

THE PERSPECTIVES OF GHANAIAAN POLITICAL LEADERS AND CITIZENS
CONCERNING THE DEVELOPMENT AND IMPLEMENTATION OF THE GHANA
VISION 2020 DEVELOPMENT PLAN

by

Kwame Aduhene-Kwarteng

Liberty University

A Dissertation Presented in Partial Fulfillment
Of the Requirements for the Degree
Doctor of Philosophy in Public Administration

Liberty University

2023

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ABSTRACT

The purpose of this qualitative research case study is to collect, investigate, and assess Ghanaian citizens' and political leaders' perspectives and viewpoints regarding the success or failure of Ghana Vision 2020 and the challenges facing developing nations. The study used a descriptive approach to examine Ghana's Vision 2020 and the country's development challenges using a descriptive methodology and primary and secondary sources. The 105 participants for the study included 65 males and 40 females living in Ghana. The theoretical framework of this study are modernization, globalization, and dependency theories. To that end, the study set out to investigate the question: What are the perspectives of Ghanaian political leaders and citizens on whether Ghana's Vision 2020 has been effective? Based on the research question, data were obtained from personnel from Ghana National Development Planning Commission, politicians, chiefs and ordinary citizens above 18-years residing in urban and rural Ghana. To collect data for this study, I met with qualified participants in their locations and public spaces to convey the study's objective. Tapes and cell phone recordings were used to record interviews to ensure the accuracy of data transcription. All data were manually analyzed utilizing a "data analysis spiral." It was accomplished by organizing ideas, reading and noting emergent ideas and reflections, and classifying, evaluating, and evaluating interpretations. After repeatedly listening to the audio recordings, an inventory of ideas was compiled. The study's large number of participants necessitated using Excel sheets to record interview-derived participant thoughts and topics.

Keywords: development plan, Ghana Vision 2020, National Development Planning Commission

Dedication

I am immensely grateful to God for the life and the energy provided to me on my educational journey from kindergarten through my doctoral. I dedicate this work to my unschooled mother, Madam Adjoa Nsiah, and her younger brother Mr. Joseph Nkrumah, formerly of Ghana Broadcasting Corporation (Takoradi), who gave me moral lessons on discipline and financial support throughout my academic journey in Ghana. They were instrumental in helping me achieve my goals. I also dedicate this work to Nana Ofori Ahenkan II, the Chief of Sefwi Boinzan in the Sefwi Wiawso traditional area for convincing some traditional rulers to participate in this study. Special dedication goes to Dr. Jerry Regier. He was the guiding light every step of the way as I researched this dissertation. His motivation and encouragement have been phenomenal. To my wife, Carolyn Aduhene-Kwarteng, God bless you for your support and encouragement, and to my reader Dr. Chenwi Ngwa: may you pursue knowledge throughout your life. Mr. Gerald Plumer, the Deputy Chief of Police of the U.S. Pentagon and Lieutenant Derrick Freeman of the U.S. Pentagon Police, needs special mention. Despite their busy schedule, they always call me to find out about the stage I have reached in my doctoral studies. May God bless you all with long life, good health and prosperity.

Acknowledgements

I sincerely thank Nana Kwaku Mintah II, the Chief of Sefwi Aferie. Without hesitation, Nana Mintah granted me an interview at the Sefwi Wiawso Omanhene's palace despite the short notice I gave him. I am grateful for my wife, Carolyn Aduhene-Kwarteng, God bless you for your support and encouragement, and for my sons, Theophilus, Jeff and Kwame Aduhene-Kwarteng (Police Investigator in Ghana), and my twin daughters, Crystal and Pearl Aduhene, for pushing me beyond my limit. These children insisted that they wanted me to acquire a doctorate before they could be happy, despite my explanation that their dad is old and tired and wanted a rest from academic work.

Special acknowledgement to my Chair, Dr. Jerry Regier who was the guiding light every step of the way as I researched this dissertation. His motivation and encouragement have been phenomenal; and to my Reader, Dr. Chenwi Ngwa.

Mr. Gerald Plumer, the Deputy Chief of Police of the U.S. Pentagon and Lieutenant Derrick Freeman of the US Pentagon Police, needs special mention. Despite their busy schedule, he always calls me to find out about the stage I have reached in my doctoral studies. My heartfelt gratitude goes to Officers Hamm Noel and McBride Darrien, fellow Police officers at the U.S. Pentagon, who were always available to with encouragement and assistance to type my scripts when I was overwhelmed with my work and academic commitments.

During my academic journey, I realized the true essence of a biological and adopted family. The support and encouragement I received from my biological sister Cecilia Amo-Bury and her husband, Dr. Chantz Joseph Bury (DNP, APRN, MSN, FNPC-C), during this tedious journey were enormous. God bless them and their wonderful children. I thank my adopted

brother Francis Yaw Awuah of Sefwi Elubo sincerely. Honestly, if there were something more than thank you, I would be very happy to give it to you.

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CHAPTER ONE: INTRODUCTION

Overview

Developing countries worldwide contend with political, economic, social, and cultural challenges, often hampering the ability to develop their economies. The assistance in the form of loans from the Bretton Woods's Institutions, international aid agencies, and foreign governments has not been able to bring the needed development in their economic, social, and political structures and by extension, to make a meaningful change in the standard of living of their citizens. As a way to help such countries, the International Monetary Fund (IMF) introduced structural adjustments programs in many of these countries. Still, most of them are beset with poverty, high unemployment, corruption, and economic strangulation. One such country is Ghana. It has an abundance of both natural and human resources. However, since independence, although it has initiated several development plans, only a few have achieved their intended goals. In 1995, Jerry John Rawlings, the first President of Ghana's Fourth Republic launched a 25-year development plan called Ghana Vision 2020 to improve the living standards of Ghanaians.

This study focuses on gathering the Ghanaians' perspective on the impact the vision 2020-development agenda has had on the country's human development, macroeconomic stability, economic growth, poverty, inflation, and the environment. The study also focus on whether there has been any level of development in areas like governance, private sector competitiveness, and civic responsibility. In general, the research determines whether the plan was successful or not, and if not, what were the possible factors that might have hindered its effectiveness.

Background

My interest in the study of development in the least developed countries is from my belief that, Ghana, the country of my birth, has abundant natural mineral and human resources (Danquah, 2022). Unfortunately, it is still struggling with economic growth after its political independence from Britain in 1957.

Historical

Successive administrations in Ghana have experimented with a wide range of development plans and tactics including poverty reduction strategies and development policy frameworks which were aimed at consolidating the progress the country had made so far in political, economic, and social development and to ensure economic growth and make strides toward the eradication of poverty (Abdulai, 2005; Adams, 2021). Although Singapore and Ghana attained independence simultaneously, Ghana has not achieved the same level of development (Brenya et al., 2017; IMF, 2013). Ghana has made efforts to achieve growth through several different development plans, but with limited success (Akeeno, 2021; Benneh et al., 1989; Dadzie, 2013; Domfeh et al., 2012; Kemausuor et al., 2011). One such development strategy introduced to promote economic growth was Ghana Vision 2020 (Rawlings, 1995).

Introduction of Ghana Vision 2020

In 1995, Jerry John Rawlings, the first President of Ghana's Fourth Republic and his National Democratic Congress (NDC) government, launched a 25-year development plan called Vision 2020. The plan aimed to create a robust, diversified, commercially based agricultural sector with strong linkages to an efficient, technologically progressive, and market-oriented sector (Abdulai, 2005; Gyan, 2020; Rawlings, 1995; World Bank, 2005). The development plan

intended to consolidate the gains Ghana had already made and prepare the foundations for accelerated growth (Abdulai, 2005; Gyan, 2020; Rawlings, 1995; World Bank, 2005).

As one of the nation's development policy frameworks, it was first presented to the country's parliament in January 1995 (Rawlings, 1995). It was begun and completed via a combined effort of the National Democratic Congress (NDC) administration, donor community, and social partners. The document, prepared using a bottom-up method with input and suggestions from local authorities had one of its goals of making Ghana a middle-income nation by 2020 (Rawlings, 1995; World Bank, 2005).

Key Components of Ghana Vision 2020

The critical components of Ghana Vision 2020 revolved around human development, economic growth, macroeconomic stability, and building an enabling environment for rural and urban development in the country (Abdulai, 2005; Gyan, 2020; Rawlings, 1995; World Bank, 2005).

Social

Ghana has a number of social issues related to this study.

Human Development

Vision 2020 prioritized human development by seeking to decrease, if not eliminate, poverty, boost average income, minimize economic gaps, and offer equitable opportunities for all Ghanaians. In this aspect, the plan advocated limiting population growth to 2% each year while enhancing health care and providing excellent education. The strategy was to improve food security, and to provide clean drinking water and appropriate housing for Ghanaians. The development plan also prioritized providing job opportunities and labor-force training to reduce economic gaps. The plan's goal was to reduce extreme poverty and guarantee a more equitable

distribution of income, including the inclusion of women and those living in rural Ghana into the national economy (Rawlings, 1995; World Bank, 2005).

Microeconomic Stability and Economic Prosperity

The development plan stated that if the country does not arrange to provide for economic growth and a stable macroeconomic environment, it would be a challenge to meet human development objectives. To accomplish that, the approach forecasted an 8% GDP growth rate, implying a fourfold rise in profits by 2020. It also aimed to ensure agricultural production fell below 20% of GDP while increasing manufacturing and services to 20% and 45%, respectively. The administration felt that an open and liberal market economy could accomplish this. Therefore, the plan included incentives to encourage private investment as part of its goal of maintaining economic development and macroeconomic stability. In addition, the policy sought to enhance the country's legal and administrative processes to entice international investors to engage in the economy (Rawlings, 1995; World Bank, 2005).

Development of Rural Areas

Ghana is an agricultural nation, with the majority of the impoverished living in rural regions, which hinders economic progress. To address this, the Vision 2020 development plan prioritized the establishment of institutions capable of accelerating rural development and improving the planning capacity of local governments (district assemblies). In addition, as part of rural development, the approach intended to engage the community and the business sector as partners in the country's development, transfer technology, enhance access to markets via the construction of improved roads, and strengthen microfinance and extension services. These actions were part of the plan's attempts to bridge economic and living standards discrepancies

between urban and rural residents (Abdulai, 2005; Adams, 2021; Rawlings, 1995; World Bank, 2005).

Development of Urban Areas

Vision 2020 envisioned small and medium-sized towns to serve as service hubs for the hinterlands in terms of urban development. This would ostensibly benefit the general growth of the economy and metropolitan regions. In addition, the plan was to ensure that there would be a coordinated effort in urban investments. That way, institutions could get the needed support to implement human settlement projects, update land-use laws, extend electric power service to all localities, and offer support to district assemblies in their planning activities (Abdulai, 2005; Adams, 2021; Rawlings, 1995; World Bank, 2005).

An Enabling Environment

In enabling the environment, the plan emphasized creating an environment that would promote economic development, and allow all aspects of society to flourish exponentially. The plan called for the public administration and legal framework that could make them more solid and efficient and allow for effective resource sharing. Another proposal of Vision 2020 was to create a new regulatory framework to encourage private sector engagement in utilities and other sectors traditionally the exclusive purview of the central government. It was also part of the goal of the plan to encourage communities to control and supervise government services and to participate in decision-making (Abdulai, 2005; Adams, 2021; Rawlings, 1995; World Bank, 2005).

Theoretical

The theoretical foundation for this research is the theories of modernization, globalization and dependency. The theories mentioned in this study can be linked together in Ghana's

development efforts. For instance, Vision 2020 revolves around a robust, diversified, commercially based agricultural sector that has a strong link to an efficient, technologically progressive, and market-oriented sector that can be the foundation for an improved Ghana (Abdulai, 2005; Adams, 2021). This makes globalization a theory that links well with Ghana's development. Scholars like Zapf (1991) and Irrgang (2007) see technology, an aspect of modernization, as the engine for development. Globalization, as a development theory, also relies on countries modernizing to achieve a unified, worldwide standard of technology, civilization, culture, and worldview (Irrgang, 2007).

Initial Assessment of the Ghana Vision 2020 Development Plan

Since attaining independence in 1957, Ghana has had several development plans, including Vision 2020, but the results have not met the expectations of leadership or of citizens, nor have they improved Ghana's economic and social conditions. This situation has prompted scholars like Amegayibor (2017), Ayelazunoa and Mawuko-Yevugahb (2019), and Ayeetey and Kanbu (2017) to investigate the causes of Ghana's development challenges and speculate on the reasons. Academics like Akeeno (2021), Dadzie (2013), and Domfeh et al. (2012) have proffered various reasons for the obstacles to development in Ghana, but they all looked at it from a general, academic perspective without necessarily considering outmoded customs or cultural norms as major contributors to the problem. For example, Akeeno contends that military intervention and corruption are the root causes of Ghana's development issues. Dadzie opines that political instability, corruption, a lack of agricultural technology and the country's inability to diversify its agricultural sector serve as barriers to progress. According to Domfeh et al., Ghana's fast population growth, corruption, and political polarization have made economic progress challenging.

The year 2020 has passed, and scholars have provided an assessment of the success of Vision 2020. According to Gyan (2020), the food crop-sub-sector remains rain-fed despite the clear vision of the plan to make the agricultural sector technologically progressive, yet farmers are still using antiquated farming techniques. Areas long beset by poverty are contending with a lack of infrastructure such as roads linking farming to urban market centers. Some communities still go to school and attend classes outdoors, with others in dilapidated buildings without writing materials, desks, or chairs. Gyan maintains that the health sector has its problems as patients have no beds and some sleep on the floor. Ghana has an unemployment rate above the average of other sub-Saharan African countries (Annang, 2022; O'Neil, 2021). The country is 138th out of 189 on the development index of countries and territories surveyed in 2019 (United Nations Development Programme, 2020). Ghana Vision 2020 clearly performed abysmally, and this call for a study on why development plans in the country do not live up to expectations. Researchers who have investigated the causes of government project challenges in Ghana listed corruption as the major cause (Asiedu & Deffor, 2017; Awadzie & Garr, 2021; Damoah et al., 2015; Eja & Ramegowda, 2020).

