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# Exploring Ghana's Strategies for Stability:Lessons for Postwar Reconstruction

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Abstract

Exploring Ghana's Strategies for Stability: Lessons for Postwar Reconstruction in Liberia

by

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Dissertation Submitted in Partial Fulfillment

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Abstract

Between 1990 and 2005, the state of affairs in parts of Sub-Saharan Africa, including

Liberia, remained fragile due to continuous civil unrest and war. Although peace

initiatives were initiated, progress toward peace has remained minimal. Ghana, one of the

nations in Sub-Saharan Africa, has continued to demonstrate significant stability and

progress in the midst of civil and political conflicts in the sub-region. Currently, little

research exists on how Ghanaians managed to remain stable, while countries in the sub-

region continued to experience civil unrests and wars. Using Eisenstadt's theory of

sociological modernization as the theoretical foundation, the purpose of this holistic case

study sought to understand factors that have driven stability in Ghana. Data were

collected from multiple sources including 15 research participants of diverse professions

and perspectives, numerous pertinent documents, and field notes. All data were

inductively coded and then subjected to a thematic analysis procedure. Social change

lessons extracted from the study linked to core findings include (a) Ghanaians

demonstrate an understanding of the importance of both African and Western cultural

experiences and integrating the experiences from both cultural sectors for national

harmony, and (b) Ghanaians are pursuing a national development agenda through

economic reforms, participatory democracy, and some level of equal distribution of the

national wealth. The effectiveness of Ghana's national development agenda is

demonstrated by capacity building and the strengthening of social service programs not

just in the urban sector, but also in the rural sector of Ghanaian society. These two core

social change lessons could remain useful for countries in Sub-Saharan Africa.

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Dedication

I thank my beloved wife, Diana Mwate McCluney Adekoya, for her unconditional love, support, and encouragement. Special thanks to my children and siblings for their love. Above all, this dissertation is in loving memory of my late father, Thomas Adekoya, Sr., Uncle James Wreh Dargbe and the late Sister Rose Gabriel for the immense support they provided me.

Acknowledgments

Primarily, I would like to thank the Lord for his guidance and strength throughout my academic journey. There were times that I doubted the achieving of this dream. My sincere thanks go to my mother, Annie Dargbe Gbonyonoh Saytonneh, her late husband, David Dargbe Saytonneh, and my late uncle, James Wreh Dargbe. They were influential and supportive in raising and educating me. As a child, I was unaware that my mother was unlettered. Nevertheless, she was steadfast in raising five children following the premature death of our father, Thomas Adekoya, Sr., a Nigerian immigrant to Liberia. My mother always knew that obtaining a first class education was critical; she did not waver from that focus. As a market woman, which is the nomenclature for small-scaled businesspersons in Africa, Mother worked assiduously to ensure that her children attained the best education from the Catholic School System in the Republic of Liberia, West Africa. Today, that foundation Mother and Uncle Wreh Dargbe provided me paved the way for my future. For that, I am eternally grateful. On this academic journey, I was very fortunate to have met people who in diverse ways were extremely helpful. These people included my faculty and other academic staff. Specifically, I want to thank my dissertation committee comprising of Dr. Paul Rutledge, Dr. Raj Singh, Dr. Tanya Settles, and the Walden University faculty and staff for their academic and scholarly stewardship. Finally, I also thank all my interviewees and my editor. They worked with me and helped me keep hope alive.

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Chapter 1: Introduction to the Study

**Background of the Study**

Between 1990 and 2005, a civil war occurred in Liberia between the Republic of Liberia, led by President Samuel Doe, and the National Patriotic Front of Liberia, led by Charles Taylor (Dunn, 2013). The war lasted over 15 years, and researchers have noted it as one of the most immense and bloody civil wars to have occurred in the latter part of the 20th century in West Africa (Ellis, 1999; Gifford, 2002). This civil war claimed over 250,000 lives, displaced over half a million people, and created an enormous refugee crisis in Sub-Saharan Africa, which encompasses West Africa (United Nations [UN], 2005). In Sub-Saharan Africa, the frequent wars and civil unrests of the late 1980s through 2005 have signaled the need for a critical look that explores possible strategies for stability in the region.

The fact that democracy constitutes political freedom and provides opportunities for empowering most people around the world remains a utopian concept in some countries in Africa (Assenson & Alex-Assenson, 2001). In most cases, Africans remain engaged in an intense, continuous struggle for socioeconomic and sociopolitical survival (U.N., 2005). Most citizens living in many African countries often find their rights violated by their leaders (Ukeje, 2008). Democratic values remain measured by the presence of unalienable rights to life, liberty, and the pursuit of happiness; however, that reality remains nearly non-existent in many African countries. A few researchers (e.g., African Bank, 2008; U.N., 2005; United States Agency for International Development [USAID], 2015) have shown that most of the sociopolitical and socioeconomic problems

in places, such as Sub-Saharan Africa, remain linked to poor governance, which includes widespread unemployment, little or no support for education and health, manipulation of voters, and massive electoral fraud. Such problems have included critical threats to peace; at times, these problems have exacerbated conflicts in Sub-Saharan Africa.

In 1989, such problems compelled the people to participate in a civil war in Liberia (Ellis, 1999; Gifford, 2002; Sawyer, 1992). The war systematically spilled over into Sierra Leone and lasted for many years in Liberia (Ukeje, 2008). Furthermore, political conflicts on the Ivory Coast between the North and South of that country led another Sub-Saharan war (Assenson & Alex-Assenson, 2001). A military coup in Guinea likewise exacerbated tensions in the West African region. Based on these widespread conflicts, Maathai's (2009) observation remains germane: "When conflicts arise in Africa, they are almost exclusively over governance, corruption, poverty, and a perception that national resources are not distributed equitably" (p. 185). Indeed, in most cases, nations in Africa tend to resort to civil conflicts because national resources remain unequally distributed to their citizens. In light of these continuous crises and the need to offer possible solutions for stability, especially in a post-conflict country such as Liberia, I studied how Ghana, in spite of political conflicts in the same Sub-Saharan region, maintained stability. The social change influence, as demonstrated by Ghana, was worth exploring to glean lessons that include an improved sociopolitical and socioeconomic framework for other African nations. Consequently, I pursued a qualitative, holistic case study to find ways to promote good governance and conflict management strategies, and

develop capacity building in post-conflict Liberia and perhaps the rest of Sub-Saharan Africa.

The remaining sections of Chapter 1 include the problem statement, purpose of the study, research questions, theoretical and conceptual frameworks of the study, nature of the study, definition of the terms, assumptions, limitations, scope, and delimitation, and significance of the study.

## Problem Statement

Countries in Sub-Saharan Africa largely for instability and continuous conflicts, with rarely any evidence of concrete solutions for lasting stability (Ayittey, 1992). These conflicts often lead to enormous death and destruction, including billions of dollars in costs deriving from negative economic influences. The resulting refugee crises and other social challenges often influence the economic life of countries in the region. Without identifying and implementing clear and effective strategies to reduce conflicts, these conflicts and associated crises will continue to impede progress on the entire continent (U.N. Economic Commission for Africa, 2012). Thus, growth and development in the African region will remain jeopardized.

Consequently, studies, like mine, of efforts initiated by the government in Ghana, are highly needed to demonstrate how sound policy and governance are linked to political stability and economic growth. Certainly, in the midst of dismal political and economic performances in the sub-region, Ghana's government has managed to employ strategies that could provide lessons for sociopolitical and socioeconomic problems in many other African countries (Chazan, 1989; Throup, 2011; Ukeje, 2008). Although Ghana became a

model for political stability and social development, few studies exist on the West African country's strategies for political stability, and there remains a limited scholarly understanding of how the country achieved such progress. Some researchers (Chazan, 1989; Peet & Hartwick, 1999; Siegle, 2012) tried to understand and explain Ghana's stability and success; however, analyzing the country's strategies through a Western perspective, these researchers demonstrated a lack of the cultural, historical, and political sensitivity. Therefore, an African lens like the one I am using for this study is needed to investigate and document Ghana's good governance approaches, and to demonstrate lessons for the benefit of Ghana's war-affected neighbors, especially Liberia.

Good governance stays at the center of democratic principles and values (Ocheni & Nwankwo, 2012). However, good governance has remained a missing link in Sub-Saharan Africa, thereby leaving most countries in Sub-Saharan Africa, such as Liberia, unstable. Good governance discourages corrupt practices, encourages equitable distribution of national resources, and promotes political fair play. Thus, good governance promotes growth and progress. However, as researchers have showed, most of Sub-Saharan Africa has not benefited from good governance. Ocheni and Nwankwo (2012) observed, "The history of Africa in the 20th century was fraught with reports of conflicts, domination, exploitation, dehumanization, etc., none of which is an index of development, not to talk of sustainable growth and development" (p. 3). These situations destroy functional government and sociopolitical engagement. Such situations lead to the flight of inhabitants, thereby creating widespread refugee crises and threatening security within Sub-Saharan Africa (African Bank, 2008). The African Bank researchers' (2008)

observation of dysfunctional governance and human flight is consistent with what occurred in Liberia, Sierra Leone, Ivory Coast, and Guinea between 1990 and 2005. For example, a civil war in Liberia eventually led to another war in Sierra Leone, followed by another war on the Ivory Coast, and political instability in Guinea (Atuobi, 2011). The conditions, permeating the western part of Sub-Saharan Africa, have created the need to understand the causes of instability in the sub-region. Such understanding could lead to erecting the structures necessary to promote good governance, education, health care, and a well-trained workforce. Additionally, that understanding of productive strategies could sustain greater national and regional development, such as that demonstrated in Ghana (Rupp, 2013).

Doubtless, Ghana's government offers some glimmer of hope in the sub-region. Indeed, even in the face of the fragile social and political state of the governments of West Africa, Ghana seems to maintain a strong socioeconomic and sociopolitical resiliency (Collier, 2007). Boafo-Arthur (2008) argued that "since 1992, when [Ghana] embarked on a period of democratic transition and consolidation, [this West African country] has made major progress" (p. 2). Besides the path of stability which Ghana's government followed, I could not easily find other examples of resiliency in Sub-Saharan Africa as I conducted research. Thus, the government's stability in Ghana has raised researchers' interest in how the personality of individual Ghanaian leaders, the structure of governance in the country, and sociocultural dynamics of Ghanaians have contributed to the stability witnessed in the West African nation (Ukeje, 2008). A post-conflict country such as Liberia could replicate lessons learned from Ghana, especially during the

country's period of reconstruction. Findings generated from this study may contribute to literature on peace, stability, and development in Sub-Saharan Africa, and perhaps the rest of Africa.

## Purpose of the Study

The purpose of this qualitative, holistic case study was to offer a better understanding of the Ghana government's demonstrated strategies for stability between 1990 and 2005, while many Sub-Saharan African countries, particularly in West Africa, remain ravaged by civil unrest and wars. Qualitative research design remains important because it often includes opportunities for researchers to explore in-depth people's behaviors, viewpoints, and beliefs concerning certain problems or situations (Singleton & Straits, 2005; Yin, 2005). Thus, I used a qualitative, holistic case study to explore perceptions of research participants on the approaches that Ghana's government implemented to establish political stability. Understanding such approaches could compel leaders in other Sub-Saharan African countries to constructing strategies for future growth and development. My quest to understand some of the key challenges facing Sub-Saharan Africa (e.g., fiscal mismanagement, economic disparities, election violence, poor leadership, and low support for education and health), provided me a clear view of pertinent conflicts in Sub-Saharan Africa. Findings from this qualitative, holistic study might contribute to the literature on sociopolitical and socioeconomic stability in Sub-Saharan Africa, and eventually benefit Liberia and other parts of the region.

**Research Questions**

Qualitative research questions include a design to enable researchers to explore people's behaviors, viewpoints, and beliefs in-depth regarding certain problems or situations (Singleton & Straits, 2005; Yin, 2005). I selected this study design to explore research participants' perceptions of ways to ameliorate civil unrests and wars in Sub-Saharan Africa; thereby, I hoped to improve the socioeconomic and sociopolitical conditions of life in the sub-region by providing more knowledge on the subject. As Uwe (2009) argued, "It is important that you develop a clear idea of your research questions but remain open to new and perhaps surprising results" (p. 98). Consistent with Uwe (2009), I posed one core question, followed by several sub-questions, in this study. The key question, which guided the study, was: What strategies did the Ghanaian Government implement to maintain stability between 1990 and 2005, while some countries in parts of Sub-Saharan Africa experienced civil unrests and wars? I expanded this question by using the following sub-questions:

*SQ*1. How has the Ghanaian civil society resolved internal disputes that have the potential to cause civil unrests?

*SQ*2. What roles do local leaders play in promoting peaceful relationships among localities?

*SQ*3. Compared to other countries such as Liberia, Sierra Leone, or the Ivory Coast, which have experienced tremendous civil unrests, what factors make social engagement possible in Ghana?

*SQ*4. How has the Ghanaian government worked with the private sector to promote the required growth and sustainable development that is very important to stability?

*SQ*5. What plans has the Ghanaian government implemented to develop human capital in the areas of education, health, agriculture, and other human service industries, thereby guaranteeing employment that is critical to stability?

## Theoretical and Conceptual Frameworks of the Study

I derived the theoretical framework of this study from Eisenstadt's (1973) theory of sociological modernization. Eisenstadt's (1973) theory of sociological modernization include what impedes advancement, and what conditions and mechanisms impede traditional societies from easily transitioning to more modernized, industrialized societies. Mainly, adopting Eisenstadt's (1973) sociological modernization theory has helped to reshape nations and keep them stable. The prevailing complexities of transforming traditional societies into modern societies require a paradigm shift of the political will, and the political governance to implement the right public policies.

The Ghanaian government's efforts at stability remain suggestive of the theoretical considerations of Eisenstadt (1973). His theory has facilitated an important understanding of modernization, stability, and how such approaches contribute immensely to reshaping national policy agendas for national development and stability. Specifically, the sociological modernization theory includes a call for specialization in economic productivity, market growth, mobility across cities and rural villages, the

spread of democracy, inclusion across cultural groups, strong and more flexible media, and the manifestation of change in attitudes for national development.

Hoselitz (1960) postulated that sociological modernization included encouragement for economic activities, growth, and fortified cohesion for a more stable society. Eisenstadt's (1973) theory provides a framework to understand how humans evolved to adapt to the development of new structures and abilities to cope with new problems. In substance, looking through Eisenstadt's (1973) theoretical lens, a researcher may understand the importance of working towards the creation of a more purposeful, goal-oriented society.

In addition to Eisenstadt's (1973) theory of social modernization, I drew on Boafo-Arthur's (2008) explanation of the phenomenon of political stability in Ghana, despite continuous conflicts in most countries in Sub-Saharan Africa. After studying successful strategies implemented in Ghana, Boafo-Arthur (2008) found that Ghana's success remained largely attributed to a combination of three factors:

1. Ghanaians demonstrate a strong adherence to the rule of law;

2. Ghanaians uphold a great sense of integrity for their legal system, which includes a legacy from the struggle for independence from British rule; and

3. Ghanaians make an effort to initiate and maintain a highly effective electoral system that included credible and legitimate electoral outcomes in elections of 1996, 2000, and 2004.

The 1992 Ghanaian elections demonstrated Ghanaian electoral maturity at the time (Boafo-Arthur, 2008). These 1992 elections also demonstrated that the leadership of

the nation had moved towards a more stable, democratic form of governance after a one-party system, which President Jerry John Rawlings led for over 20 years after entering Ghanaian politics as a military leader (Assenson & Alex-Assenson, 2001). These militarized individuals ignored civil society and played a key role in destabilizing some countries in the Sub-Saharan region (Ebo, 2008).

Referencing the role of the military remains necessary at the onset because the contextual structure of militarism constrained progress in Ghana. Researchers (Assenson & Alex-Assenson, 2001; Boafo-Arthur, 2008; Ebo, 2008) have well documented that in Ghana and other parts of Africa, continuous trading of places has occurred between civil and military leaderships. The military leadership often assumed control of government with the intention to serve as the force for productive change (Ebo, 2008). Ebo (2008) stated, "Apart from the domestic environment, the factors that sustained military rule in Africa related to the strategic imperatives of the Cold War" (p. 7). In a sense, the Cold War transformed Africa in destructive ways by undermining the people of the continent's perennial efforts toward self-determination (Ebo, 2008). Understanding the theoretical and conceptual frameworks was critical to my exploration of some of the challenges and benefits of the socioeconomic and sociopolitical strategies implemented in Ghana. Eventually, such theoretical and conceptual frameworks could be useful for postwar reconstruction in Liberia.

## Nature of the Study

I used a qualitative, holistic case study to understand how Ghana remained stable between 1990 and 2005, while other countries in Sub-Saharan Africa remained prone to

civil unrests and wars. A qualitative research design remained important because it often includes opportunities for researchers to explore in-depth people's behaviors, viewpoints, and beliefs, regarding certain problems or situations (Singleton & Straits, 2005; Yin, 2005). In this study, the key socioeconomic and sociopolitical policies that drove Ghana to weather conflicts in Sub-Saharan Africa remained pertinent. Despite the immense diversity of Ghanaian citizens, they have sustained keen interest in free society, participatory democracy, gender equality, rights, and opportunities for all (Manuh, 2005). Similar to most African nations, Ghana's people had experienced their share of political strife, tribal disputes on lands, chieftaincy, and conflicts with neighboring countries. Nonetheless, the country emerged as a nation focused on maintaining stability (Agyeman-Duah, 1990). Equally, the elections of 2012 in Ghana posed a threat to the nation's social fabric; however, the Ghanaians did not descend into political violence, as often demonstrated in neighboring African countries (Gurien, 2012).

The lack of good governance, poor civic engagement, political disagreements, rigged elections, and lack of social programs to lift people out of poverty has driven the perceptions about political uncertainty within Sub-Saharan Africa (U.N., 2010a). Most of these contributing factors have adversely influenced stability in many parts of Africa (Ukeje, 2008). In the case of Liberia's government, which experienced a civil war for over 15 years, the strategies employed by Ghana to remain stable, particularly between 1990 and 2005, may help prove beneficial to the Liberian government's postwar reconstruction initiatives. Hence, I designed this qualitative, holistic case study to help

fill the gap in literature on how countries in Sub-Saharan Africa may avert conflicts by promoting good governance.

## Definition of the Terms

*Accountability.* The ability for governments or institutions to remain responsive to citizens by encouraging participation and allowing citizens to hold public officials, responsible for actions carried out, while holding public offices (World Bank, 2011a).

*Africa's dynamic security environment.* This consists of great diversity – from conventional challenges, such as insurgencies, resource, and identity conflicts, and post-conflict stabilization, to growing threats from piracy, trafficking of narcotics, violent extremism, and organized crime developing in Africa's urban slums, among others (Africa Center for Strategic Studies, 2013).

*Capacity.* Leadership's ability to implement their core programs efficiently and effectively (World Bank, 2011a).

*Capacity building.* An ongoing process through which individuals, groups, organizations, and societies enhance their ability to identify and meet development challenges. One may partially accomplish this by providing resources and training, and it remains effectively completed through varied partnerships (Catholic Relief Report, 2013).

*Confidence building.* A process that includes diverse coalitions with individuals collaborating and working in the context of reducing tension and erecting in-place, conclusive outcomes (World Bank, 2011b).

*Conflict situation*. This includes focus on the lack of sound socioeconomic and sociopolitical judgment, which includes the creation of instability within countries (Basu, Calamitsis, & Ghura, 2000).

*Economic development.* Strategies designed to shape access to resources, land, jobs, and opportunities, which remain valued not just by elites, who distribute these resources for political advantage, but also by the elites' constituents, who desire improved standards of living. However, when one distributes those resources along astrictive identity lines, one's economic opportunities include developing a perception of the function of the social community to which one belongs (Basu et al., 2000).

*Extractive political institutions.* Centralized institutions in the hands of powerful elites. They place constraints on how one may mobilize power and limit economic growth to the general population (Acemoglu & Robinson, 2012).

*Good governance.* An individual's respect for the rule of law and individual human rights. The concept includes encouragement for participation in constructive political processes, access to information, and empowerment of citizens (UN, 2010b).

*Inclusive economic institution.* An economy that includes providing people with the opportunity to achieve the skill and potential for economic growth, encouragement for technological development, and strong support for education (Acemoglu & Robinson, 2012).

*Millennium Development Goals*. Goals implemented by the U.S. and the U.N. (2010b) that include ensuring that most developing nations' leaders develop strong,

legitimate institutions, good governance, ensure citizen security, justice, jobs, and removed violence and conflict situations for sustainable progress (World Bank, 2011b).

*Regional stability*. As argued by Langer (2008), this requires an understanding of the similarity between inequalities and the causes of violent conflicts in emerging countries. This means that analysis remains necessary to draw references from countries in the region where leadership may make marginal, economic, political, and social progress to sustain peace.

*Sub-Saharan Africa*. The region of the continent that consists of 49 countries and remains more than three times the size of the U.S. (Venture Africa, 2013).

*Sustainability development.* The development theory that includes fulfillment of the requirements of development goals and strategies to benefit future generations (UN, 2011).

*Transparency.* Leadership's ability to function with absolute openness of all their dealings and encourage third party reviews of developmental activities within their institutions (Langer, 2008).

<p align="center">**Assumptions, Scope, Delimitation, and Limitations**</p>

**Assumptions**

Without assumptions, a researcher cannot demonstrate the importance of a study (Corbin & Strauss, 2007). Consequently, I conducted this study with a few assumptions. First, whereas the absence of good governance leads to numerous conflicts in most of Sub-Saharan Africa, I assumed that Ghana's government continues to demonstrate strategies for stability, which may serve as a model for post-conflict countries such as

Liberia. Second, I assumed that the qualitative, holistic case study method would provide

me an in-depth understanding of how Ghana's government managed to maintain stability

in Sub-Saharan Africa in the midst of conflicts, especially between 1990 and 2005. Third,

I assumed that I would find no less than 15 participants ready to answer all research

questions with integrity, to facilitate my understanding of how Ghana's leadership

navigated its way through conflicts between 1990 and 2005. Fourth, I assumed that I

would find ample documents to contribute sufficient data to explain how Ghana's

government managed to function as a model of stability in Sub-Saharan Africa.

**Scope and Delimitations**

Studies are defined by their scope or perimeters (Merriam, 2009; Patton, 2002).

This means that a researcher must define matters, including the purpose, problem, and

research questions of each study. Accordingly, the purpose of this study included

understanding strategies used by Ghana's leadership between 1990 and 2005 to maintain

stability in Sub-Saharan Africa while many countries in the sub-region remained engaged

in civil unrests and wars. For the study, I took particular interest in Ghana's political

leaders, the structure of governance in the country, and Ghana's sociocultural dynamics,

as contributing factors to stability in the West African nation (Ukeje, 2008). I studied the

problem of how to determine ways to ameliorate constant civil unrests and wars in Sub-

Saharan Africa, which have led to the destruction of lives and property, the loss of

billions of dollars, and enormous refugee crises, and how to promote growth and

development in the African region. Determining effective ways to manage conflict could

also help post-conflict countries, such as Liberia, work through their reconstruction

initiatives. Given the exploratory nature of my research, a qualitative, holistic case study

appeared appropriate. I did not use phenomenological research because I did not intend

this study to include an understanding of lived experiences. Instead, I sought to

understand perceptions about processes of actions implemented to bring about

sociopolitical and socioeconomic change in Ghana. I determined that this goal could best

be met by using a qualitative, holistic case study.

**Limitations**

Limitations existed, which most researchers encounter in a study (Patton, 2002). I

encountered three key limitations. The first included accessibility. Given my use of the

snowballing technique to recruit research participants, it was difficult for me to access a

rather large sample. In qualitative research, sample size may not factor much because it

remains one sample derived from multiple sources of data. However, the size does help to

enhance the validity and reliability of the research findings (Merriam, 2009). Having used

15 participants for the study, I hoped that future replication of the study may implicitly

enrich multiple perspectives on how Ghana's leadership managed to remain stable

between 1990 and 2005, and enrich lessons from the country's strategies. Replication

may improve on the validity and reliability of the findings of my study.

A second limitation included handling possible research biases. To compensate

for bias, I used member checking, peer review, and a panel of experts whose comments

helped to add to the validity and reliability of the findings. A third limitation also

included the use of emails and audio-recorded, telephone interviews (Shuy, 2002). These

methods of interviewing were necessitated by my job-related constraints as a contractor

with the U.S. Joint Chief of Staff. Had I traveled, particularly outside of the U.S., I would have had the opportunity for face-to-face interviews. Additionally, I would have gathered more documents about Ghana in the country itself. Clearly, the absence of these limitations would have positively influenced the overall findings of the study.

## Significance of the Study

Ghana remained stable between 1990 and 2005, which was a tumultuous period of civil unrests and wars elsewhere in Sub-Saharan Africa. For this study, I asked: What strategies did Ghana employ to remain stable? Understanding such strategies could help post-conflict countries, such as Liberia, transition skillfully from war to peace, growth, and sustainable development. In this study, I used multiple sources including documents and interviews via emails and audio-recorded telephone. Furthermore, I used field notes to record the iterative process involved in gathering data about factors that contributed to Ghana's stability.

The study contributes to a scholarly understanding of how Ghana's government achieved stability between 1990 and 2005 while elsewhere in Sub-Saharan Africa civil unrests and wars remain widespread. The findings may help Liberia and many other countries in the sub-region strive for stability, growth, and development. Additionally, the study contributes to literature on peace-building initiatives not only in Sub-Saharan Africa, but also throughout the African continent.

## Summary

Despite civil unrests and wars in Sub-Saharan Africa, between 1990 and 2005, Ghana's government maintained an important quality of stability. This stability has made

the country a beacon of hope in the sub-region. A need existed to understand the

strategies that made this type of progress possible in Ghana. As a researcher, I sought to

understand the policy strategies, which the country's leadership implemented. Findings

from this study may include a positive influence on reconstruction efforts implemented

by Liberia's government.

In Chapter 2, I offer a critical review of available literature, explaining Ghana's

efforts to attain the height of democratic transformation at which the country may provide

lessons for other countries in Sub-Saharan Africa. Incorporating clear themes into the

discussion, I demonstrate how Ghana's government navigated challenges that could have

resulted in some of the civil unrest and wars, which characterized the rest of Sub-Saharan

Africa between 1990 and 2005.

