



Department
for International
Development

Operational Plan 2011-2016

DFID Ghana

Updated December 2014

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Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve, covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improve access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During the Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

Context

Two decades of **sustained economic growth, 6 free and fair elections, political stability and improving institutions** have led to significant poverty reduction in Ghana. The target to halve poverty by 2015 has been met and extreme poverty has reduced from 36% in 1991/92 to 8% in 2012/13.

Progress has however slowed in recent years. Ghana has not used the opportunity created by economic growth, high gold prices, the beginning of oil production, and increased capital inflows to build for the future and to address the barriers that stand in the way of faster development progress. Public spending has increased to unsustainable levels, with Ghana running high fiscal deficits and rapidly increasing its public debt. Most of this has been on recurrent costs, rather than capital spending such as infrastructure.

The next few years will be crucial for Ghana. It will need to take decisive action and implement a new wave of reforms to ensure that the country remains on a robust development path. It will be important that public policy and spending choices enable the private sector to thrive – to be more productive and competitive and create new jobs. This will require tackling the current macroeconomic instability. The challenge for the public sector is to be more efficient and accountable, drive up the value for money of government expenditure, and to improve the coverage and quality of public services. New oil and gas revenue coming on stream in 2015 will reduce the fiscal pressure. This will, however, put into sharper focus emerging governance challenges and it will be important for Ghana to invest these revenues well so that they lead to broad-based development to benefit all citizens and future generations.

Ghana also needs to finish the job on the Millennium Development Goals (MDGs). Over 6 million people still live below the national poverty line; 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; and the health MDGs will be missed, despite some good progress in some areas such as tackling malaria.

The Government of Ghana recognises these challenges and has set out plans to tackle them – including through the Ghana Shared Growth and Development Agenda (GSGDA 2010-13; 2014-17). 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. Donor coordination could be strengthened, but there is broad agreement on the challenges facing Ghana and what needs to be achieved for Ghana to make sustained development progress and reach a point when it no longer relies on high levels of financial aid. DFID enjoy a close working relationships with the other UK Government Departments represented at the **British High Commission**. Joint priorities include governance and security and economic development and increased prosperity.

Ghana has an important role **regionally in West Africa** and across the continent. Ghana’s 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. 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.

Vision

Overview

Ghana's future prosperity depends on continued political and macroeconomic stability. In the short- and medium term, a number of reforms at the centre of government are needed, including reform of the public sector and the public finance management system. The role of the state in respect of the economy also needs reconsidering.

Growth of the private sector to increase revenues, jobs and investment will be crucial, as will the productive use of oil revenues. Ghana's human capital can 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 enable them 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 Government's own priorities and others' views. Our programme is underpinned by two cross-cutting priorities: **girls and women**, and poverty reduction and growth in **the North**. Our programme has three strategic objectives:

- **Economic Development** - support the development of a diversified, dynamic and transformative private sector. The office will balance work at a systemic level to improve the investment climate, with stimulation of productive firms and sectors, in order to ensure that economic development is robust and inclusive.
- **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 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, including through the provision of new teaching and learning material. In **health** DFID will work to help Ghana achieve MDG 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 partners, one of our biggest markets in Africa, and a source of one of our biggest diaspora communities. This Operational Plan 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: **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 and be active in all four pillars of DFID's gender strategic vision, including: all girls and women economically empowered (including through cash transfers and new income earning opportunities); universal sexual and reproductive health rights for girls and women (including through family planning and access to safe abortion services); all girls complete primary and secondary education (including through complementary basic education and incentives for girls to complete secondary school); and all girls and women live free from violence (including through research on domestic violence). Ghana signed Girl Summit Charter and has committed to hosting a regional event in 2015 to maintain momentum.

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 the operational plan period, the office plans to reduce the level of general and sector budget support reflecting Ghana's lower middle income status and greater ability to raise domestic revenues.