This record of development challenges has left people asking what could be the cause of Ghana's abysmal performance in development. The researchers mentioned have proposed their reasons for this lack of progress or why development initiatives achieve minimum success; however, no previous researcher has asked Ghanaian politicians and citizens about their own perception of Vision 2020.

Situation to Self

The primary goal of any country's development strategy is to enhance residents' living standards. To attain this purpose, governments execute various initiatives and programs to

resolve difficulties that impede advances in the lives of their population, and Ghana is not exceptional. Born and bred in Ghana until the age of 36, before migrating to the United States, and having lived and worked in the U.S. for almost two decades, I have seen the differences in the levels of development. When I was growing up in rural Ghana, there was no electricity, so we used lanterns to study at night. My siblings and I walked three miles to and from school barefooted every day and attended classes under trees. After having lived in the U.S. for two decades, I returned to Ghana a few years ago to find some schoolchildren still attending classes under trees, some rural communities still without electricity, and some residents sharing drinking water with domestic animals. That is what has given me the impetus to research the country's growth. Ghana has abundant natural, mineral, and human resources, but its numerous attempts at growth have not achieved their targets.

Looking at Ghana from the outside and considering how the country has not experienced growth as Singapore, which attained independence simultaneously with Ghana, as a responsible Ghanaian-American citizen, I wish Ghana could develop like the Asian Tigers. So, I see it as a responsibility to contribute positively to its development efforts by finding answers to issues that limit growth in people's lives and in the progress of the country. The sensation of contributing to finding lasting solutions to development challenges and helping the country improve the lives of its citizens is of the utmost importance to me because it contributes to the citizens' pleasure and fulfillment, making it possible for them to find the purpose of their existence.

Living outside Ghana for about two decades has exposed me to things such as the value for human lives and the need for every human being to live life to its fullest, no matter where one lives on this planet. I always try to maintain these values because they are more significant than my pleasure or satisfaction as an individual. This attitude helps me to discover my life purpose,

and I find myself constantly searching for issues in areas I care about and contributing to long-term solutions. These efforts help save the world; hence, my interest in studying development planning in developing countries.

Problem Statement

The problem is that the story of Vision 2020 and Ghanaian development progress or challenges have not been told from the perspective of Ghanaian political leaders and citizens.

Purpose Statement

The purpose of this qualitative case study is to obtain, explore, and analyze the perspectives and views of Ghanaian citizens and political leaders on the success and/or failure of Ghana Vision 2020. By doing so, this research can uncover principles and themes not only to assist Ghana in future development, but also guide second- and third-world policy makers and planners in the planning and implementation of future development.

Nature of the Study

For this investigation, I used the qualitative case study method, which allows a complicated phenomenon to be investigated by identifying distinct components interacting with one another. According to Mitchell (1983), a case study is a careful investigation of an occurrence that an analyst feels demonstrates the functioning of certain specified, broad, theoretical concepts. A case study, according to Yin (1994) is an empirical inquiry that analyzes a contemporary phenomenon inside its real-life setting, particularly when the borders between phenomenon and context are not readily apparent and depend on various sources of information.

The research consists of standardized, open-ended, formal, face-to-face interviews with Ghanaian political leaders, traditional rulers, and ordinary citizens to investigate Ghana Vision 2020 from their viewpoint. The study focused on 105 participants who were purposefully and

criterion-based selected to form the sample (Creswell, 2009; Patton, 2000). Personnel from Ghana's National Development Planning Commission and others responsible for Ghana's Vision 2020 developing plans and implementation were among the participants in this research.

Significance of the Study

In addition to contributing to the body of knowledge on development planning, the research also raises awareness on the importance of long-term planning, the harmful effects of outmoded cultural practices or traditions on a country's growth, and the need for transformational leaders to lead a country in achieving developmental goals. Another significance of the study is that it serves as a guide to development planners in the least developed countries to understand why development plans do not achieve their desired result so that they can proffer pragmatic solutions to the problem.

Significance to the Discipline

The study is significant to the discipline in the following ways. Firstly, the study have the propensity to help the discipline gain familiarity with a phenomenon or insight into the challenges development planning faces in Ghana. For instance, authors Akeeno (2021), Benneh et al. (1989), S. Danso (2014), Dadzie (2013), Domfeh et al. (2012), and Kemausuor et al. (2011), who wrote on obstacles to development in Ghana, looked at it from a generic perspective. None of them has researched the problem in relation to how culture impedes development in the country. Another significance of the study as far as the discipline is concerned is that it accurately describes the characteristics of the Ghanaian development challenges and the frequency at which they occur. Finally, the research supports the discipline by achieving goals and objectives in studies on development planning, and by effecting the

necessary changes in development planning so that countries' development planners can achieve goals and relevance, and meet the challenges of future development.

Practical Significance

This study has a considerable practical significance on development planning, the most important of which is how it pique governments' interest in methods to enhance and assist the policy process on development planning, particularly during the implementation phase.

Furthermore, the research has the propensity to enlighten policymakers on the significant elements underlying policy failures, particularly how culture impedes development planning, allowing them to investigate alternate methods to policy support and the possible role of policy support programs in addressing the issue. Other practical significance of this research is that it highlights the gap between planning and development in rising nations in general and Ghana in particular. It also prompts a reconsideration of public sector reform policies on development planning that have achieved little result or improvement in a developing nation like Ghana.

Research Question

The research question is; what are the perspectives of Ghanaian political leaders and citizens concerning the development and implementation of the Ghana Vision 2020 development plan? Sub-questions that follow are:

Sub-question 1: *What was the breadth of involvement in its development?*

Sub-question 2: *What are key points of success, if any?*

Sub-question 3: *What are key points of failure, if any?*

The primary goal of every country is economic growth aimed at raising the living standards of its citizens (Gberevbie et al., 2017). However, many developing nations, particularly African nations, fail at development plans (Abdulai, 2005; Abubakari et al., 2018;

Ackah, 2019) despite the abundance of natural and human resources in these countries. Many scholars attribute the problem to corruption, which Ghanaians call “Ketesehye ne Proye” (putting it under the bed and leaving it to rot) or protocol and social vices. Some believe in the inability of leadership to properly envision and prioritize countries’ development (Eja & Ramegowda, 2020).

Additionally, certain cultures, old habits, and traditional beliefs resist development efforts and industrialized society (Damoah & Akwei, 2017; Ofori, 1980). This dilemma has raised research questions in the study to help correct the problem of development, especially in the least developed countries (LDC), relate development failure to the fundamental understanding of the role and responsibilities of leadership and how other factors many scholars have ignored in their works, therefore, raising questions requiring more research.

Definitions

1. *Ghana Vision 2020* – A national development program of Ghana that provides a framework for realizing a long-term vision of the country of becoming one of the world’s middle-income nations by 2020.
2. *Corruption* – The misuse of official authority for private gain or profit.
3. *Ghana National Development Planning Commission* is a Ghanaian government institution dedicated to developing national strategies to alleviate poverty and minimize inequality in disadvantaged regions and rural communities.
4. *National Development Plan* – A plan for economic and social development, including any amendments or additions to such a plan, established by a government and adopted by resolution of a country’s National Assembly. It can also refer to strategies adopted by

countries to harness and adequately manage all of the resources at their disposal for socioeconomic, political, cultural, and technological development to encourage growth.

5. *Galamsey* – Local Ghanaian parlance that means illegal, small-scale mining.
6. *Keteasehye ne Proye* – (“Putting it under the bed and leaving it to rot”): A term used for the act of offering bribe in Ghana.

Summary

In the study, I have provided the background to development challenges in emerging countries, using Ghana Vision 2020 as a case study to delineate the issue. I elucidated the causes of the issues and stated the research question together with the design and the approach I will use in my response(s). I also addressed the importance of the study and the implications it will have on development planning in Ghana and other less developed countries.

CHAPTER TWO: LITERATURE REVIEW

Overview

The relevance of the research literature cannot be overstated since it sheds light on what other scholars have written. This study's literature evaluates modern research important to the topic and tackles significant gaps that past studies failed to illuminate. This chapter explains first a conceptual framework, and then the theoretical framework of the study. This is followed by the related literature, which is divided into internal and external causes of development challenges. This chapter concludes with an initial assessment and criticism of development in general.

Conceptual Framework

Ghana's vision 2020 was aimed at being a development blueprint for the nation to accelerate its rate of development. However, the country has yet to attain the postulated growth for it to be classified as a middle-income nation. The challenges of Vision 2020 came from various factors that have systematically prevented the country from achieving its potential economic growth and development; this despite the country having diverse resources that could have contributed to its development. The economic growth of Ghana is subject to various internal and external factors such as technological development, dependency on foreign nations, and global linkages (Adams & Atsu, 2014). Figure 1 illustrates the conceptual framework.

Like most African nations, Ghana has continued to depend on foreign nations for financial aid for its economic development, in spite of the country having attained independence several decades ago. The government relies on foreign nations for finance and technological development, which has inhibited its capacity to attain the relevant technological development to foster the nation's growth (Mahembe & Odhiambo, 2019). Although Ghana has capabilities in

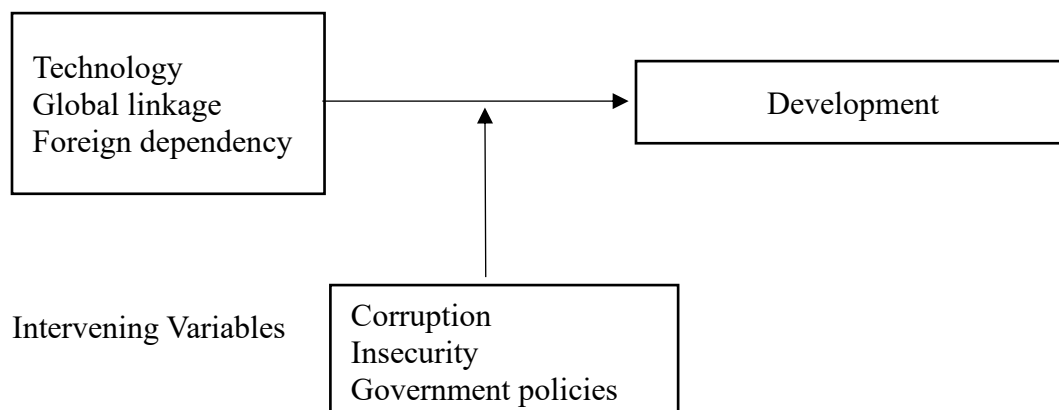
terms of its education system, producing thousands of graduates annually, though the government fails to promote technology among its graduates. As a result, the country has several graduates in social sciences, humanities, and art, whereas graduates in technology, science, and engineering are limited (Ayanoo, 2021). It has resulted in the country's inability to advance its technological capacity, which is critical for development, particularly in the contemporary world, where governments depend on the global economy to sustain their economic growth and development. The inability of the country to effectively harness and transfer technology has hindered its ability to be innovative; hence, its productivity and financial performance have been limited due to technological inefficiency (Yawson, 2004).

Figure 1

Conceptual Framework

Independent Variables

Dependent Variable



Ghana's dependency on foreign nations has resulted in the country being exploited by developed nations. The support and aid usually have many conditions that worsen its economic condition instead of improving it, perpetuating its dependency (Kumi, 2020). Bretton Woods's institutions and other foreign financial aid packages, which usually come with excessively high rates of interest, often exploit Ghana, like most emerging countries. The governments are simply

unable to repay the loans with interest in a timely manner, at their current levels of economic performance. Consequently, the country gets loans from other institutions or countries to pay for previous loans, thus creating a seemingly infinite cycle of Ghana's dependency on western nations.

Although a positive contributor to most countries' economic growth, globalization has negatively affected Ghana. Like most developing nations, Ghana has been exploited by the developed and industrialized nations as Ghana, in the global arena, is seen as a source of raw materials and cheap labor. Thus, although the country participates in the worldwide market, its gains are limited compared to countries with advanced technologies and industries. It is also fueled by the inability of the country to have effective global linkages that can promote its development (Ho & Iyke, 2020). All these factors, poor government policies, insecurity, and corruption in Ghana have led to the country's development plan Vision 2020 not being actualized. Poor government policies, corruption, not involving stakeholders in development initiatives and poor siting of development projects affect the country's internal stability and its ability to foster economic activities that would contribute to development, hence the country's slow growth rate.

Theoretical Framework

Theory refers to a system of constructs and variables in which propositions relate to the constructs and the variables relating to each other by hypotheses (Bacharach, 1989). It is the nexus of ideology, politics, and explanations regarding framing, defining the field, and establishing the questions rank order (Pieterse, 2019). Theory aids in formulating a research topic, directs data collecting and analysis and provides plausible explanations for underlying causes or influences on phenomena (Korstjens & Moser, 2018). The significance of

development in modern economies has prompted academicians to propose various theories to explain the growth, or lack thereof, in developing economies. The theoretical framework of this study is explained through the lens of modernization, globalization and dependency theories.

Description of the Theories

Theories play an essential part in every research project because they serve to explain, predict, and interpret occurrences and, in many instances, challenge and expand current knowledge within the limitations of the crucial limiting assumptions. In this regard, I am going to describe the theories in this study.