Chapter 2: Literature Review

## Introduction

The goal of this literature review chapter includes analyzing and synthesizing current literature on the Ghana government's ability to remain stable in Sub-Saharan Africa amid civil unrests and wars, particularly between 1990 and 2005. Speaking to the importance of literature review in a study, Randolph (2009) indicated, "Conducting a literature review is a means of demonstrating an author's knowledge about a particular field of study, including vocabulary, theories, key variables and phenomena, and its methods and history" (p. 10). Consistent with this explanation, it was necessary that I explore research that explained matters related to sociological modernization, the processes of the Ghana government's success towards stability and economic growth, and how other African countries, particularly post-conflict nations such as Liberia, could derive useful lessons from the Ghana government's strategic efforts at achieving stability and progress.

My literature review included an exploration the Ghana government's handling of sociopolitical and socioeconomic conflicts, relationships between ordinary citizens and local leaders, social engagement, and the strengthening of workforce development, all of which positively influenced the nation's stability and progress. Between 1990 and 2005, individuals in this part of Sub-Saharan Africa experienced continuous civil unrest and wars. This situation included Liberia, Sierra Leone, Ivory Coast, and Guinea; however, the Ghanaian government remained stable. Available literature on sustainable

development practices by the Ghanaian government highlight this matter, which may remain useful for Liberia and other African countries in post-conflict situations.

This chapter includes three critical sections. The first section includes the overview of conflicts in Sub-Saharan Africa and the causes of instability in the sub-region. The second section includes strategies for development as envisioned and implemented in Ghana through the leadership of Dr. Kwame Nkrumah (2006), the first president after Ghana's independence from British colonial rule (Ukeje, 2008). The final section includes a focus on capacity building strategies implemented in Ghana.

## Literature Search Strategy

I obtained documents for this literature review over the period of my doctoral journey. These documents included multiple sources, extracted from local libraries in Maryland, Virginia, and the Walden University library databases. These sources led me to formulate key themes for discussion in the current chapter. The themes included (a) conflicts and stability challenges in Sub-Saharan Africa, (b) military intervention in domestic politics, (c) leadership in emerging states, (d) Ghana at the crossroads: the Rawlings era, (e) stability and strategic growth: the Kufuor era, (f) capacity building: the Atta Mills era, and (g) peace building for a stable Ghana.

## Conflicts and Stability Challenges in Sub-Saharan Africa

Most developing countries, specifically those in parts of Sub-Saharan Africa, consists of individuals faced with conflicts and stability challenges (Ayittey, 2009). Researchers analyzing each nation have shown that these countries have high unemployment rates, about 75% uneducated populations, unequal distributions of

resources, mismanagement of resources, poorly equipped law enforcement, and the lack of strong independent political institutions, which have left these nations politically unstable (Bastedo, 2009). Muhanji and Ojah (2016), among others, agreed that most African nations in the sub-region operate weak institutions, lack capacity building, and experience deteriorating governance. Consequently, such nations remain prone to crises, which make the leadership appear on the U.N.'s fragility indicator list (Muhanji & Ojah, 2016). Due to some of these political challenges, civil unrests and wars remain inevitable in the sub-region.

No doubt, countries in the sub-region remain capable of growth and development, particularly because of their natural resources. For example, Mali, Liberia, Sierra Leone, Ivory Coast, Guinea, Ghana, Nigeria, Cameroon, Angola, Democratic Republic of the Congo (DRC), South Africa, and Zambia have huge mineral deposits such as copper, diamond, gold, iron, oil, and natural gas. Many of the countries also have the capacity of developing a strong agricultural sector for investment and trade (Collier, 2006). Investing in natural gas could remove some of the bottlenecks in improving the countries' electrical power grids to foster industrial growth. Unfortunately, poor leadership strategies have undermined the growth and development of these countries and led them down the path of conflicts and instability (Maathai, 2009). Nonetheless, some scholars, including Acemoglu and Robinson (2012), have not lost hope in the sub-region. They have asserted the sub-region's people can only progress collectively once a prolonged period of socioeconomic and sociopolitical stability occurs in member states. The World Bank (2011c) has also argued that for a serious level of civil society engagement, and has made

a case for a development model that includes suggestions for information sharing, policy

dialogues, policy consultation, and other serious collaborative efforts.

Despite conflicts elsewhere, Ghana has continued on a promising path (Jeong,

1996). Not only has Ghana received praise for stability in the sub-region, the the

country's government has also continued to focus on developing all-inclusive institutions,

encouraging a strong business environment, and reducing poverty through support for

private sector business initiatives (Ford, 2013). According to the Economist Intelligence

Unit (2003),

> In Ghana's 2003 budget statement, real GDP growth in 2002 was estimated at
>
> 4.5%, in line with the government's target, and up from the 4.2% growth rate
>
> recorded in 2001. Agriculture grew by 4.4%, exceeding a target of 4.1%, owing to
>
> an increase in crop and livestock output. (p. 1)

However, progress in Ghana cannot overshadow the many conflicts that permeate

the sub-region (Awoonor-William et al., 2013). The people of the sub-region have

experienced multiple civil unrests and wars. Kieh (2004) argued that because of these

unrests and wars, "several African states have experienced collapse as a result of irregular

warfare—e.g., the Democratic Republic of Congo, Liberia, Sierra Leone, and Somalia"

(p. 12). Interestingly, the potential for development and capacity building in each nation

within Sub-Saharan Africa remains enormous. West Africa, a subsection of Sub-Saharan

Africa, includes a useful example of available natural resources and the potential of what

could happen if all remained well in the countries (see Figure 1).
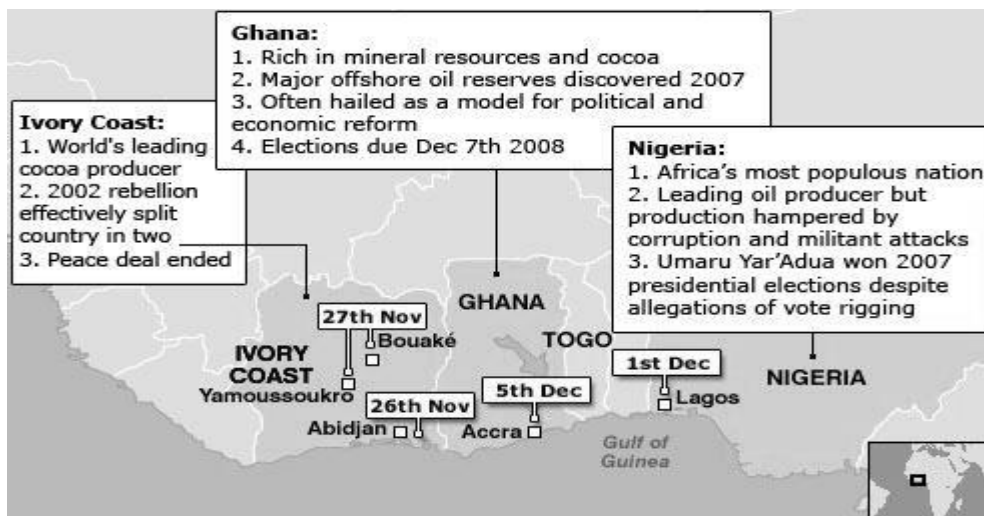
*Figure 1.* West Africa conflict and progress zone. Adapted from The BBC World News (2012).

Doubtless, a need exists to work on developing more stable situations in member states within the sub-region (Collier, 2007). Progress in the region remains hampered by poor decisions in member states (Posner, 2009). Siegle (2012) asserted, "Unaccountable governance persists when there are no alternative sources of power in a society, formal or informal, that can compel senior officials to act in a legal, transparent, even-handed, or public-spirited manner" (p. 2). Indeed, the vast majority of the people in the sub-Saharan region remain marginalized (Siegle, 2012). Disenfranchised populations often feel the need to lift themselves from abject poverty, irrespective of the vast natural resources in their countries. Their national leaders misuse these resources in collusion with multinational organizations (Collier, 2007; Maathai, 2009; Siegel, 2005). Political realities on the ground remain fragile, and the possibilities for conflicts remain immense (Annan, 2014). Internal conflicts continue to limit the possibilities for political stability and progressive development. The persistent question remains why this African region

often misses enormous opportunities to lift itself out of poverty. Kofi Annan (2014), former secretary general of the U.N., clearly articulated a useful point:

> Political stability and prosperity continue to elude most West African countries. The region continues to be plagued by grave and widespread shortcomings of governments. This prevents it from taking advantage of its rich natural resources and fulfilling its potential for social and economic development. (p. 1)

The adverse realities of most of these violent conflicts include the fact that millions of people find themselves murdered, children find themselves traumatized, and almost all programs for sustainable development remain disrupted (Welch, 2012). Often, government institutions remain derailed. Education systems and critical infrastructure such as railways, roads, power systems, water supplies, and telecommunication networks stay paralyzed (Adjabeng, 2007).

Interestingly, other regions around the world with socioeconomic and sociopolitical problems similar to those of Sub-Saharan Africa have leadership who have initiated efforts to deal with conflicts and security challenges to ensure stability. In South America, for example, Brazilians, Columbians, Mexicans, Peruvians, Ecuadorians, Guatemalans, and Hondurans have discovered strategies to work from a collaborative framework to reduce political tension for political stability (Acemoglu & Robinson, 2012). South Americans have gone quiet from wars and military coups; however, some countries that transitioned to autocratic leadership remain in the region. For example, the Chilean dictator, Pinochet, who police arrested and summoned for crimes against humanity, represented a revelation to stopping dictatorship in South America (BBC

World News, 2009). This publicized arrest and prosecution contributed to breaking the circle of impunity in the region by helping citizens hold powerful leaders in that region accountable for their crimes (Assenson & Alex-Assenson, 2001). Additionally, South Americans have extended the North Atlantic Trade Agreement to member countries in the region to boost economic development through free trade and bilateral agreements (Folsom, 2002).

Conversely, conflicts and political instability have made economic development in Sub-Saharan Africa much more difficult. Instability in the region continued to create doubts as to the viability of decisions by credible investors to venture into Africa to develop industries on a larger scale (Ayittey, 2012; Jeong, 1996). Thus, these investors have often settled for exporting an assortment of raw materials rather than manufacturing products, the industrial process, which could include the creation of real employment and development of human capital (Mmieh & Owusu-Frimpong, 2004).

Over the past several years, specifically from 2006 to 2015, Africans have also experienced a massive decrease in population not only because the region lacks the possibility to make progress, but also because of the absence of resources for development. Africans either lack expertise for strategic planning or lack the willpower to implement suggested actions (Nkrumah, 2006). Africa remains rich in natural resources which include gold, diamond, timber, vegetation, and now oil and natural gas deposits in the Gulf of Guinea (Ocheni & Nwankwo, 2012). If these resources were properly managed and utilized, these resources could enable countries in the global region to enjoy enormous economic prosperity and obtain sustainable standards of living

for the vast majority of their people. In light of that, Osinowo (2011) observed that "an estimated $1.5 billion is lost annually to crude-oil theft in Nigeria's Niger Delta, but about $100 million would be required to provide effective Maritime Domain Awareness (MDA) in the area" (p. 2). Other than the abuse of resources, researchers clearly evidenced that many issues existed that have induced political paralysis of most Sub-Saharan Africans which has made it easy for conflicts to thrive amongst them (Welch, 2012).

Certainly, poor leadership decisions have contributed to some of the major challenges to social, economic, and political stability in the sub-region (Assenson & Alex-Assenson, 2001). For example, concerning social, economic, and political development, the problems of mismanagement of resources, corrupt practices, lack of commitment to strategic plans, or the political will to implement policies include leaving most of these countries in Sub-Saharan Africa behind (Svanikier, 2007). The International Crisis Group (2013) stated, "Corruption is endemic, criminalization of the political establishment is widespread, social services are in dramatic decline, and security forces are weak" (p. 1). Worse still, those with genuine intentions to rebuild their nations remain in constant debate about how to gain citizens' attention (Chamberlin, 2011). These do not include the only issues of concern in the sub-region; new future threats exist to security challenges in the sub-region (Chamberlin, 2011).

The sub-region remains faced with new conflict challenges, such as insurgency across porous regional borders, and illicit drugs and trafficking of small arms for criminal gangs to buy influences. These represent threats to stability in the region (Annan, 2014).

These forms of instability continue to threaten nation building in the sub-region. Thus,

partial peace in the region could remain severely jeopardized. In most of these

quandaries, new actors have emerged. They also pose uncertainties and a profound

danger to bringing about genuine peace, reconciliation, and accountability (O'Regan &

Thompson, 2013). Some of these political actors cling to power, create rebel forces to

destabilize their societies, and these rebel forces seek political advantages during peace

conferences, insisting that they receive lucrative national postings (Maathai, 2009).

Usually, some multinational organizations support these rebel forces to gain unhindered

access to rich natural resources by signing shady contracts to legitimize business dealings

(Maathai, 2009). In essence, addressing conflicts in the sub-region continues as a

complex issue. As such, internal conflicts, regarding poor governance, have always

contributed to some of the conflicts and stability issues in the sub-region (Ojo & Lateju,

2010).

Despite all the critical problems that plagued the sub-region, the future for stable

and sustainable development, in most African countries, looks positive (Osinowo, 2011).

One reason includes that the UNs leadership also developed a clear policy to stabilize the

sub-region (UN, 2005). Kofi Annan (2014), then UN Secretary General, stated this policy

included stability, and leadership developed a collective peacekeeping operation for West

Africa with the collaboration of African Union and the Economic Community of West

African States (ECOWAS) to improve security in the region (UN, 2005). During this

peace effort, initiated by the UNs leadership, civil wars began in Liberia and Sierra

Leone; the Ivory Coast's people experienced political instability; and Guinea's people

experienced victimization by a military coup, following the death of the country's long-term president Lansana Conte (UN, 2005). The first of the UN peace initiatives included ending the Liberian civil war, which lasted over 15 years, and the civil war in Sierra Leone. The second phase of the UN peace effort included initiating the Millennium Development Goals (MDGs) project (UN, 2005). The leadership built the MDGs project around eight core principles, including the debt relief to high indebted nations (UN Development Program [UNDP], 2013).

In light of the problems in Sub-Saharan Africa, Maathai (2009) asserted, "As with many of Africa's challenges, it is up to the African leadership to stop internal conflicts powered by greed and to ensure that these leaders no longer continue their inequitable arrangements with other regions" (p. 109). Hitherto, experiences remain partly the same for most countries' inhabitants in the sub-region. Most of the countries' inhabitants in the sub-region show low support for education, cannot find career opportunities, find little or no support for an inclusive social system, and have low support for private sector businesses and institutions (Acemoglu & Robison, 2012). In short, Sub-Saharan Africans have experienced continued conflicts, and balancing the distribution of wealth for sustainable progress has eluded these peoples. Political strategists (e.g., Adejumobi, 2004; Agyeman-Duah, 1990; Ocheni & Nwankwo, 2012) suggested that to break the circles of insecurity and fragility, emerging nations must include a focus on building respectable institutions. New institution leadership should provide a sustained level of citizen security, jobs, justice, respect, and equitable society for all to succeed. Ghana's

government seems equal to the task of sociopolitical and socioeconomic transformation by offering strategies for capacity building in the sub-region.

## Military Intervention in Domestic African Politics

After the Cold War, the struggle for the balance of power that once existed between the U.S. and the Soviet Union lost its importance (Maathai, 2009; Mueller, 2003). In Africa, where the Cold War exerted major influences, leading to key internal and external conflicts, nothing constructively occurred after that polarizing war. The 1990s, for instance, included Africans seeing little or no constructive changes, regarding social, economic, and political development, human growth potential, and movement towards technological advancement (Welch, 2012). One may argue that after the Cold War, dictatorship and neocolonialism replaced old colonial structures that included subjugated Africans in Sub-Saharan Africa (Acemoglu & Robinson, 2012; Siegle, 2006). Opoku (2009) added:

> The post-Cold War transition from bipolar to unipolar politics has resulted in neither reduced expenditure on arms nor the reorientation of the region's national economies away from militarization and towards human security. New forms of hegemonic instability prevail. Even though the regional context is conducive to human security, citizens' insecurity results from state's actions, such as human rights abuses, the absence of democratic institutions, and from the experience of general political discontent. (p. 54)

This post-Cold War situation has directly contributed to political tensions within member states in Sub-Saharan Africa. Arguably, the only group with the political will to

serve as agent of change included the military. On the one hand, the military had

remained marginalized by their autocratic leaders, or these autocratic leaders collaborated

with high-ranking military or law enforcement personnel to rule with impunity (Assenson

& Alex-Assenson, 2001). In some cases, numerous reasons existed as to why the military

in some countries could not change the state of affairs in parts of Africa. Some, in the

military, included junior officers, most of whom remained uneducated. These junior

officers often received low wages, lived under harsh social and economic conditions, and

had to remain obedient to authority or face reprisal (Assenson & Alex-Assenson, 2001).

In Liberia, for example, the William Tubman Administration's code of conduct for the

military included that soldiers remained obedient or faced severe punishment (Assenson

& Alex-Assenson, 2001). Doubtless, the military played a critical role in making their

presence felt in most of Africa (International Peace Institute, 2009). However, the

military, as a fighting force, had seen its transition into African politics over time. Barka

and Ncube (2012) asserted:

> In Africa, more than 200 military coups have been staged since the post-
>
> independence era of 1960s, with 45% of them being successful and resulting in a
>
> change in power at the top—i.e., the displacement of the head-of-state and
>
> government officials, and/or the dissolution of previously existing constitutional
>
> structures. (p. 3)

Following the era of colonialism in Africa, Nigeria, Ghana, Libya, and the

Democratic Republic of Congo, leadership orchestrated some of the first military coups

on the continent in the early 1960s. The primary objectives of the first coups after

independence remained driven by political ideologies (Chazan, 1989). Figure 2 includes

the rise of military coups recorded in Africa between 1950 and 2010.
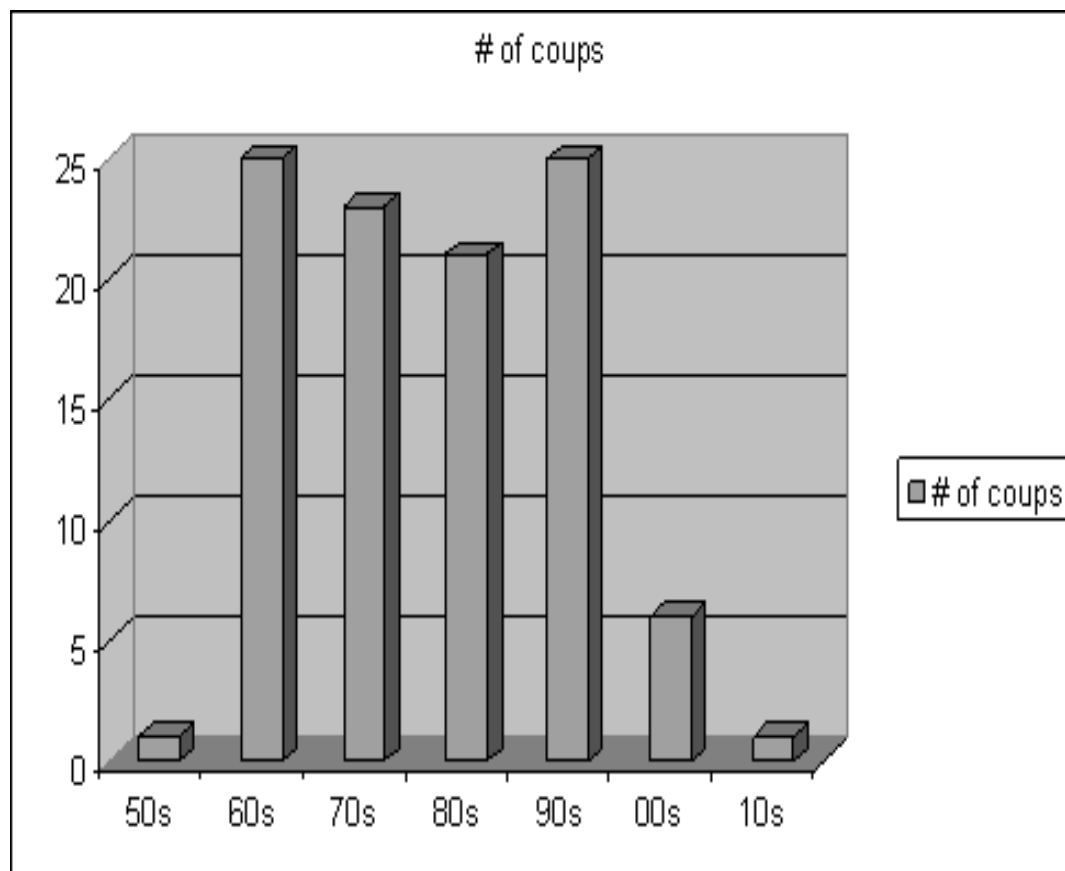


*Figure 2.* Number of military coups. Adapted from London School of Economic and
Political Science (2016).

In the Cold War years, the Soviet Union and the U.S. made Africa a battleground.

On the one hand, Soviet Union promoted socialism, whereas America promoted

democracy and capitalism. During this battle of the super powers, Africans lost most of

their intellectual and revolutionary leaders (Assenson & Alex-Assenson, 2001; Janowitz,

1977). Some of their futures included murder, imprisonment, or ostraization (Maathai,

2009). For example, in the Democratic Republic of Congo or Zaire, Mobutu Sese Seko

overthrew Patrice Lumumba in 1961 because Lumumba reportedly preferred socialism to democracy (Assenson & Alex-Assenson, 2001). Mobutu took over Zaire in 1965, centralized political power in the country, and impeded progress in the country with the assistance of his private police (Central Intelligence Agency [CIA] Factbook, 2012). Global politics of the Western and the Eastern blocks supported most autocratic leaders in Africa despite the fact that these leaders did not make any significant contributions to developing their countries (Maathai, 2009). Maathai (2009) added:

> Tragically, the power blocs of both the West and East also used the Cold War to justify the rule of dictatorial leaders who oppressed and facilitated the exploitation of their people politically and economically, and who routinely violated the rights of any citizen who dared to ask question or dissent. (p.33)

The decade of the 1960s remained important, as it stayed critical for Africans struggle for independence and self-government (Ukeje, 2008). The autocratic nature of most African governments, after independence, included that a need for change existed within the state of affairs in African countries, and the economic challenges facing Africans set the stage for future political unrests (Welch, 2012). In Ghana, Lieutenant General Joseph Ankrah overthrew Nkrumah in 1965, during Ghana's peak development (Nkrumah, 2006). Nkrumah's (2006) overthrow represented a waste of talent (Maathai, 2009). This coup in Ghana set the stage for military involvement in Ghanaian politics for a decade. Ghana's political environment remained tense, lacked stability, and lost sustainable development (Nkrumah, 2006).

Liberians moved into an equally worse direction. In Liberia, an autocratic leadership had a strong hold on the government (Tynes & Early, 2015). President William Tubman of Liberia governed with a heavy hand by deploying secret police and spies in almost every sector of the society (Assenson & Alex-Assenson, 2001). Law enforcement agencies also experienced this strict government. Tubman sought to keep the nation in check (Tynes & Early, 2015). He imprisoned political dissidents under dangerous conditions (Assenson & Alex-Assenson, 2001). Tubman died in office after 27 years of presidency, and his vice president, William Tolbert, took office (Assenson & Alex-Assenson, 2001). At the time of Tolbert's presidency, new political actors found the courage to challenge the political system in Liberia (Tynes & Early, 2015). Ten years later, Liberia experienced its first military coup on April 12, 1980. The coup, reportedly orchestrated by Samuel Doe and his people's redemption council, deposed President William Tolbert and destabilized Liberia's long period of stability (CIA Factbook, 2012). The coup in Liberia remained inevitable. As Barka and Ncube (2012) suggested:

> In most cases, military coups occurred in countries where the sociopolitical environment was most conducive to their emergence. A government's inability to design, implement, and administer sound public policies – in conjunction with other economic and political weaknesses, such as low economic growth, corruption, and lack of institutionalized democratic structures – motivated soldiers and rebels to take full advantage of the situation and overthrow political leaders with the goal of pursuing corporate or personal interests. (p. 7)

In Liberia, a one-party political system, led by 2% of the country's population comprising of Americo-Liberians, dominated the country's indigenous people and made it necessary for social and political change to occur in that country (CIA Factbook, 2012). In substance, the military, in parts of Sub-Saharan Africa, did more damage than good, concerning the social, economic, and political wellbeing of the countries (Acemoglu & Robinson, 2012; Kieh, 2004). In some cases, the military contributed to social change and created the awareness that a national force existed with the political will to rein in dictatorial exploits, leading to inequality between the rich and poor, within a given society. Once the military assumed leadership of their countries, they often made pronouncements and promises of quickly returning to civilian rule. However, in the end, they undeniably destroyed their nations' economies, destroyed countless lives, and passed decrees or laws that contravened principles of human rights (Ayittey, 1992; Maathai, 2009; Tynes & Early, 2015).

Researchers have used critical analyses of most military coups in Sub-Saharan Africa to demonstrate that the social, economic, and political fabric of the societies that these soldiers govern remain destroyed, thereby casting doubts on the potential for economic growth. In this situation, intellectuals and professionals, in the affected countries, seek opportunities elsewhere and create a professional vacuum, otherwise known as a *brain drain* (Barka & Ncube, 2012). In sum, most African leaders, in immediate post-colonial Africa, did not demonstrate the integrity of leadership, including equitable distribution of national wealth and the promotion of democratic tendencies in terms of free speech, free press, and the support for free and fair elections (Ayittey, 1992;

Maathai, 2009; Tynes & Early, 2015). Some of the post-colonial leaders, who sought to

make a positive difference, found themselves silenced by super power leadership

(Maathai, 2009). In the midst of all that, the military felt emboldened to fill the gap for

presumed good governance, only to become the affected countries' worst political

alternatives.

**Leaderships in Emerging States**

Armandi, Oppedisano, and Sherman (2003) defined leadership as the ability to

influence, or collectively move people to collaborate and achieve a common objective.