Results 2011/12-2015/16

Headline results (those with a * directly attributable to DFID. In all other cases, DFID is contributing to the results)

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
Wealth creation	Number of producers accessing business services through DFID support*	0 (2011-12)	2,000 (1,000 women) (by 2013-14)	30,000 by 2015-16, of whom 7,500 are women
Health	Number of family planning users accessing family planning through DFID support*	0 (2010)	550,000 (all women) (by 2013-14)	525,000 by 2014-15
Health	Number of bednets distributed with DFID support to help prevent malaria*	0 (2010)	5.5 million (by 2013-14)	4.75 million by 2014-15
Poverty	Number of people receiving DFID-supported cash transfers*	0 (2010)	136,000 (76,000 women and girls) (in 2013-14)	100,000, of whom 60,000 are girls or women, by 2014-15
Education	Number of girls and boys supported by DFID in basic education*	0 (2010)	142,000 (68,000 girls) (peak year: 2012-13)	140,000 more, of whom 62,000 are girls, by 2014-15
Education	Number of girls receiving targeted incentives to attend secondary school*	0 (2010)	34,000 (all girls) (in 2013-14)	70,000 in 2014-15
Governance	Number of people voting in Ghana's national election, which was supported in part by DFID*	8,671,272 (2008)	11,247,000 (2012)	9,443,700 people voted in 2012 election

Headline Results

Shifts in the portfolio, including new programming for 2015-16 and onwards, will increase the share of economic development and strengthening governance. Economic development includes programmes that strengthen the business enabling environment, develop markets in northern Ghana, build support for entrepreneurs and new enterprises, provide direct investment and strengthen the agri-business sector.

Governance includes support to strengthening oil and gas institutions and accountability, public financial management, tax, anti-corruption, and citizen engagement. Opportunities to build commitment and demand for critical public sector reform will also be explored including in the basic delivery sectors.

Improving opportunities for women and girls and their treatment in society will be tackled through direct programming, including preventing and responding to violence against women and girls, improving women's economic empowerment, giving young women access to reproductive health advice and services, helping more girls to complete their secondary education, and through explicit elements within programmes such as that on increasing citizen voice and accountability.

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 have built on existing programmes 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 based 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.

Delivery and Resources

The 2014 Operational Plans include budget updates for financial years 21014/15 and 2015/16. In-country allocations have been determined based on the current context, and to reflect lessons learned and individual programme performance.

Instruments of Delivery

In DFID Ghana there are five teams: **three** programme teams (Human Development and Social Protection; Good Governance; and Growth and Northern Development); a Strategy, Results and Transparency Team and a Corporate Services team.

During the 2000's the balance of the programme shifted substantially in favour of direct support to government through financial aid instruments. The case for providing financial aid to government is regularly reviewed and is based on the need and the effectiveness of providing assistance in that form. By the final year of this plan **General Budget Support** may represent around 15 percent of DFID Ghana's portfolio. DFID Ghana participates in the Multi-Donor Budget Support mechanism, leading its Core Group in 2014-15, and remaining active in the dialogue on macroeconomic policy, public expenditure and poverty reduction. **Sector Support in health** focuses on improving delivery of health services, addressing specific critical gaps such as mental health care, and public financial management. Other financial support is provided to the Ghana Government for specific programmes, such as the national cash transfer scheme which helps the poorest people to meet their basic needs, and as expert advice such as building capacity on oil and gas. This plan will maintain our position (with the World Bank, the EU and the US) as one of Ghana's four largest donors.

The declining trajectory on Budget Support (both sectoral and general) since 2011 and the move to a more projectised approach, reflects Ghana's increased economic strength and greater ability to fund core functions through domestic revenues. The refresh continues this policy, as DFID seeks to engage in areas of comparative advantage, strengthening public financial and macro-economic management, building the foundations for robust and inclusive growth, and focusing on specific areas of unmet need among vulnerable groups. This will be particularly important in the tightening economic context, in order to help the Government respond in an agile and appropriate way to upcoming challenges, and to ensure that those most at risk are not disproportionately affected.

Other Delivery Mechanisms and Partners

The office also works through other mechanisms and partners. In health and education DFID Ghana works 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, out of school children and girls not completing secondary education. DFID also deploys investment funding, and works with project developers to attract major private investments to further development in the North, as well as using direct suppliers to work with stakeholders on Ghana's overall business competitiveness. **Civil society** will remain a key partner, with significant resources available through the multi-donor Strengthening Transparency Accountability and Responsiveness in Ghana (STAR Ghana) initiative and new support specifically to organisations working on oil and gas accountability. We will engage with investment partners including **CDC** and **UK companies** to encourage investment that will benefit the Ghanaian economy.