Modernization Theory

This theory, which is used to explain the process of modernization within societies, originated from the ideas of Max Weber 1864-1920 and made popular by Talcott Parsons (1902-1979). Max Weber (1864-1920) was a famous civil servant whose thesis “Economy and Society” lent credence to the bureaucratic theory. He said that the characteristics of structure and conduct in a bureaucratic system include merit as a point of entry, division of labor, a clear hierarchy or reporting connection, explicit norms of operation, and administrative neutrality with the separation of politics from policymaking (Weber, 2016). To Weber, modernization is oriented toward mobilizing technology to maximize resource utilization (Willis, 2005). The theory that emerged in the 1950s explains how North America and Western Europe’s industrial civilizations evolved. According to the hypothesis, civilizations evolve in predictable phases, as they grow more sophisticated. According to the modernization theory, progress is largely dependent on technology importation, and various other political and social changes. It has a variety of meanings, depending on the author’s viewpoint. Huntington (1968) and Inkeles and Holsinger (1974) see modernity as a process of societal transformation. However, Eisenstadt

(1966) and Willis (2005) think modernization teaches that all nations should emulate the European model, which is a process of change and adaptation. In the opinion of Halpern (1966), modernization reacts to change and focuses on institutions' abilities to handle such changes successfully, resulting in a gradual approach to upgrading.

American economist Rostow (1960) seems to be in accord with Halpern's (1966) assessment. However, he added to that assessment by defining growth as a succession of phases moving from underdevelopment to transition, and finally to modernity. According to Rostow, modernization occurs in five stages: traditional society, preconditions for takeoff, takeoff process, drive to maturity, and high-mass-consumption society. Nations that aspire to modernize in order to emulate other nations, such as the United States of America, must pass through these growth stages (Rostow, 1960).

Li (2009) takes issue with the majority of the definitions provided. He argues that the Chinese model of modernization is based on family bonds, rural life, and culture and tradition. As a result, modernization transforms civilizations from traditional to industrialized, secular, and urban (Li, 2009). Peng (2009) clarified the meaning of modernization by categorizing the views of other authors into four, stating that modernization is a historical process in which the least developed countries utilize technology to achieve economic and technological parity with the developed world. He defined *development* as a process of industrialization by economically disadvantaged countries and *modernization* as the process of humanity's unanticipated and sudden developments since the natural sciences revolution (Peng, 2009). The last of his definitions on summaries of modernization is primarily how psychological attitudes, societal values, and lifestyles change (Peng, 2009). He concluded by stating that he believes all presented viewpoints are connected and complement one another.

Modernization theory of growth differentiate between two categories of society. The societies are traditional and modern societies (Mensah, 2019). The traditional societies have been entangled in norms, beliefs and values, which hamper their development. For such societies to experience growth, they need to emulate cultures of modern societies, which are characterized by modernization compatible with development (Tipps, 1973).

Mohinuddin (2018) opined that modernization theory has three major historical components. The first was the advent of the United States as a superpower while World War II weakened western nations such as Great Britain, France, and Germany. The second historical factor was the growth of a unified global communist movement, with the former Soviet Union extending its influence into China, Eastern Europe, and Korea. The third historical component of modernization is the collapse of European colonial powers in Africa, Asia, and Latin America, resulting in the emergence of several Third World states. Mohinuddin lauded modernization for its beneficial effects on society by stating that it enhanced educational attainment and the growth of mass media, both of which encourage democratic political institutions. He noted that governments have become more prosperous and more powerful due to modernization, and their inhabitants have more freedom to enjoy greater amenities of life.

Modernization has made transportation and communication more sophisticated and accessible in recent years (Mohinuddin, 2018; Stuart, 2018). Across the globe, people are able to communicate quickly because of new technologies like phones, TVs, and computers. This has facilitated international collaboration through contact with other cultures. Additionally, modernization has resulted in new modes of artistic expressions, such as movies and television. These forms are readily exportable and viewable to all (Stuart, 2018).

The theory, which emphasizes technical advancement in an endeavor to maximize resource use, ignores the possible harm to the environment and the long-term viability of such a strategy (Mol & Spaargaren, 2000). Critics of modernization point out that it creates congestion, poverty, and uncontrolled industrial operations (Engels, 1984). Apart from that, modernization is not unidirectional because it demonstrates only one model of development; the United States; disregarding the development patterns of nations such as South Korea and Taiwan, which have achieved a high level of development through strong authoritarian regimes (Killick, 1985). Mohinuddin (2018) and Redfield (1956) say that many scholars criticize modernization for requiring the abolition of all traditional civilizations. These two authors believe that emerging countries lack homogeneous traditional values, preferring a more varied set. The urge for third-world nations to abandon their indigenous traditions has received criticism because traditional and contemporary values are not necessarily mutually contradictory. Mohinuddin and Redfield believe that it is hard to draw a line between traditional values and status, using China and Japan as examples.

Additionally, scholars condemn the theory for its lack of attention to gender disparities (Willis, 2005). The author contends that growth theory helps all sectors of society. Communities and economies progress from rural subsistence economies to urban industrial centers. When that occurs, women, or the gender responsible for childcare, household work, and reproduction, are disadvantaged. Male workers whose societal responsibilities include non-domestic activities benefit more than their female counterparts do because when manufacturing shifts to factories and workshops, women cannot keep their engagement because of having to balance parenting and household management with industrial labor.

Globalization Theory

According to Reyes (2001), the Globalization Theory explains inequality by identifying cultural and economic factors that affect global connectedness based on a global mechanism of greater integration that focuses on commercial transactions. According to Reyes, the theory explains inequality by identifying cultural and economic factors that affect global connections. The Globalization Theory arose because of the process of greater integration, with emphasis on the sphere of economic transactions. This theory was the brainchild of David Harvey (1935-), a renowned geographer, a prominent urban thinker and a leading interdisciplinary theorist of how urbanization brings together a multitude of diverse economic, social, cultural and natural processes (Swyngedouw & Harvey, 2005). Swyngedouw and Harvey (2005) explained that globalization has three components: free movement of goods and services, capital, labor, and technology (Bhandari & Heshmati, 2005). They contend that the mobility of goods and means of production increase allocative efficiency in both global and national economies. The hypothesis' importance has elicited a number of definitions. According to academicians such as Ohmae (1995) and Guehenno (1995), globalization is a circumstance in which conventional nation-states have become unnatural, if not impossible, economic units in a global economy. Griswold (2000) defined globalization as the increasing openness of international commerce and investment and the resultant growth in national economic integration. Development, according to Zineldin (2002), has transformed theory concerning development effort and its various definitions that are unique to each developing country. This has reached the point where he considers it a theory of economic development that makes constructive suggestions about how developing countries can achieve positive, beneficial effects of advanced countries. Henderson

(1999) posits that the phenomenon tilts toward greater international economic integration, which has resulted in the diminished relevance of political borders.

The theory, which arose from the global process of increased integration, with emphasis on the realm of economic transactions, has received criticisms in academic circles. This is due to the views of social theorists such as Karl Marx (1818-1883), Friedrich Engels (1820-1895), and Adam Smith (1723-1790), who questioned its legitimacy as a theory (Graham & Neu, 2003). One positive attribute of globalization is that the advent of communication technology (the heart of globalization) has helped in the greater integration of nations by removing all geographical limits, which helps in promoting development (Intriligator, 2004; Tanzi, 2004). They add that it boosts productivity via the spread of technology and industrial globalization.

According to Griswold (2000), globalization accounts for economic development by offering multiple growth catalysts. It alleviates poverty and has had a favorable influence on increasing life expectancy and decreasing infant mortality. Globalization Theory emphasizes the everyday rise in communication in many countries, making it comparatively easy for those countries to establish an interactive link (Reyes, 2001; Stiglitz, 2004). Communication advancements employed by emerging nations has enabled them to fully participate in the global economy.

Furthermore, Stiglitz (2002) states that improved communication methods positively change countries' cultural and economic frameworks. Countering Stiglitz's (2002) assertions, Ogunwa (2012) said that globalization had harmed many countries and individuals in underdeveloped countries via deregulation of the communication industry. Using Nigeria as an example, Ogunwa said that communication service providers such as the General System for Mobile Communication (GSM) had depleted Nigeria's finite resources. None of the service

providers has engaged in development initiatives such as road building or health care to enhance the country's growth. They only care about getting money and sending it back to their countries of origin.

Globalization destabilizes nations and causes environmental deterioration, population expansion, deforestation, and sickness, all of which affect national security and growth in both developed and developing countries (Simon, 1998). Furthermore, the phenomenon has led to a widespread worsening of labor and environmental protection (Griswold, 2000). It does not help to reduce inequality. Other opponents of globalization contend that the economic situations of society's most vulnerable individuals continue to deteriorate in both developed and developing countries (Cosimo & Sunna, 2013). Another problem addressing the relevance of globalization is how wealthy countries' protectionist policies prevent many "Third-World" firms from accessing export markets. The World Trade Organization (WTO) and the IMF monitor the impact of globalization in the economic interests of developed countries at the expense of developing countries (Stiglitz, 2002). Stiglitz (2002) backs his statement by claiming that the process of free trade liberalization, which centers on globalization's success, is useless for the development of LDCs. According to Stiglitz (2002), international trade is a vital component of self-sustaining development, and no country can thrive without increasing its production and export capacity.

Chang (2003), adding his voice to the severe inequality perpetuated by multinational institutions in favor of developed nations, stated that policies prohibiting the least developed nations from generating economic development through protectionist policies pushed by the WTO and IMF impose significant constraints on their potential to experience higher living standards. Chang also argues that globalization does not exist, but rather that international

institutions and strong linkages regulate when international trade accelerates and declines.

Another major complaint about globalization is that it erodes the importance of national governments and other national stakeholders. In terms of international economics, globalization is a philosophy of winners and losers. The rising economic divide, which forces the South to rely on the North, erodes interdependence while emphasizing reliance (Ogunwa, 2012).

According to Cosimo and Sunna (2013), globalization does not relate to the potential of economic and technological expansion in trade.

Dependency Theory

All theories mentioned in this study explain the development and the challenges with which they are associated, but dependency theory is the one that best explains development challenges in Ghana and other developing countries because it explains underdevelopment in ways, which modernization and globalization do not. It refers to a situation in which the economy of certain countries is conditioned by the development and expansion of another to which the former is subjected (Dos Santos, 1970). This theory explains a state's economic growth in terms of external influence on national development strategies (Osvaldo, 1969).

Dependency theorists accept three characteristics: central/periphery; metropolitan/satellite; and an international system comprised of two sets of nations, which are variably characterized as dominating or dependent. The advanced industrialized states in the Organization for Economic Cooperation and Development are the dominating states (OECD). The dependent states include those from Africa, Asia, and Latin America. These nations have low per-capita GDPs and depend mainly on exporting a single commodity for foreign profits.

The second commonality in the definition is the belief that external forces are of singular importance to the economic activities of dependent states. The external forces include

multinational corporations, international commodity markets, foreign aid, communications, and other means, which advanced industrialized countries, can utilize for their own economic interests. Finally, the definitions of dependence show that the link between dominant and dependent states is dynamic since interactions between the two states tend to reinforce and aggravate uneven patterns (Ferraro, 2008).

The theory has five significant prepositions. The theory posits that resources are actively utilized but in a manner that favors dominant nations at the cost of the impoverished governments from whom the resources are derived. These nations are impoverished because they only produce raw materials or act as storage facilities for cheap labor. They do not have the luxury or the option to sell their resources in any manner that can compete with dominating powers (Ferraro, 2008; Vernengo, 2009).

Furthermore, dependency theory argues that alternative resource utilization patterns are preferable to resource consumption patterns imposed by dominant states. Despite producing a large volume of food for export, underdeveloped countries have relatively high malnutrition rates. The theory also contends that each country has a distinct national economic interest (Ferraro, 2008; Vernengo, 2009). These two scholars contend that the dependence approach is distinguished by its proponents' belief that national interest can only be realized by addressing the needs of the impoverished within a society rather than by satisfying corporate or governmental requirements.

Finally, the diversion of resources is not just sustained by the authority of dominating governments but also by the influence of elites in the dependent states. According to the theory, these elites maintain a dependent relationship because their private interests match the goals of

the dominating governments. Moreover, the elites who were schooled in dominant nations share similar ideals and cultures with dominant state elites (Ferraro, 2008).

How the Theories Have Informed the Literature of This Study

The theories form the actual focal point of this study because the research is on challenges of development that the least developed countries experience in their efforts to achieve economic growth. The theories have made me consider the problem from the view of development theorists and development policy makers. The theories also provide a plausible explanation for development challenges and help the study to focus on a clear explanation of the problem and its potential solutions.

Relationship to Development Challenges in Ghana

Developing nations like Ghana and other African countries are replete with brilliant, impeccable, colorful and well-written development visions, policies, programs, plans and projects. Poor performing projects, which are paramount in Ghana, have thwarted its development. Like other parts of Africa, and emerging nations, development projects in Ghana are often late and over budget. Specifically, development projects do not live up to expectations because of corruption, complexities, and poor policy planning and implementation.

A comprehensive assessment of the challenges confronting development efforts reveals issues such as how Ghana and other emerging nations depend on their colonizers for foreign assistance for prosperity. This assertion is well explained by the dependency theory. Ghana continues to face problems in its development efforts because it is lacking in the use of technology. For example, technology, financial, real capital, and management skills are the foundation for a country's growth. The things that originate in developed countries are lacking in the least developed countries (LDCs) like Ghana, because developing nations have little to no

skills in technology (an important component of modernization). These innovations detach Ghana and other emerging nations from the industrial process and deprive them of a significant portion of the value created in production. That makes it hard for Ghana and other developing nations to attract the necessary money and skilled workers to encourage development. For example, as at 2018, schools in Ghana had no computers to learn ICT skills, requiring a teacher to resort to drawing a computer on a blackboard. This led international organizations to donate laptop computers to the school (Hunter, 2018). Their rescue of the school underscores Ghana's lacks of technology that is needed to advance. This also confirms that the modernization and globalization theories are relevant to this study because modernization is about technology and globalization; it concerns the world becoming a global village, making the Ghanaian teacher's act go viral and prompting international organizations to come to the school's aid.