Leadership theorists (Armandi et al., 2003; Kouzes & Posner, 2012; Maxwell, 2008) also

defined three types of leadership styles. First, autocratic leadership style includes one that

single-handedly makes critical decisions and leads from a centralized authority (Maxwell,

2008). Second, democratic leadership includes a team approach to ensure that all

stakeholders remain in agreement with the decision-making process (Armandi et al.,

2003; Maxwell, 2008). Third, laissez-faire leadership includes a more hands-off

approach, which works best in an environment where members remain capable of

implementing each given task with less supervision (Armandi et al., 2003; Maxwell,

2008). Depending on the leadership style implemented in a given situation, overseeing

the needs and vision of the organization remains paramount to ensuring stability and

growth (Yammarino & Dubinsky, 1994).

Good leaders develop most organizations to ensure that resources stay allocated

and distributed through a shared vision (Yammarino & Dubinsky, 1994). These types of

leaders remain rare in Sub-Saharan Africa. Poor or ineffective leadership does not

represent the only issues in parts of Sub-Saharan Africa. A shared vision and the determination to move societies forward tends to remain problematic as well (Ayittey, 1992; Maathai, 2009; Tynes & Early, 2015). Some African leaders of Sub-Saharan Africa fail to address the lack of vision and commitment, including education, human capital development, and effective social programs (Acemoglu & Robinson, 2012; Ayittey, 1992; Welch, 2012).

Historical researchers have revealed that most African revolutionary leaders rise to greatness; however, they eventually fall with huge societal disappointment toward not building an equitable society (Ayittey, 1992). Aka (1997), among several others, has argued that African leaders will have to move beyond the status quo to develop a more aggressive approach to reinstating national pride, confidence, and integrity in the institution of leadership, without compromising their own values. Quoting General Obasanjo (1993) of Nigeria, Aka (1997) went further to say that "things may not necessarily work even with good leadership, but [even more seriously], things will not work if the leadership is wrong, poor, and lacks vision, commitment, integrity, honesty, direction, and purpose" (p.10). Aggravating the challenge to African leaders includes that Africans tend to tolerate poor leadership (Maathai, 2009). Africans have suffered immensely at the hands of poorly equipped, incompetent, plainly misguided, and perhaps most alarming of all, toxic leaders (Aka, 1997). In most cases, once they assume office, these leaders remain unaware, nor do they know how to deal with critical social, economic, and political problems at hand.

However, one must state that contrary to a strong evidence of poor leadership in Africa, some good leaders do exist on the continent. Such leaders have moved their nations in a positive direction (CIA Factbook, 2012). Nelson Mandala of South Africa was one of the most recognized and respected leaders in Africa, and indeed the world (CIA Factbook, 2012). Mandala bridged the gap of misunderstanding, prejudice, and hate to unify South Africa, replacing the culture of apartheid-based mistrust and un-cooperation with a spirit of unity and a shared investment in the success of all South Africans (CIA Factbook, 2012). Seretse Khama of Botswana developed a strong collaborative and accountable administration who encouraged the culture of integrity and entrepreneurial spirit in that country (CIA Factbook, 2012). Such a vision, as espoused by Khama (as cited in CIA Factbook, 2012), remained emulated by his successors; thereby, this created stability in that country. Another important leader included Julius Nyerere of Tanzania, who built a culture of education and social change (Ayittey, 1992). Sam Nujoma of Namibia and Joaquim Chissano of Mozambique have both encouraged economic growth in their respective countries (Aka, 1997). In Africa, where autocratic governance often remains the default leadership style, the use of a democratic leadership approach would greatly benefit Africa.

Leadership theorists (e.g., Calderisi, 2006; Murray, 2009) also subscribe to the fact that democratic leadership produces more results because it remains inclusive and participatory; thereby, democracy includes allowing an individual's input. Murray (2009) argued, "Democratic leadership approach draws on people's knowledge and skills, and creates a group commitment to the resulting goals" (p. 1). Doubtless, democratic

leadership can build the capacity for growth and improve the quality of life for most Africans.

In Ghana, which became independent in 1957, leadership defined clear goals at the inception of the nation's first president, after achieving independence from Great Britain (Nkrumah, 2006). Dr. Kwame Nkrumah's (2006) leadership developed the precedence for social development with the vision to develop human capital through education and establish critical infrastructures, such as a dam for electrical power and water supply. He also established manufacturing industries for enormous economic growth (Nkrumah, 2006). However, in contrast to his stated determination to build a progressive Ghana, Nkrumah (2006) chose to consolidate power in Ghana to remain the supreme leader of Ghana, and he held an uncompromising vision to unite Africa. That course of leadership led to his downfall (Nkrumah, 2006). With internal problems after the overthrow of Nkrumah (2006), new leaders emerged after years of social and political tensions in Ghana. Notwithstanding such a political development, Ghanaian leaders, such as John Jerry Rawlings, John Kufuor, and John Atta Mills, carried out some of Nkrumah's (2006) legacies. These Ghanaian leaders focused on building strong independent political institutions, participatory democracy, accountability, transparency, and strong economic activities to keep Ghana on a stable track (Assenson & Alex-Assenson, 2001). In essence, some Africans experienced varied leadership styles. In the case of Ghana, Ghanaians' first president raised their hopes. However, driven by perhaps needlessly ambitious goals for his time, he soon fell to the temptation of ascribing state power onto himself, and in that process, met the end of his administration.

## Ghana at the Crossroads: The Rawlings Era

In the 1960s, military coups plagued Sub-Saharan Africa. Therefore, member state individuals became rife with suspicion over the growing incidences of military coups (Agyeman-Duah, 1990). Military coups in the sub-region did not serve any purpose, except to derail some of the region's potential for socioeconomic and political stability (CIA Factbook, 2012). As if the 1960s did not produce enough fear over the prevalence of military coups, the 1980s included more uncertainties in the region (CIA Factbook, 2012). Consistent with this unpredictability in the sub-region, Liberians experienced their first military coup led by Samuel Doe and the People's Redemption Council (PRC) on April 12, 1980 (CIA Factbook, 2012). Another coup soon occurred after, in Ghana (CIA Factbook, 2012). Lt. Jerry John Rawlings of Ghana led that coup in 1981. Rawlings removed President Hilla Limann of the Third Republic from power and proved that the military remained a force in domestic politics (BBC World News, 2009).

Rawlings displayed charisma and the characteristics of a transformational leader (McLaughlin & Owusu-Ansah, 1995). At the time in Ghana, the 1981 coup included Rawlings' second military coup after turning power over to an elected government. His vision for the new Ghana remained far ahead of the Millennial Development Goals project envisioned for most developing countries by the UNDP (2012). It remained a concept that espoused the equipping of people with the necessary tools, skills, and access to technology. Such technological training included providing the critical knowledge and skills that would enable people to fend for themselves (McLaughlin & Owusu-Ansah, 1995). Rawlings clearly outlined goals that broke the circles of dependency that had

driven Ghanaians deeper into poverty. Those who opposed Rawlings' second coup in Ghana asserted that his actions remained unjustified, and the elected government needed more time to function (Annan, 2014).

Under Rawlings' second leadership actions, the country's economy and institutions recovered (McLaughlin & Owusu-Ansah, 1995). When Rawlings and the Provisional National Defense Council (PNDC) assumed the leadership of Ghana in 1981, the country remained in dire need of change. For example, by 1981, the inflation rate equaled over 200%, and GDP declined by 3% annually over seven years (McLaughlin & Owusu-Ansah, 1995). The Limann Administration, which had toppled, found themselves accused of massive corruption and ineffectiveness and low productivity (McLaughlin & Owusu-Ansah, 1995).

Unlike Limann, Ghanaians felt that Rawlings seemed to represent a different character (CIA Factbook, 2012). To consolidate his power after his second military coup, Rawlings exerted harsh treatment on some prominent leaders in Ghana (Opoku, 2009). Then, Rawlings demonstrated that he represented a leader with the vision to usher Ghana into the 21st Century (Dartey-Baah, Amponsah-Tawiah, & Aratuo, 2012). Rawlings' charisma and his choice of autocratic leadership style worked in his advantage (Dartey-Baah et al., 2012). He could galvanize the youthful population to rise again, as that demographic had done during the Nkrumah (2006) era, to help build a new Ghana (Ocheni & Nwankwo, 2012). Rawlings soon redirected his focus to building a strong economy for Ghana (Dartey-Baah et al., 2012). That approach to development included consistency with Dartey-Baah et al.'s (2012) argument that "a stabilized economy serves

as a good foundation for accelerated and sustained growth" (p.10). Furthermore, the new Rawlings administration realized that the rural environment typically played host to the worst problems of poverty, disease, illiteracy, ignorance, and deprivation (McLaughlin & Owusu-Ansah, 1995). Consequently, the new administration found it imperative to pay particular attention to improving conditions in the rural areas, while attention remained equally paid to urban areas in the country (CIA Factbook, 2012). Additionally, the understanding existed that an all-inclusive, conscious, and transparent human-centered development policy and strategy could help Ghanaians achieve social development, accelerate economic growth, and simultaneously benefit all citizens (CIA Factbook, 2012). Hence, Rawlings created opportunities to inspire all Ghanaians (Aka, 1997).

During critical economic hardships in Ghana, the Rawlings administration took bold steps to strengthen the economy with loans from the International Monetary Fund (IMF) and donor countries to diversify Ghana's productive capacities (Mmieh & Owusu-Frimpong, 2004). One thing that resonated with most Ghanaians and the international community included that Rawlings seized power; his presumed inexperience in economic matters did not stop him from making revolutionary economic decisions (Mmieh & Owusu-Frimpong, 2004). He understood the economics of poverty, and given the havoc, which political leaders had wreaked on Ghana,'s economy, someone with the vision to change things needed to appear on the scene (Opoku, 2009).

Development for Ghana meant the need to extend developmental objectives into the rural areas of the country, where most of the farmers produced farm-to-market roads (Opoku, 2009). The Rawlings administration worked on the extension of education and

healthcare infrastructures along with the requisite staff, power, and water suppliers in the rural areas. Leadership developed and encouraged rural district institutions (CIA Factbook, 2012). They held district level elections to give the people greater participation in domestic politics (Fianko, Osae, Adomako, & Achel, 2009). The young people, whom Rawlings galvanized to participate in developing the new Ghana, implemented most rural development and social engagement programs (Van Gyampo & Obeng-Odoom, 2013).

Indeed, youth participation in Ghana's development stemmed from the early days of Nkrumah's (2006) leadership (Van Gyampo & Obeng-Odoom, 2013). The youth of Ghana felt engaged in uplifting the nation's agricultural production. They contributed to agro industries for processing sugarcane, cocoa, yam, and cassava, as a means to demonstrate national pride and patriotism (Van Gyampo & Obeng-Odoom, 2013). In a relatively short time, those industries included signs of improvement. As the nation transformed from military rule to multi-party democracy in 1992, youths experienced transformation in the available activities and services (Van Gyampo & Obeng-Odoom, 2013). Each of the major political parties created a youth wing, as a means to keep the youth population engaged in the social and political transformation of the entire country (Van Gyampo & Obeng-Odoom, 2013). However, the issue of unemployment also developed as an issue. The youth segment of the population began to grow faster than the availability of jobs (Van Gyampo & Obeng-Odoom, 2013). This economic situation did not remain endemic to Ghana; however, it remained true across Sub-Saharan Africa (Collier, 2007). Nonetheless, Rawlings kept working at the improving of conditions that created youth employment (Collier, 2007).

Rawlings implemented the Value Added Tax (VATR), which he intended to generate much needed revenue for some government programs (Van Gyampo & Obeng-Odoom, 2013). The Ghana Educational Trust Fund (GET Fund) included much-needed funds for educational opportunities for millions of Ghanaians to achieve a deserving education without discrimination (Collier, 2007). Ghana's people, under Rawlings, made smart economic decisions, helping to transform Ghana. Between 1994 and 2000, the World Bank (2010) recognized Ghana as one of the fastest growing economies that included agricultural production as a critical aspect to development and sustainability. What remained most important in Ghana under Rawlings' leadership included that his economic reform programs remained monitored by the Bretton Woods Institution, which equaled a novelty among researchers (Stiftung, 2008). Engaging with an independent monitoring agency for accountability and transparency remained largely unheard of in Africa. Nonetheless, people found this strategy worked. It included helping the Ghanaian government initiate the culture of prudent budgetary goals, and it included an influence on the transformation in Ghana. Leadership may adopt such a strategy of engagement, used with independent institutions for appropriate accountability and transparency, for some nations, including postwar Liberia, in the sub-region.

Besides formulating strategies to transform the Ghanaian economy, the Rawlings-led government implemented specific projects that included benefits. A direct improvement existed in student enrollment around the country due to some of the administration's objectives to make education accessible, affordable, and of good quality. Thus, education represented one of the major contributing factors to capacity building in

Ghana (Collier, 2006). From 1991 to 2011, education enrollment rose to 107.3%. Table 1

includes the relevant Ghana Economic Indicators (2010).

Table 1

*Progress in Ghana's Education Sector*

|  | 1991 | 1997 | 1999 | 2005 | 2009 | 2011 |
|---|---|---|---|---|---|---|
| School enrollment, primary (% gross ) | 77.6 | 80.6 | 80.5 | 90.3 | 106.3 | 107.3 |
| School enrollment, primary (% net) | n.a. | n.a. | 60.7 | 66.5 | 76.7 | 84.0 |
| School enrollment, secondary (% gross ) | n.a. | 27.7 | 40.2 | 47.2 | 59.1 | 58.1 |
| School enrollment, secondary (% net) | n.a. | n.a. | 34.0 | 40.1 | 47.3 | 48.7 |
| Literacy rate, adult total (% of people ages 15 and above) | n.a. | n.a. | n.a. | n.a. | 66.6 | n.a. |
| Primary completion rate, total (% of relevant age group) | 63.7 | n.a. | 68.0 | 74.6 | 86.7 | 94.0 |
| Pupil-teacher ratio, primary | 29.1 | n.a. | 29.6 | 32.8 | 33.1 | 31.0 |
| Pupil-teacher ratio, secondary | 18.7 | n.a. | 19.6 | 18.9 | 18.5 | 18.7 |
| Mortality rate, under-5 (per 1'000 live births ) | 118.5 | 107.0 | 101.8 | 86.0 | 76.6 | n.a. |
| Life expectancy at birth, total (years ) | 57.3 | 58.0 | 58.1 | 61.0 | 63.4 | n.a. |

*Note.* Adapted from Ghana Economic Indicators (2015).

After 20 years of Rawlings' leadership in Ghana, the economy took shape

(Collier, 2007; Svanikier, 2007; Uppal, 2009). Leadership established strong credible

political institutions. Leadership initiated construction of infrastructures, such as

government buildings and modern hotels, schools, colleges, universities, and technical

training centers. They also constructed rural development projects, such as farm-to-

market roads. Albert (2004) stated that researcher's attention focused on the nation's

agricultural produce (e.g., cocoa and yams) and natural resources (e.g., gold and

diamond; UN Economic Commission for Africa, 2012). Even though Rawlings began

with an autocratic leadership styled, he realized that he needed mixed leadership styles to

achieve his vision of building a strong and vibrant Ghana, which eventually worked. The

approach made him seem intentional and trustworthy to the public (UN Economic

Commission for Africa, 2012). Thus, his administration curbed corruption, strengthened

public institutions, created civil and political engagement, public awareness for development in the country, and built capacity and stabilized Ghana (UN Economic Commission for Africa, 2012). In the end, Ghana appeared to be a beacon of hope for stability in Sub-Saharan Africa.

## Stability and Strategies for Growth: The Kufuor Era

Another critical aspect of Ghana's national agenda included radical reform to enhance strategic development and ensure sustainability, especially when Ghanaians returned to democratic governance (Radelet, 2010). Prior to Rawlings leaving office, signs of strong democratic institutions evolved. Thus, when John Kufuor won as president of Ghana, the people welcomed the news with immense relief. It remained nearly a novelty in Africa for an opposition party to beat a ruling party. Radelet (2010) posited Ghanaians made clear progress by transforming from autocratic rule to participatory democracy in the sub-region. By 1992, Ghanaians held two successful presidential and general elections in Sub-Saharan Africa (Assenson & Alex-Assenson, 2001). Kufuor and his National Patriotic Party (NPP) defeated John Atta-Mills, Rawlings' vice president of the National Democratic Congress Party (NDCP). Atta-Mills conceded to defeat; furthermore, no election-related violence occurred (Radelet, 2010). Kufuor won a second term in office and the international community applauded the election result as one of the emulative free and fair elections in this part of the world (Jockers, Kohnert, & Nugent, 2010).

Certainly, the people celebrated the successful elections as a major political achievement for democracy in Sub-Saharan Africa (Jockers et al., 2010). In addition,

economic progress remained celebrated. Leadership also erected infrastructural projects that included a facilitation of trade and investment. Leadership further developed capacity-building projects, such as universities and polytechnics, in each region in Ghana. Leadership provided teacher training colleges, two secondary schools for each district, hospitals, improvements in urban roads, sanitation, water supplies, and housing (Appiagyei-Atua, 2008).

Although Rawlings came into office after a military coup, his administration provided avenues for Ghanaians to engage in private sector businesses and large scale projects. Furthermore, between 1995 and 1999, remittances from Diaspora Ghanaians increased (Manuh, 2005). Additionally, the researchers of the World Bank (2011a) report placed Ghanaian remittances at about 105 million, while the Bank of Ghana placed the amount at about 1.6 billion (Manuh, 2005). The total inflow of international workers' remittances received by Ghana in 2006 increased to 105 billion USD (Manuh, 2005). All these funds entered Ghana and included an important role in boosting the economy at the time.

The successive transfer of political power in Ghana ushered in a new breed of visionary leaders, who included the tenacity, vision, and fiscal discipline to save their nation of the pain of past failures (Maathai, 2009). Equally, from the early 1990s, as Radelet (2010) opined, a paradigm shift existed in Africa where politics of the "African big man" (p. 20) included moving toward more sustainable institutions of power, increasing the need to create a society where good governance, including respect for the rule of law, took precedence (Radelet, 2010). At the time of Ghana's transition to

democratic governance, the international community, including donor organizations, felt

fully engaged with the continent. Donor funds included conditions of accountability, and

leaders had to ensuring they played by the rules set by the UN, World Bank (2010,

2011a, 2011b, 2011c), IMF, and USAID (2015; as cited in MDGs Report, 2010).

Ghana's leadership made every effort to meet the MDGs established by the UN in

2000. The MDGs project included the intent to develop strong democratic institutions,

educate girls, ensure free and fair elections, reduce HIV/AIDS, and reduce corruption by

placing anticorruption policies for debt forgiveness by donor countries (UN, 2005).

Moreover, donors and non-for-profit organizations created conditions to engage with

most underprivileged Africans by training them to know their rights, hold their leaders

accountable, and instill these leaders with the principles of good governance

(McLaughlin & Owusu-Ansah, 1995).

Consistent with new the socioeconomic and sociopolitical foundation laid, John

Kufuor entered office with the vision of adapting economic growth experiences

implemented by the Asian Tigers (Appiagyei-Atua, 2008). He seemed different from

Rawlings. Economist Intelligence Unit (2008) added that the Ghanaian economy

performed well; furthermore, great improvements occurred during the Kufuor

Administration. The administration implemented macroeconomic management policies to

grow the Ghanaian economy (Economist Intelligence Unit, 2008). The new Ghanaian

administration instituted fiscal discipline. It ensured accountability and prudent

leadership judgments deserving of debt relief for the country. Debt relief opened

opportunities and possibilities for direct donor loans to come into Ghana. Equally, the

price of cocoa and gold on the international market increased. This trend of progress

contributed to GDP growth of 5% in 2004 and 6.2% by 2006 (Economist Intelligence

Unit, 2008). Improvement in governance and accountability enticed major, non-

governmental organizations into Ghana. Investors felt encouraged to come to Ghana and

introduce their new technology into the country (Economist Intelligence Unit, 2008).

Notably, Alcon Inc. collaborated with the Ghanaian government to bring in 300,000.00

USD to help improve the health and education sectors. Other new business entrepreneurs

assisted Ghanaians to meet some of their MDGs in the country (Moyola, 2014). As added

by Moyola (2014),

> Among numerous initiatives, Alcon will be supporting Ghana's Ministry of Local
>
> Government, Rural Development and Environment, the Ministry of Water
>
> Resources, Works and Housing in collaboration with the World Bank, Agence
>
> francaise de development (AFD), the European Union and SNV (the Netherlands
>
> Development Organization) in providing sustainable access to safe drinking water
>
> and basic sanitation. This tangible action will support the Government in ensuring
>
> environmental sustainability (MDG No. 7) by halving the proportion of people
>
> without access to these basic needs. (p. 1)

Ghana, representing a stable democracy in the region, both individuals outside of

Ghana and NGOs contributed about 4 billion dollars of remittances for their respective

projects (Economist Intelligence Unit, 2008). Certainly, good governance and good

leadership did matter, as Ghanaians demonstrated (Ayittey, 1992). At the time, Ghana's

economy rebounded, and the Sub-Saharan region underwent massive political turbulence.

BBC World News (2009) catalogued multiple civil unrests and wars. Togo, on the eastern border of Ghana, had an ongoing election conflict that could escalate into intense national unrests. Moreover, an attempted military coup occurred in Burkina Faso on Ghana's northern border. War occurred between the northern and southern parts of the Ivory Coast. Far out in Liberia and Sierra Leone in West Africa, the people waged wars on both sides. During the Liberian civil war, Ghanaians offered to accept Liberian refugees, initiated a peace conference that eventually stopped the Liberian war, and led Liberia into peaceful, national elections.

To improve the country's economy, the Kufuor administration also encouraged collaboration from both the public and private sectors in Ghana (Appiagyei-Atua, 2008). Local and internal tribal issues included resolution through arbitration and political problems, such as election discrepancies and policy issues, which remained the court leadership's issues (Clark, 2004). President Kufuor Administration's plan of action included a few core pillars for national development. These pillars included (a) a focus on good governance, (b) modernization of agriculture for rural development, (c) private sector participation, and (d) boosting of social services and infrastructural development (Abdulai & Hickey, 2016). Abdulai and Hickey (2016) opined that economic growth and national development, during the Kufuor era, remained implemented under a national development plan called the Ghana Shared Growth and Development Agenda (GSGDA).

The challenges in achieving development in most parts of Sub-Saharan Africa tended to include a lack of commitment to policy agenda and good governance. However, in Ghana, it remained clear that the Kufuor administration stayed sincere and serious

about national development. By the time Kufuor left office in 2009, his administration had achieved one of the MDGs of bringing Ghana to the status of a middle-income nation, representing an economic goal that postwar nations, such as Liberia, should strive to attain. The MDGs project included a goal to implement in most developing countries by 2015. However, Ghana reached that goal by 2009 under Kufuor's participatory agenda of national development (Abdulai & Hickey, 2016).

Indeed, it remained apparent that the Kufuor-led government's economic plans included benefits for Ghanaians (Abdulai & Hickey, 2016). President Kufuor received credit for constructing structures for positive change in Ghana and uplifting Ghanaian's potential for rapid growth and sustainable development. For example, he deposited more funding into education. Primary school children remained entitled to one free, local meal, and he constructed new schools and universities. Additionally, he constructed roads and other infrastructural projects. He developed strong fiscal economic policies; furthermore, he placed significant resources into developing Ghana's healthcare system (Awoonor-Williams et al., 2013).

The administration implemented a pilot program dubbed Navrongo Experiment in Kassena-Nankana, one of the nation's poorest districts. This included a maternal child health "experiment," (Awoonor-Williams et al., 2013, p. 5), which included effective outcomes. The government placed a monitoring group called the Demographic Surveillance System (DSS) to identify critical milestones and problem areas in the program. Over the five years of monitoring mortality, morbidity, and fertility dynamics in

this largely rural Sahelian area, the program included successful results, as Awoonor-Williams et al. (2013) reported. Awoonor-Williams et al. (2013) added:

> By 1998, preliminary results of the Navrongo Experiment had begun to demonstrate that the project would have an impact. In the initial five years, fertility declined by about a birth from a total fertility rate of 5.5 and the maternal mortality ratio declined by 40%. By the end of project monitoring in 2003, childhood mortality was reduced by 68% in communities where nurses were based, while levels remained relatively unchanged in comparable areas. (p. 2)

The program remained successful in two crucial areas. First, it included effective life-saving services at low cost. Second, it worked well as part of community mobilization services, such as immunization program (Awoonor-Williams et al., 2013). The program included building trust between healthcare providers and the communities due to the benefits it included; furthermore, healthcare remained closer to the people at low cost due to this program. The government provided capacity building at the local level by providing training for nurses, and they encouraged community engagement (Awoonor-Williams et al., 2013). Likewise, the success of the healthcare program led to the development of community-based health planning and services (CHPS), primarily staffed by nurses (Awoonor-Williams et al., 2013). Nurses included community health officers (CHOs). They received 18 months of training, six months of internships for community liaison skills, and received with equipment needed to provide immediate services in their communities (Awoonor-Williams et al., 2013). The Ghana CHOs provided treatment for malaria, acute respiratory infections, and diarrhea diseases. This

program agenda included integrated management of childhood illnesses. This also

included childhood immunization and family planning care for oral, injectable, and

barrier contraception (Awoonor-Williams et al., 2013). Based on results of the healthcare

pilot program, the Kufuor administration extended the program and created a strong

district health management system that included a community-based care system

(Awoonor-Williams et al., 2013).

Hitherto, other areas of challenges existed in leadership's approaches to the

healthcare sector. For example, concerns existed that healthcare services remained

heavily concentrated in two major cities in Ghana, mainly in Accra, the nation's capital,

and Kumasi (Mensah, Oppong, & Schmidt, 2010). To ensure healthcare services present

as equitable across the nation, the government must implement a national, universal

medical insurance system (Mensah et al., 2010). The program, National Health Insurance

Scheme (NHIS), includes payments for hospitalization, outpatient doctor visits, basic

laboratory test, and some medications. NHIS does not include coverage of medication for

HIV and or AIDS (Mensah et al., 2010).

Some non-governmental organizations, working in Ghana, include provisions for

HIV medications in this area of government limitations (Drislane, Akpalu, & Wegdam,

2014). In this health area, most patients or families usually have to settle their own bills

for medication. Most importantly, Drislane et al. (2014) added, "despite these limitations,

Ghana has established a relatively successful medical insurance system, and the quality

of medical practice is high, at least where it is available" (p. 321). Correspondingly, the

Ghanaian Health Ministry included a well-established check and balance system to

strengthen the medical sector (Drislane et al., 2014). For example, medical practices and the medical education system remained observed for accreditation and accountability. In this context of ensuring good productivity by instituting measures of accountability, the Ghanaian government supported the medical system. For example, they paid salaries of most medical personnel, supported the cost for running most facilities in the rural areas and cities around the country, and provided training for doctors and nurses across Ghana. In that way, the country's citizens could address the shortage of healthcare service providers.

