education for poor Ghanaians. We are planning to support mental health services through our new Health Sector Support programme (not yet approved).
- **Non-discrimination:** We are investing heavily in girls' and women's empowerment.



# Annex A: Revisions to Operational Plan 2012/13

## Results

Name of family planning indicator changed to 'Number of family planning users accessing family planning through DFID support' to reflect different methodological approach to the Departmental Results Framework indicator

- Target for family planning indicator changed to 525,000 by 2015 (from up to 608,000) in accordance with the note in our last Operational Plan (2011/12) that stated that we would revise our target once the methodology for reporting against the indicator had been agreed.

**Delivery and Resources (continued)** Programme Spend and Operating Cost figures updated to reflect actual figures for 2010/11 to 2012/13 and revised estimates for 2013/14 and 2014/15.

**Human Rights Assessment** (A new slide added with human rights assessment of Ghana.

## Results Progress

- Updated with results achieved in 2011/12.



# Annex B: Results Progress

## Progress towards headline results\*

Pillar/ Strategic Priority	Indicator	Baseline (include year)	Progress towards results (include year)	Expected Results (include year)
Wealth Creation	Number of producers accessing business services through DFID support	0 (2010/11)	2,000 producers supported (of whom 1,000 were women) in 2012/13.	50,000 (7,500 women) by 2015
Health	Number of family planning users accessing family planning through DFID support	0 (2010)	Over 430,000 family planning users were supported by DFID Ghana by the end of 2012/13 – over 80% of final target.	525,000 by 2015
Health (Malaria)	Number of bed nets distributed with DFID support	0 (2010)	4,300,000 bed nets were distributed by DFID by the end of 2012/13 – over 90% of the final target.	4,750,000 by 2015
Poverty reduction	Number of people benefiting from DFID-supported cash transfer programmes	0 (2010)	70,000 people (of which approximately 40,000 were women and girls) were directly supported by DFID Ghana in 2012/13 – over half of our final target.	100,000, of whom 60,000 are girls or women by 2015
Education	Number of girls and boys supported in basic education	0 (2010)	Target met in 2011/12: 140,000 children directly supported by DFID, of whom 70,000 were girls.	140,000 more, of whom 62,000 are girls, by 2015
Education	Number of girls receiving targeted incentives to stay in secondary school	0 (2010)	Indicator is on track to meet its 2015 target: milestone of 9,000 girls supported through receipt of incentives packages met in 2012/13.	70,000 by 2015
Governance	Number of people who vote in elections supported by DFID	8,671,272 (2008)	Target exceeded: 11,200,000 people voted in the 2012 elections which were supported by DFID.	9,443,700 people vote in 2012 election

\* These results may not be directly aggregatable with other country results due to different measurement methodologies