Historical Causes of Disparity

Historical causes of disparity between industrialized and emerging nations also contribute to development challenges in developing countries. According to Haq (1976), the inequities between wealthy and developing nations is demonstrated by how developing countries only produce or supply resources to the affluent countries without having any control over their raw resources. That is evidence that industrialized countries make it difficult for the emerging ones to progress without creating a dependency, and these exploitative behaviors of economic reliance and intellectual enslavement continue after decolonization. In this respect, the Dependency Theory is appropriate for explaining development challenges in rising nations like Ghana, and which therefore influences this study.

Ghana depends on US assistance to improve its electricity grid and healthcare system, and to broaden access to education. The country is highly reliant on US help, and a reduction in

foreign aid might impede the country's progress (Tamala, 2018). Another reason the theories, especially dependency theory, are relevant to the study is that foreign assistance to emerging nations has had a negative influence on development because a high amount of aid erodes institutional quality and encourages rent-seeking, and corruption, all of which hurt growth (Murshed & Khanaum, 2012).

Relationship of This Study to the Theories

This study relates to the theories of modernization, globalization, and dependency, which help to explain a country's growth and its challenges that impede development.

Modernization theory states that for the least developed countries to experience growth they need to embrace technology. Zapf (1991) and Irrgang (2007) posit that technology is the basis of modernization and globalization. Modernization also teaches that culture works against nations' development, so developing nations must do away with them. From the literature, many developing nations are not progressing because of outmoded cultures.

Globalization, as a development theory, is concerned with strengthening global social linkages that connect distant locales by way of events happening thousands of miles away and vice versa (Giddens, 1990). This means that the world is now a global village so nations necessarily rely on one another to achieve a unified worldwide standard of technology, civilization, culture, and worldview (Irrgang, 2007).

Dependency theory has a positive relation with the study because of its teaching that the economy of certain nations is conditioned by the development and expansion of other economies to which the former is subjected (Dos Santos, 1970). Additionally, emerging nations are the focus of dependency theory, with their roles as providers of raw resources, cheap labor, and marketplaces for expensive manufactured products from industrialized countries. The uneven

trading relationship between rich and developing nations is a major cause for low economic development in the least developed countries like Ghana. All the issues raised show that the three theories relate well to the study.

Therefore, this study extends knowledge related to these theories in the following ways. It is be the first to look at Ghana's Vision 2020 by incorporating the perspectives of various personnel such as politicians, chiefs, clerks etc. The study contributed to the existing knowledge by elucidating the perspective of individuals and several key stakeholders and how transformational leadership influence the activities surrounding Ghana's Vision 2020.

Related Literature

The literature in the study is the pivot on which the wheel of this study rotates. The literature shows the need for development in every developing nation by stating that developing countries need development planning because it helps them distribute limited resources for balanced development and secure long-term economic progress to increase their citizens' living conditions. Without development plans, nations get lost or do not experience economic growth (Abubakari et al., 2018).

The agenda for development enables emerging nations to achieve economic growth and serve as a nation's official philosophy. Despite the need for development, planning in Ghana and most developing countries have achieved little success (Abubakari et al., 2018). Indeed, developing nations are under pressure to improve the quality of life for their population, compelling them to implement development programs to boost economic growth.

Ghana, Nigeria, Kenya, and Tanzania are among the African nations that launched development programs initially. The plans of these four nations had significant parallels because the emergence of African national movements and independence, which coincided with an

equally rapid increase in the quantity and breadth of national development plans, affected their plans (Green, 1965). The demand for growth compels developing nations to devise new strategies.

Ghana's Vision 2020 is one of these initiatives, which Jerry Rawlings established to boost Ghana's status and level of living by the year 2020. One of the plan's key objectives was to consolidate the nation's accomplishments during the preceding decade and provide the groundwork for quicker development (Begashaw et al., 2000; Gagakuma, 1998). Nevertheless, such plans continue to face impediments. Scholars like Eja and Ramegowda (2020) attributed part of the challenges to leadership's inability to envision and prioritize development properly. Others argue that a variety of factors such as a lack of accountability from project managers and leaders, insufficient funding, poor resource management, a lack of public officials' skills, and corruption contribute significantly to development failures (Gberevbie et al., 2017). Priority misalignment, lack of plan discipline, inadequate feasibility evaluation during planning, lack of comprehensive data, political instability, inefficient executive capability, and public sector inefficiencies all impede national growth (Godbless et al., 2019). Other challenges are embezzlement of project funds and a lack of training and knowledge about development or project management. Challenges like favoritism, nepotism, cronyism, and local populations' lack of engagement in planning, project execution, and operations related to a country's development impede the growth of a country (Gyampo, 2016).

Writing on challenges facing developmental projects in emerging countries, Farhad (2012) expressed that the shortage of resources such as finances and a skilled workforce impede work against the successful completion and implementation of governments' projects. The author added that poor market research, underestimating costs, overestimating benefits, wrong

choice of technology, and bad project design all hamper the success of many projects. The other impediments to the success of developmental projects are unforeseen bottlenecks, lack of detailed and efficient implementation, and lack of participation of stakeholders (Essilfie-Baiden, 2019). The study looked at the impediments to development through both internal and external lenses.

Internal Impediments to Development

Corruption

The majority of literature on development challenges in emerging nations see corruption as the greatest impediment because when administrative corruption is severe, bribery becomes an accepted practice, and services are provided solely based on bribe payments, effectively shutting down a nation's administrative sphere (Ezrow et al., 2016). Corruption, which many Ghanaians call "Ketesehye ne Proye" (putting it under the bed to rot) or "protocol" as some Ghanaians call it, results in project cost overruns, citizen and government income losses, substandard infrastructure, delayed economic growth, sector-specific underdevelopment, loss of foreign grants (and other forms of aid), and stricter donor requirements.

Corruption, also referred to as kickbacks, commercial deals, or pay-offs, is the transfer of money or goods in exchange for favors in a corrupt relationship. It also refers to the payments or returns required or requested to expedite, smooth, or favorably pass-through bureaucracies (Rohwer, 2009). Corruption is a significant impediment to progress in Ghana and other African nations (Asiedu & Deffor, 2017; Awadzie & Garr, 2021; Musa, 2017). Awadzie and Garr (2021) also contend that corruption significantly influences Ghana's economic development. According to these writers, many Ghanaians see corruption as a regular aspect of life. Some of the officials leading the war against corruption believe corruption has existed since the beginning

of creation, so nothing can stop it. According to Asiedu and Deffor (2017), corruption impedes Ghana's economic progress.

Contributing to the debate over corruption and confirming the assertion that corruption is as old as creation, K. A. Danso (2007) asserted that what complicates the fight against corruption in most African countries, particularly Ghana, is that colonialists introduced it into the official lives of indigenous Ghanaians. The colonialists first used gifts and bribes to endear themselves to chiefs, and then hired indigenous people to assist with the coastal areas. Koranteng (2018), an associate professor and principal specialist at the Commonwealth Secretariat, responsible for Public Sector Governance and Anti-Corruption, believes that political interference is a significant setback in Africa's battle against corruption, suggesting that high-ranking public officials in several African nations receive their appointments on the basis of family, traditional structures, and socio-political networks. This works against anti-corruption and accountability in nations' efforts to combat corruption. Another of Koranteng's points on corruption worth noting is that the inadequate institutions in law enforcement coupled with the inability of anti-corruption officers to fight corruption serve as impediments to fighting corruption. Contributing to the study on corruption and its harmful consequences, Musa (2017) stated that corruption is one of the most damaging social ills in any community. In the majority of the literature on development challenges in emerging countries, corruption seems to be at the top of the list (Awadzie & Garr, 2021). Asiedu and Deffor (2017) agreed that the major challenge to development in Ghana and other African countries is corruption, contending that it is the greatest obstacle to economic development in Ghana.

Investigating the impact of corruption on the Nigerian economy and proposing solutions to the country's stagnant growth and development, Enofe and Odibo (2019) revealed that one of

the most pressing issues Nigeria has faced in recent years is corruption and its incapacitating ancillaries, including bribery, grafter fraud, manipulations, lack of discipline, and favoritism. Nigeria has enormous natural and human resources, with crude oil accounting for more than 80% of foreign exchange earnings and approximately 80% of government revenue. However, despite this fact, the Nigerian economy has remained stagnant and undeveloped.

Providing commentary on corruption and its detrimental consequences on a country's growth, the United Nations Office on Drugs and Crime (2019) estimated that the typical Nigerian adult bribes a public official once a year. That costs the nation over 400 billion Naira or 4.6 billion dollars. Therefore, recommendations for battling corruption and strengthening all anti-corruption authorities must include financial and human support for anti-corruption agencies, stricter sanctions imposed on individuals involved in corrupt acts, and promotion of a culture of openness and accountability (Enofe & Odibo, 2019). In expressing their views on the destructive effect of corruption on an economy, Enofe and Odibo (2019) asserted that corruption and shadow economy are inseparable because both involve the circumvention of regulations and tax payments that results in lower tax revenues, an increase in public spending, and a drag on productivity and growth. These factors erode democratic government and the rule of law, and impair economic and sustainable development. Corruption and the shadow economy are pervasive in emerging countries' battle to contain their expansion (Hoinaru et al., 2020). In this vein, Arowolo (2022), who sees corruption as a phenomenon that resists the authority of law and undermines society's moral sense and decency, as well as one of the human race's most significant difficulties, summarizes corruption as a universal threat, causing want in times of plenty, rendering government incapable of providing essential services, inciting political instability, and prolonging conflicts.

Another factor that promotes corruption in most developing countries is politicians running for positions in their countries' legislative bodies who fund their own campaigns. According to Asante and Oduro (2016), civil society and political scientists are concerned that private financing of politicians aspiring to be legislators frequently leads to political corruption. The reason for their assertion is that wealthy politicians who fund their own campaigns tend to have stakes, and those who are financed by rich benefactors become their proxies once elected. This has served as fertile ground for government corruption. In Ghana, for instance, the desire to meet constituents' social and economic needs prompts Members of Parliament to try to obtain other illegitimate means of generating additional funds. This practice opens the door to political corruption (Asante & Oduro, 2016).

On the successes and failures of Ghana's Vision 2020, a newspaper attributed the lack of development plans to corrupt government officials and public servants not receiving severe punishment to serve as a deterrent for other corrupt officials (Ghanaweb, 2018). Before Rawlings' National Democratic Party left office, the government diversified all state-owned firms and businesses, and sold some to political figures and their allies. President Rawlings' wife, Nana Konadu Agyemang Rawlings, bought the multi-million-dollar Nsawam Cannery that had previously provided the nation with attractively canned fresh and nutritious pineapple drinks. Now jobs have been abandoned (Ghanaweb, 2011). The Achimota Forest is another example of public land that Ghanaian leaders have either sold or shared. The forestland that has been there since 1920 has been in the Will of the previous Chief Executive Officer of Ghana's Forestry Commission, Mr. John Owusu Afriyie popularly known as Sir John (Fuller, 2022). The political leaders involved in these corrupt practices never received any punishment that would serve as a deterrent to others.

Imparting their perspectives on not penalizing corrupt public officials to serve as a deterrent, Musa (2017) said that the Gambia lacks stringent legal guidelines; coupled with the fact that corrupt officials create a corrupt judiciary who accept bribes with impunity. In line with that, Nsia-Pepira (2017) opined that moral decadence and unethical practices that hinder development are pervasive in Ghana. The law to cope with this social scourge is either non-existent or useless. Consistent with Ogbewere (2020), the mechanisms important to cope with Nigeria's social and economic development are both either non-existent or omitted because of arbitrary law (Musa, 2017; Nsia-Pepira, 2017; Ogbewere, 2020).

Corruption severely hinders democracy and the rule of law on a political level. On the economic front, corruption depletes national wealth. It is often responsible for allocating limited public resources to high-profile initiatives with little societal value. Corruption's most significant detrimental impact is on society's social fabric. It can erode people's faith in the political system, institutions, and leadership. It leads to popular disillusionment and widespread indifference, resulting in a weak, civil society (U.K. Department for International Development, 2015).

Lack of Transformational Leaders

Academics such as Obert (2018) and Tagoe (2011) believed that corruption is not the only significant factor that contributes to emerging countries' development challenges. The lack of transformational leaders is also a major factor. Abdulai (2005) and Eja and Ramegowda (2020) see ineffective leadership or lack of adequate or transformational leaders as a significant threat to developing nations. Transformational leadership is a style where leaders convince followers to adopt certain behaviors to effect what the leader views as constructive change. The primary concept of this leadership style is "vision," and urging followers to see a "better" future

for the business and commit to pursuing the vision's objectives (Bush, 2018). Transformational leaders are innovative, engaging, imaginative, passionate, and empowering. They distribute authority to subordinates so that they can act in the best interests of the organization they lead. Such leaders have foresight and are continually on the lookout for fresh ideas to question the status quo, since contentment with antiquated methods of doing things presents a grave threat to a group's existence. Leaders with transformational ideas are change agents who devise novel ways to effect change. They guide people through changing economic, political, and social situations by creatively addressing challenges (Hackman & Johnson, 2000).

Obert (2018) asserted that political elites in most developing nations, particularly Africa, wield influence over their governments for personal, political, and economic advantage. Tagoe (2011) posits that a nation's growth is stifled without transformative leaders. Tagoe supported this argument by pointing out that Ghana has witnessed several development plans and political leadership since independence but none has provided the needed growth since most Ghanaian leaders are not transformative. In making a recommendation to end perpetual development challenges in emerging countries, Obert (2018) called for the replacement of political leaders who have a penchant for power to enrich their wallets but not for the growth of their countries.