One may mention that in Ghana, as well as in other African countries, often there two contentious medical perspectives exist. One includes the interest in Western medical practices; however, the other includes a significant interest in ancestors' cosmological beliefs, or traditional medical practices, which practitioners espouse healings by the spirits and the gods of local communities (Twumasi & Bonsi, 1975). Twumasi and Bonsi added:

> In Ghana, gods, ancestors and fetishes, who are believed to make the land yield and who watch over human families and cattle, and bring peace and prosperity, expect and demand good will and moral rectitude from [all humans]. Any individual in the community who would think evil of [others] or commit any misdemeanor would be "caught by the fetish" and would become sick. If [such a culprit] confessed quickly and [was cleansed, he or she recovered]. (p. 339)

These two medical perspectives—Western and traditional African—remained incorporated into the Ghanaian medical system (Twumasi & Bonsi, 1975). In a sense,

medical practitioners in Ghana utilize science and findings from empirical data to provide

health services. Thus, the government of Ghana highly supports this integrated form of

medical practices. However, bridging the gap between these Western and African forms

of medical practices in Ghana continues to represent a challenge. In making the transition

from traditional African medical practice to Western medical practice, it remained

imperative for the Ghanaian government to build confidence in rural communities by

training practitioners in their own localities. Consequently, people could easily relate to

locally trained practitioners as their own and embrace the health services provided.

The Kufuor Administration also began an oil exploration project to increase the

economic strength of the country; however, actual drilling did not commence until

Kufuor's tenure ended. One should posit that in the final days, the Kufuor administration

faced the accusation of mismanagement. Leaderships rarely receives credit for their

efforts to bring about major developmental initiatives or social change in the midst of

poverty; moreover, many Ghanaians provided their share of criticisms. Critics blamed the

NPP, Kufuor's party, for a series of mismanagements and the unwillingness of the ruling

party to relinquish power after a defeat at the polls.

**Capacity Building: The Atta-Mills Era**

By the end of both the Rawlings and Kufuor presidencies, Ghanaians had set an

enlightening pace of good governance in West Africa. Five successive free and fair

elections occurred in Ghana, despite a few accusations of election irregularities.

However, the degree of election maturity demonstrated in Ghana remained paramount.

Historically, most presidents in Sub-Saharan Africa usually held on to power by altering

the constitution or dying in office through coups or natural causes. Conversely, in Ghana, two serving presidents left office and went on to become political leaders. Before Atta-Mills came into office, the election remained critical because the country stayed rife with political tensions. Numerous prevailing circumstances existed; nonetheless, the leadership achieved peaceful elections by creating major roles played by all stakeholders, ensuring that national stability remained in the interest of all Ghanaians, instead of one individual (Ayittey, 2012). For example, the religious leaders spoke openly in their churches for the holding of peaceful elections; and civil society groups and non-for-profit organizations found opportunities to stress the need for peace during national elections. Eventually, John Atta-Mills of the National Democratic Congress won the presidency from Kufuor's NPP to become the next president of Ghana. The orderliness, demonstrated during the elections, became another significant political achievement and proof that political stability could occur. Ayittey (2012) observed:

> Allegations of electoral fraud have stirred political violence and civil war, causing death and destruction in Ethiopia (2005), Kenya (2007), Zimbabwe (2008), DR Congo (2011), among others. The adamant refusal of their respective leaders to relinquish or share power damaged or destroyed these African countries: Liberia (1990), Somalia (1991), Rwanda (1994), Zaire, now Congo DR, (1993), Sierra Leone (1998), Ivory Coast (2000, 2011), Egypt (2011), and Libya (2011). (p. 1)

With the transformation of political leadership between the two major Ghanaian political parties—the New Patriotic Party and the National Democratic Congress—it remained evident that Ghanaians had profoundly set the stage for a stable democracy,

despite social and political conflicts in West Africa (Annan, 2014). Stability in Ghana, at this critical time in Ghanaian history, included the realization of social, economic, and political development through productive leaderships, recognizing the power of civil engagement (Gurien, 2013).

Atta-Mills came into office in Ghana and changed the dynamics of leadership (Rupp, 2013). He remained unlike J. J. Rawlings, his predecessor of the NDC (Rupp, 2013). While Atta-Mills remained uncharismatic, he maintained a moderate and a transformational leadership style; however, he held the vision to move Ghana into the future by strengthening education, economic growth, and social development (Rupp, 2013). The Atta-Mills leadership focused on identifying clear public policies that reinforced the fight against corruption, strengthened good governance, and emphasized prudent management (Rupp, 2013). At the height of Atta-Mills' presidency, Ghana launched its first offshore oil export and increased Ghana's economic growth by 35% (Oppong, 2014). This added growth to the Ghanaian economy, required greater accountability, and demanded transparency. Leadership implemented strong measures to curb mismanagement (Jeong, 1996). Leadership also awarded the oil contract to Gazprom, and the Ghana National Petroleum Company monitored it (Oppong, 2014). Some of Atta-Mills' policies strengthened accountability by allowing stakeholders in the public sector to play a crucial role in Ghana's economic growth (Rupp, 2013). This ambitious approach, implemented by the Atta-Mills Administration, changed the dynamic of social inclusion and cooperation in Ghana (Ayittey, 2012). Atta-Mills adopted a liberal, hands-off policy in Ghana; however, he strongly argued for result-

oriented approaches to ensure benefits for all Ghanaians. This policy decision

strengthened democratic institutions in Ghana. Even though Ghanaians had discovered

oil by 2007, the issue of diffused electric power supply remained a critical problem in the

country (Rupp, 2013). Rupp (2013) argued:

> Power shortages and rolling blackouts are a consistent if unwelcome feature of
>
> daily life, even in major African cities. And the absence of electricity is also
>
> widespread throughout rural regions of the continent, including rural regions in
>
> Ghana. Although Ghana shines as an example of economic growth and political
>
> stability in Sub-Saharan Africa, its continued growth has strained facilities that
>
> generate, transmit, and distribute electricity. (p. 12)

To combat this challenge of sustainable power throughout the country, the Atta-

Mills administration entered into a bilateral agreement with the People's Republic of

China to develop a new dam that could include an extension to rural areas. The

agreement also included an intent to improve roads. The administration also sought to

encourage the optimum use of technology and evolve private sector projects (Rupp,

2013). Invitation from the Chinese government to Atta-Mills, during his tenure, cemented

the evolving bilateral relationship and increased funds from China to about 1.6 billion by

2009 (Rupp, 2013).

Given the political transformation in Ghana, more new political organizations,

NGOs, and religious groups became stakeholders in the affairs of the nation. The

Chamber of Commerce created an active role in business engagement in the country.

Unlike what one experienced earlier under the military leadership, free speech and free

media prevailed without suppression (Ayittey, 2012). In light of the political disposition of the new Ghana, human capital improved, new institutions fostered economic growth, and competition, innovation, and productivity improved. Consistent with this continuing transformation, Siegle (2012) observed that such "construct holds that more equitable, transparent, and participatory institutions create incentives for investment in public goods and services that generate more consistent and broad-based development" (p. 4). Under Atta-Mills, it remained clear that stability for Ghana meant diversification of resources that could lead to enormous economic growth.

One critical problem in the country at the time included high inflation. Quartey (2010) indicated, "At lower rates of inflation, the relationship of expenditures and economic growth is not significant and can be positive; but at higher rates, inflation has a significantly negative effect on growth" (p. 180). Clearly, the government had to address inflation to increase growth in most sectors of the economy. The government designed new policies to address government shortfalls in the production of cash crops, such as cocoa, coffee, and yams, and the extraction of minerals, such as diamond and gold. Atta-Mills addressed some of the many challenges that threatened Ghana's ability to make progress during his term in office. Atta-Mills (2012) opined:

> The challenge is to make the national interest the accepted objective of all groups and sections of society by forging a common understanding and a united front to address pressing national development issues and challenges. To sustain and deepen democracy and democratic institutions, peace and security must be maintained to guarantee a stable political environment. (p. 15)

A greater participation existed of the civil society in Ghana. This and several other factors encouraged major investors to invest in the country. Furthermore, strong independent political institutions ensured stability. The Jubilee oil exploration also contributed immensely to the growth of the nation's economy. The economy heightened to 14.4%, and researchers recorded it as one of the highest growths in the world (Quandzie, 2012; Siegle, 2012). To ensure that Ghana remained on a stable path, the government integrated oil and gas industries into the local economy to benefit the Ghanaian people (Quandzie, 2012). They implemented education reforms to ensure that education remained of an accessible, affordable quality. In that direction, the government identified areas within the country that needed new secondary and primary schools, due to population growth. Books and fees remained subsidized by the government, and they initiated accountability measures to ensure that students received quality education. In the process, they reduced teacher absenteeism.

The government also reduced the child motility rate. Moreover, reducing HIV/AIDS and poverty remained high on the priority list of the administration. Economic growth must extend to the rural population to reduce poverty. This reduction in poverty equaled one goal, which the Atta-Mills administration and several other administrations still struggle. As a middle-income economy, Ghana's people still struggle, similar to most developing countries, to implement a clear and consistent policy to distribute their wealth to its population. Equally, the poor in this society can only leave poverty if the redistribution of income occurs from the rich to the poor in society. Collectively, both the rich and poor can help develop society to show major economic growth (Easterly, 2001).

While still the Ghanaian president, Atta-Mills died of natural causes. His tenure remained short-lived, but the national economy grew significantly and an improvement occurred in both the private and public sectors. John Baird, Canada's Foreign Affairs Minister, articulated, "Under President Mills' stewardship, Ghana experienced unprecedented economic growth and prosperity and cemented its reputation as a model of democracy and stability within Africa" (as cited in Quandzie, 2012, p. 1). Although President Atta-Mills led Ghana briefly, his administration received credit with helping to strengthen values, such as building capacity, transparency, accountability, and stability in modern Ghana.

## Capacity Building for a Stable Ghana between 1990 and 2005

Praised as a stable democracy in Sub-Saharan Africa, Ghana did not arrive at this stage in a vacuum. At the onset, one must remember that Ghana represented a previous British colony, located in West Africa, and colonial repression dominated this country's past. It remains bordered in the north by Burkina Faso, the south by the Atlantic Ocean (i.e., the Gulf of Guinea), the west by the Ivory Coast, and in the east by Togo (CIA Factbook, 2012). Before British domination of Ghana, Ghana included the Gold Coast Empire. This empire remained well known for its strong and productive political systems. The Gold Coast included its own traditional rulers, such as kings and sectional rulers; additionally, it had its own court systems (CIA Factbook, 2012). Leadership in Ghana played a critical role in shaping the destiny of the country. Today, Ghana remains a symbol of good governance in Sub-Saharan Africa. Figure 3 includes a map of the geographical location of Ghana.

*Figure 3*. Map of Ghana. Adapted from CIA Factbook (2012).

The CIA Factbook (2012) stated that Ghana's population equaled about 24 million in 2012, and a greater segment of this population remained young. Ghana has over 100 different ethnic groups (Rupp, 2013). Interestingly, despite the makeup of the population, Ghana's political leaders, religious leaders, and traditional African leaders, including elders and council of chiefs, played pivotal roles in reducing social and political conflicts. For example, in Ghana, whenever conflicts emerged in rural communities, the local government assigned mediators (Baku, Ahiatrogah, & Avortri, 2006). Mediators did not include judges; however, they did include facilitators, who harmoniously settled disputes. Mediators only facilitated as power brokers; however, the conflicted parties

remained in control of the process (Baku et al., 2006). People resolved ethnic conflicts at local levels, and clan groups ensured that most conflicts remained resolved by village elders. For example, the Akan Tribe of Ghana use the gong-gong, a tribal means, to encourage interrelationships (Adjave, 2008). This depends on the tribe's sociocultural dynamics of inclusive, interactive, and integrated chieftaincy institutions (Baku et al., 2006). Equally, religion includes an important role in Ghana's conflict management protocols. Even though traditional African belief systems exist, Christianity resides within the nation's belief systems. In Ghana, a great sense of the fear of God, respect for religious teachings and religious leaders, and a quest for living in harmony exists. Some of these sociocultural mechanisms have included peace in Ghana since the 1980s.

As a relatively peaceful and stable country in Sub-Saharan Africa, Ghanaians could to attract multinational and non-governmental organizations to invest in their country. Currently, Ghanaians often pursue ways to sustain unity first, before resorting to actions that lead to social divides. This effort of sustaining peace required the engagement of the leadership of Ghana at all levels. Conflict resolution, peace building, and mediation have included the change behind the dynamics of conflict resolution in Ghana. In a capacity building effort in Ghana, Baku et al. (2006) observed:

> Conflicts may involve individuals, groups, or even nations and could stem from struggles for access to opportunities in life— e.g., jobs, positions, power or diametrically opposed interests or goals, which might be tangible, intangible, real or imagined. The consequences of these conflicts, if not properly managed, are injustice, deprivation, and suffering. (p. 3)

Dealing with conflict situations requires a strong social and political involvement, and Ghana sought that kind of involvement. In Ghana, although political stability appears as well established, conflicts related to chieftaincy, land disputes, and labor do persist; however, the approaches to resolving these actions include social engagement (Adebayo et al., 2014). For example, chieftaincy conflicts often evolve from succession issues, such as clan affiliations and the rights of people of non-royal lineage. These issues may lead to full-scale civil war. However, the Ghanaian government, along with civil society groups, have established structures to deal with the issues to mitigate the conflicts. In northern Ghana, for example, ethnic conflicts often occurred between the Konkombas and other major groups, such as the Dagombas, Gonjas, and Nanumbas. These conflicts usually needed critical interventions. Despite the possibility of internal conflicts, Ghanaians normally used prudent judgment to reduce ethnic tensions and challenges that could lead to civil conflicts (Adjabeng, 2007). Capacity building and other efforts of sustainability in Ghana included a collaborative paradigm. Hofstede (2003), the renowned expert on "cultural dimensions," (p. 24) articulated:

> Ghana scores 65 on this dimension and thus has a high preference for avoiding uncertainty. Countries interested in avoiding high uncertainty maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas. In these cultures, there is an emotional need for rules (even if the rules never seem to work). Time is money; people have an inner urge to be busy and work hard. Precision and punctuality are the norm; innovation may be resisted. Security is an important element in individual motivation. (p. 20)

In Ghana, whenever conflicts begin, the major political actors within a particular region of the country participate in bringing peace and maintaining stability at the local and national levels. Internal clan conflicts may exist in Ghana; however, dealing with these issues, often requires a new approach by the Ghanaian government. The government has developed the Permanent Peace Negotiation Team (PPNT) to intervene during internal conflicts to ensure stability at all levels of the country (Linde & Naylor, 2007). The Somalian government recommended similar proposals, which seemed successful at building marginal peace (Siegle, 2012).

In essence, conflict resolution in Ghana draws from all aspects of society, including social and political actors, non-governmental organizations, youth organizations, government negotiation panels, and traditional African authorities, such as paramount chiefs and elders. These stakeholders often develop definitive solutions for problems in critical conflict areas, such as northern Ghana. Over the years, peace in northern Ghana has remained elusive. However, using arbitration, other mediation initiatives, and not passing judgments, Ghanaians have brought significant peace to troubled areas in the country (Linde & Naylor, 2007).

The objectives for conflict mediation in Ghana has included the need to mitigate ethnic problems and to not decide who remains wrong; to find how best to prevent such issues from reoccurring; and to find how best individual groups can benefit from the process with the hope that each group can live together and respect one another's rights and customs. Like all other human cultures, conflicts remain deeply rooted in African culture (Adjabeng, 2007). The strength of resolving most of these problems has often

depended on local chiefs or community leaders. However, some of the chiefs entrusted

with resolving these conflicts, including land disputes, sometimes find themselves

implicated in these conflicts. For instance, they either directly or indirectly develop into

active culprits. Obviously, such mistrust can generate other challenges. Thus, the

Ghanaian government recognizes the need for continuous vigilance.

Conflict resolution has often meant using a more enlightened approach. In the

case of Ghana, the government turns to arbitration and clear public policies for

accountability and transparency (Adjabeng, 2007). Escalation of ethnic conflicts, which

remained prevalent in most rural communities, required the incumbent administrators to

encourage tolerance of one another's views to ensure that harmony prevailed. Issues,

such as land, livestock, internal family problems, and other disputes, required more

critical measures of easing tensions. As Adjabeng (2007) argued:

> The material and non-material costs of these conflicts to the state are so enormous
>
> that it is incumbent on all to address the menace. It calls for devising new ways of
>
> resolving these conflicts, because traditional resolution methods, though effective,
>
> have not helped stem the tide of the conflicts. (p. 1)

Despite the possibilities of conflicts, such as the problem with multiple sales of

lands, employer/employee relationships, and election disputes, the Ghanaian government

has had to work meticulously to avert tension in the country. The government also

developed a Land Administration Project (LAP) with the sole responsibility of helping to

mediate in land purchases, leasing of land, acquiring land, and other policy issues that

required third party mediators. In an effort to galvanize public support to foster peaceful

co-existence during elections, the government often encouraged civil society to advocate for a peaceful process. Jonah (2007) posted that during past elections, senior lecturers, political scientists, and private sector actors advocated that a winner-takes-all approach remained unproductive, fostered divisiveness, and must remain avoided (Ayittey, 2009). Indeed, as it has occurred in Ghana, capacity building requires a collective effort, social engagement, and mitigating conflicts to reduce tensions. In other countries, such an action may include initiation by one identifying major issues that remain potential for conflicts within societies. In a broad context, all these manifestations include peaceful initiatives for growth and development, which remain consistent with Eisenstadt's (1973) theory of sociological modernization, without which modern societies remain likely to experience stagnation in achieving national, developmental goals.

## Summary

Between 1990 and 2005, Ghana became a strong beacon of hope in Sub-Saharan Africa for stability in the region. At the inception of Ghana as an independent nation, Nkrumah (2006) led Ghana, who envisioned a nation of people who could build themselves up from the ashes of colonialism by establishing strong institutions, better school systems, advanced technology, and productive manufacturing industries that would stir enormous economic growth. This vision remained impaired by a series of military coups, beginning with the overthrow of the founding president, Nkrumah (2006). Ghana included another African tragic story.

However, John Jerry Rawlings emerged in 1981 and, through mixed leadership styles, returned Ghana to a strong democracy in Sub-Saharan Africa. After 20 years of

leadership in Ghana, Rawlings relinquished power through free and fair elections. John Kufuor and John Atta- Mills, both presidents of Ghana, carried on development in the country based on parts of Nkrumah's (2006) vision for the country. They dropped the socialist approach incorporated by Nkrumah (2006) after Ghana's independence. The country, similar to any other developing country, had its own internal conflicts.

Nonetheless, what set this African nation apart from many others on the continent included the ability to mediate and mitigate conflicts at multiple levels and through various ways. For example, its people approached crises related to chieftaincy, land use, and election contentions by social engagement with people with expert knowledge, including traditional African and religious leaders, and many other stakeholders in the country. Furthermore, successive political leaders continued to work assiduously to develop strong political institutions of leader who ensured accountability and transparency. Their development agenda did not only focus on urban areas, but extended to the rural areas. These leaders improved transportation through the building of farm-to-market roads. They also paid significant attention to social services, such as education and health. They extended social service projects, such as power and water supplies, to rural areas for industrial growth.

In Chapter 2, I analyzed available literature to provide the context for the political trajectory of conflicts in Sub-Saharan Africa, including some of the causes of instability in the sub-region, and how Ghanaians maintained a stable democracy in spite of the challenges. Additionally, in Chapter 1, I provided information on the development strategies implemented by Ghanaians based on the national development vision initiated

by Nkrumah (2006) and fostered in dynamic ways by Rawlings, Kufuor, and Atta-Mills. Ghanaian's achievements in the fragile region of Africa may provide lessons that one may replicate in postwar Liberia, and perhaps other countries in the sub-region, to develop stable democracies for sociopolitical and socioeconomic growth. In Chapter 3, I focus on matters of research method, including the identifying of research participants, research questions, data collection, and data analysis.

Chapter 3: Research Method

**Introduction**

Civil unrest and wars characterized events of Sub-Saharan Africa between 1990 and 2005. Nonetheless, Ghana, one of the countries in the sub-region, managed to maintain stability. Thus, a need existed to understand the strategies that this country applied to remain relatively stable in order to help post-conflict countries in the region, including Liberia. To understand these strategies, I used a qualitative, holistic case study. Qualitative research design remains useful because it often provides opportunities for researchers to explore in-depth people's behaviors, viewpoints, and beliefs concerning certain problems or situations (Singleton & Straits, 2005; Yin, 2005). Of course, qualitative researchers have sometimes faced criticism from proponents of quantitative research. In most instances, these opponents argue that qualitative research lacks the scientific credibility, theory, and instrument of measurement associated with quantitative methods (Sarma, 2015). To counter the argument, Maxwell (2008) claimed, "Qualitative research has an inherent openness and flexibility that allows researchers to modify their designs and focus in pursuing new discoveries and relationships" (p. 30). Consistent with Maxwell's (2008) argument, I have used qualitative research in this study to explore Ghana's strategies for stability between 1990 and 2005 to help post-conflict countries, such as Liberia, initiate programs and policies that, over time, may ensure long-term stability in the country.

**Research Questions**

The key question which I developed to guide this study was: What strategies did Ghana implement to maintain stability between1990 and 2005, while some countries in parts of Sub-Saharan Africa experienced civil conflicts? I expanded this question into the following sub questions:

*SQ*1: How has the Ghanaian civil society resolved internal disputes that have the potential to cause civil unrests?

*SQ*2: What roles do local leaders play in promoting peaceful relationships among localities?

*SQ*3: Compared to other countries such as Liberia, Sierra Leone, or the Ivory Coast, which have experienced tremendous civil unrests, what factors make social engagement possible in Ghana?

*SQ*4: How has the Ghanaian government worked with the private sector to promote the required growth and sustainable development that is very important to stability?

*SQ*5: What plans has the Ghanaian government implemented to develop human capital in the areas of education, health, agriculture, and other human service industries, thereby guaranteeing employment that is critical to stability?

This chapter includes a focus on matters of the methodology, population, and sample, procedures for data collection and analysis, ethical concerns including the researcher biases, all of which adhere to the requirements of the Walden University's

Institute Review Board (IRB). Walden University's approval number for this study is 02-17-15-0240673 and it expires on February 16, 2016.

**Research Design and Rationale**

Research designs result from how researchers select a given method to answer specific research questions and satisfy goals of the research (Creswell, 2013; Patton, 2002; Yin, 2003). Each research design reflects the blueprint for individual studies (Patton, 2002). The research design I chose for this study was a qualitative, holistic case study design, which I intended to use to explore and understand Ghana's stability strategies in Sub-Saharan Africa during a period when civil unrests and wars remained prevalent in neighboring countries. Like most qualitative research studies, the hallmark of the case study design included the ability to use multiple sources to enhance triangulation, which remained necessary for validity and reliability of research findings (Patton, 2002; Yin, 2003). Equally, Patton (2002) also indicated, "Qualitative methods are often used in evaluations because they tell the program's story by capturing and communicating participants' stories" (p. 10). One of the benefits of a qualitative study is the fact that it uses triangulation of sources and strategies of inductive data analysis to arrive at emergent themes and new theories (Corbin & Strauss, 2007). Using qualitative method to explore conflict situations in Sub-Saharan Africa, and to understand how Ghanaians continued to remain stable, particularly between 1990 and 2005, remained critical to developing an understanding of the research problem and to focus on the purpose of the study. In short, despite the advantages of other research approaches, a case study design remained the appropriate approach for this qualitative research. The

qualitative case study provided the flexibility of triangulation, leading to the incorporation of vast amounts of experiences, information, and data from multiple sources to enhance the validity and reliability of the findings concerning strategies employed by Ghana to remain stable while civil unrests and wars engulfed many countries in Sub-Saharan Africa.

## Population and Sample

### Population

The population for this study was exclusively comprised of Africans because I wanted to ensure that all purposeful participants, selected through the snowballing technique, would demonstrate the cultural, empathetic, and balanced understanding of the dynamics of conflict and relief on the continent. Additionally, I wanted such population dynamics because I hoped to obtain specific and in-depth perspectives on processes and actions on the continent relevant to ameliorating crises in Sub-Saharan Africa. Furthermore, I wanted to understand core perspectives on how Ghanaians managed to achieve stability in the region between 1990 and 2005. Indeed, I looked for three specific characteristics in the population of my study. First, the population needed to incorporate Ghanaians and Liberians informed by (a) academic and professional training, and (b) social, economic, political, and religious experiences related to bringing varied relief services to broad swathes of Africa. I needed Ghanaians and Liberians foremost because, concerning Ghana, I wanted to study the strategies reportedly demonstrated in Ghana, and concerning Liberia, because it represented one of the several countries, the relieving of which gravitated me towards the need to understand how Ghanaians managed to

maintain stability between 1990 and 2005 while the sub-Saharan region remained

embroiled in civil unrest and wars. Second, the population for the study needed to

incorporate all other Africans equally informed academically and experientially about

Africa. Third, the research participants had to reside either inside or outside of the

African continent. Reaching these categories of participants remained feasible by using

the multiple ways in which I had intended to collect data for the study.

In the end, the participants recruited consisted of African academicians,

researchers, writers, journalists, religious clerics, institutional or organizational leaders,

and national and local leaders capable of articulating causes of key conflicts, particularly

in Sub-Saharan Africa, and suggesting possible solutions. Originally, I had intended to

use multiple ways of interviewing the participants including face-to-face interviews,

recorded one-on-one telephone interviews, and emails. However, it turned out that the

participants,who showed interest in the study remained accessible mainly through audio-

recorded, one-on-one telephone interviews, and asynchronous interviews through emails,

because I could not travel because of constraints related to my job with the U.S. Joint

Chief of Security.