Multilateral Organisations

The office continues to work closely with a number of multilateral agencies including the European Union, UNICEF, African Development Bank and the World Bank, especially in areas where we co-fund programmes.

Other Country Activity

Ghana has established a High Level Prosperity Partnership (HLPP) – a cross-government initiative to strengthen economic cooperation between the UK Government and Ghana through improved government to government dialogue and joint UK Government co-ordination with business. Through the HLPP DFID in partnership with the Foreign Office (FCO) and UKTI seeks to support the private sector in increasing local jobs and livelihoods. In Ghana, DFID has established a programme to ensure that the growing oil and gas industry benefits the local economy, working with local communities, authorities and extractives companies to ensure Corporate Social Responsibility funding has a positive impact on livelihoods, value chains and skills. The UK

Government is providing technical support on security and justice, including by UK's National Crime Agency (NCA) on anti-corruption and illegal drugs.

Ghana's partnership with the G7 on extractives (UK-led) works to improve regulation, revenue and transparency of oil resources.

A number of DFID Centrally Managed Programmes are operating in Ghana, with some being funded by the bilateral programme. The main ones are in: education (e.g. Girls Education Challenge Fund), health (e.g. African Health Markets for Equity Programme, Preventing Maternal Deaths and Unwanted Pregnancies and the Support to Health Results Innovation Trust Fund), climate change (e.g. Forest Governance, Markets and Climate), and wealth creation/ private sector development (e.g. Private Infrastructure Development Group programmes).

In addition there are a number of DFID Africa Regional programmes active in Ghana. Main programmes are in wealth creation (e.g. Investment Climate Facility, West African Regional Food Markets) and in preventing maternal and neonatal deaths (e.g. Preventing Maternal Deaths from Unwanted Pregnancy, and Evidence for Action to Reduce Maternal and Neonatal Mortality in Africa).

Maximising the Impact of Our People

Maximising the impact of our staff in Ghana requires us to ensure that our staff remain fully up to speed with the changing context in the country, and are able to respond flexibly and quickly to the opportunities and challenges this brings. We do this by routinely sharing analysis, knowledge and lessons from across our portfolio, and by working closely with other parts of HMG, and others.

We are investing in staff development to ensure that programme management, in particular, is robust and challenging when necessary and that staff have the skills and knowledge required to identify and respond effectively when programmes do not meet expectations.

Planned Programme Spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £'000
Climate change	316		319		129				
Education	34,869		17,725		37,370		15,577		
Global Partnerships	452		763		434		564		0
Governance and Security	390		17,958		7,058		3,751		
Poverty, Hunger and Vulnerability	1,008		1,039		9,905		7,008		
Wealth Creation	5,474		6,887		9,556		8,009		
Health	27,875		3,562		26,392		20,486		
TOTAL	78,385		48,253		90,845		55,395		64.999

*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

10 Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	884	1,153	1,563	1,805	
Frontline Delivery Costs – Non Pay	659	353	509	695	
Administrative costs - Pay	193	143	160	164	
Administrative costs – Non Pay	159	89	82	76	
Total	1,895	1,738	2,315	2,740	2,630

*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

Reduced operating costs on the administrative side reflect office restructuring, office relocation and other changes (including how security costs are charged)). A combination of inflation and changes in grading for posts (following restructuring) led to increases in administrative pay costs in 2013/14 and are likely to continue. 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 more staff-time intensive. Five staff who were previously charged to programmes were charged to frontline budgets at the end of 2012, in line with central guidance, leading to an increase in frontline staff numbers and costs from 2013/14. Frontline non-pay costs are increasing as housing-related costs go up. Inflation in Ghana has hovered around 9% between late-2009 and 2013, but has increased significantly in 2014, and is currently officially around 15%. Increases in staff numbers and inflation have been offset by the rapid depreciation of the local currency against the pound, resulting in anticipated operating cost reductions in 2015/16.

Consultancy and travel costs have significantly reduced since 2010/11. Savings have been made in **estates and property** as DFID Ghana's housing portfolio changed, with the move of the office to the British High Commission, and localising a number of posts.