K. A. Danso (2007), expressing his views on ineffective leadership and how it has hampered Ghana's development ambitions, noted that during the last two decades, academics in the nation have characterized its political leaders as visionless because they negatively influence the country's development attempts. To experience a higher standard of living, leaders need to provide goods and services, enact effective legislation and adhere to them, distribute resources equitably, and continuously improve its factors of production and exercise discipline, prudent resource management, and knowledge, as Singapore and the other Asian Tigers have

demonstrated (Sarel, 1996; Yew, 2012). Ghana needs strong, dedicated leaders. Without this, Ghana cannot achieve any degree of development as envisioned in its development plan titled Vision 2020. Ghana's ineffective leadership manifests through imposition of exorbitant taxes on residents. The country's leaders use that method to compensate for inefficiencies, administrative corruption, and loopholes. These techniques are impediments to a country's healthy growth (K. A. Danso, 2007).

Contributing to the understanding of what makes leaders successful, Devarajan and Reinikka (2004) said successful leadership entails the provision of utilities and essential services to fulfill residents' demands. Expressing his views on how ineffective leadership suffocates national development goals, Rabie (2016) asserted that many leaders in underdeveloped nations behave like gods, believing themselves to be above the country's laws. Such leaders see social and political critics, technocrats, and free thinkers as political adversaries or liabilities that need to be eliminated in order to preserve political stability. Consequently, individuals who can contribute to their country's growth, leave the country for their own safety, resulting in a brain drain.

Kodi (2008) referenced the late President Mobuto of Zaire as an example of lousy leadership impeding a country's progress. According to the writer, the late Zairian President used his position in the country's highest office to benefit himself and his family. Officials in Mobuto's regime embezzled vast sums of money from mining and customs revenues by pocketing and selling gems for personal benefit. Adding his voice to the relevance of leadership, Rotberg (2012) said that leadership is vital to the formation and maintenance of democracy. He posits that leadership primarily uses informal techniques to convince followers to work together with leaders to accomplish mutual objectives. Unfortunately, once they have the support of their

dedicated cronies or supporters, such leaders override structural constraints and act autonomously. As a result, they (leaders) disregard economic or global realities, considerable power or world structures, and internal public opinion at the expense of building infrastructure that will allow their countries to grow.

Regarding the impact of leadership on the growth of a country, Regier (2017) opined that transformational leadership is an ethical paradigm that demonstrates basic principles of honesty and service, cares for the welfare of the people rather than the enrichment of political elites, and emphasizes statesmanship in attitude and purpose. According to him, the absence of strong leaders is a significant issue in most emerging nations. Regier added that governments in most emerging nations, particularly in Africa, have remained attached to colonial rulers' apron strings and exhibit the nature of their colonial system, which is rotting in self-interest (Regier, 2017).

Sow (2015) identified poor leadership as a significant cause of development failures in most African countries. He maintained that African nations require strong leaders with vision and conviction to develop their countries. Sow stated that African leaders such as Khama of Botswana, Zenawi of Ethiopia, and Rawlings of Ghana believed in economic policies and invested the necessary capital in improving their people's living standards. According to Sow, for a country to develop, it must have a market-oriented economy because closed economies do not work. Interaction between countries is required.

No Involvement of Stakeholders in Development Initiatives and Implementation

Another hindrance to progress in a developing nation is a lack of stakeholder involvement in formulating and implementing development initiatives (Gyampo, 2016). According to Gyampo (2016), a country's lack of broad involvement in development planning exacerbates marginalization. Poor relationships between parties involved in a country's

development strategy are a primary cause of development failure. According to Damoah and Kumi (2018), government construction projects must include a diverse range of stakeholders with varying degrees of interest and the ability to affect the projects' success. Gyampo suggested that development planning must involve specialists from all political divides and that all development planning be binding on all regimes in a nation. In this vein, Meggs et al. (2016) feel that involving stakeholders, especially civil society organizations, might help ensure transparency. The bulk of Ghana's development plans has been unsuccessful due to their excessive centralization and "Top-Down" style, which denies the majority of Ghanaians the chance to participate in policy creation and execution (Adams, 2021).

Damoah and Kumi (2018) believed that a diverse range of stakeholders with a variety of interests must be part of all government construction projects. Abubakari et al. (2018) revealed that for development plans to be effective, planners must involve stakeholders because committed stakeholders contribute to making critical contributions, particularly in high-growth sectors where they identify bottlenecks and success factors. These writers feel that widespread involvement from the grassroots to the top is critical to ensure the effective planning, execution, and implementation of a development plan. Stiglitz (1998) asserts that reforms or growth of society will be more successful if citizens have a sense of ownership of development projects and a perception of fairness and getting them involved in the process.

Ezrow et al. (2016) believed that societal participation in development planning and execution helps to clarify the core requirements of communities and individuals. Accordingly, growth must link directly to localized circumstances so that it can ensure greater engagement and collaboration of local players. Sen (1983) added his voice to the inclusion and collaboration of local players, claiming that local people have the knowledge necessary to help a development

initiative succeed since they know what they are dealing with in the specific locale. It is critical to engage local people to participate in development activities in their constituencies, and participation should not be open to a few but must be available to all members of the community (World Commission on Environment and Development, 1987).

Extractive Institutions

Closely related to the stakeholder's lack of involvement in development initiatives and implementation is extractive institutions. Such institutions do not allow the majority of society to participate in political and economic decisions, or in development projects that affect those (Acemoglu & Robinson, 2012). That makes workers less willing to increase their levels of productivity. Extractive institutions use the military, the police, and the court system to intimidate citizens who oppose them. These institutions create a stagnant economy due to constant domestic instability, making it a challenge to build a strong centralized state, further repressing the hope of economic growth.

Some citizens of less developed nations believe that government manifestos that include development proposals sometimes differ significantly from those of the National Development Planning Commission (NDPC), rendering the NDPC ineffective. To overcome that, countries' National Planning Development Commissions need legislative support to ensure their autonomy (Abubakari et al., 2018). In recommending solutions for frequent development challenges in developing countries, Abubakari and colleagues stated that development plans must be inclusive of all political parties and flexible enough to allow ruling governments to develop their operational plans based on their manifestos to achieve their visions, goals, and objectives of development.

Cronyism, Favoritism Tribalism and Nepotism on Development

Behaviors such as cronyism, political favoritism, nepotism, and tribalism hinder anti-corruption and accountability institutions' quest to fight corruption. They are all problems that corrupt actions produce in contemporary communities (Damoah, 2017; Spillan & King, 2017). For example, nepotism impedes a nation's growth, with the community as the primary loser (Musa, 2017). To bolster Musa's (2017) views about nepotism, Ogbewere (2020) said one of the reasons that nepotism is a problem in developing countries is that it usually trumps institutional laws. Spillan and King (2017) argued that social stratification-based discrimination has a detrimental effect on job performance. Regarding nepotism in emerging nations, Akuffo and Kivipold (2019), Meggs et al. (2016), Nsia-Pepira (2017), and Rabie (2016) said it is a component of traditionalism views that favors discrimination against others as acceptable. With nepotism, citizens with political and social ties get positions for which they are unqualified, at the cost of others who are competent but lack political and social connections, compelling individuals without political ties to pay bribes to get what is legally theirs.

On cronyism, an online news portal report indicates that the effect of cronyism on a nation's growth in emerging countries is a worrying trend. According to the news portal, a Chief Executive Officer (CEO) of a Financial Institution in Ghana had bemoaned the non-performance of Chief Executive Officers of State-Owned Enterprises (SOES) by stating that they failed to deliver on the job because most of them were not qualified to run state institutions (Ken, 2022). The news portal went on to state that some of the people in charge (SOES) are appointed as a reward for being party serial callers, cooking for party delegates, providing accommodations for party leaders, or cooking for party delegates when they (party leaders) visit a region or constituency for political party activities or elections. The executive officer bemoaned the

appointment of party cronies who provide such services to their parties as a reward (rather than competence) when their party gains power. In addition, the salaries and allowances of SOES' CEOs have been a major source of concern in Ghana, as the SOES continue to lose money year after year (Ken, 2022).

Akuffo and Kivipold (2019) advocated for the enactment of social implications laws to prevent the employment of workers in public sector organizations based on nepotism, cronyism, or favoritism. Meggs et al. (2016) called for the implementation of an electronic procurement system to streamline information distribution and competitive bidding. Additionally, they are encouraging developing countries to perform periodic procurement methods audits and include stakeholders in the development process. Okereke (2017) advocated for effective administrative systems with checks and balances so that each institution can serve as a watchdog on each other. Nsia-Pepira (2017) thought that strong law, administration, and threat of punishment will serve as the bedrock of successful anti-corruption efforts.

Socio-Cultural Norms

According to some experts, developing countries' inability to progress despite sound development planning is due to certain socio-cultural norms (Forkuoh et al., 2012; Ofori, 1980). Culture refers to the lifestyle of a particular people or society (Spillan & King, 2017). Forkuoh et al. (2012) demonstrated the detrimental consequences of cultural practices on a country's development goals by examining the Ashanti tribe's traditional beliefs and practices and wrote that a greater portion of them impede development. Contributing to the discussion of how culture has a detrimental effect on development, Ofori (1980) remarked that certain antiquated habits and traditional ideas are resistant to development efforts and on industrialized society. Spillan and King (2017) said that some religious habits, such as Muslims utilizing the whole or a

portion of the day for worship and sporadic daily prayers do not bode well for development. Christians in Ghana and most developing countries do not work on Saturdays and Sundays. Some of these Christians attend devotional prayer gatherings in the morning and evening of the days they work, therefore spending productive time on religion.

Regarding cultural practices, Rabie (2016) expressed that certain religious beliefs instruct followers to accept or be satisfied with whatever happens to them since destiny is incompatible with risk-taking, capital accumulation, and wealth generation. Religious teachers in Islamic nations see it as their job to train adherents of the religion for life after death rather than for life itself (Rabie, 2016). When individuals from countries with some outmoded cultures acquire a particular amount of prosperity or money, they tend to slow down or stop working. Their primary objective is to meet their fundamental requirements, and once they believe they have met those needs or are satisfied, they stop working, notwithstanding their capacity to continue contributing to the country's growth. Rabie said that it is critical to allow young people to alter some cultural values and traditions to develop concepts consistent with a country's economic principles.

On the influence of socio-cultural factors, Damoah and Akwei (2017) said that the respect for elders and some traditional practices in Ghana goes against sound management techniques and impedes project performance. They lamented that when development initiatives do not go as planned, the initiators of a project enlist pastors and other religious leaders to pray to traditional gods and ancestors to ensure the project's success. In certain instances, before construction could begin, pastors and tradition priests/priestess have to offer prayers to certain gods. In some instances, project managers pay traditional priests for sacrificial objects to be used to please gods (Damoah & Akwei, 2017). Some traditional leaders take money from

developers before allowing them to start projects in their constituencies because they hold lands in trust for ancestors and those who are yet to be born.

Guiso et al. (2006) also pointed out that some traditional cultural norms act as impediments to a country's evolution. They explained that culture influences behavior and outcomes by influencing individuals' political preferences about what governments should do and how much the government should intervene in economic life, promoting competition, regulating the market, redistributing income, running a social security program, or nationalizing specific industries and businesses. Nevertheless, there are countries like South Korea, Taiwan, and China who did not allow traditional cultures to impede their development. Ofori (1980) called for rising nations to modify certain antiquated habits if they want to see improvements in their level of life, pointing out that some advanced countries reached their current state of growth after modifying cultures that hamper national progress. In a country like Ghana, the culture of elder reverence, which molds power and authority significantly at familial and organizational levels, and the engagement of religious organizations in commercial operations stifle employee speech owing to a high degree of power distance and subordination (Anyentimi et al., 2018).

Lack of Whistleblower Protection Acts

Closely connected to socio-cultural norms is the lack of Whistleblower Protection Act in most developing nations. Using Ghana as a case study, Puni and Anlesinya (2017) stated that Ghana lags in progress due to cultural barriers that make opposing views on leaders difficult, if not impossible. In countries with a substantial power disparity, denouncing persons of authority for unlawful actions is seen as an act of disobedience. That makes citizens hesitant to uncover or blow the whistle on corporate wrongdoings. Whistleblowers, when discovered, receive severe punishment and are sometimes ostracized. Moreover, the people involved retaliate by creating a

hostile work environment. This is all because there are no Whistleblower laws in Ghana (or indeed, in most developing nations) that will protect informants who blow the whistle on corporate wrongdoings.

Poor Setting of Certain Development Projects

Poor setting of certain development projects contributes to development plans failure in many emerging countries. Using Ghana as a case study, Acemoglu and Robinson (2012) mentioned that Ghana's first President, Dr. Kwame Nkrumah, focused on developing state industries without considering the source of crucial raw materials. In his efforts to develop Ghana after independence, the President, sited a footwear factory in Kumasi, in the center of the country, in spite of the fact that it is 500 miles away from the northern part of the country, and which is the source of animal hides. After production, they transport the shoes to the Accra metropolitan area where there is significant footwear market (Acemoglu & Robinson, 2012). Because of the distance necessary to obtain raw materials, the price of the finished product so high that consumers often resort to buying lower priced goods. Ultimately, the factory failed.

External Impediments to Development

Civil Wars and Armed Conflicts

Civil wars and military conflicts impede a country's growth since they negatively correlate with economic development. Internal upheavals have a detrimental effect on economic success (Serneels & Verpoorten, 2015). In addition, they result in forced migration and devastate a nation's infrastructure. Finally, they obliterate a country's political, economic, and social structures, rendering it uninhabitable (Serneels & Verpoorten, 2015). Regarding the effects of armed conflicts and its impediments to a country's growth, Lisa et al. (2021) wrote that violent conflicts induce internal and cross-border forced displacement. When a nation is

embroiled in civil war, its political leaders shift resources away from health and other social services to bolster the military and enable it to fight for the interests of the political leaders.