**Sample**

Fifteen interviewees agreed to participate in the study. I recruited them through

snowball sampling. Oliver and Jupp (2006) explained snowball sampling as

A form of non-probability sampling in which the researcher begins by identifying

an individual perceived to be an appropriate respondent. This respondent is then

asked to identify another potential respondent. The process is repeated until the

researcher has collected sufficient data. (p. 50)

Additionally, Marshall (1998) indicated:

Snowball samples begin from a core of known elements and are then increased by

adding new elements given by members of the original sample. [These samples]

are so called on the analogy of the increasing size of a snowball when rolled down

a snow-covered slope. Such samples are often used where there is no available

sampling frame listing all the elements for the population of interest. (p. 2)

Obviously, the non-availability of "sampling frame listing" (Marshall, 1998, p. 2)

of participants in the current study made the snowball sampling technique useful.

Atkinson and Flint (2001) explained further that

Snowball sampling has been found to be economical, efficient, and effective in

various studies… [irrespective of] problems of (a) representativeness and

sampling principles, (b) finding respondents and initiating 'chain referral,' and (c)

engaging respondents as informal research assistants. (pp. 2-3)

Both Atkinson and Flint (2001) concluded that "the real promise of snowball

sampling lies in its ability to uncover aspects of social experience often hidden from both

the researcher's and lay person's view of social life" (p. 4). Prior to this study, a dearth of

literature existed explaining the context of the success of Ghana's political stability and

economic growth in the midst of civil unrest and wars in Sub-Saharan Africa, especially

between 1990 and 2005. This study sheds some light on, that contextual information

regarding Ghana's success. Furthermore, data obtained through snowballing represented

one of multiple sources of data required in qualitative research. As such, problems of

validity and reliability may remain compensated for by other sources including

documents and field notes from the researcher's observation of the iterative process of

the study.

Following the approval of the Walden University's IRB # 02-17-15-0240673, I

used snowballing referral from one potential participant to the other to recruit

participants. I used multiple means, including email and telephone, to engage with the

participants. Whereas a few of these participants resided on the Continent of Africa

(COA), many others resided in the U.S. Moreover, some of them, at the time of the

research, pursued professional careers that enabled them to travel between Africa and

America, and therefore demonstrated appropriate knowledge and understanding of some

of what I sought in this study.

Once I completed the selection of participants, I sent each participant additional

emails or placed additional telephone calls to discuss a possible meeting or scheduled

conversation for determining a meeting to provide the appropriate letter of consent to

participate in the study. Based on their acceptance of the consent letter, I scheduled an

appointment for the time and place of the actual interview.

All participants selected for the study played critical roles in providing detailed

information on stability in Ghana and how the country demonstrated so much success

between 1990 and 2005. The complexity in determining the right number of participants

had remained a sampling problem in qualitative research. Rudestam and Newton (2007)

observed, "Most students tend to underestimate the number of participants necessary to

draw meaningful conclusions for the data" (p. 92). The advice is usually that researchers

need to ensure selection of an appropriate sample population. For example, Creswell

(2013) maintained that "the ideal behind qualitative research is to purposefully select

participants or sites [or documents or visual material] that will best help the researcher

understand the problem and the research question" (p. 178).

Consistent with all these views related to sample size, I projected a sample size of

15 to 40 participants for the study. The goal remained to continue to engage as many

participants as I could find through the snowballing technique, until the data reached

saturation, which represented the point at which data enters redundancy (Rudestam &

Newton, 2007). Additionally, I used the snowballing technique to identify new leads

from potential participants with in depth knowledge related to the problem, purpose, and

research questions of the study.

Researchers continue to debate the question of exact sample size in qualitative

research. For example, whereas Creswell (2013) argued for "20 to 30 participants as a

reasonable sample size" (p. 106), Kvale and Brinkmann (2009) suggested at least 10 or

15 participants represented a good sample size population. The suggestion even exists

that one participant may remain appropriate for a qualitative, case study design,

depending on the research problem, purpose, and questions (Yin, 2009). All agree,

though, that the more the participants, the better the views extracted for the interview

portion of the data. For example, Hoepfl (1994) maintained that using flexibility in

purposeful sampling remains important and keeping a keen lens on possible sampling

errors, such as distortions of insufficient breadth, distortions introduced by change over

time, and distortions caused by the lack of depth in data collection in the field, remains

important (Hoepfl, 1994; Patton, 1990). Adler and Adler (2011) articulated that

researchers have to consider the time available for data collection when selecting a

sample pool. Another suggestion for sample pool included keeping it at 12 and not more

than 20. In another suggestion, Adler and Adler (2011) advised students to choose a

sample between 12 and 60 with a mean of 30. Much of these suggested that sizes

notwithstanding, other authors (e.g., Merriam, 2009; Yin, 2009) also agreed that

interviews remained one of multiple sources, applicable to a qualitative research. In

essence, a sample in qualitative research reflects a no statistical representative of

population, as one would find with quantitative research (Merriam, 2009). For the current

study, after interviewing 15 clearly knowledgeable participants, I realized that I had

reached a data saturation point.

**Gaining Access to Participants**

Scholars (Adler & Adler, 2011; Yin, 2009) continued to emphasize that building

rapport and trust with participants is the first, if not the most important, strategy to

gaining access to participants. Maxwell (2012) added, "The relationships that you create

with participants in your study [and also with others usually called gatekeepers

facilitating or interfering with your study] endure for a long time" (p. 90). To build

rapport, researchers must constantly communicate with participants as well as

gatekeepers to explain that they seek knowledge on a subject matter that remains in the

interest of several sectors of society. Openness remains an equally important part of

building rapport and trust. Consistent with the matter of accessibility, I assured all

participants for this study of their anonymity and confidentiality. To solidify a professional working relationship during the study, I ensured that all participants' contributions and viewpoints, respectively, remained respected. At the beginning of each interview, I pointed out that each participant's participation stayed voluntary and that each participant could withdraw at any time during the study, without punitive actions.

With the assurances that participants' contributions remained confidential and important to the study, the participants remained open and committed to the study. For example, I informed participants that their knowledge and expertise on Ghana's strategies for political stability could make a huge contribution to social change in post-conflict Liberia and several other trouble spots in Sub-Saharan Africa, a contribution that could help speed growth and development on the continent. By building confidence with participants, I gained direct access, meaning that a critical issue, such as obtaining "gate-keepers' permission" (Maxwell, 2012, p. 90) or consent to gain access to. After gaining access, I provided individual participants consent letters to participate in the study.

## Data Collection

In qualitative research, researchers must pay attention to how they link data collection and data analysis in order to achieve new perspectives on the seamless linkage of research questions with the problem, purpose, and theoretical and conceptual frameworks of the study (Yin, 2009). Furthermore, Rudestam and Newman (2007) articulated that qualitative research inquiry focuses on how the study remained conducted. The iterative process, wherein individual researchers take note of all that they observe during interviews, collect, and study documents, which additionally enrich the

data and information gathered (Stake, 1995). Accordingly, the data collection phase of

the current study included several key steps. These steps included (a) seeking approval of

the study protocols, (b) accessing the research participants, (c) applying the instruments

and materials, (d) accumulating the data, (e) closely assessing the data, (f) categorizing

the data, and (g) interpreting and reporting of the data (Kvale & Brinkman, 2009; Yin,

2009).

Accordingly, the first step I took involved clearing all appropriate intentions and

purposes of the study with Walden University's IRB, and then my place of work. I work

as a U.S. federal contractor working with the Joint Chief of Staff. Consequently, when I

got approval from the Walden University's IRB, I met with the information security chief

to discuss the nature of my study and benefits of the study for Sub-Saharan Africa. I

sought clearance to ensure that no information existed, jeopardizing operations with the

Department of Defense, or that no considered conflict of interest existed with the

Department of Defense. I had planned on going to Ghana for the interviews, and to

discover more information on Ghana, but a few factors, including work obligations and

limited resources, proved challenging. However, the inability to visit the continent for

mainly face-to-face interviews of potential participants in Africa remained compensated

for by the myriad ways in which I decided to collect data. For example, in addition to

face-to-face interviews, I decided to use electronic means, including emails and audio-

recorded, one-on-one telephone interviews. After all, in the growing age of information

technology, one may easily obtain accessibility (Opdenakker, 2006). The caveat remains

that researchers should stay mindful of the ethical considerations, which may derive from

the new technology (Opdenakker, 2006; Shuy, 2002; Sturges & Hanrahan, 2004). Such

considerations include matters of anonymity and confidentiality. Accordingly, I ensured

that, throughout the study, research participants remained identified only by

alphanumeric codes (Shuy, 2002).

After I sought and obtained approval from Walden University's IRB, assuring that

participants would not face risks beyond what people face in the ordinary course of life, I

cleared with the U.S. Department of Defense. Having cleared both with the IRB and the

DOD, I pursued the next step, which involved accessing of the research participants. I

used purposive sampling with a snowballing technique. Atkinson and Flint (2001)

explained that "snowball sampling  has been found to be economical, efficient and

effective in various studies…[irrespective of] problems of (a) representativeness and

sampling principles, (b) finding respondents and initiating 'chain referral,' and (c)

engaging respondents as informal research assistants" (pp. 2-3).

Consistent with purposive sampling, using the snowballing technique, I began

placing individual calls to potential participants, one at a time (Patton, 2002). In addition

to the calls, I sent emails to potential participants on the African continent, both in Ghana

and Liberia, in addition to Ghanaians and Liberians, residing in the U.S. I implemented

the snowballing technique to find new leads from one accessed potential participant to

another (Patton, 2002). As I found participants, I provided them with consent letters,

assuring that the interviews would remain voluntary, and that participants had the option

to stop at any time if they felt uncomfortable with all interview questions. This remains

consistent with the assurances, anonymity, and respect, which I used to protect the

participants (Creswell, 2013; Merriam, 2009; Yin, 2009). I explained all risk issues to each participant. Moreover, I told all participants that although they would not benefit personally and directly from the study, Africa could benefit from the study, assuming that findings, leading to growth and development, could encourage national policymakers in Africa to formulate and implement constructive policies related to conflict management, peacebuilding, education, health, and economic empowerment.

Once I accessed many participants, the interviews began, with each participant answering the one core question and five sub-questions. The questions included open-ended and semi-structured, focusing on the problem and purpose of the study, which I intended to use to understand strategies used by Ghana, between 1990 and 2005, to remain stable, while most countries in Sub-Saharan Africa remained engulfed by civil unrests and wars. Each interview began with the relevant informed consent explanation that (a) I would use alphanumeric coding to ensure anonymity and confidentiality, and (b) I would not use personal information of participants in the data.

Following the preliminaries, I sought the consent of each participant. At the end of individual interviews, I asked participants if they remained available for a second interview for clarification if the need existed, and each participant agreed. Once the data collection, embedded with member checking and peer review strategies, reached a data saturation point, I made the determination to complete the process. One must note that additional to the interviews, I continued to explore documents useful to the study. Documents included additional sources needed to strengthen the process of triangulation.

Qualitative research requires the use of multiple sources and concurrent continuity of triangulation to enhance validity and reliability (Creswell, 2013; Yin, 2009).

I considered all standard protocols that govern qualitative data collection. For example, interview questions remained open ended, recorded with a laptop for accuracy, and I took notes to create an audit trail. Additionally, I created journal entries of events as the events unfolded. Implementing these protocols added fidelity and high standard of structure during the interviews. Journal entries account for expressions, impressions, reactions, feelings, or specific events that transpire during data collection (Patton, 2002). Creating journal entries remains consistent with what research theorists (Creswell, 2013; Maxwell, 2010; Rudestam & Newton, 2007; Patton, 2002) see as a vital resource for supplementary information. All data collected for the study remained securely locked for safekeeping, accessible only to me, the researcher (Kvale & Brinkmann, 2009). Consistent with Walden University's policy on data safety, the data will remain for five years, and then one will dispose of it through shredding and burning.

**Interviews**

Interviews, as Corbin and Strauss (2007) suggested, a need for production, interactive process. The process requires the interviewer to work assiduously to create rapport with the study participants. One must build the relationship between participants and researchers on trust. Interviews can remain structured or unstructured, as focus groups or one-on-one interviews (Lincoln & Guba, 1985). During the study, building rapport with participants remained critical to both acquire and ascertain rich, in depth data. By far, as recommended by most research theorists, focus group interviews remain

cheaper and save time due to the limitations a researcher may encounter. However, given the limitation of time and distance and the use of snowballing technique, many of the interviews in the study included a one-on-one, audio-recorded telephone technique (Opdenakker, 2006; Shuy, 2002; Sturges & Hanrahan, 2004). For the interviews, I also used asynchronous means through email (Sturges & Hanrahan, 2004).

I used structured and semi-structured interviews to guide my open-ended questions to ensure that the interviewees had the opportunity to provide in depth and rich data. Onwuegbuzie, Leech, and Collins (2010) indicated that "when formulating questions relevant to a particular study or context, the questions should (a) be open-ended, (b) foster answers that include the researcher's feelings, and (c) consider the researcher's thoughts, perceptions, and experiences" (p.705). Clearly, the quality of information that researchers can ascertain from their informants depends highly on how the research questions remain phrased (Patton, 2002). Therefore, I kept the interview questions consistent with Patton's (2002) advice. During the course of each interview, I kept accurate notes using an HP Laptop with Dragon Speech Software, which I installed to transcribe all interviews with immediacy. In short, the ultimate goal of the interviews included capturing each participant's account to the extent that I reached a data saturation point.

**Documents**

In qualitative research, documents reviewed for a study stayed critical and vital to the overall data collection process. The reason included that they stayed a part of the multiple sources required for the process of triangulation and ultimate enhancing of

validity and reliability of the research findings (Creswell, 2013; Yin, 2009). As such,

documents identified and reviewed during the process of this study provided in-depth and

rich information on Ghana's culture, historical facts, and evidence of the country's

socioeconomic and sociopolitical path to national development. Information obtained

from pertinent documents enhanced the process of triangulation, and thereby assured

validity and reliability of the findings of the study (Onwuegbuzie et al., 2010).

In most cases, some documents remained a good source of contemporaneous

literature on historical events (Creswell, 2013). Historical documents kept the current

study grounded on facts, and not assumptions. Patton (2002) added that "historical

information can shed important light on the social environment" (p. 284). Key documents

left me at an advantage to acquire an understanding of the context of the study

(Onwuegbuzie et al., 2010). The acquired documents provided in-depth contemporaneous

information on Ghana's strategies for stability in the midst of conflicts in Sub-Saharan

Africa, particularly between 1990 and 2005. For the purpose of the research, I gathered

documents, including UN (2005, 2010a, 2010b) Reports, USAID (2015) Reports, Ghana

Policy Documents (UNDP, 2013, 2014), press releases on Ghana Policy

Implementations, and African Union policy documents. Additionally, I explored sources,

such as Africa Center for Strategic Studies (2013), Center for Global Development, The

Carter Center News, and Center for Strategic and International Studies.

**Data Management, Analysis, and Representations**

**Data Management**

Having completed the preliminary phase, which included the receiving of approval for the study protocols, accessing the research participants, applying the instruments and materials, and accumulating the data, I proceeded with the secondary phase including data management and analysis. This phase comprised of managing the data by closely assessing, categorizing, interpreting, and reporting the findings. Data management for this study included the first step in the analysis process. Accordingly, designing a method to ascertain data and having the data organized and arranged systematically in folders or files remained important. Developing a master coding list (MCL) remained a prudent idea to arrange the information in an orderly manner. Table 2 includes the appropriate insight into interviewees and interview locations, dates, and times for each interview.

Table 2

*Organization of Interview Data*

| Professional Career | Codes Applied | Manner of Interview | Location | Date of Interview | Duration of Interview |
|---|---|---|---|---|---|
| NGO Exec. | P1 | Telephone, audio-recorded | USA | Feb. 24, 2015 | 1:01 |
| Research Exec. | P2 | Telephone, audio-recorded | COA | Feb. 26, 2015 | 1:10 |
| NGO Exec. | P3 | Telephone, audio-recorded | USA | Feb. 26, 2015 | 0:47 |
| Religious Cleric | P4 | Telephone, audio-recorded | USA | Feb. 26, 2015 | 0:58 |
| Petroleum Eng. | P5 | Email | USA | Feb. 26, 2015 | Asyn |
| Journalist | P6 | Telephone, audio-recorded | USA | Feb. 27, 2015 | 1:00 |
| NGO Exec. | P7 | Telephone, audio-recorded | USA | Feb. 27, 2015 | 0:48 |
| Journalist | P8 | Telephone, audio-recorded | COA | Feb. 28, 2015 | 1:01 |
| Academician | P9 | Telephone, audio-recorded | USA | Feb. 28, 2015 | 1:48 |
| Academician | P10 | Telephone, audio-recorded | USA | Feb. 28, 2015 | 0:57 |
| Religious Cleric | P11 | Telephone, audio-recorded | USA | Mar. 01, 2015 | 1:06 |
| NGO Exec. | P12 | Email | USA | Mar. 01, 2015 | Asyn |
| Research Exec. | P13 | Telephone, audio-recorded | USA | Mar. 02, 2015 | 0:47 |
| Mining Eng. | P14 | Email | COA | Mar. 07, 2015 | Asyn |
| Journalist | P15 | Email | USA | Mar. 07, 2015 | Asyn |

As demonstrated in the table, 11 participants participated in one-on-one, audio-recorded telephone interviews, while I interviewed four asynchronously through emails. I arranged the documents, explored for additional data and information. Table 3 includes the appropriate arrangement.

Table 3

*Pertinent Document and Sources*

| Document | Sources Title | Date | Database |
|---|---|---|---|
| Corruption Index | Transparency International | 03/02/2015 | Open Source Database |
| United Nation | UN | 03/02/2015 | Open Source Database |
| USAID Report | USAID | 03/02/2015 | Open Source Database |
| Africa Center for Strategic Studies | ACFSS | 03/02/2015 | Open Source Database |
| Center for Global Development | CFGD | 03/02/2015 | Open Source Database |
| Ghana Policy Agenda | Internet Search | 03/02/2015 | Open Source Database |
| Africa Vision 20/20 | USAID | 03/02/2015 | Open Source Database |
| Africa Vision 20/50 | USAID | 03/02/2015 | Open Source Database |
| Transparent International | TRANS/INT | 03/02/2015 | Open Source Database |
| Peace and Conflicts Resolutions | Internet Search | 03/02/2015 | Open Source Database |
| Thunderbird International Business Review 2004 | Internet Search | 03/02/2015 | Open Source Database |

Data analysis in this qualitative study stayed iterative and reflexive. As I was gathering information during the period of the study, I went back and forth capturing and reflecting on useful observations (Patton, 2002; Stake, 1995). Equally, the quality of data collected had to include meaningful and contributing data to the overall objectives of the study. Some of the major aspects to data analysis included data reduction, data display, drawing, and verification (Huberman & Miles, 1994). Qualitative research theorists (Creswell, 2013; Huberman & Miles, 1994; Maxwell, 2010) have argued that working assiduously to become skillful in developing codes and patterns to draw analysis for the data findings remains important. However, the researcher must add criteria, such as adequacy and appropriateness, to the data findings. By adding the adequacy requirement, in the case of the current study, I met a data saturation point from the amount of data

collected. Reaching saturation of data remained not the only important factor. Applying the strategy of appropriateness to data analysis also ensured that all information ascertained for the case study remained purposefully chosen to achieve the theoretical foundation of the study (Rudestam & Newton, 2007).

**Data Analysis and Representation**

Bogdan and Biklen (1982) defined qualitative data analysis as "working with data, organizing it, breaking it into manageable units, synthesizing it, searching for patterns, discovering what is important and what is to be learned, and deciding what you will tell others" (p. 145). Hansen (1995) observed that qualitative data analyses has an inherent characteristic to transform data into research findings. Data analysis can remain challenging, but making the right decisions and following research protocols often provides one with an appropriate framework for interpreting data and publishing the findings of a study (Creswell, 2013; Huberman & Miles, 1994; Patton, 2002). During the process, I found it prudent to initiate strategies for recording and arranging data. In this case, creating a master code list initially helped to capture categories, themes, and patterns as these emerged from responses to the research questions. Interpreting data remained a continuous process during the study until I reached a data saturation point.

Consistent with the use of the Internet and multiple databases available, researchers tend to feel overwhelmed by vast amounts of data. Therefore, organizing data and using Computer Aided Qualitative Data Analysis Software (CAQDAS) often prove useful. Both Yin (2003) and Stake (1995) concurred that data collection and analysis happen concurrently. To ensure that I analyze all data, I used aggregation and direct

interpretation, pattern matching, logic models, and cross-case analysis (Stake, 1995; Yin, 2003). Figure 4 includes how I gathered, stored, and distributed the data before processing. I used the NVivo 10 software for mapping out categories, themes, patterns, and other pertinent aspects to enhance the interpreting of findings of the study.
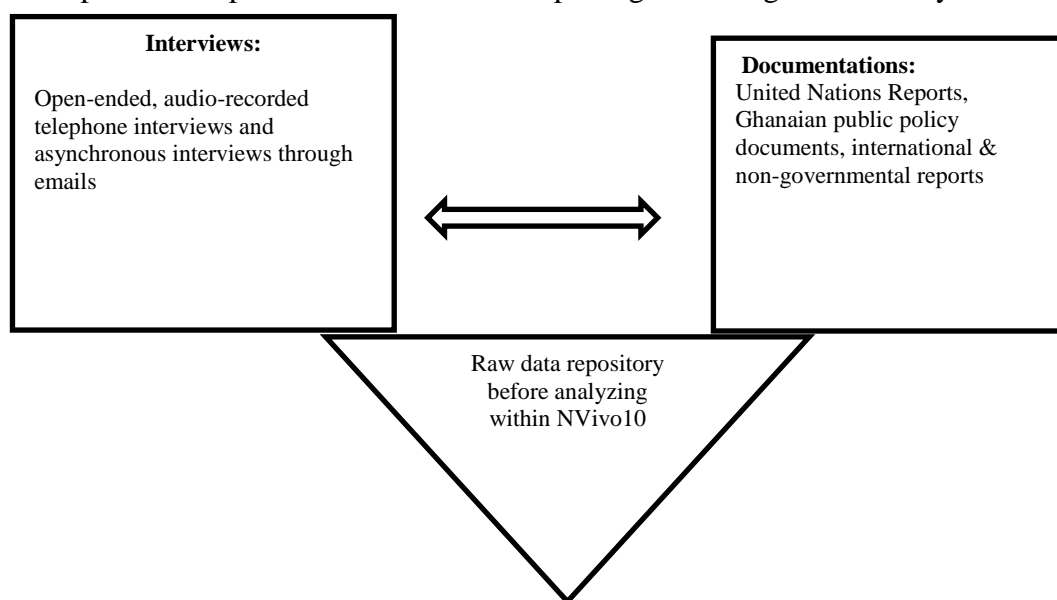


*Figure 4.* A graphic showing of data collection strategies.

Data analysis gives perspective to what the researcher collected and the relevance of the data. As Thorne (2000) asserted:

> Researchers are therefore encouraged to articulate their findings in such a manner that the logical processes by which they were developed are accessible to a critical reader, the relation between the actual data and the conclusions about data is explicit, and the claims made in relation to the data set are rendered credible and believable. (p. 68)

The need to evaluate and to promote accountability, concerning the current study, brought about the use of computer aided application, such as NVivo 10 (Castleberry,

2014). Historically, researchers proposed the use of tape recorders and video recorders to collect data because these tools assisted researchers to document accurate accounts of their participants' responses. Today, computers may evaluate both qualitative and quantitative research findings. Quantitative research tools, such as SPSS, remains efficient for analyzing data findings and reporting (Castleberry, 2014). However, in qualitative research, NVivo represents one of the most popular software used for data analysis (Castleberry, 2014). Consequently, researchers use NVivo 10 for analyzing and reporting data collected for the current study (Castleberry, 2014).

The actual process of data analysis began when I sat to explore the collected data, categorized it, and continued to explore it for emergent themes. In the process, I followed suggestions offered by several research theorists (Kvale & Brinkmann, 2009; Merriam, 2009; Yin, 2009). I used types of coding, such as open coding, axial coding, and selective coding. The first type included a focus on initial themes identified; the second type included a focus on initial crystalized codes; whereas the third included a focus on codes that remain more concrete.

Table 4 includes depictions that I used NVivo 10 software, which helped me generate initial themes for the Word Frequency Query. In the process of generating these initial themes, I omitted words from three to four letters.

Table 4

*Word Frequency Query: The NVivo Report*

| Word | Length | Count | Weighted Percentage (%) |
|------|--------|-------|-------------------------|
| Government | 10 | 192 | 2.14 |
| Traditional | 11 | 72 | 0.80 |
| Development | 11 | 62 | 0.69 |
| Implemented | 11 | 60 | 0.67 |
| Agriculture | 11 | 40 | 0.44 |
| Manufacturing | 13 | 30 | 0.33 |
| Structural | 10 | 28 | 0.31 |
| Strategies | 10 | 26 | 0.29 |
| Sustainable | 11 | 26 | 0.29 |
| Structures | 10 | 24 | 0.27 |
| Governance | 10 | 20 | 0.22 |
| Significant | 11 | 20 | 0.22 |
| Leadership | 10 | 18 | 0.20 |

Table 5 includes additional coding for themes. The key words identified through the NVivo 10 query, from interviewees and documents, converged on the two critical themes, which include "implementation for stability" and "inclusiveness for development."