We will continue to strive to reduce operating costs and provide efficiency savings through: increasing use of the local market in Ghana for delivering elements of our programmes; reducing the use of external consultants for programme activities such as project monitoring and increasing use of our own and other DFID staff; exploring the use of more joint or reciprocal work with other donors in Ghana; continuing to localise posts and, over time, moving local staff into more senior, advisory roles; and focussing learning and development on financial awareness and commercial capability, and for programme staff on delivering programmes requiring strong influencing and seeking institutional change.

Delivering Value for Money

Maximising the impact of every pound that we spend in DFID-Ghana on poor people's lives.

Opportunities

A stronger focus on Value for Money (VfM) has been incorporated in new programmes designed in this period. Project reviews also give greater attention to considering whether VfM is being achieved. Good progress is being made on reducing costs but more work is required to embed efficiency and effectiveness elements of VfM. The challenge is 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 also represents a particular challenge, for instance budget support that cannot be easily attributed to specific inputs. DFID Ghana seeks 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 has increased capacity on procurement to secure improved value for money in all contracting arrangements. We are making greater use of advisers for monitoring (especially through bringing in a results and evaluation adviser) and programme development, rather than use consultants.

Actions and Achievements

- DFID-Ghana VfM Strategy developed and being implemented.
- Comprehensive and tailored in-house VfM training delivered to all staff, with ongoing follow-up training during the four-year period.
- VfM scrutiny undertaken of all Business Case proposals, led by Economic advisers.
- Strong focus on evaluation of VfM to be rigorously applied to the Millennium Village project in northern Ghana.
- Draw on emerging best practice in programme design. For instance, the STAR-Ghana programme is making efforts to mainstream value for money, developing an 'economy, efficiency and effectiveness' model to drive future delivery. We are using this with colleagues in Ghana and beyond to enable improved assessment of value for money.
- 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 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, including strengthening Terms of Reference and making these more output-based, challenging sole sourcing and diversifying the supplier base.
- Develop key indicators for measuring contractual savings and benefits across both programme and administrative budgets.
- 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.

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 household surveys, 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 are working 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 was published in 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); as well as an independent theory-based evaluation of the Market Development in Northern Ghana programme. The centre is also undertaking an independent evaluation of the Northern Ghana Catalytic Fund as part of a broader evaluation of the family of projects run by AgDevCo. In taking forward our plan we will focus on priority, novel or contentious areas, and will seek to have a particular emphasis on gender where appropriate. Future evaluations are planned on oil and gas; and operational research in reproductive health of adolescents and provision of complementary basic education to out of school children.

Building Capacity of Partners

DFID Ghana has supported the government of Ghana's statistical reform process. The office had seconded a statistical adviser to the World Bank, to work 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 to build their capacity for investment appraisal and monitoring of new public investment, including public private partnerships.

Transparency

Transparency is one of the top priorities for the UK Government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee

DFID Ghana will support DFID's transparency commitments by

- Ensuring information is accurate, of high quality, and in plain English.
- Ensuring that all project documentation is published on the Development Tracker (<http://devtracker.dfid.gov.uk/countries/GH/>) and by employing good information management practices within the office so that programme information can be easily understood by members of the public accessing the development tracker.
- 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.

DFID Ghana will 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.

Annex A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
3	Context section updated	The macroeconomic situation is changing rapidly and the situation in Ghana now is very different to what it was at the beginning of the OP period, and indeed from the last refresh. We have updated the text to reflect current realities and challenges.
4	Vision section updated	As per the revisions to the context section - updated to reflect current realities but also changes in the specifics of our programme since the start of the OP period.
5	Results – indicator ‘Number of producers accessing business services’ target reduced from 50,000 to 30,000 and end year for achieving target changed from 2014-15 to 2015-16	This OP target was based on the expected delivery of one programme that was yet to be designed, under the assumption that this would be approved early in the OP period. However, a longer than expected development process has meant the programme only started in 2013. This and a complementary programme to provide access to finance and business services are now delivering well. However, the number of producers accessing services remains difficult to forecast, due to the nature of the programmes. Given our current estimation of what we can achieve by 2016, we propose revising the target to 30,000 and to include this revision in the OP refresh.
6	Headline results	Section added on headline results for period 2015-16 in response to OP guidance.
7	Delivery and Resources section updated and information provided for all sub-headings	Updated so text accurately reflects where we are in the OP period, i.e. what we have done or are doing rather than what we intended to do. Revised in line with section sub-headings with new information provided on SRO etc as per OP guidance.
9	Planned Operating Costs text updated	Efficiencies and savings updated to ensure text accurately reflects where we are in the OP period, i.e. what we have done or are doing rather than what we intended to do.
15	Annex B – added new SRP action ‘support measures aimed at reducing deaths of women in pregnancy and childbirth, saving up to 50,000 lives’	New SRP action. DFID Ghana has an Adolescent Reproductive Health programme and is supporting DFID central programme Preventing Maternal Deaths through Unwanted Pregnancy (PMDUP).