Collier (1999) mentioned that civil conflicts have the following detrimental effects on economies: They deplete a country's people and natural resources, destabilize its social order, divert public spending, and export assets. Collier said civil conflicts drive investors away from a country. Collier and Dollar (2002) sees civil wars as the reversal of progress in an essay titled "Breaking the Conflict Trap." To demonstrate why a civil war is detrimental to development, the authors argue that a nation that experiences a civil war sees a 15% decline in revenue (Collier & Dollar, 2002). Barro (1991) contends that countries that avoid war expand more rapidly as well. Armed wars wreak havoc on a country's critical infrastructure such as hospitals and health facilities, and the transportation network, including roads, bridges, and trains (Ghobarah et al., 2003).

Murdoch and Sandler (2004) noted that internal conflicts not only limit a country's growth domestically but also limit growth within 800 kilometers of each conflict country's border, as neighboring countries divert resources to ward off the spread of conflict. Khusrav and Todd (2011) added to the discussion over the detrimental effect of violence on a nation's development by asserting that politically driven violence hurts investment in a country but raises government expenditures.

Menkhaus (2011) expressed his views on the impact of armed conflict on a nation's growth, using Somalia as an example. He stated that some of the negative consequences of armed conflict in the Horn of Africa include mass displacement and exodus of Somalians as refugees and external military occupation. Somalia has been dependent on foreign humanitarian assistance since the war started. Civil wars or violent conflicts in a country destroy the country's

natural resources, damage the economy of the nations involved, and take the lives of innocent inhabitants (World Bank, 2011). The World Bank (2011) emphasized that such uprisings contribute to regional instability and provide fertile ground for transnational security challenges such as weapon proliferation, drug trafficking, terrorism, and other criminal activities. Using civil wars to show how conflicts impede development the World Bank used Sierra Leone and the Democratic Republic as examples. Citing the effect of Sierra Leone's ten-year civil war, the World Bank (2011) noted that the country's per capita GHI was \$189 before the conflict but reduced drastically. Numerous innocent people were murdered and wounded during the conflict, compelling the UN to send 17,500 soldiers at a cost of \$2.8 billion. In the Democratic Republic of Congo, political turmoil escalated into two full-scale wars in the mid-1990s, killing approximately 4 million people and necessitating the deployment of 17,000 UN forces. Currently, the Democratic Republic of Congo's gross national income per capita is \$120, ranking it second lowest globally (World Bank, 2011). Murdoch and Sandler (2004) said that a nation undergoing civil war has an 85% decline in growth during the first five years and a further decline of roughly 31% during the first thirty-five years.

The Influence of Powerful Nations

The influence of powerful countries and the actions of the Bretton Woods institutions stifle economic growth in developing countries. For instance, from enforcing labor and environmental standards to protecting intellectual property rights, a wide variety of advanced nations' government policies affect developing countries. These policy externalities are more conspicuous in unilateral government decisions. They are precisely to take advantage of their effect on other countries. One of them is putting in place measures that damage the image and political prospects of politicians overseas to change critical characteristics of the target country's

political balance. Developed nations' influence activities range from subtle and covert to the obvious and open, varying in intensity. A typically available channel of influence involves the careful use of diplomatic gestures like bilateral meetings between political leaders from different countries. Powerful governments also influence the political equilibrium in other countries with their allocation of foreign aid or by strategically giving contracts to foreign firms (Alesina & Dollar, 2000).

Besides that, advanced and powerful nations like the US and UK exert pressure on multilateral organizations to obtain good deals for friendly governments in foreign countries (Dreher & Jensen, 2007). Sometimes these powerful countries use direct forms of electoral influence such as transfer of resources to political agents to influence policies that run counter to their interests but can promote growth in emerging countries. Other strong states give direct financial support to a favored foreign political party and financial, logistical, or direct aid to coups. They carry out such operations covertly (Dreher & Jensen, 2007).

Conditionality of the IMF

Some Bretton Woods organizations, such as the IMF, stifle the progress of developing economies. For example, their adjustable pegged system requires developing nations to maintain enough foreign currency reserves. The negative effect of this is that it results in the loss of independent monetary policy since deflating a country's currency to cut deficits results in a severe slowdown in economic development and high unemployment rates. Some IMF policies prevent developing countries from becoming providers of critical resources. The agency makes loans to developing nations subject to specified requirements. The loan is contingent on executing particular economic measures, such as decreasing government borrowing via higher taxes and reduced expenditures, allowing businesses to fail, structural adjustment, and

unemployment (Beazer & Woo, 2016). The difficulty is that structural adjustment and macroeconomic intervention policies produce harsh economic conditions. The Fund's application of requirements makes it harder for emerging countries to raise their living standards (Shula, 2012).

Breen (2014) also believes that strong governments influence IMF policies through intervening to align policy with their preferences. According to Breen, the US for instance, utilizes its position as the IMF's biggest shareholder to pursue its foreign policy goals; thus, IMF Fund decisions accurately reflect US interests. The IMF's financial policies provide developing nations' governments with less autonomy, making it more difficult for such governments to react to constituents or interest groups who do not want to be part of the economic adjustment. The circumstances make it politically difficult for governments in rising economies to share the cost of adjustment in accordance with their inclinations.

Development plans, just as every human endeavor, have their downsides, and the literature of the study presents some criticisms of such plans on developing countries.

General Criticism of Development Plans

Mencken (2021) said in his "Meaning of Progress" piece that the notion of progress is a lie and economic expansion is terrible. His critique of development stems from the fact that progress inevitably results in increased crime rates, environmental degradation, species extinction, and poverty in even the wealthiest civilizations. He continued by stating that additional negative consequences of economic expansion include the dissolution of the family and an increase in adolescent pregnancies, stagnation in many nations, war, and plague.

Another element contributing to the rising dissatisfaction with growth is the attempt to force a single culture down the throats of developing nations, telling people that their own

cultures are inferior (Mencken, 2021). Under the pretext of progress or a nation's expansion, this author feels that development destroys life-sustaining traditions and impoverishes everyone.

Mencken, using the modernization theory, disputes the notion that progress and economic expansion are somehow uniquely Western ideals that other nations do not share. Additionally, Thomas (2019) said that developers construct dams, forestry reserves, and mines to foster expansion. However, some of these physical infrastructures evict individuals from their homes without providing adequate compensation (Karl, 2015; Mohinuddin, 2018). Mutong and Thaboni (2021) claim that modernization-based development theories are damaging to developing countries.

Summary

The literature provides potential reasons for the failure of development in poor countries. Ghana's Vision 2020 aspired to make Ghana a middle-income nation, perhaps on par with or even exceeding Singapore, a country that attained independence at the same time as Ghana. According to the literature, the causes of development failure in rising countries are similar. It is evident that development failure is prevalent in developing nations with many causes, impacts, and outcomes. Literature identifies possible factors as socio-cultural and political intervention, bad leadership and corruption, and the absence of stakeholder participation in development programs. Other factors include the ineffective management of development initiatives, foreign interference, cronyism and nepotism. Failure of a development plan results in state income loss, project cost overruns, citizen revenue loss, inadequate infrastructure, and diminished community empowerment. They include sector-specific underdevelopment, the loss of foreign funding and grants, and stricter donor rules.

CHAPTER THREE: METHODS

Overview

This qualitative study used Ghana Vision 2020 as a case study to examine and delineate development plan challenges in developing nations. Ghana's Vision 2020 is a development plan that was established by Ghana's political leaders in 1995 to address the country's development issues. In this research, I explored the origins of Ghana's Vision 2020 and its obstacles, triumphs, and failures, as seen through the eyes of political leaders and citizens. In addition, I discussed the reasons for development failures in underdeveloped nations.

This chapter also described and discussed the study's research design. The research's design includes the fundamental premise of the investigation as well as the framework around which the study revolved. I analyzed the reasoning for choosing participants, including the rationale for the number of participants and the methods to be followed throughout the selection process. I discussed recruiting techniques, participation, data gathering, and analysis in the data collection and strategy section. This chapter also took into account ethical difficulties and prejudices.

Design

This study used a collective case study approach to study development failures and challenges in developing countries, using the Ghana Vision 2020 development plan as a case study. A case study is a research strategy that allows a researcher to investigate facts or information in depth within a particular context. Scholars have defined case study differently. Yin (2014) defines case study as an empirical inquiry that investigates a contemporary phenomenon (the case) in depth and within its real-world context when the boundaries between phenomenon and context may not be evident. In the mind of Stake (1995), a case study is a

holistic, empirical, interpretive, empathic and integrated method that values the different standpoints and interpretations. Merriam (1998) also stated that a case study is an intensive, holistic description and analysis of a bounded phenomenon such as a program, an institution, a person, a process or a social unit. Considering the views expressed on the definition of a case study, Stake, Merriam, and Yin (2014), see a case study as a bounded system in which the researcher establishes limits and makes unambiguous assertions about the focus and extent of the research.

Qualitative research focuses on interpretive and naturalistic approaches to its subject matter. It helps researchers study things in their natural settings and attempts to make sense of or interpret phenomena according to the meanings people bring to them (Denzin & Lincoln, 2005). I used this research method to explain development challenges in Ghana and other developing countries, as it will enable readers to understand people's opinions, beliefs, and attitudes in explaining the social phenomenon (Trochim, 2006).

According to Bogdan and Biklen (1997), the qualitative research approach has five key features: firstly, how it focuses on natural settings; secondly, data collected under this method is descriptive; thirdly, it emphasizes process; the fourth feature is that it is concerned with inductive data analysis; and lastly, it is concerned with the meanings respondents in a study give to questions posed. Another reason why I used the qualitative research method is that a case study method of inquiry helps researchers to explore a program, an event, an activity, a process, or one or more individuals (Creswell, 2009).

Research Question

The research question is; what are the perspectives of Ghanaian political leaders and citizens concerning the development and implementation of the Ghana Vision 2020 development plan? Sub-questions that follow are:

Sub-question 1: *What was the breadth of involvement in its development?*

Sub-question 2: *What are key points of success, if any?*

Sub-question 3: *What are key points of failure, if any?*

Setting

As I live in the United States, and the participants reside in Ghana, I chose to travel to Ghana to conduct face-to-face interviews, and record every interaction. The location for the data collection or interview was at the Ghana National Development Planning Commission headquarters in Accra. Other locations for the interviews were the offices of some political figures, the office of the Boinzan Divisional Council of the Western North Regional House of Chiefs, and some offices of District Chief Executives in both remote and urban areas and public libraries in Ghana. The Ghana National Development Planning Commission and the Western North Regional House of Chiefs have offices in Accra and Sefwi Wiawso, respectively. The District Chief Executives' offices are scattered throughout rural and urban Ghana. The District Chief Executives' Offices are places residents go to communicate their issues to government leaders.

Procedures

The following procedures were followed in this study.

Securing IRB Approval

Securing Liberty University's IRB permission for my study included filling out the IRB forms and sending them to my advisor, who submitted them to the department chair after a rigorous assessment to verify they are aware of human subject research being undertaken in their department and that research procedures are followed. The Human Research Protection Program (HRPP) safeguards the rights and welfare of research subjects in studies overseen by Liberty University. I provided examples of the Consent forms, Recruitment, and Recruitment Follow up Letters I planned to use for the schools' IRB before being permitted to perform the research. After several phone calls to the school's IRB and some changes, I was granted permission to begin my studies.

Participant Sample and Recruitment

The primary method of choosing participants was through purposeful and criterion technique as utilized in qualitative research studies (Creswell, 2013; Maxwell, 2013; Miles & Huberman, 1994; Patton, 2000). I used these strategies to look for participants who are involved in working toward Ghana's economic growth, and can contribute positively to the data gathering for the study.

Among the different processes used in qualitative investigations, I utilized nonprobability sampling since the participants for the study will be intentionally rather than at random. Nonprobability sampling is classified as quota sampling, heterogeneous sampling, snowballing, and purposeful sampling. According to Miles and Huberman (1994), it is impossible to analyze all aspects of the task while performing qualitative research; thus, typically, a researcher picks a small group to explore the phenomena in depth. In this sense, the selection of responders was intentional. Purposive sampling is an approach in which the researcher chooses the sample with

a specific goal; that is, the sample is based on particular qualities essential to the study (Trochim, 2006). This sample fits the study because of specific features or characteristics of the participants. Respondents in this investigation play an essential role in developing and executing national development strategies at the national level. For instance, chiefs in Ghana (National House of Chiefs) act as the stewards of the country's land and culture, politicians and District/Municipal Chief Executives represent the central government and explain government policies to citizens. Rural residents are among the key beneficiaries of Vision 2020, so they can provide an impartial review of the plan.

I used multiple methods to identify participants for the study. To identify the right volunteers, I started by brainstorming and writing a description of the ideal participant. I began reaching out to participants by contacting Ghanaian political leaders, traditional rulers and personnel from the Ghana National Development Planning Commission I know. Similarly, I employed snowballing and non-professional social media platforms like Facebook to identify participants. Snowballing is when a researcher asks recruited participants to invite a friend or friends that may qualify for an investigation.

I used this method to sample 105 participants. They consisted of political figures from Ghana's two main political parties, technocrats from the Ghana National Development Planning Commission, traditional rulers, and ordinary citizens who are between 18 and 50 years of age, residing in Ghana's urban and rural regions. Sampling is the technique of selecting a subset of a population that characterizes the total population to get information about a topic under investigation (McFarland et al., 1987). I interviewed participants from the Office of the National Development Planning Commission, which included directors, deputy directors and both former and current staff members. Twenty traditional rulers were among the participants. In addition,

twenty political leaders from Ghana's two main political parties also served as samplers. The remainder of the participants were urban and rural inhabitants since one of the goals of the Ghana Vision 2020 development plan was to expedite rural development and strengthen local government planning ability (Abdulai, 2005; Adams, 2021; Rawlings, 1995). Another reason I focused on Ghana's rural people in the interview was that at one time, the rural inhabitants took measures to escape the oppressive rural circumstances that made them feel subhuman due to the lack of basic infrastructure (Biney, 2020).

Data Gathering Procedure

The data collection method for this study was via an interview. I conducted the interviews through tape and cell phone recording to ensure accuracy in transcribing the data. An interview is a conversation between two individuals with the sole purpose of collecting relevant information to satisfy a research purpose.