Table 5

*Theme Compositions*

| Categories | Implementation for Stability | Inclusiveness for Development |
|---|---|---|
| Codes | Government, Process, Participatory Democracy, Government Activities, Government Roles, Strategy Plans, Development agenda Conflict mitigation Leaders Visions Will Integrity | Strategies, leadership, political space, governance, market, NGO participation, Determination Goal oriented Legacy Transformational Embrace new ideas Listeners Good ideas |
| NVivo 10 Key Word Frequency Search | Good governance, engagement with private sectors Strategic, Planning, Government Funding, Communities, Education, Training Vocational schools Capacity People centric | Communities, Traditional leaders, Group identity, Language, soccer , Clothing , Proud of Ghana Culture, Inclusive Concerns |
| Interviewees | Inclusion participatory Independent contribution Community involvement Monitoring mechanisms for good government Civil Societies Report Social Action Fund Social audits Procurement Monitoring Transparency policies Bank-financed projects Governance and Institutional Abundant natural resources Sustainable growth development Inclusion of disclosure transparency, Development Project Access to information Policies | Community-driven projects Grant funds for civil society accountability government-financed projects Grievances redress mechanisms in the Inclusion of complaint and grievance redress Elections Issues Capacity-building and Continuous exchange of ideas Information sharing Peace building, Actors, peace and justice Nonviolent actors, Religions leaders Equality Gender equality issues Failures and successes Quality assurances Willingness Achievements Hallmark of leadership |

Table 5 (continued)

| Categories | Implementation for Stability | Inclusiveness for Development |
|---|---|---|
| Documents | Government strategic developmental Plans, Encouraged Inclusiveness, Involvement Traditional leaders stakeholders involvement, Investments, Access to Public Health, Funds Information Engagement Open communications Sustainable employment Social programs to benefit poor Loan for market women Education, and Commerce | Open political space participation, free and open media, collective village market Inclusion of social Accountability, Women group inclusion Strong self-confident leaders Political authority Create opportunities Moral foundation Mismanagement, Embezzlement Dishonesty, Lack of transparency Unaccountability, Irresponsibility Indiscipline Creative Thinking Relevant strategy for development |

Clearly, even though some literature exists on strategies for Ghanaian stability, coding data from research questions of the current study to discover appropriate themes contributed substantially to the findings of the study and may likely contribute to literature on strategies related to the sociopolitical and socioeconomic success story of Ghana in Sub-Saharan Africa.

## Issues of Quality and Ethics

### Role of the Researcher

In this study, consistent with several theorists (Janesick, 2011; Merriam, 2009; Yin, 2009), I remained the primary instrument for the data collection and analysis. As the researcher's role continues as redefined in some cases, the goal often remains to stay objective (Merriam, 2009). The researcher must identify biases and remain ethical before

and during the study (Yin, 2009). Researchers may feel emotionally tied to their study; therefore, creating a balance remains critical (Patton, 2002). During the process of this study, my intention remained ensure that ethical issues continued as central to the study and that emphasis remained on the issue of how well the findings demonstrated my understanding of the research questions. Hence, I paid tremendous attention to roles, such as managing by encoding data and reporting findings as objectively as possible. In the past, ill practices unearthed in the Nuremberg Study and the Tuskegee Syphilis Study (as cited in Yin, 2009), respectively, created the need for awareness of ethical considerations for all participants. Consistent with the outcome of those past studies, I remained guided by ethical principles and ensured that the risks to all participants in the study did not go beyond risks consistent with the ordinary course of life.

**Research Biases**

The issue of researcher's biases began in the data collection phase of the study. During data collection, possibilities exist for researchers to exhibit biases. Because of this, a few authors (Pannucci & Wilkins, 2010; Yin, 2009) advised that researchers should take cognizance of any possible research biases and avoid them before they lead to adverse impacts on the findings. Therefore, to reduce any possible biases, being neutral remained important. I collected all data by using recording devices to ensure accuracy, and I used NVivo 10 data analysis tool for data analysis. I remained aware that biases occurred from data reporting; therefore, I found it useful to accept all data, even if such data included unfavorable comments made by interviewees. Bias-free writing included writing, encouraged by scholarly writing (Patton, 2002). This recommendation remained

harnessed during the current study. I did not accept any offensive, oppressive, or discriminatory language of any sort during the study (Rudestam & Newton, 2007).

Using recording devices to capture information for this study remained critical. Pannucci and Wilkins (2010) explained, "Interviewer bias can be minimized or eliminated if the interviewer is not blinded to the outcome of interest or if the outcome of interest has not yet occurred, as in a prospective trial" (p. 1). Furthermore, Maxwell (2008) advised that researchers should focus on their expectations from the data findings and eliminate any theories, beliefs, or perceptual lens that does represent purposive interest to the study. Certainly, understanding research biases and how they could harm a study represented issues, significantly addressed at every point of the research. I also avoided biases, such as stereotyping, negative assumptions, and the use of race to describe a person and group of people. Additionally, researchers excluded language, including gender and age biases. In capturing some of the biases that could, in most cases, affect this research study, I used cognizance to ensure I did not interject biases on my part into the study. I employed strategies, such as references to peer reviews and panel of experts, to foster this goal of objectivity.

**Member-Checking and Peer Review**

Credibility and validity represented those aspects that most researchers take seriously (Creswell, 2013; Patton, 2002; Yin, 2009). In an effort to clarify findings of the study, I paid attention to member checking. In this study, all participant responses remained subjected to member checking. I accomplished member checking by providing participants with a copy of their responses to review for accuracy (Rudestam & Newton,

2007). The use of peer review and panel of experts remained necessary. Most researchers

use this strategy as an extra lens to ensure research quality. In principle, the process of

peer review and consultation with experts ensures the opportunity of playing the role of

devil's advocate. With such an opportunity, findings of the study may remain rigorously

reviewed. By this process, one may ask critical questions about the data collection

procedures, data analysis decisions, and interpretation. In the end, the depth of validity

and reliability of the research findings remains enhanced (Rudestam & Newton, 2007).

Table 6 includes results of the member-checking protocol.

Table 6

*Member Checking*

| Participants code | Interview Date (2015) | Member-Checking Form Emailed (2015) | Date Reply to Checking Form (2015) | Received Reply |
|---|---|---|---|---|
| P2 | Feb-26 | Feb 28 | Acknowledged | Yes |
| P3 | Feb-26 | Feb 28 | Acknowledged | Yes |
| P4 | Feb-26 | Feb 28 | N/a | No |
| P6 | Feb-26 | Feb 28 | Acknowledged | Yes |
| P7 | Feb-27 | Mar 2 | Acknowledged | Yes |
| P10 | Feb-28 | Mar 2 | Acknowledged | Yes |
| P11 | Feb-27 | Feb 28 | N/a | No |
| P12 | Feb-24 | Feb 28 | N/a | No |
| P13 | Mar-1 | Mar 5 | Acknowledged | Yes |
| P14 | Mar-2 | Mar 5 | Acknowledged | Yes |
| P15 | Feb-28 | Mar 2 | Acknowledged | Yes |

In addition to all that I did, as researcher of the current study, to ensure

objectivity, I remained in compliance of protocols established by Walden University to

avoid researcher's biases and add credibility to my findings. For example, Walden

University assigned a committee chair, a member of the University Research Review

Board, and a second committee member to guide the study. Other rigorous practices by

the University included the validating of the research process to include the accepting of

the prospectus and accepting of the proposal with an oral defense for accountability. The

IRBs approval of ethical guidelines and candidates' compliance also provided paths to

demonstrating research credibility.

**Issues of Trustworthiness**

Qualitative research data findings remain subjected to the rigor of trustworthiness

(Creswell, 2013; Maxwell, 2012; Stake, 1994; Yin, 1994). The notion that validity and

reliability stay designed to prove quality in quantitative study and not qualitative study

remains not true. Instead, qualitative study includes validity and reliability by using

verification. Morse et al. (2002) added:

Within the conduct of inquiry itself, verification strategies that ensure both

reliability and validity of data are activities such as ensuring methodological

coherence, sampling sufficiency, developing a dynamic relationship between

sampling, data collection and analysis, thinking theoretically, and theory

development. (p. 18)

Correspondingly, analyzing some of the problems associated with assessing

qualitative research involves reviewing general principles of verification strategies

(Creswell, 2013; Guba & Lincoln, 1981). Additionally, more attention reminds focused

on ensuring that the current study exists as confirmable, credible, dependable, and

transferable, because these factors may enhance the validity and reliability of the

findings. Patton (2002) argued that verification remains crucial because it helps the

researcher to identify research biases, encourage peer review, categorizing and coding

data for audit trails, participant clarification, and negative case analysis strategies. All these processes can enhance the integrity of the research findings. Guba and Lincoln (1981) also concurred that adding trustworthiness to a study means adding standards of measurement to the study. Further, in this study, I implemented verification strategies to ensure that the study met its trustworthiness standards to buttress the study. In this study, I adopted a high level of research strategies of constant monitoring. I focused on maintaining data integrity and openness for continuous member checking. All these actions added rigor and value to the outcome of the study.

**Credibility**

In a general sense, the analysis of qualitative data requires paying enormous attention to documenting data from interviews, documents, and field notes. The findings must remain believable based on concrete evidence. Creswell (2013) explained, "Credibility refers to the believability of the findings and is enhanced by evidence such as confirming evaluation of conclusions by research participants, convergence of multiple sources of evidence, control of unwanted influences, and theoretical fit" (p. 22). Adding credibility to a study requires one to follow a few key objectives, which include (a) using data reduction to remove the complexity of the data, coding, and developing themes to represent the findings; (b) using data displays such as matrices, charts, graphs, and narrative of participants' accounts; (c) drawing conclusions; and (d) counter-checking to test validity (Huberman & Miles, 1994). The idea remains to rule out any alternatives or any fact that may distort the research findings. I made every effort to remain compliant with all these critical suggestions.

**Transferability**

In qualitative research, transferability or generalizability remains made to populations and samples studied (Creswell, 2013; Merriam, 2009). Over time, one may enhance, through replication of the study, validity, and reliability. As such, adding thick descriptions to the data findings may make the study replicable. Huberman and Miles (1994) added, "At the theoretical level, transferability can be achieved by evidence of theoretical transference; that is; the same ideas apply more widely and are shown to be applicable in other fields" (p. 22). The description, which this study included, may assist other researchers to compare and reference the findings for future study on Ghana's strategies for stability.

**Dependability**

Triangulation allows researchers to use multiple methods for data collection and at the same time add rigor of analysis (Creswell, 2013). Triangulation widens the researcher's ability to draw data from multiple sources and then subject the data to an in-depth analysis. Using intercoder or interobserver keeps the study consistent, and if the study remained carried out in its naturalistic setting, it could yield the same results (Merriam, 2009). I designed the study to increase the possibility of dependability by ensuring the richness of the data collected, the rigor of the methods, and the accuracy of the procedures for managing and analyzing the data.

**Confirmability**

Confirmability enhanced the study through the availability of audit trails. I considered honesty, first, before conducting the direct protocols of the study. To ensure

confirmability, I paid attention to the systematic use of peer review and panel of experts (Lincoln & Guba, 1982). In addition, I implemented reflexive analysis process to assure that each peer reviewer or investigator could help improve the quality of the data (Patton, 2002). Other prudent steps that I took included recording all the procedures during and after the study, and double-checking with interviewees to ensure they reported their findings honestly and accurately. As Denzin (1978) suggested, "Confirmability builds on audit trails . . . and involves the use of written field notes, memos, a field diary, process and personal notes, and a reflexive journal" (p. 513). I utilized Denzin's (1978) suggestions as a guideline to keep accurate records for an in-depth audit trails and to improve confirmability of the findings.

**Ethical Protection of Participants**

I complied with Walden University's IRB requirement that all researchers complete the National Institute of Health training in protecting Human Research Participants. Walden's IRB required that all researchers adhered to the Belmond Report of ethical standards of beneficence, respect for person, and justice. Indeed, respect for a person clearly states that a person should remain free to choose, stay entitled to independence, and must, at all costs, stand as protected. In the case of justice, the benefit and risk of the study should remain distributed fairly, and all participants should stay treated fairly before and during the study. Beneficence ensures that the researcher should in no way harm participants. In addition, the researcher must make a clear assessment of all risks and benefits (Huberman & Miles, 1994).

I remained in compliance with all the suggested principles. I selected all participants in the current qualitative, holistic case study based on their expertise and abilities to contribute to the study. Most importantly, their participation remained voluntary, and I maintained all ethical standards that governed the scientific research. I did not coerce the participants. I provided them with the opportunity to pull out of the study if they felt offended by the questions or any other adverse factors. I promised them promised anonymity and confidentiality. I referred to them by alphanumeric codes, such as P1, P2, P3, etc. The study included an exploration of how Ghanaians maintained stability between 1990 and 2005 in the midst of civil unrests and wars in the rest of Sub-Saharan Africa. Participants signed consent forms, and I assured them that they could remove themselves from the study at any time, as they so choose.

In the process of gathering data for this study, I took measures to protect vulnerable populations, such as women, to ensure they did not face any reprisal. I considered confidentiality and anonymity, first, to shield all participants. Participants' names remained anonymous in the study by using an alphanumeric coding scheme. Equally, each participant received a consent letter to participate. I conducted the interviews by using clear and precise questions to ascertain answers did not cause the participants to feel degraded.

### Summary

Chapter 3 included the systematic method of inquiry for this qualitative, holistic case study, outlined and discussed in detail. This chapter included the *how, when,* and *why* behind the researcher's implementation. Chapter 3 also included the population,

sample size, and type of sampling. In addition, aspects, such as data collection, data

management, and analysis, ethical issues, and the researcher's role occurred in-depth in

the above chapter. Chapter 4 includes a focus on the findings from the research questions.

Equally, the chapter also includes validation for discussions from the three previous

chapters.

Chapter 4: Results

**Introduction**

This chapter includes the data analysis and findings. My purpose included using this qualitative, holistic case study to understand Ghana's demonstrated strategies for stability between 1990 and 2005, while many other Sub-Saharan African countries, particularly in West Africa, remained ravaged by civil unrests and wars. Findings from this inquiry may enhance post-war reconstruction strategies of countries such as Liberia, which experienced a civil war for over 15 years. I posed one key question to guide this study: What strategies did the Ghanaian government implement to maintain stability between 1990 and 2005, while some countries in other parts of Sub-Saharan Africa experienced civil unrests and wars?

I expanded this question by using the following sub-questions:

*SQ*1. How has the Ghanaian civil society resolved internal disputes that have the potential to cause civil unrests?

*SQ2.*What roles do local leaders play in promoting peaceful relationships among localities?

*SQ*3: Compared to other countries such as Liberia, Sierra Leone, or the Ivory Coast, which have experienced tremendous civil unrests, what factors make social engagement possible in Ghana?

*SQ*4: How has the Ghanaian government worked with the private sector to promote the required growth and sustainable development that is very important to stability?

*SQ*5: What plans has the Ghanaian government implemented to develop human capital in the areas of education, health, agriculture, and other human service industries, thereby guaranteeing employment that is critical to stability?

## Setting

Fifteen interviewees participated in the study. The researcher recruited participants through snowball sampling. The participants lived either inside or outside Africa. I used electronic tools, such as telephones and emails, to interview participants because neither party could find the opportunity to travel to or from Africa because of job-related obligations and limited personal resources. Interviews for the study occurred between February 24, 2015 and March 10, 2015, following Walden University IRB's approval of the research proposal.

## Demographics

The 15 participants I interviewed for this study included four NGO executives, three journalists, two research executives, two religious clerics, one petroleum engineer, one mining engineer, and two academics (i.e., university professors). Table 7 includes the demographics of the participants and the details of how I conducted the interview:

Table 7

*Demographics of Participants*

| Professional Career | Codes Applied | Manner of Interview | Location | Date of Interview | Duration of Interview |
|---|---|---|---|---|---|
| NGO Executive | P1 | Telephone, audio-recorded | USA | Feb. 24, 2015 | 1:01 |
| Research Executive | P2 | Telephone, audio-recorded | COA | Feb. 26, 2015 | 1:10 |
| NGO Executive | P3 | Telephone, audio-recorded | USA | Feb. 26, 2015 | 0:47 |
| Religious Cleric | P4 | Telephone, audio-recorded | USA | Feb. 26, 2015 | 0:58 |
| Petroleum Engineer | P5 | Email | USA | Feb. 26, 2015 | Asyn |
| Journalist | P6 | Telephone, audio-recorded | USA | Feb. 27, 2015 | 1:00 |
| NGO Executive | P7 | Telephone, audio-recorded | USA | Feb. 27, 2015 | 0:48 |
| Journalist | P8 | Telephone, audio-recorded | COA | Feb. 28, 2015 | 1:01 |
| Academician | P9 | Telephone, audio-recorded | USA | Feb. 28, 2015 | 1:48 |
| Academician | P10 | Telephone, audio-recorded | USA | Feb. 28, 2015 | 0:57 |
| Religious Cleric | P11 | Telephone, audio-recorded | USA | Mar. 01, 2015 | 1:06 |
| NGO Executive | P12 | Email | USA | Mar. 01, 2015 | Asyn |
| Research Executive | P13 | Telephone, audio-recorded | USA | Mar. 02, 2015 | 0:47 |
| Mining Engineer | P14 | Email | COA | Mar. 07, 2015 | Asyn |
| Journalist | P15 | Email | USA | Mar. 07, 2015 | Asyn |

## Data Collection

I used the data collection phase of the current study to focus on several key steps

including (a) seeking approval of the study protocols, (b) accessing the research

participants, (c) applying the instruments and materials, (d) accumulating the data, (e)

very closely assessing the data, (f) categorizing the data, and (g) interpreting and

reporting of the data (Kvale & Brinkman, 2009; Yin, 2009). I cleared all appropriate

intentions and purposes of the study with Walden University's IRB. I then met with the

information security chief of the Joint Chief of Staff within my office to discuss the

nature of the study and benefits of the study for Sub-Saharan Africa. I compensated for

the inability to visit the continent for face-to-face interviews with potential participants in Africa by collecting data in myriad other ways.

Consistent with purposive sampling using the snowballing technique, I began placing individual calls to potential participants, one at a time (Patton, 2002). In addition to the calls, I sent emails to potential participants on the African continent, both in Ghana and Liberia, in addition to Ghanaians and Liberians residing in the United States. I implemented the snowballing technique to find new leads from one accessed potential participant to another (Patton, 2002). I then transcribed the interviews and secured the data on the computer to ensure the accuracy of the analysis as it related to the data collected from the participants.

## Data Analysis

This section includes the data collected from the transcripts of the 15 interviewees who participated in the study. Participants were given a pseudonym for example (P1 through P15) to ensure that they were protected for any reprisal.  I used thematic analysis with the aid of NVivo qualitative software, as the method of analysis. The data analysis process generated six thematic labels critical to the central question, regarding the specific strategies that the Ghanaian government implemented to maintain stability between 1990 and 2005, while some countries, in other parts of Sub-Saharan Africa, experienced civil unrests and wars: (a) proactive participation of the government, (b) effective leadership of leaders, (c) inclusive growth, (d) culture-centered strategies, (e) sustainable development, and (f) organized dispute settlement.

**Thematic Label 1: Proactive Participation of the Government**

Thematic Label 1 includes an emphasis on the importance of the proactive participation of the government. The themes of democracy and politics fall under this thematic label. It included the Ghanaian national government, who created major impacts to ensure that the state pushed for national development. As P10 observed:

The national government designed a National Development project that pursued a social, economic, and political renewal. This turn in Ghana's economy created the opportunity for the country to move with a clear direction into the future. Ghana's economic fortunes, which have come about with the new century, offer the opportunity to achieve faster the existing goals of development policy, or to enlarge them or to do both.

From the abovementioned statement, I inferred that the government played a major role in the stability of various aspects, such as social, economic, and political. A more stable government remains anchored in the maintenance of the separation of powers and having checks-and-balances in place. P3 made the same observation:

Ghana's stability was grounded under sound constitution mandates. In the 1992 Constitution, it provided the establishment of the National Development Plan Commission. This fourteen-member commission was to advise the president to put forth strategies to move the nation forward. This commission's function was to advise the president on development planning, policy, and strategy by providing a national development policy framework and ensuring that strategies, including consequential policies and programs, are effectively carried out to

enhance the well-being and living standards of all Ghanaians on a sustainable basis.

By having such strategies in place, the government ensures that the people will trust it more, and such trust will lead to less civil unrest across the land. As P7 observed, the national government:

Respected the separation of powers between the three arms of government namely, the judiciary, the executive and the legislature. This has won the trust of the people that there is good will from the leaders and that impunity would not be tolerated.

P8, likewise, noted that the stability in the region resulted from good governance, such as when a government official finally addressed the population and promised that an end to corruption would occur:

Ghana stability stems for good governance and its ability to develop accountability. Rawlings came to power with the promise of stopping corruption, uplifting the morale of the country by forcing everyone to be a part of Ghana developing during this period.

Good governance derives from the presence of an effective leader who remains trusted by the people. Based on the responses coded on NVivo, Table 8 includes a summary of the responses from the participants.

Table 8

*Proactive Participation of the Government*

| Nodes | No. of Sources | No. of References |
|---|---|---|
| Government | 8 | 10 |
| Democracy | 5 | 6 |
| Politics | 1 | 2 |

**Democracy.** The establishment of democracy gave people more opportunity to participate in the government and in the decision-making of policies that would have consequences on the public. According to P4, "Ghana established strong legitimate institutions and robust communities in a fragile democratic republic." He mentioned that the establishment of a democratic republic represented the first step in attaining stability in the area. P6 also emphasized the importance of democracy as one of the strategies that helped Ghana:

> Ghana's political scene is one of its most recognizable defining features.
> Descriptions of the country, including this report, often stress the fact that Ghana, in contrast to many of its neighbors, has had two decades of stable democracy, with free and open elections, comparatively low levels of corruption and a lack of broader social instability.

> P13 also recognized that the democratic experience played a major role in the stability in Ghana, "Living in a democratic experience, open free media, deregulation in doing business, and providing access to the legal system and public services for the most part kept Accra stable." P13 said further that the state should continue to fight for a stronger democracy:

And I believe that, in the long run, real democracy requires credible political

alternatives, and that the ability of people to choose governments on the basis of

policy platforms and their competence in delivering them is central to both

development and democracy.

A stronger democracy would allow more participation from the people and

transparency in the government.

Despite the success of the national government, a need exists for continued

cooperation to ensure that the local governments continue doing their part. P13 noted:

The local government is sometimes the problem. I really believe that the respect

people have for elders, respect for laws, and no money to fight your case keep

peace. Those with money can partly get what they want. On the other hand, local

government can do good work also. They negotiate peace, mediate in most

problems, but encourage leaders to help bring peace in their areas for a united

Ghana.

Thus, the government must work from both the top-bottom approach and the

bottom-top approach.

**Politics.** Politics has always played a major role in the success of a national

strategy. In Ghana, the participants noted that the power of the president remained so

eminent that the leadership of the president would naturally lead to a national policy.

According to P1:

Though workable in Ghana, a political patronage system, which leaves so much

power in the hands of the President, is somewhat of a threat to the structural

weaknesses of the country. For example, the powers of the President penetrates to all levels of administration, right down to the villages – he directly appoints over 4,050 officials, including executive officers of the 110 district assemblies, and 30% of the members of local government institutions. This expansive power is used in a patronage system to award contracts and ensure loyalties at all levels of civil service.

P1 also noted that the restoration of the relative independence of the judiciary, which allowed the opposition and other aggrieved parties to win several cases brought against the government, developed trust in the people towards the judicial branch of the government. The society had previously included a centralized dictatorship under President Rawlings' earlier leadership in Ghana. However, after years of dictatorship, Ghana settled for democracy, open society, development, and giving people the opportunity to succeed. Ghanaians could finally have the freedom to live cooperatively, and remain protected by the rule of law.

**Thematic Label 2: Effective Leadership of Leaders**

The role of leaders in Ghana have remained a significant part of the government and the society in general. Traditional leaders play a vital role in local and grassroots communities, regarding socio-economic development and the administration of justice in the modern political system. This remains part of the cultural heritage of the people. The institution of traditional leadership plays critical roles in promoting and sustaining social cohesion, peace, and order in society. The Ghanaian government restored the historical authority of the traditional leadership structures, which remained relatively advanced

before they became stifled. The Ghanaian people remain generally more at ease with traditional structures compared to how they feel about modern ones. By allowing the traditional systems to function fully, people do not see the Western government model as an intrusion, but rather as a complement to their highly regarded traditional system. For Thematic Label 2, Table 9 includes a summary of the sources and responses of the nodes on NVivo:

Table 9

*Effective Leadership of Leaders*

| Node | No. of Sources | No. of References |
|---|---|---|
| Leaders | 10 | 13 |

According to P1, "Traditional rulers in Ghana, since colonial times, have always been a part of a wider local government structure." The leaders serve as the custodians of natural resources, especially land, which prevented the people from fighting against each other because the leaders served as custodians of the properties.

The leaders in Ghana also led the fight for the social development of their people. Due to strong leadership, arbitration, and representations, the government leaders made facilitating accountability to the people possible. The people also considered the leaders as the guardians of traditional heritage, norms, values, and principles. According to P3:

Local leader received their mandate from the central government to ensure security, local development and the ability to dispense justice. Due to the mandate from the national government, local leaders are also expected to give their people the opportunity to address their problems in close inner circles. In most cases, where the family or a small society does not resolve such matters, then the local

leader convenes to discuss the matter in a more formal setting. Local leaders are in full control of their localities.

Local leaders have a tremendous responsibility in promoting peaceful relationships among regions. Local leaders served as negotiators, mediators, and facilitators. As P4 mentioned, "The leaders will have to make sure that they are able to establish open dialogues between warring factions in which peaceful communication is initiated." As mediators, "The leaders will have to be able to communicate effectively between the parties involved. The leaders will serve as liaisons between the parties." (P4). In the event that negotiation and mediation do not bring about a peaceful relationship, then the leaders will have to function as facilitators by bringing leaders of each group together to establish commonality.

Participants hailed local leaders as stewards of a system of justice that they deemed fair and equitable in the dispensation of equal justice. The local leaders engaged with other "sub-local leaders" (P13) in their constituency to solve problems. Leaders deferred to local acquired customs when dealing with localized issues. As P13 observed:

> First, leadership is fundamentally about getting things done. No two countries are the same, but what I have learned from my own time as professor of African Studies is that the challenges of government are perhaps surprisingly similar around the world or in Accra. You need a clear vision for where you want to take the country, rooted in people's aspirations for themselves and their families. You need to be willing to make tough choices and be disciplined about our focus on, which is politically difficult. But, the really hard part is putting in place the

machinery that will make it happen. Government is a race between expectations and capability.

Ghana has come a long way. Since colonial times, the British government remained uninvolved with the Ghanaians' house of chief, comprised mostly of the Ashanti, which left the chiefs to oversee their people. Unlike other West African nations, leaders acknowledged ethnicity within the rural areas and put local leaders or chiefs in charge of making decisions for their people to keep order and minimize conflicts. Local solidarity generally ensured peaceful co-existence, and having the local area chiefs and leaders available to discuss disputes continues to keep peace in the rural areas.

**Thematic Label 3: Inclusive Growth**

One strategy that has often worked in different situations includes ensuring that growth and development remains inclusive. Inclusive growth means that the services stay available and accessible to the public. Target inclusion involves the inclusion of more stakeholders in the development and decision-making of new policies by the government. This thematic label of inclusive growth includes the themes of private sector and human capital.