Annex B: Human Rights Assessment

DFID recognises that the realisation of all human rights underpins sustainable development. Through its development programmes, DFID 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.

Economic and social rights

Ghana is among Africa's best human rights performers and ranked as one the most stable countries in Africa, although occasional local violence occurs. The 2014 Mo Ibrahim Index on safety and rule of law ranks Ghana as 6th in Africa. Ghana has achieved MDG1 to halve poverty (headcount poverty 24% in 2012/13), progress on other MDGs is mixed and most will not be met by 2015. Ghana continues to make marginal progress on the Human Development Index (from 0.53 in 2009 to 0.57 in 2013) and is ranked 138 out of 187 countries. The most important human rights problems include trafficking in persons; exploitative child labour, including forced child labour; and harsh and life-threatening prison conditions.

Non-discrimination

The constitution prohibits discrimination on the basis of race, gender, disability, language, or social status. Enforcement is generally inadequate. Inequality is increasing and regional inequality remains a key challenge. Poverty is highest and access to basic services generally lowest in the North. Ghana is ranked 123 out of 152 countries on the UNDP's Gender Inequality Index (2013), with small improvements in overall score (from 0.585 in 2005 to 0.549 in 2013). Women are politically underrepresented and comprise only 10% in the National Assembly. Nearly two in five women have experienced domestic violence. Female Genital Mutilation (FGM) continues despite being illegal, with higher incidence on the North. Approximately 10% of Ghana's citizens are persons with disability. Their rights are guaranteed by Ghana's constitution, international conventions and the 2006 Persons with Disability Act, though few are able to secure protection against discrimination. Government has stated its commitment to provide education for excluded children including those with severe and profound disabilities. Human Rights Watch (October 2012) documented severe violations for mental health patients. While there is no legislation in Ghana specifically outlawing homosexuality, in practice there is discrimination.

Civil and Political Rights

Freedom House 2014 rated Ghana as "free" on both political and civil rights. The Constitution is regarded as progressive. Media are free but with little investigative journalism and some self-censorship. The death penalty remains in place, but has not been enacted in last 20 years. Prison conditions are poor and structural weaknesses in the justice system result in long remand times. 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. There have been some efforts to improve Ghana's approach and practices in last two years, as confirmed by the 2012 Universal Periodic Review.

Direction of Travel

Social and economic rights: Ghana's non-oil growth has stagnated. Earlier growth did not lead to a significant improvement in social and economic rights.

Non-discrimination: The Convention for Elimination of Domestic Violence Against Women has been ratified and there is an Act on domestic violence. Enforcement remains a challenge. Progress on gender discrimination and improvements in delivery of basic services has been slow or stalling. Social norms are changing, especially among the youth and the urban middle class, but discrimination against certain minorities is increasing.

Civil and political rights: A Freedom of Information Bill is before Parliament (but has been for years). Social media has developed rapidly and plays an increasingly important role for the urban middle class.

UK Approach and Focus

DFID is leading an innovative multi-donor civil society programme that funds work on rights and discrimination issues, such as inclusion, disability, domestic violence, gender and prisoners' rights. FCO and Home Office are working on judicial reform and prison administration. Our programmes support basic services in health and education, including provision of mental health services, helping out of school children get a basic education and girls to complete secondary school. We are designing a new programme on Preventing Violence Against Women and Girls.

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