Recording Procedures

A cell phone recorder was the primary source for voice recording to enable researchers/interviewers to capture every second of an interview, and to enable an interviewer to focus on the conversation rather than taking notes, which may distract both the interviewee and the person asking questions. I used this method to record all interviews with the Ghana National Planning Commission directors, traditional leaders, and the District Chief Executives.

The Researcher's Role

As a researcher, I was in touch with the study's participants on a frequent basis. I established a connection with the participants to ease the process during the data collection stage, whether it is short-term in an interview or long-term during the research. This influenced the study process and its conclusions. Creating distance and empathy by imagining myself in the

participants' shoes was one of the means by which I carried myself in this study. This was a necessary step for me to build a trustworthy connection, although it caused me emotional discomfort. By distance, I was also conscious of my values since they affected my data collecting. There has always been a power disparity between researchers and participants in research projects. To prevent objectification, I endeavored to develop a trustworthy and non-exploitative connection and situate myself inside the research to avoid detrimental effects.

Data Collection

After identifying qualified participants and agreeing to meet them, I visited them at their offices and in public places to explain the research purpose. They were also informed that the study was voluntary, and that their identities was protected. There was no financial or personal benefit, but society, as a whole was to benefit from it. Once they agreed to participate, they signed a consent form in my presence. They were advised to make themselves available until the study is completed. I also explained that they could ask questions during the process, they have the right to withdraw at any time they feel like doing so, and once they decide not to continue the process, any information they had given would not be used for the research.

Interviews

The data collection method for this study was the Standard Open-Ended Interview questioning procedure to solicit information for the study. My reason for using the Open-Ended procedure was that it enabled me to gather helpful information needed to explore complex issues that did not have a finite or predetermined set of responses (Carey et al., 1996). Züll (2016) explained that Open-Ended questioning or procedure are survey questions that did not include a set of response options. The questions in such interviews require respondents to formulate responses in their own words and to express it verbally or in writing. Besides that, the answers

to the questions are built rather than suggested by response possibilities, thereby avoiding bias produced by proposing responses to participants. Secondly, open-ended questions enable participants to respond thoroughly to complex motives while simultaneously allowing for various viable responses. It also prevents respondents from steering in a particular direction by predefined response categories. An interview is a conversation between two individuals with the sole purpose of collecting relevant information to satisfy a research purpose.

Types of Interviews

There are different types of interviews used in gathering information for research but the structured, semi-structured, and unstructured types was used to collect the needed information for the research. Below are brief descriptions of the different methods I used to gather the necessary information:

Structured Interview

In collecting the data for the study, I started with a structured interview, which involves a verbally administered questionnaire. The reason for starting with this method was that it allows researchers to gather data quickly.

Unstructured Interview

My next data collection method was the unstructured interview procedure. I used this as my second method because it allowed me to collect a wide range of information with a purpose. The advantage of this method was that it gives researchers the freedom to combine structure with flexibility.

Semi-Structured Interview

The last of my data collection method was the semi-structured interview. This method allows a researcher to cover several questions in the scope of the study's explored areas. The

merit of this interview style was that it gave me a little more leeway to explore the subject matter.

The Interview Questions

The open-ended questions that I posed to the participants are as follows:

1. Please introduce yourself to me.
2. Please tell me your worldview on development planning.
3. Ghanaians hailed Vision 2020 as one of the country's best development plans after independence. What is your perspective on the plan as far as its success and failure are concerned?
4. If you think the plan was successful, what contributed to its success? If not, what, in your opinion, contributed to its failure? Can you give specific examples?
5. What do you think about bribery and corruption in relation to growth in developing countries like Ghana? Have you experienced or known someone who wants to contribute to the success of a development plan but was asked to bribe officials in charge of the project? If yes, what did you or the person do to rectify that situation?
6. In your opinion, why are development plans not successful in Ghana?
7. In what ways does cronyism and favoritism impede a country's growth and affect a country's development?
8. Many people blame the country's failure to grow on the lack of transformational leadership. What do you think? How does transformational leadership promote a country's development?
9. Are development planners given the needed support and authority to draw and implement plans that will raise the living standard of the people?

10. Can political interference and instability impede the development of a country?
11. Many people contend that culture and citizens' way of life work against a country's development. What is your opinion on that?
12. How common is it for development projects to be left unfinished in Ghana? Can you give some examples?
13. What political or economic factors drive the non-completion of development projects?
14. What can the citizens do to reduce the number of uncompleted development projects in a country?
15. What role did Ghanaian political leaders play in Ghana Vision 2020's successes and failures?
16. Does the evidence of Ghana Vision 2020's challenges support underdevelopment in developing countries?
17. To what extent is Ghana's development failures different from those seen elsewhere in Africa?
18. How have culture and religious identities aided or hindered Ghana's development?
19. How do clientelism, favoritism, and political allegiance influence development planning in Ghana and other developing countries?
20. To what extent can military coups be blamed for impeding Ghana's development efforts?
21. Has foreign intervention hampered Ghana's development efforts?
22. How far can transformative leadership influence Ghana's development efforts?
23. What can be drawn from Ghana Vision 2020?

Data Analysis

The research used was the case study approach as specified by Yin (2018) and recognized in development planning studies.

Analysis Procedures

Once I have gathered all the necessary data and reviewed the entire paper, I categorized the information and the meanings according to emerging themes and patterns that was established by breaking down data into topics, categories and themes to include grouping the thoughts of participants with similar points of views and giving them a label (Miles & Huberman, 1994). That makes distinguishing or identifying each point of view easier and reduces misunderstandings. It was then followed by classifying the data into categories with a similar topic to portray the various themes. I also discussed the critical points and themes pertaining to the research topic. The next step was to identify the most significant ideas gleaned from the data collected by beginning with the most important ones. Finally, I continued this phase by comparing and contrasting the data. That involved combining all similarities and differences in participants' views. In short, the data was analyzed using coding and comparative analysis. The method involved writing a memo along with the interviews, using notes, exporting the memos and the interview transcriptions into a computer-based program, and describing them using open codes. The codes, which function as brief shorthand labels for data identification and recognition, was used to represent themes found in the literature.

Analysis System

All data gathered during the interview was analyzed and interpreted using manual coding. I organized documents and interviews that consisted of interview recordings, written notes, and other research notes. This allowed for simple adaption and learning because as the study

progresses, it enabled me and to have a feel of the overall picture (Creswell, 2013; Maxwell, 2013; Patton, 2000). The analysis for the study was not performed using any software system. Instead, I evaluated all data manually.

Trustworthiness/Data Integrity

I treated and care for every participant while interviewing for this study. In addition, I obtained authorization from Liberty University's Institutional Review Board (IRB) to conduct the research. Apart from that, I followed all research study protocols to guarantee that participants are safe and eager to participate in the study. The study's objectives was conveyed to participants, and their privacy rights was maintained during the data gathering process. In short, I was truthful and upfront and engaged people in open dialogue. The study prioritized caring for and respecting all participants and subjects of the investigation.

Trustworthiness in a qualitative study refers to how researchers demonstrate that the research study's conclusions are trustworthy, transferable, confirmable, and reliable. To make a study reputable, a researcher must guarantee that the research is credible, reliable, and meets all research requirements. In addition, the study must be transferable to various research contexts. The aforementioned requirement of a reputable study was religiously followed while conducting this research.

Credibility

In qualitative research, credibility refers to the data's confidence. Credibility exists when the research findings reflect the opinions of the studied persons. According to Lincoln and Guba (2000), credibility relates to the concept of internal consistency. It refers to the qualitative researcher's belief in the validity of the research study's results. Multiple perspectives during data collecting improves the credibility of research and provide adequate data. It is concerned

with whether the study results are believable as well as the conceptual interpretation of the original data (Lincoln & Guba, 2000). This trustworthiness criterion assesses whether or not readers of the study believe what the author is reporting. The way to achieve credibility in this research was through data, investigator or theoretical triangulation, participant validation or member checks, or rigorous data collection approaches. Prolonged involvement with participants, constant research monitoring, peer-debriefing, member-checking, and reflective journaling are all techniques used to gather data. Spending enough time learning and testing for erroneous information was one method that made the research reputable. It was also critical to establish trust by repeating the case study method. This was achieved through reviewing relevant documents, and by maintaining constant communication with relevant personnel of the Ghana National Development Planning Commission, the agency entrusted with drawing and implementing development plans to promote the growth of the country. Another technique to make the study credible was the triangulation method, which entails gathering information from many sources (Korstjens & Moser, 2018).

Prolonged involvement with participants, constant research monitoring, peer-debriefing, member-checking, and reflective journaling were all techniques employed to ensure the study's credibility. Prolonged involvement is improved when a researcher provides detailed explanations of the data source to fit between the data and the emerging analysis (Geertz, 1973).

Dependability and Confirmability

Dependability is the constancy of results over time. It incorporates participants' judgment of the research results, interpretation, and recommendations, all backed by data collected from study participants. It is the degree of neutrality in the results of the research investigation. This suggests that the conclusions come from the participants' replies rather than

any possible biases or personal interests of the researcher. Dependability is also the extent to which other researchers can repeat the study and that the findings will be consistent. In other words, if a person wants to replicate a study, they should have enough information from the research to do so and obtain similar findings. It is demonstrated through assurances that the findings were established despite any changes within the research setting or participants during data collection. Confirmability is the degree of neutrality in the results of a research investigation. This suggests that the conclusions center on the participants' replies rather than any possible biases or personal interests of the researcher. It is concerned with demonstrating that the facts and interpretations of the results are not figments of the inquirer's imagination but are drawn from the data (Korstjens & Moser, 2018). To guarantee that the study is reliable and confirmable, I ensured that the inter-subjectivity of the data and eliminate personal biases so that the interpretation was centered on facts rather than my own preferences and perspectives.

Transferability or Generalizability

Transferability refers to how a qualitative researcher shows that the research study results are helpful in different circumstances. Data transferability ensures that the study's conclusions are relevant in different situations. Explicit assumptions and contextual interpretations about the study settings and participants establish data transferability. According to Lincoln and Guba (2000), transferability in a qualitative study refers to how transferable research is to another setting. It tackles the fundamental problem of how far researchers can make claims for a broad application of their theory (Gasson, 2004). A researcher can accomplish that by offering enough information about the study setting, methods, participants, and researcher-participant connections, allowing the reader to determine how the results can be transferred. To guarantee

that this study is transferrable, I offered a detailed account of the study's participants and the research procedure so that readers can determine if the results apply to their situation.

Achieving Trustworthiness

A study's trustworthiness is the degree of confidence in data, interpretation, and procedures employed to ensure research quality (Polit & Beck, 2016). According to Amankwaa (2016), in research studies, investigators have to create the protocols and methods required for the study to be seen as worthy. For this research to be trusted, I conducted and analyzed the data in an exact, consistent, and a thorough way by documenting and revealing the analysis methods in intricate detail. I completed my method of assuring trustworthiness by noting that this qualitative research was based on member checking, triangulation, careful transcribing a systematic plan, and coding (Gunawan, 2015).

Triangulation

Triangulation refers to applying more than one technique to the study of a research subject to increase confidence in the resulting conclusions. The primary goal of triangulation is to improve and show the trustworthiness of research results. It entails using at least two similar data sources, data gathering techniques, or researchers to reduce inherent bias associated with a single source. Patton (2000) described source triangulation as testing the consistency of diverse data sources inside the same technique. Stahl and King (2020), contend that triangulation employs many sources of information or procedures from the field to generate recognizable patterns repeatedly. It provides credibility and trust to a study's results by providing many perspectives on the same phenomena. Researchers employ many methodologies, sources, researchers, or hypotheses to produce evidence that enhances their work. According to Stahl and

King, triangulation employs many sources of information or procedures from the field to generate recognizable patterns repeatedly.

There are several forms of triangulation. Some of them are methodological, investigator and theoretical triangulation. Methodological triangulation is a kind of triangulation that focuses on more than one means of data collection or analysis to establish conclusions. Investigator triangulation employs a team of researchers to conduct comparative studies of individual results. Theoretical triangulation involves using several theoretical orientations to understand research data (Stahl & King, 2020). The primary purpose of triangulation is to mitigate the influence of investigator bias.

Direct Quotes

Researchers use quotes to back claims, demonstrate concepts, highlight experience, and to elicit emotions and reactions (Sandelowski, 1994). Direct quotations are significant because they enable readers to study the data gathered and processed by the researchers, comprehend the conclusions of the analysis, and assess the plausibility, credibility, or face validity of the researchers' statements. Second, quotations bring information to life (White et al., 2014). Good research ethics precludes the use of catchy words. Anecdotal usage of striking instances offers neither in-depth focus nor validation (Silverman, 2014). Instead, quotes demonstrate respect for participants and must be presented responsibly, including the anonymity of participants (Polit & Beck, 2016). Thirdly, researchers use quotations to illustrate discoveries, with the primary goal of bringing the text to life or life to the text. The epistemological assumptions of an interpretive method would lead to using quotes to illustrate the findings. As a result, quotes emphasize certain aspects of the data while making the text more attractive to the reader. Finally, quotations explain the data analysis process or the approach employed.

Enumerator

An enumerator is a surveyor in charge of carrying out the component of an enumeration that involves counting and listing persons or aiding respondents in answering questions and completing a questionnaire. Enumerators administer survey questionnaires or collect data. Their role in research makes it imperative for them to be adequately packed, prepared, and motivated; otherwise, they may harm research efficiency and the accuracy of the data gathered. Researchers provide them with research instruments such as an interview guide, questionnaire, or household survey and instructions to gather information from a particular number of persons, families, or groups in a specific region or area. To be able to collect data efficiently, investigators evaluate their skills. In selecting enumerators, I considered their demographic and ethnic characteristics because it increased respondents' willingness to offer valuable and impartial information. In addition, from the onset of the study, I made the enumerators aware of the research ethics and guidelines that they are being adhered to. Finally, I considered the enumerator's socioeconomic position, such as trusted community members or members of a specific class, gender, marital status, age group, race, or religion, before engaging the person to ensure that participants felt comfortable with the enumerator.