P2 noted that inclusion should consist of the grassroots level or those who belong to the marginalized sectors of the society. Unity in the overall politics of Ghana requires continue social engagement. Like most African countries, where most people place their faith and aspirations in governments with the hope that they will make a difference, Ghana remains an exception. Most of its interaction happens at the grassroots level. By

including the grassroots level, the Ghanaian government caused this group of people to

trust in the system.

According to P4, social engagement remained possible because Ghana could

create alliances and partnerships with different organizations in which trust remained

established. Ghana established several focus groups to bring attention to an underlying

problem. Ghana continuously engaged the communities in town hall meetings and

community forums in which the voice of everyone stayed important and not just the voice

of those in power. P12 likewise observed that, "Ghana instituted a national policy that all

felt as stakeholders. And localized authorities were given to local leaders to exercise

jurisdictional control that primarily created a sense of justice and fair play." The

inclusiveness of private initiatives and local participation in the use of natural resources

allowed for the people not to feel alienate and the population; therefore, they became

more resilient and sustainable.

The ability of the people to choose the leaders of the government also contributed

to the inclusive system of development that Ghana implemented. According to P13:

> I believe that effective governance requires the presence of capacity, not just the
>
> absence of corruption. And I believe that, in the long run, real democracy requires
>
> credible political alternatives, and that the ability of people to choose
>
> governments on the basis of policy platforms and their competence in delivering
>
> them is central to both development and democracy.

The ability of the people to participate in elections makes the government more

credible to the eyes of the public. For the thematic label of inclusive growth, Table 10

includes a summary of the responses derived from NVivo coding:

Table 10

*Inclusive Growth*

| Nodes | No. of Sources | No. of References |
|---|---|---|
| Inclusive | 6 | 8 |
| Human capital | 11 | 11 |
| Private sector | 8 | 18 |

**Private sector**. The privatization and opening of the market to private investors

and players created a positive influence on rebuilding Ghana. The Ghanaian government

promoted privatization and good governance. It opened its market with little government

control. The government also structured farming as a way of doing business and not

simply a way of life. In turn, an increase in production occurred that led to market

growth. According to P3, the government worked with the banks to increase the

possibility of loans granted to private sectors. This process remained difficult due to the

collateral the banks needed from small businesses. Once the government fixes this

process, the private sectors will benefit. As P4 observed:

> The Ghanaian government has worked with the private sector to promote the
>
> required growth and sustainable development by establishing rules of laws that
>
> equally apply to everyone including the private sector. The government
>
> guaranteed freedom of the press for everyone without any unnecessary
>
> repercussions. The government made sure that the rights of the private sector are

equally protected. The government had to establish programs in which the private

sector could freely invest without facing unnecessary tax levy and penalties.

P13 commended the work of the government in ensuring that various sectors

remain:

The Ghanaian government has worked with the private sector to promote

business. Open the airwaves for people to discuss freely. Most of the problems

that are discussed, Government acts on them. Building new roads, protect people

rights, encouraged farming, open new schools and clean the areas and question

local government on development problems. The participation of the private

sector should further be enhanced because it created a stronger Ghana.

According to P10:

Encouraging and engaging with the private sector remain critical. Clarifying

public policies and reform efforts by the government are creating a balance. By

far, Ghana is an agrarian nation, with low productivity, and limited modernized

equipment to meet the challenges.

P10 further noted, "The government continues to work on developing efforts to

bring the private sector into its development objective. The government is also working

with banks to provide small business loans that are badly needed to create low skills

employment." A need exists to work continuously to move forward and keep what Ghana

has achieved thus far.

**Human capital**. One must prioritize the development of human capital to ensure

the continued stability and independence of the people of Ghana. According to P1:

Ghana is not doing well in this area. For example, the government has more than

80 ministers. The wage bill for the civil service consumes over 70% of the

government's income. Demographic changes are adding pressure as the working-

age population continues to grow.

Since 1993, the government's human capital developmental plans started to

develop, and they currently implement and monitor different national development plans.

Rawlings' administration launched the coordinated program of economic and social

development policies, which they called the Ghana Vision 2020. This long-term plan

included a guide for Ghanaians to becoming middle-class within 25 years. The first

medium-term development plan covered 1997-2000 and derived from Vision 2020. The

priority focus included human development, economic growth, rural development, urban

development, infrastructure development, and enabling an environment for growth.

Various plans in the development of human capital existed. According to P4, "In

terms of education, the government established more elementary and secondary schools

to make sure that every citizen gets the opportunity to be educated." In terms of health

care, the government built several community clinics and hospitals to increase the

accessibility to fair and adequate health care. The government also established training

programs for more health care workers. In terms of agriculture, the government

encouraged subsistence farming in which individuals could grow and market their own

produce.

**Education.** Ghanaians slowly find themselves part of a middle-income country in

all spheres. The proportionate allocation of budgetary resources to basic poor services,

such as primary education, water supply, and public health, has continued to grow. The government moves speedily to bring most of their sectors on board to meet future challenges. Leadership erected education institutes, designed as more affordable, accountable, and accessible. The government developed this program to counteract the high dropout rates of females and males in rural areas and to meet the needs of poor parents who could not afford the rising costs of education. The Ghanaian government invested robustly in the education sector. The education sector has also attracted revenue from a great number of children from other countries, completing their studies in Ghana's privately owned schools. The government's education policy has caused the number of educated Ghanaian citizens to rise. However, notwithstanding the improvement in education (e.g., free education, the feeding of students, and significant capital investments) the quality of education remains poor. The education policy has ensured that Ghana has enough human capital to help the country achieve not only economic growth, but also the stated goal of moving significant members of its citizens to middle class status.

**Health.** To meet the health care needs of women and children, the government has started placing its health care schemes online. These services do not occur in the cities alone, but also in the rural areas. Ghanaians will embark on the ambitious project of a Universal Health Insurance System, financed out of general taxes as well as beneficiary contributions, to protect all citizens against preventable and manageable diseases, such as malaria, tuberculosis, and HIV. Ghanaians suffer from inadequate health care and disease prevention management, despite the government's best efforts. Ghanaians collaborated

with several nongovernmental organizations to promote preventative care to attack infant

and mortal mortality, in addition to adopting family planning policies. The government

considered the result a huge success. Despite the success, Ghana remains experiencing

high incidences of malaria, high prevalence of HIV, and disparity in the family planning

program between the urban and rural areas.

**Agriculture.** Leadership has implemented farms-to-market roads, providing low

cost fertilizer programs to help farmers reduce the costs of purchasing it. The government

erected vocational institutes to develop skilled workers. The government supports cocoa

farmers, as they have recorded hundreds of thousands of tons cocoa; however, the lands

consist of less fertile soil. In addition to the quality of the land, the other problem of

deforestation exists, which the government needs to tackle systematically to sustain a

greater level of output in the agricultural yield to support the growing Ghanaian

population.

**Thematic Label 4: Culture-Centered Strategies**

The Ghanaian government's successful strategies can include its willingness to

always incorporate and integrate the national culture. Table 11 includes a table on

culture-centered strategies:

Table 11

*Culture-Centered Strategies*

| Nodes | No. of Sources | No. of References |
|---|---|---|
| Culture | 9 | 15 |
| African-centered | 1 | 1 |

It remains undeniable that the identity of a nation will help to push its people toward nationwide development, as has been the case in Ghana. P1 observed that the natural love of the Ghanaians for fun and their native language allowed more cooperation among the people:

Ghanaians are fun loving social people – except in its northern region where there are some slight Islamic and ethnic conflict. However, unlike many other African countries, Ghana enjoys a single lingua franca – the Twi dialect. Most people from Ghana speak a variety of Twi, which over the last century has somewhat unified the country under a common language such that Ghanaians hardly view each other based on tribes, in contrast to Nigeria, where everything is viewed and executed based on tribe.

The strong national identity also contributed to the emergence of one strong nation instead of a division among tribes. According to P6:

The country also has a strong sense of national identity that supersedes other affiliations such as ethnicity and tribe, more so than in many other African countries, which some attribute to factors such as an educational system in which people from different backgrounds tend to mix.

The presence of different religions has not prevented the continued development. According to P6:

While religious sentiment is strong, tensions between various religious groups (just less than 70% of the population is Christian, divided between Pentecostals,

Protestants, Catholics and other dominations, while around 16% is Muslim and around 9% follow traditional religions) are low.

Civil society remains well developed, putting pressure on government and allowing for peaceful outlets for frustrations and dissent. The strong, civil society base contributes to a unique and whole identity of the nation.

In aiming for modernization, Ghana has still focused on the observance of traditions. The traditional systems have existed continuously and blended well with modern systems. Ghana has a long heritage of Governance systems and the fact such a heritage exists proves that the systems have evolved. New settlers in Ghana have continuously felt unreservedly assimilated into the country due to its just systems. There remains less animosity among the peoples because of these systems because no perceptible discrimination exists.

The religious tradition of Ghanaians has not remained abandoned and has become the framework for the actions of the people. According to P8:

Two major factors in Ghana that set it apart from most countries such as Liberia, Sierra Leone, or Ivory Coast: Ghana's first President Dr. Kwame Nkrumah's 1949 slogan said, "Seek ye first the political kingdom and all will be added unto it." As I see it, he put the people and the nation first before the individual. These were some of the precedents set first during the early days of Ghana and that hold true today. As you will see from the three counties, you mentioned in this interview, they destroyed themselves by war and many missed opportunities to develop a unified nation.

According to P9, Ghanaians pride themselves in their nationalism. He further mentioned:

> While corruption is a continental pandemic across Africa, Ghanaians feels that much effort has been placed on curtailing this problem. Ghana's efforts have also gained international recognition. Such recognition greatly encourages its citizens to remain on this path of national development.

The researcher must emphasize that the genuine love for the country remains an important factor in the success of a nation.

**African identity**. Ghanaians also emphasized their identity as Africans in an African nation. Knowing and acknowledging the roots of the Ghanaian culture helped the country to establish its national strategies because Ghana could, thereby, show its internal strength as well as develop how other nations perceived it. P2 noted that one could sum up this identity in the idea of calling Ghana the "Black Star of Africa":

> Long before African governments were thinking of encouraging private investment, Ghana opened its door to all African Americans to come to Africa to settle. President Obama put it during his visit to Accra, "We must start from the simple premise that Africa's future is up to Africans." Ghana heard this message loud and clear.

**Thematic Label 5: Sustainable Development**

In specific terms, sustainable development means the growth that meets the needs of today without compromising the needs of tomorrow. Ghanaians implemented sustainable development by focusing on the three major areas of sustainable

development: social, economic, and environmental. The Ghanaian government focused

on economic growth, while still keeping an eye on the value of other aspects of

development. As P14 observed:

> Stability in Ghana during this period was deeply based on the inception of the
>
> nation. This process started with the development plan. The plan had a blueprint
>
> for national progress and sustainable development. The plan also considered
>
> accelerating growth and actual reduction in poverty levels among Ghanaians. At
>
> the same time the plan ensured national development, reduced the party
>
> politicization of national development process. On the other hand, the
>
> development plan had to holistic basis to assess government performance for
>
> productivity.

Table 12 includes a summary of this thematic label on sustainable development:

Table 12

*Sustainable Development*

| Nodes | No. of Sources | No. of References |
|---|---|---|
| Sustainable development | 2 | 2 |
| Civil society | 8 | 8 |
| Economy | 7 | 13 |

**Economy**. The government designed economic recovery programs to increase

tight fiscal controls, and forced reduction in budget funding for the military, which used it

for coup plotting. The restructuring set in motion the emergence of the current structure

of Ghanaian companies in Accra to create employment. Ghana's economy superficially

looked diverse before the restructuring of the economy. Cocoa, gold, and oil contributed

more to GDP, exports, and government revenue. However, the oil and mining sectors did

not generate enough domestic employment, and the cocoa sector remained on a long-term decline as the younger population had started to abandon farming to seek work in the cities.

The government restructured the national financial system by creating three separate commercial banks, alongside private banks, and implemented changes to the country's legal system. In addition, the service sector remained further liberalized to allow private and foreign investment in previously restricted sectors, such as distribution, banking, and insurance. This meant that the Ghanaian government remained busy, fostering growth in each sector of its society, while other countries remained involved in wars and crisis. Social integration and development meant national development and reconstruction for peace and stability.

Prior to the era of 1990-2005, Ghanaians experienced an economic system that stayed primarily monopolized. During the era of stability, the market was *de-monopolized*. While the government encouraged foreign investments, they placed primary emphasis on Ghanaian owned businesses in all aspects of the Ghanaian economy. In general, one may attribute growth in Ghana, over the past two decades, to political stability, strong global demand for key export commodities, including minerals and cash crops, such as cocoa and good governance. One important observation includes that, despite the fact that prices of mineral resources, especially gold, has averagely increased for the past two decades, the country's peoples have not benefitted much from it. Exploitation of mineral resources in the country remains so intensive in terms of

capital that limited employment exists and most of the benefits go to foreign companies in the sector.

**Social and civil society**. Sustainable development also includes a focus on the social aspect of growth. Ghana represents an open society. One good thing that has helped Ghana in dealing with conflicts and maintaining peace includes its ability to discuss social issues on public radio. The freeing of the airwaves to develop FM radio stations helped people to discuss issues in the public domain. A great sense of respect exist for the elderly and society leaders. Religion also includes a great factor for a peaceful existence.

According to P4, "The civil society garnered the assistance of professional as well as international mediators to assure the successful resolution of internal disputes that have the potential of having a rippled effect." The civil society established an open line of communication between the parties involved. P10 also commented:

Civil society is involved in Ghanaian society by all means. For example, our church creates a sense of a strong community that is responsible for harmony. In addition, political groups and families ensure that there is strong sense of peace. Even where there are divisions, it does not escalate to full-scale war or a destabilized country.

The participants also noted that development should remain an inclusive development, including consideration for the plight of the majority of the people that constitute the nation.

**Thematic Label 6: Organized Dispute Settlement**

The continued existence of peace requires a comprehensive scenario, wherein an effective model for dispute settlement exists. One may resolve most conflicts in Ghana, even some of the religious ones, through dialogue between the affected parties. Ghana, unlike many other African countries, has a vibrant and proud civil society with educated elite, who remain respectful, and who care about their country. The country has a quasi-traditional system for settling disputes. Its court system remains functional; furthermore, except for inter-tribal escalations, which remain handled through dialogue, most civil unrests in Ghana remain anti-government related and driven by the government's poor responses to the economic conditions of the people – especially regarding in the poor performance of the currency. Two main labor groups in Ghana exist: the Concerned Ghanaians for Responsible Governance (CGRG) and the Trade Union Congress (TUC).

Traditional conflict resolution reflects a structured political, judicial, and arbitration mechanism. Traditional leaders play a vital role in local and grassroots communities, concerning the socio-economic development and the administration of justice in the modern political system. This represents part of the cultural heritage of the people. The institution of traditional leadership plays a critical role in promoting and sustaining social cohesion, peace, and order in societies. Traditional institutions play two important roles: a proactive role in promoting social cohesion, peace, harmony, and co-existence; and a reactive role in resolving disputes that have already occurred. Table 13 includes a summary of the last theme on organized dispute settlement:

Table 13

*Organized Dispute Settlement*

| Nodes | No. of Sources | No. of References |
|---|---|---|
| Dispute settlement | 3 | 5 |
| Civil unrest | 4 | 4 |
| Law | 3 | 3 |

**Law**. The government provides policing and a strong legal system, and ensures that people follow the rules. Most people adhere to the legal systems. The president remains not above the law, and this creates a balance for the nation's capital. People respect the law of the land. However, the government also ensures that everyone stays well protected under the law, and that those who commit crimes face the weight of the law. Unlike most African countries, where people abused the law, the Ghanaian government forced the people to respect their legal system. Incidences occurred where some legal issues disappear, but overall the government tries to encourage stability by providing an environment wherein all can work collectively for the common good.

The legal system remains more visible in Accra. The government allows the court system there to work with no interference. Policing stays open and the people let the system work. Most political parties forego the *winner takes all* attitude in exchange for a more inclusive governance and to keep the people engaged. The presence of a strong legal system aided in the resolution of conflicts within Ghana. Ghana's ability to anticipate political unrest and any potential triggers for conflict helped the government to maintain political stability.

**Evidence of Trustworthiness**

The researcher remained the primary instrument for the data collection and

analysis. The researcher paid close attention to roles, such as managing by encoding data

and reporting findings as objectively as possible. The researcher used the NVivo 11 data

analysis tool for data analysis. All participant responses remained subjected to member

checking. I accomplished member checking by providing participants with a copy of their

responses to review for accuracy (Rudestam & Newton, 2007). The researcher also used

peer reviews and a panel of experts when necessary. In terms of transferability, the

description, which the researcher provided in this study, may assist other researchers to

compare and reference the findings for future studies on Ghana's strategies for stability.

The researcher also used the triangulation technique. The researcher designed the study to

increase the possibility of dependability by ensuring the richness of the data collected, the

rigor of the methods, and the procedures of managing and analyzing the data.

**Results**

In 1992, the democratically elected administration in Ghana exerted every effort

to ensure that national cohesiveness endured in the country, that is, if the nation's peoples

wished to move smoothly into the 21st Century. Moreover, political stakeholders within

Ghana pushed for issues of free media and freeing political space for equal participation.

Even critics remained external factors, driving Ghanaians to embark on reform and

renewal. For example, the IMF and donor organizations from the U.S. encouraged

economic reforms, upholding free and fair elections, and embracing diversity. Beyond

responses to the core question of the current study, responses to the five research

questions helped deepen the researcher's understanding of strategies employed by Ghana to ensure peace and stability in the country between 1990 and 2005. The researcher provided answers to these five research questions below.

**SQ1.** How has the Ghanaian civil society resolved internal disputes that had the potential to cause civil unrest?

The role of the government in the restructuring of Ghana remains emphasized in the first thematic label, where the proactive participation of the government is evident. P8 noted that the stability in the region included a result of good governance when a government official finally addressed the population and promised that there would be an end to corruption: "Ghana stability stems for good governance and its ability to develop accountability." Despite the success of the national government, a need existed for continued cooperation to ensure that the local governments are also doing their part.

Thematic Label 6 on organized dispute settlement included the continued existence of peace in Ghana. The government provides policing and a strong legal system, and ensures that people *play by the rules*. Most people adhere to the legal systems. Traditional conflict resolution includes a structured political, judicial, and arbitration mechanism. Traditional leaders play a vital role in local and grassroots communities, concerning socio-economic development and the administration of justice in the modern political system.

Conflict mitigation in Ghana draws from all spheres of and participants in national government, the African traditional leaders, and the broader civil society; a concept, which includes that the network of stakeholders and institutions remain

beholden not to political officialdom, but to the sustainable welfare of the body politic.

As the Bertelsmann Transformation Index ([BTI]; Stiftung, 2008) Report indicated,

traditional leaders tend to exercise great influence as mediators for most public matters,

concerning the general public and political leaders in their rural communities.

Consequently, the BTI network continuously engages political leaders with the view to

collaboratively design and implement those programs geared towards minimizing

conflicts and sustaining growth and development capable of keeping a nation sound and

balanced in terms of policies and programs (Blumefeld, 2001; Cohen, 1994; Pollock,

2001). The Ghanaian government has accepted the civil society as a critical part of the

system of governance. Working with the civil society, including the media and religious

groups, the Ghanaian government can handle conflicts, which may otherwise have

included needlessly explosive issues. Thus, unlike what occurs in many other African

countries, civil unrests in Ghana remain uncommon. Most of Ghana's civil unrests occur

in the northern region where the mines remain located, and not in the country's major

cities or in Accra, the capital. The country has a quasi-traditional system of settling

disputes; and their court systems stand as functional to deal with issues brought before

each jurisdictional court. These institutions help constrain explosive agitations.

**SQ2.** What roles do local leaders play in promoting peaceful relationships among

regions?

For the second research question, the theme on effective leadership of leaders

apply. The institution of traditional leadership plays critical roles in promoting and

sustaining social cohesion, peace, and order in society. According to P1, "Traditional

rulers in Ghana, since colonial times, have always been a part of a wider local government structure." Local leaders have a tremendous responsibility in promoting peaceful relationships among regions. Local leaders served as negotiators, mediators, and facilitators. As P4 mentioned, "The leaders will have to make sure that they are able to establish open dialogues between warring factions in which peaceful communication is initiated." Local solidarity generally ensured peaceful co-existence, and having the local area chiefs and leaders available to work out disputes continues to keep peace in the rural areas.

It seems that Ghanaians felt prepared to make enormous use of lessons drawn from harsh experiences in its national history, including life under British colonial rule and a series of military coups. The country has made critical use of African traditional political and social structures. By the beginning of the 1990s, the country's people decided they would maximize an integrated approach to issues related specifically to conflict management. First, Ghanaians allowed local, African traditional leaders to help restore the time-tested widely accepted systems of justice when it came to the distributing and sharing of land and other natural resources. After all, even during the colonial era African political structures played an important part at the local government level. Beyond matters of land ownership and redistribution, the people had looked up to the African traditional leaders for protecting the nation's core norms and mores. In fact, the Ghanaian constitution recognizes the role of African traditional leaders, thus leading to a three-tier local structure of governance. These structures include the National House of Chiefs, the Regional House of Chiefs, and the Traditional Council of Chiefs. Embedded

with these bodies include the customary courts, with appellate jurisdiction in matters

pertaining to land disputes, and other localized issues. Such a juridical arrangement

allows the country to deal with African traditional issues in a way that include those who

know the customs, traditions of the local people, and places from which the issues may

originate. In that arrangement, the African traditional courts free up the core Western

structure of jurisprudence in the country and create balanced justice. Indeed, by allowing

the African traditional legal system to function alongside Western legal structures,

Ghanaians do not see the Western government model as an intrusion; the people see both

structures as complementary and useful for creating a well-deserved harmony.

**SQ3.** Compared to other countries such as Liberia, Sierra Leone, or Cote d'Ivoire,

which have experienced tremendous civil unrests, what factors make social engagement

in Ghana possible?

The cultural inclination of Ghana, as emphasized in Thematic Label 4, includes an

important factor in making social engagement in Ghana possible. The strong national

identity also contributed to the emergence of one strong nation instead of a division

among tribes. In aiming for modernization, Ghanaians have still focused on the

observance of traditions. The traditional systems have existed continuously and blended

well with modern systems. Thematic Label 6 on sustainable development also applies.

Sustainable development focuses on the social aspect of growth. Ghana represents an

open society. One good thing that has helped Ghana in dealing with conflicts and

maintaining peace includes its ability to discuss social issues on public radio.

Language has remained one significant factor in terms of social engagement in Ghana. Unlike many other African countries, Ghana enjoys a major lingua franca – the Twi (pronounced *Chuwee* in one breath) – besides English. Most people from Ghana speak a variety of Twi, which, over the last century, has somewhat unified the country under a unique cultural bonding – so much so that Ghanaians rarely view each other based on tribes. Through this language bond, even new settlers in Ghana have continuously felt unreservedly assimilated. The language component has created an important sense of community. Universal human interests and economic greed notwithstanding, there exists no animosity among Ghanaians. In addition, Ghana, similar to most African countries, remains deeply passionate about sports, especially soccer, and it often goes to extreme lengths to rally behind the national team, the Black Stars (the memory of which remains intertwined with the story and emotions of the founding days of the nation). Soccer matches bring most Ghanaians to rally behind the flag as a strong unifying determinant of national identity.

**SQ4**. How has the Ghanaian government worked with the private sector to promote the required growth and sustainable development that is very important to stability?

The participation of the private sector in the restructuring of Ghana remains included in the third thematic label on inclusive growth. The privatization and opening of the market to private investors and players creates a positive influence in the rebuilding Ghana. The Ghanaian government promoted privatization and good governance. According to P10:

Encouraging and engaging with the private sector remain critical. Clarifying

public policies and reform efforts by the government are creating a balance. By

far, Ghana is an agrarian nation, with low productivity, and limited modernized

equipment to meet the challenges.

A need to work continuously to move forward exists and to keep what Ghanaians

have achieved thus far.

Ghanaians drew lessons from numerous weaknesses shown in past economic

structures. Although their portfolio of productivity seemed diverse, they experienced

varied success. The country's portfolio comprised of cocoa, gold, and oil. These seemed

to contribute most to the Ghanaian GDP. However, the oil and mining sectors did not

generate enough domestic employment because they remained in the early stages of

exploration, and the cocoa sector headed for a long-term decline as the younger

population in the country abandoned farming to seek work in major cities. Ghanaians did

not spend money efficiently, compounding the problem of low government revenue.

According to the World Bank's Ghana Country Director, "Ghana [needed] a

growth strategy based in productivity growth … a functional public investment system,

governance reform, and better education" (World Bank, 2011c, p. 20). Since the World

Bank (2010) inspired reforms in the late 1980s, the Ghanaian government abandoned the

socialist and communist inspirations of political, social, and economic management

systems it had embarked upon soon after independence during the late 1950s. It became

apparent to everyone that these politico-economic systems had failed and created more

negatives than positives. Currently, a mixed politico-economic system existed, and locals

have a stake in natural resources. Now, the inclusiveness of private initiatives and local participation in exploiting natural resources does not alienate most Ghanaians. New arrangements have created more resilience and sustainability.

**SQ5.** What plans has the Ghanaian government implemented to develop human capital in the areas of education, health, agriculture, and other human service industries, thereby guaranteeing employment that is critical to stability?

The third thematic label on inclusive growth remains important in answering the fifth research question. Target inclusion involves the inclusion of more stakeholders in the development and decision-making of new policies by the government. This thematic label of inclusive growth includes the themes of private sector and human capital. There are various plans in the development of human capital. According to P4, "In terms of education, the government established more elementary and secondary schools to make sure that every citizen gets the opportunity to be educated." Health remains important in the development of human capital. Ghana collaborated with several nongovernmental organizations to promote preventative care to attack infant and mortal mortality, in addition to adopting family planning policies.

The value Ghanaians place on education and other skill building activities, such as traditional artisanship and artistry, has little parallel in sub-Saharan countries. This has made Ghana a fertile environment for advancing the education sector. Indeed, many Ghanaian stakeholders embrace reforms in the educational sector and do undertake initiatives to correct or circumvent poor government policies, if there are any. As a result, successive Ghanaian political administrations have implemented myriad educational

programs that have enabled the country to create a huge pool of professionals from which

it even earns a lot of hard currency from remittances. The Global Economic Indicator,

part of the World Bank Program, put funds received in Ghana from 2005 to 2012 at

"123.47 million U.S. dollars with a minimum of 99.18 million U.S. dollars in 2005 and a

maximum of 137.95 million U.S. dollars in 2012" (Ghana Economic Indicators, 2015, p.

1). Starting from the socialist premise of free education for the masses, recent Ghanaian

political administrations have expanded education coverage by introducing cost-sharing

schemes at all levels of education. Educational institutions in Ghana, especially at the

university level, remain attractive to foreign nationals, including European countries and

the U.S., who pay cost reflective fees. By placing emphasis on cost recovery and quality,

the educational sector in Ghana includes self-sustaining and expanding coverage to meet

the demand. Table 14 includes the highlights of the national strategies the Ghanaian

government implemented:

Table 14

*National Strategies Implemented by Ghana*

| Research Questions | Strategies Employed | Results |
|---|---|---|
| Core: What strategies did Ghana implement to maintain stability from 1990 to 2005, while some countries in parts of Sub-Saharan Africa experienced civil conflicts? | Established a national commission to consolidate and modernize laws of the land; revised the national constitution Resolved to ensure independence of the judiciary | Presidential terms now limited only to two terms <br><br> Loopholes tightened to discourage presidential tampering with the constitution Restraint on military budget to eliminate appetite for coups Enhanced confidence of party litigant Strong collaboration to honor requirements and obligations of donor institutions and global financial institutions |
| SQ1: How has the Ghanaian civil society resolved internal disputes that have the potential to cause civil unrests? Thematic label 1 on proactive participation of the government. Thematic label 6 on organized dispute settlement. | Recognized and strengthened all sectors of the civil society Established a quasi-traditional system to handle issues with local cultural implications | Enhanced collaboration of civil society Enhanced sense of national belongingness, a sense of collective ownership of the country |
| SQ2: What roles do local leaders play in promoting peaceful relationships among localities? Thematic label 2 on the effective leadership of leaders. | Recognized a dual juridical system comprising of Western legal values and thought and African legal values and thought Ensured that the national constitution responds to the two systems of jurisprudence | The country maximizes an integrated approach to issues related to conflict management. Besides courts oriented to Western law, there is an African traditional system additionally enshrined into the national constitution, leading to the establishing of the National House of Chiefs, the Regional House of Chiefs, and the Traditional Council of Chiefs |
| SQ3: Compared to other countries such as Liberia, Sierra Leone, or the Ivory Coast, which have experienced tremendous civil unrests, what factors make social engagement possible in Ghana? Thematic label 4 on culture centered strategies. Thematic label 5 on sustainable development. | Recognized and encouraged a national language, which is psychologically and emotionally invested in by all or nearly all demographics of the country Recognized and encouraged recreation, including sports that heighten the patriotic experience of all or nearly all demographics of the country | A strong sense of "Ghananess" A strong patriotic spirit |
| SQ4: How has the Ghanaian government worked with the private sector to promote the | Softened inclination towards communist and socialist politico-economic systems. Instead, found | Initiated a mixed economic system in which profits are generated through investment |

| Research Questions | Strategies Employed | Results |
|---|---|---|
| required growth and sustainable development that is very important to stability? Thematic label 3 on inclusive growth. | useful aspects that pay attention to demonstrating concern for all Ghanaians, literate and non-literate; rich or poor Encouraged participatory investment of public and private sectors of society | without abandoning services which respond to needs of the vulnerable demographic of society |
| SQ5:    What plans has the Ghanaian government implemented to develop human capital in the areas of education, health, agriculture, and other human service industries, thereby guaranteeing employment that is critical to stability? Thematic label 3 on inclusive growth. | Invested significantly in academic and vocational training Rather than create a full funding system, encouraged a cost-sharing approach, where government provides considerable subvention | Straightened motivation for learning Enhanced appreciation of self-worth, owing to personal role in individual learning. |

## Summary

Six themes emerged from the data analysis: (a) proactive participation of the government, (b) effective leadership of Government leaders, (c) inclusive growth, (d) culture-centered strategies, (e) sustainable development, and (f) organized dispute settlement. Thematic Label 1 included the importance of the proactive participation of the government. Under this thematic label were the themes of democracy and politics. Thematic Label 2 emphasized the role of leaders in the stability of Ghana. The role of leaders in Ghana has always been a significant part of the government and the society in general. Traditional leaders played a vital role in local and grassroots communities in relation to socio-economic development and the administration of justice in the modern political system

Thematic Label 3 included a focus on the inclusive growth that Ghana implemented. One strategy that had often worked in different situations was ensuring that grown and development is inclusive. Inclusive growth means that the services remain

available and accessible to the public. Thematic Label 4 included that the strategies of Ghana continued to remain centered on the national and African culture. The success of Ghanaian strategies can remain attributed to the willingness to always incorporate and integrate the national culture. Thematic Label 5 included sustainable development. Ghana implemented sustainable development by focusing on the three major areas of sustainable development: social, economic and environmental. Thematic Label 6 included the structure of dispute settlement in Ghana. The continued existence of peace required a comprehensive scenario, wherein an effective mode of dispute about settlements existed.

Between 1990 and 2005, Ghana continued as the beacon of hope for many countries in Sub-Saharan Africa, especially Liberia, for its strong socioeconomic and sociopolitical recovery programs that governments must emulate. The recovery programs, on which the Ghanaian government embarked, directly ensured stability and social cohesiveness. For the most part, the research questions included meaningful data that grounded the researcher's findings, and reflected the proposition that no society easily sustains peace, stability, and enjoys growth and development unless it pursues democratic initiatives and the equitable distribution of its resources. The national government implemented strategies to build around the two overarching themes, namely, "implementation for stability," and "inclusive development," which I identified in this study.

The interviewees also clearly articulated the national government's participatory strategies for national development during the interviews. The government's ability to move in the direction of inclusive development initiatives, focusing not only on the urban

areas, but also on the rural areas, created the political space for all to participate and benefit. Aggressive programs, such as monetary reforms, structural adjustment, and sound education reforms, provided students with free textbooks, school feeding programs, and full tuition fees for teacher training. Additionally, revamping older institutions, reducing poverty, and initiating intervention programs in the health sector proved useful. Chapter 5 follows and includes the discussion, conclusion, and recommendations made for this study.

Chapter 5: Discussion, Conclusions, and Recommendations

**Introduction**

My purpose in conducting this qualitative, holistic case study included understanding how Ghanaians maintained government stability, particularly between 1990 and 2005, when most other Sub-Saharan Africans experienced civil unrest and wars. Lessons from such a study may include contributions to understanding how to create an environment that includes capacity building and the sustainable development of Sub-Saharan Africa. No society easily sustains peace and stability, and enjoys growth and development unless its peoples pursue democratic initiatives and the equitable distribution of its resources. Other post-conflict countries, such as Liberia, could replicate the lessons learned from Ghanaians during their country's period of reconstruction. The findings generated from this study may also contribute to literature on peace, stability, and development in Sub-Saharan Africa, and perhaps the rest of the continent.

The remaining parts of this chapter include a focus on insights and implications of the findings of this study. I contributed to the understanding of how Ghana could achieve stability between 1990 and 2005, while elsewhere in Sub-Saharan Africa, civil unrests and wars remained widespread. The findings may help Liberians and many other Sub-Saharans strive for stability, growth, and development. Additionally, the study includes contributions to literature on peace-building initiatives, not only in Sub-Saharan Africa, but also throughout the African continent.

**Interpretation of the Findings**

Eisenstadt's (1973) theoretical framework of sociological modernization included an indication that working collectively to respond to the challenges of economic growth and sustainable development in society directly ensures stability. Indeed, Ghanaians went through a period where they lived in a failed state; however, with resilience, they made a complete turnaround toward productive socioeconomic development and political stability. To uplift the nation, the government created a renewed vision to set the country on what has largely proven to be a constructive course. Vision 2020, a blueprint for sustainable socioeconomic development implemented in Ghana, has dictated a positive pace. The country's government has incorporated the need to develop a strong professional workforce, extend government programs beyond urban areas to rural areas, and ensure appropriate policies for social and economic growth. In that light, the Ghanaian government has embarked on collective initiatives to bring stakeholders to the table and to develop vigorous investment programs inclusive of both public and private sector businesses. Leadership of infrastructural development and rigorous economic policies ensured the country's survival in Sub-Saharan Africa between 1990 and 2005. Participants' responses to the research questions added that, despite the fragile state of affairs in the sub-region, Ghanaians proved strong.

I used thematic analysis with the aid of NVivo qualitative software, as the method of analysis. My data analysis process generated six thematic labels critical to the central question regarding specific strategies that the Ghanaian Government implemented to maintain stability between 1990 and 2005: (a) proactive participation of the government,

(b) effective leadership of leaders, (c) inclusive growth, (d) culture-centered strategies, (e) sustainable development, and (f) organized dispute settlements.

## Thematic Label 1: Proactive Participation of the Government

Thematic Label 1 included the importance of the proactive participation of the government. This thematic label included the themes of democracy and politics. The establishment of democracy gave people more opportunity to participate in the government and in the decision-making of policies that included consequences to the public. The government has always used politics as a major role in the success of a national strategy. In Ghana, I discovered that the power of the president remained so eminent that the leadership of the president would lead to national policy.

## Thematic Label 2: Effective Leadership of Leaders

The role of leaders in Ghana has remained a significant part of the government and the society. Traditional leaders play a vital role in local and grassroots communities concerning socio-economic development and the administration of justice in the modern political system. This remains part of the cultural heritage of the people. Since colonial times, the British Government did not interfere with the Ghanaians' house of chief, consisting mostly of the Ashanti. This left the chiefs to oversee their people. When compared to other West African nations, the Ghanaian government acknowledged ethnicity within the rural areas and put local leaders or chiefs in charge of making decisions for their people to keep stability and minimize conflicts.

**Thematic Label 3: Inclusive Growth**

One strategy that often worked in different situations included ensuring that growth and development remained inclusive. Inclusive growth meant that services stayed available and accessible to the public. The target inclusion involved the inclusion of more stakeholders in the development and decision-making of new policies by the government. The privatization and opening of the market to private investors and players included a positive influence on the rebuilding of Ghana. The Ghanaian government promoted privatization and good governance. Using human capital development plans, which began in 1993, the government developed, implemented, and monitored different national development plans.

**Thematic Label 4: Culture-Centered Strategies**

One can attribute the success of Ghanaian strategies to the government's willingness to incorporate and integrate the national culture. It remains undeniable that the identity of a nation will include people driven toward nationwide development. The people's genuine love for the country also represents an important factor in the success of a nation. Ghanaians also emphasized their identity as Africans in an African nation.

**Thematic Label 5: Sustainable Development**

In specific terms, sustainable development means growth that meets the needs of today without compromising the needs of tomorrow. Ghanaians implemented sustainable development by focusing on the three major areas: social, economic, and environmental. They designed economic recovery programs to increase tight fiscal controls, and forced reductions in budget funding for the military. Sustainable development also focused on

the social aspect of growth, and Ghana remained an open society. One thing that has

helped Ghana deal with conflicts and maintain peace is Ghanaians' ability to discuss

social issues on public radio.

**Thematic Label 6: Organized Dispute Settlement**

The continued existence of peace requires a comprehensive scenario wherein an

effective mode of dispute settlement exists. Most conflicts in Ghana, even some of the

religious ones, remain resolved through dialogue between the affected parties. The law of

the land remains respected; the government ensures that everyone stays well protected

under the law, and that criminals face the weight of the law.

The interviewees' responses to the major question in this case study included that

the most effective strategy the government employed encompassed the establishment of a

national commission to consolidate and modernize the law of the land. Likewise, the

revision of the constitution helped. Presidential terms remain limited to only two terms.

The government-tightened loopholes in the law and governance to discourage

presidential tampering with the constitution. Similarly, the independence of the judiciary

was strengthened. In this way, Ghanaians could have a working justice system.

All the sectors remained strengthened in the civil society. Ghanaians easily settled

disputes with the establishment of a quasi-traditional system to handle issues with local

cultural implications. The sense of national identity became stronger because of the

collective ownership of the country. An enhanced collaboration from the civil society

existed as well. The role of the local leaders continued though the recognition of the dual

juridical system. This system included legal values and thoughts from the Western and

the traditional legal systems. This ensured that the national constitution responded to the two systems of jurisprudence. Ghanaians maximized an integrated approach to issues related to conflict management.

Unlike other countries' peoples in Africa, Ghanaians recognized and encouraged a national language, which most, if not all, demographics of the country invested in, both psychologically and emotionally. This promoted the "Ghananess" of people in Ghana and gave them a patriotic spirit. The government recognized and encouraged recreation, including sports, which heightened the patriotic experience of all, or nearly all, demographics of the country.

The Ghanaian government softened the inclination towards communist and socialist politico-economic systems. Instead, they found useful aspects that paid attention to demonstrating concern for all literate and non-literate Ghanaians alike. This move initiated a mixed economic system in which profits were generated through investment without abandoning services that responded to the needs of the vulnerable demographics of society. The government also encouraged participatory investment of both the public and private sectors. The private sector continues to play a role in the improvement of the systems in Ghana.

The Ghanaian government invested significantly in academic and vocational training. This strengthened the people's motivation for learning. The state also encouraged a cost-sharing approach, where the government provides a considerable subvention. This enhanced the appreciation of self-worth, owing to the personal role in individual learning. Indeed, the structures and systems that Ghanaians implemented

helped to pave the way toward development and stability, despite the challenges that the country's people had to overcome.

## Limitations of the Study

In qualitative research, the sample size may not factor much because it remains one of multiple sources of data. In this study, the limited sample size has included limitations on the variety of data collected and analyzed. A second limitation included in how the researcher handled possible research biases. The researcher implemented member checking and peer review to eliminate possible research biases. A third limitation related to the use of emails and audio-recorded, telephonic interviews. The physical impossibility of actually going to Ghana, due to distance and time constraints, posed a limitation to the study. One may infer that face-to-face and personal interviews remain preferred over telephone and email interviews.

## Recommendations

Largely, conflict situations in Sub-Saharan Africa have led to grave mass suffering, and broken structures for social services and the redressing wrongs. Understanding these issues requires one to employ both qualitative and quantitative research to provide a scholarly reasoning for developing the form of justice that includes arbitration and mediation as a way of healing. This form of justice would include support for entire communities in which party litigants may live and may have an enduring effect. Thus, the current, qualitative, and holistic case study includes a focus on exploring Ghana's strategies for stability. I hope that these findings may help influence reconstruction initiatives that postwar countries, such as Liberia, may attempt. Ghana's

efforts at sustaining stability provide a focus on new possibilities for future studies. Furthermore, research remains needed to address corruption or mismanagement of resources, management decision-making, and decisions related to how Ghanaians integrated its African traditional sectors into the political system to mitigate social conflicts. Another critical area for consideration includes how Ghanaians managed to transition from past failures at democracy to establish political legitimacy and implement economic reform programs to set the nation on a productive course.

In pursuing any such study, researchers would must observe a few methodological areas. For example, researchers must expand on the sample size, since better quality data enhances validity, reliability, and transferability (Patton, 2002; Stakes, 1995). Additionally, whereas I found more willing and ready males to participate in the research, other researchers may seek a gender balance by incorporating views of both males and females. Perhaps the nature of participant recruitment (i.e., the snowballing technique) may have created such a limitation.

The use of another method of data analysis may remain helpful. Future researchers may focus on the lived experiences of the participants in Ghana. Future researchers may also complete a comparative analysis of the situations in Ghana and other neighboring countries to emphasize the difference in the systems of governance. A bigger population may also help in providing more reliable and credible data to make more generalizable results and findings. Future researchers may opt to conduct face-to-face interviews. In this manner, the interviews will become more open-ended and the participants will feel free to share their thoughts.

**Implications**

**Positive Social Change**

The researcher intended to inquire into how Ghanaians managed to remain stable in the midst of civil unrests and wars in Sub-Saharan Africa, and to suggest the findings to countries, such as Liberia, where citizens spent over 15 years in a devastating civil war. Given the findings that I drew from interviews and pertinent documents on the Ghanaian's experiences of peace and stability, between 1990 and 2005, I validated the need to seek afro-centric solutions to move Liberia forward. After 15 years of civil war, it remained important for Liberians to seek sustainable plans for reconstruction. One cannot realize progress without a long-term framework for stability. Understanding Ghanaian's perceptions offer a way forward. Ayittey (2012) added, "Africa's backyard is its own indigenous institutions and systems. And its salvation lies in returning to these roots and building its indigenous traditions of participatory democracy and free village markets" (p. 10). Selecting Ghanaians for the current study appeared as step in the right direction towards understanding the power of social change. The government of Ghana decided to pursue national development through economic reforms, participatory democracy, and equitable redistribution of the national wealth by developing capacities and strengthening programs of social services. They felt they should provide lessons of social change that may benefit Liberians and other populations in Sub-Saharan Africa. When Ghana's people embarked on developing their structural adjustment programs, encouraged by the World Bank (2011c), even Ghanaians did not embrace Rawlings' vision to move Ghana forward. However, decisions taken in those years have begun to settle. In most modern

times, Ghanaians have framed a model with which other Sub-Saharan countries may experiment. For the field of public policy and administration, then I hoped to create a deeper understanding of how to implement sound policies for long-term stability and growth. Ghanaians provided that by understanding the significance of both African and Western cultural experiences and integrating these for national harmony, one might formulate a durable recipe for national stability and development for social change.

**Personal Reflections**

The first thing that inspired this study included a growing need to see Liberia become a strong, peaceful, and progressive nation (i.e., a nation sustaining a stable democracy). I also desired to observe Liberian people, living in peace, dignity, enjoying respect, and flourishing from available natural resources. The goal of the researcher included acting as a scholarly listener, seeking answers while adsorbing the narrative details of the research participants. One thing that remained challenging during the study was the researcher must demonstrate the capacity of restraining biases, as some of the research participants veered off topic. For example, Ghanaians, who supported one particular political party or another in their country, provided either positive or negative views of political leaders; however, by following Yin (2009) and others, the researcher remained a neutral listener. Often the key emphasis included that the researcher did not favor one leader or another, but remained interested in exploring how Ghana remained stable between 1990 and 2005. The study included the period from 1990 to 2005 when Rawlings of the National Democratic Congress and John Kufuor of the NPP, respectively, led Ghana. During these political administrations, Ghana experienced its

own national challenges, but the administrations skillfully managed any tensions rising

from those challenges. During the study, collaborative efforts of several Ghanaian

Diaspora communities caught the researcher's attention. In Ghana, civil society continues

to thrive, ensuring, in the spirit of inclusiveness, to incorporate perspectives of

Ghanaians, living out of the home country.

Consequently, in the U.S., for example, the researcher had the opportunity to

experience firsthand how the Ghanaian communities in America, particularly in Virginia,

Maryland, and Washington, DC, collaborate in supporting each other's festivities or

programs. Some differences notwithstanding, a deep sense of unity exists in the Ghanaian

Diaspora communities. In the Diaspora, Ghanaians adhere to their customs and traditions.

They promote the nation's cultural values. They have local chiefs and "kinsmen and

women" of high standing, often seeking the general welfare of all Ghanaians. Ghanaians'

level of engagement demonstrated in the U.S. remains a continuum of community

interactions in the home country. Consistent with this engagement, Ghanaians seek to

respect first the goals of society, and then the goals of the individual. Furthermore,

largely, Ghanaians seek to treasure harmony between the communities and the individual,

each individual, depending on the other for group survival.

One of the primary missing links in Liberia and most African countries includes

good leadership. Good leadership requires accountability, capacity building, gender

equality, human rights, transparency, social inclusion, and better living standards for the

nationals of the country. As Afegbua and Adejuwon (2012) added, "Africa can develop

the common values necessary for the governance of African societies which in essence

must be rooted in the spirit of cooperation, tolerance and adherence to constitutional rules and procedures" (p. 154). These suggestions remain some of the most important values needed to ensure stability in Liberia and other war-affected countries in Sub-Saharan Africa.

## Conclusion

Recent researchers conducted studies on Sub-Saharan Africa, and they have shown that weak political governance, weak productivity, weak political institutions, and the skewed redistribution of national resources have adversely influenced national stability in many African countries, such as Liberia. However, Ghanaians have fared better by courting strength through improved political and economic strategies. Therefore, understanding some of Ghana's strategies for stability became important to provide a blueprint, especially for post-conflict African nations, south of the Sahara. As Ayittey (2012) argued, "Reform generated from within Africa is far more sustainable than externally directed reform or solutions. It is therefore critical to seek African 'ownership' or 'African solutions' for the continent's problems" (p. 4). Consistent with this argument, the current study included findings, which may help positively shape postwar reconstruction initiatives in Liberia and other post-conflict countries in Africa. The study included insightful lessons to help build strong collaboration between national political leaderships and productive civil societies. No matter what path a nation may take, this study included the need for building sustainable and peaceful structures of governance. In the early decades of the 21st Century, Sub-Saharan Africans have

continued to face steep challenges despite enormous possibilities for socioeconomic

growth and sustainable development.

In Ghana, political stability did not take root by accident, but occurred due to the

vision, integrity, and passion of Ghana's leaders to create peace and stability. For

example, the government's adoption of structural adjustment programs and the creation

of robust public policy programs by successive political leaderships in Ghana ensured

growth and political stability in the country. The government also implemented basic

laws to govern each sector of the society and, as Boafo-Arthur (2008) argued, Ghanaians

adhered to the rule of law, which remained important for social conformity. Afegbua and

Adejuwon (2012) went on to argue:

> The concept of governance, in fact, is simple. It is seen as a set of values, policies
>
> and institutions through which the society manages economic, political, as well as
>
> social processes at different levels, on the basis of interaction among the
>
> government, civil society and the private sector. (p. 145)

On the other hand, the government did match its Vision 2020 to actions.

Structural adjustment, prudent economic policy management, and remittances from

Diaspora Ghanaians placed Ghana on the path of growth and poverty reduction (Awal,

2012). In substance, Ghana, one of a few African countries, has provided some

persuasive answers to set precedence for Liberians and many other Africans to revamp

their weak socioeconomic and political structures and to move into the future. It remains

worth Liberian's efforts to experiment and emulate some of what Ghanaians

implemented.

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Appendix A: Participant Recruitment Letter

Dear                            ,

I am Wilmot N. Adekoya, a doctoral candidate completing a PhD in Public Policy and Administration/Homeland Security Coordination at Walden University. I wish to invite to take part in a research study of the strategies which Ghana used to keep stable between 1990 and 2005 while many countries in Sub-Saharan Africa engaged in civil unrests and wars. Understanding these strategies which Ghana used could help Liberia in the country's postwar reconstruction efforts. As the sole researcher, I am inviting you to participate due reportedly to your involvement in issues that concern the development of Sub-Saharan Africa.

If you agree to be in this study, you will be asked to:

- Establish a time and location for an interview.
- Participate in an in-depth interview between 30 and 60 minutes.
- Review the transcript of the interview in order to validate your responses. This process should also be between 30 and 60 minutes.

Participation in this study is voluntary. There is no penalty for not participating in the research. If you decide to join the study now, you can still change your mind later. You may exit the study at any time and for any reason.

While participating in this study may take up some time, it does not pose risk to your safety or well-being. Additionally, although there is no personal compensation for your participation, your involvement could contribute to a greater understanding of stability strategies needed to benefit the entire Sub Saharan Africa, including Liberia. Any information you provide will be kept confidential. After gathering the appropriate data, alphanumeric codes will be used to refer to you throughout the process of reporting the findings. After each of the participant's data is collected, a master copy will be made from the originals, and then the originals will be deleted. The master copy will be securely kept for five years and then destroyed as required by Walden University.

I appreciate your thoughtful consideration of my request for your participation in my research. If you have further questions or concerns, please contact me by email at wilmot.adekoya@waldenu.edu . Additionally, if you would like to further discuss your rights as a participant, you may want to contact Dr. Leilani Endicott, the Walden University Representative, at (612) 312-1210. Walden University's approval number for this study is 02-17-15-0240673 and it expires on February 16, 2016. You may keep a copy of this form. Alternatively, I could provide a copy of this informed consent form prior to the interview.

**STATEMENT OF CONSENT**

I have read the above information and feel I understand the study well enough to make a decision about my involvement. By either signing below or replying to this email with the words "I consent," I understand that I am agreeing to the terms described above.

Printed Name of Participant

Date of Consent

Participant's Signature

Researcher's Signature

Appendix B: Interview Protocols

Time of Interview:

Place:

Interviewee:

Position of Interviewee:

Questions:

Research Interview Protocols (RQ)

Primary Research Question:

What strategies did the Ghanaian Government implement to maintain stability between 1990 and 2005 while some countries in parts of Sub-Saharan Africa experienced civil unrests and wars?

Sub Questions:

Q1. How has the Ghanaian civil society resolved internal disputes that have the potential to cause civil unrests?

Q2. What roles do local leaders play in promoting peaceful relationships among localities?

Q3. Compared to other countries such as Liberia, Sierra Leone, or the Ivory Coast, which have experienced tremendous civil unrests, what factors make social engagement possible in Ghana?

Q4. How has the Ghanaian government worked with the private sector to promote the required growth and sustainable development that is very important to stability?

Q5.What plans has the Ghanaian government implemented to develop human capital in the areas of education, health, agriculture, and other human service industries, thereby guaranteeing employment that is critical to stability?

Appendix C: Member Checking Form


Date, 2015

Dear _____,


Thank you for the insightful interview. Please find attached a draft of the interview transcript for your review. Kindly ensure that your responses were reported correctly. If you find any discrepancy or have further questions, please feel free to contact me via email at wilmot.adekoya@waldenu.edu .

For the matter of time, please understand that if I do not hear from you within ten days, I will assume you are in agreement with the interview transcript and will therefore go ahead to complete my report on the findings of the study. Once again, I thank you immensely for participating in the study.

Sincerely,

Wilmot N. Adekoya Sr.

Appendix D: Human Protecting Certificate of Completion

**Certificate of Completion**
The National Institutes of Health (NIH) Office of Extramural Research certifies that **Wilmot Adekoya** successfully completed the NIH Web-based training course "Protecting Human Research Participants".

Date of completion: 09/26/2011

Certification Number: 769488