Prolonged Engagement

It involves asking multiple unique questions on themes related to mastery. It also entails urging participants to provide examples to back up their claims and asking follow-up questions (Sim & Sharp, 1998). Prolonged contact with research participants and the community creates trust and rapport. This allows a researcher to get information that is more elaborate from the respondents and identify relevant characters in the communities on the investigated subject. That

helps to focus on participants in more exhaustive manner, and guarantee that the study topic receives a thoroughly scrutiny.

Ethical Consideration

Interaction with people is critical in the work of qualitative researchers. To respect and preserve this connection, I strictly followed the declaration of ethical standards for every research study. Researchers need to preserve the dignity, integrity, right to self-determination, privacy, and confidentiality of study subjects' personal information. I achieved that through the protection of participants' information by encrypting my computer-based files, storing documents in a locked cabinet and removing personal identifiers. All vulnerable groups and people in the study received special consideration. In this regard, I considered the ethical, legal, and regulatory norms and standards in Ghana and the United States and the relevant international norms and standards in relations to participants in research studies. Getting permission from the Liberty University Institutional Review Board was among the ethical considerations for this study. This step assured the school's institutional research committee or board of directors that the study was in line with its standard of conducting research. I also kept the recordings and transcripts confidential by coding them.

Summary

The chapter provides valuable pointers on qualitative research quality and reliability. It explains the use of various techniques to address challenges in the study. To prove the trustworthiness of this study, credibility, dependability, confirmability and transferability was the catchwords in this research because Yin (2014) emphasizes that readability, credibility and concern for conformity matters most in qualitative studies. Because the credibility/trustworthiness of the study is essential, this chapter assures readers of the criterion of

the qualitative study by placing emphasis on member checks, triangulation, careful transcribing, a systematic plan, and coding. The chapter concluded with the need for researchers to be ethical in their investigations.

CHAPTER FOUR: CASE STUDIES/DATA, ANALYSIS, AND FINDINGS

Overview

In chapter four, I discussed the data collection, analysis, and results of this study. The purpose of this study was to obtain, explore, and analyze the perspectives and views of Ghanaian citizens and the political leaders on the success and/or failure of Ghana Vision 2020. A qualitative method with a holistic case study approach was employed to conduct this study. Findings from the inquiry may enhance policies for good governance and by doing so, this research can uncover principles and themes not only to assist Ghana in future development, but also guide second- and third-world policy makers and planners in future development planning and implementation.

Against this background, I posted one fundamental question to guide this study: What are the perspectives of Ghanaian political leaders and citizens on whether Ghana Vision 2020 has been effective? To provide an answer to the research question, in this chapter I described the conduct of the research study, including the setting and conditions for participants. I further provided the demographics and number of participants and described the type of data collected. I also described the location, frequency, and duration of the data collection, including how data were recorded. Finally, I described analysis of the data, confirm trustworthiness, and present the findings.

Demographic and Setting of Participants

The following presents the setting and the demographics of the participants.

Setting

Greater Accra is the capital and largest city of Ghana. It is located on the southern coast at the Gulf of Guinea, which is part of the Atlantic Ocean. The Greater Accra Region, which is

3,245 km² (1,253 sq mi), has a population of 5,455,692 inhabitants. The capital's architecture reflects its history, with buildings ranging from 19th-century colonial architecture to modern skyscrapers and apartment blocks. The greater Accra region is the largest economic and administrative hub, and serves as the main political anchor of Ghana. It houses key political and administrative buildings such as the Ghana National Development Planning Commission headquarters, the Parliament House, the National House of Chiefs headquarters, among others, and it is completely urban.

Sefwi Wiawso is the capital of the Western North Region, one of six among Ghana's six new regions established in 2019. The inability of the residents to get necessary government services or development projects from the previous regional capital, Sekondi-Takoradi, was the primary driver for the founding of the region. The Western North Region was therefore established as a result of the six paramount chiefs of the Western North Region responding to the demands of their people. The Region's political administration is handled at the municipal level. There are three (3) municipalities and six (6) districts that make up the nine (9) Municipal and District Assemblies (MDAs) in the Region. The Western North Regional Coordinating Council is in charge of these MDAs. The Central Government is represented by a Chief Executive who runs each Municipal or District Assembly.

The Western North Region has a population of 949,094. The vegetation in the region is wet semi-deciduous (equatorial rain) forest. Crop cultivation is the region's main economic activity. Due to the presence of fertile soil and good climatic conditions in the area, people of all ages are active in farming. Despite the abundance of raw resources such as timber, cocoa, and other foodstuffs, the region is not known for large-scale industrial companies. There are a number of forest reserves scattered around the area, but the original forest has been severely

depleted owing to inappropriate agricultural methods, logging, and illicit mining operations, which Ghanaians call “Galamsey.” The area is rural, with little important political or administrative infrastructure.

These two groups were key components of this dissertation as they form part of the process and area for participants’ selection. As a result, the Greater Accra and Western North region which represent participants in the urban and rural category, form the site where most of the personal interviews were conducted between 01/18/2020 and 03/06/23, following approval of my application by the Liberty University IRB.

Participant Demographics

The 105 participants I interviewed included five non-government organization’s leaders, ten lecturers, twenty chiefs, twenty members of parliaments, ten clergy, four journalists, six technocrats or directors (current and former) of the Ghana National Development Planning Commission, ten municipal and district assemblies and the remaining twenty were participants over 18 years of age that included students, public and private sector (most especially staff of GNDPC) workers.

Of the 105 participants, 65 were males and 40 females. All participants in the study met the criteria for participation and were persons who either had been directly involved in the drive of Ghana’s vision 2020 or knew of it. The background characteristics or position of the participants and the respective composition of rural and urban status are shown in Appendix E.

Findings

After receiving IRB approval for the study, I subsequently traveled from the United States, where I resided at the time of the study, to Ghana, where the research participants lived, and had face-to-face interactions with them.

Data Collection

Firstly, I paid courtesy calls to the director of the GNDPC, the speaker of parliament and to the president of the National House of Chiefs all located in the country's capital. The unique setting of the Ghanaian Parliament House is such that it is always open for the public or visitors all year round from Monday to Friday. These visitors are welcome to watch proceedings from the public gallery and includes chiefs from various regions, lecturers, students, clergy, etc. I took advantage of that situation to book appointments with participants, especially those from afar whose input would be required.

The planned duration as agreed with them for each interview was set between 30 and 45 minutes. Of the 105 participants, the members of parliament, chiefs, NGO executives, GNDPC directors, municipal and district assemblies' executives and clergy chose to meet in their offices, while lecturers, students and journalists chose to meet at the public gallery of the Parliament House after proceedings. Both public and private workers selected for the study requested to meet in a public restaurant, which had a secluded area that afforded privacy and open communication.

Moreover, I traveled to the rural communities where I interviewed municipal and district assembly executives in their offices and rural citizens at the community centers and public libraries. It is worth mentioning that some of the participants had agreed to participate but could not grant me interviews at the time. They signed consent forms in my presence, I handed them the interview questions, and they promised to send them to me either by email or by post, which they did. The study protocol questions (see Appendix A) were used as a guide and starting point for the interview.

I consistently applied the protocol, and once the interviewee began to answer initial questions, I followed it up with additional relevant questions from the protocol to continue the discussion and bring depth to the conversation. However, it is prudent to mention that in some cases, especially with respect to students, private and public sector workers, and rural and urban citizens, not all case study protocol questions were asked, but only those relevant to the person's involvement and understanding of Ghana's vision 2020 agenda. I gathered and preserved the data in audio recordings according to the plan as stated in the methodology. However, in some cases, participants were unwilling to be recorded and, in such circumstances, I took notes as the interview progressed. Apart from such situations, most of the interviews went on with insightful recorded discussions.

After the interview, I thanked the participants. Participants were given pseudonyms, for example P1 to P105 (where P1 implies participants number 1), to ensure that they remained anonymous. All interviews were printed on paper to make it easier to compile and to add notes. I took the opportunity while returning home from the trip to transcribe 15 of the recordings. The transcriptions were transferred directly into the Word documents using my laptop. I secured the transcriptions on my laptop to assure the accuracy of the analysis. In addition, all recorded data remained available for additional opportunity to listen to it multiple times to increase accuracy and familiarity.

Data Analysis/Theme Development

The data was analyzed using a manual or "data analysis spiral" technique as explained by Creswell and Poth (2018), who defined this method as a continuous delving in and out of the data for purposes of managing and organizing ideas, reading and memoing emerging ideas, reflections, questioning, categorizing, evaluating, characterizing themes, ranking, eliminating

and assessing interpretations. Apart from reading the texts, I listened to the tapes many times and made a list of ideas that were brought up during the interviews. It was informative to both listen to the interview and read the written version at the same time. The first and second round of note taking consisted of jotting down random ideas that came up in each conversation. These ideas were recorded and given a number for each interview that was conducted.

Analysis of Thoughts and Ideas

Due to the large number of participants involved in the study, I used the Excel sheets to record these thoughts. Counting and summing up the thoughts produced 1192 unique pieces of information expressed by the 105 interviewees. The thoughts from interviewees were sorted into three major categories generated from the research question of the study: process, progress and challenges. The process category involved the plan's focus on the effectiveness of the development of the planning process and of transformational leadership influence. The progress of the vision consisted of geographic perspective, which included how each group—urbanites, rural dwellers and political leaders—saw Vision 2020. The challenges consisted of issues like the success of the vision hampered by political infighting, bribery and corruption and not involving the average Ghanaian in the planning process.

Afterwards, I examined these separate ideas to see if I could classify them in any meaningful ways since several of the interviewee's responses mirrored those of other interviews. The next step was to group the 1192 ideas into broad categories. Out of 59 broad categories of ideas, 15 topics emerged. Eight (8) concepts were grouped under the process and importance of transformational leadership in Ghana's Vision 2020, and three ideas were grouped under Ghana's progress in establishing and executing development goals. Four (4) concepts were highlighted as suggestions that centered on the obstacles that Ghana's development plans

confront. Individual ideas were then compared to determine whether they could be grouped naturally. They could, since many of the specific perspectives were similar or identical to other interviewees. The 15 ideas were then sorted into subjects at the next grouping level. This analytical approach was guided by comparing ideas to paragraphs of a speech and themes to sustained subjects inside discourse.

In this manner, an interviewee might respond to a question by devoting many paragraphs to a particular issue in the transcript. I made a list of the interviewees/participants, their geographical locations and topics that came out from interviews. (For list of participants and their locations refer to Appendix E).

Grouping and Analyzing Topics

1. The process of how Ghana's Vision 2020 came to be a key strategic reform plan.
2. Need for long term development planners.
3. Background of Ghana's Vision 2020.
4. Perspectives of Ghana's Vision 2020.
5. Leadership is key to transformation.
6. What type or kind of leadership is needed?
7. People blame the country's failure to grow on the lack of transformational leadership.
8. Transformational leadership promotes a country's development.
9. Transformational leadership influences Ghana's development efforts.
10. Development plans are not successful in Ghana.
11. Bribery and corruption are barriers in relation to growth in developing countries like Ghana.
12. Ghanaian political leaders' role in Ghana's Vision 2020's successes and failures.

13. The evidence of Ghana Vision 2020's challenges support underdevelopment in developing countries.
14. Culture and religious identities aided or hindered Ghana's development.
15. Ideas that can be drawn from Ghana Vision 2020.

Themes

It took me some time to establish a connection between the interview subjects and themes that accurately conveyed the data. Thus, wording and phrasing were carefully considered to ensure maximum comprehension of each theme. Themes were not brought to the forefront as findings based only on volume or counts, but their significance and importance was also considered. An example is instructive and explanatory; some interviewees were involved directly in the formation and reporting of Ghana's Vision 2020 plan, hence, even a theme that may not have been discussed by all interviewees may still reach the top based on its significance and importance both to the effort as well as future recommendations of Ghana's Vision 2020.

Once wording of themes was finalized, the thematic findings that emerged from the interviews were connected to the views of participants and to categories in order to clearly answer the research question. These include the participants' perspectives of the plan, how both urban and rural dwellers saw the Vision 2020 plan, and how both the politicians and traditional leaders saw Ghana's Vision 2020.

A careful analysis of the whole process yielded five themes critical to the central question regarding Ghana's vision 2020. These major themes were planning, leadership, achievements, lessons learned, and recommendations. (These are developed in more detail in the Results section). According to the interview, planning for a country's growth must be done in phases

because national development plans, such as Ghana's Vision 2020, must be long-term plans since they are supposed to be game changers for the country.

Planning. Planning the feasibility of Ghana's Vision 2020 is contingent on the availability of proper institutional frameworks, commitment from political leaders, the engagement of ordinary Ghanaians, and the formation of a long-term national development plan.

Leadership. It is necessary that leaders have a transformational mentality if they are going to take the plan ahead and for development initiatives to work. It is argued that Ghana's Vision 2020 did not accomplish more significant goals because the plan was abandoned when President Jerry Rawlings left office and the one to replace him lacked the characteristics of a transformative leader.

Achievements. In terms of achievements, Ghana's Vision 2020 prioritized human development; as a result, the strategy aimed at eliminating poverty, raising average earnings, and narrowing income and opportunity inequities. According to several respondents, the strategy helped Ghana reach a remarkable rate of economic development when compared with other African nations, as well as seen a decrease in the general level of poverty.

Lessons. Looking at the plan shows that the widespread support for Vision 2020 was contingent on the how many people believed it would help lower poverty rates, even though the outcome may have fallen short of the plan's initial goals.

Desire to Give Recommendations. Some participants recommended that development policy frameworks should have a national emphasis rather than a political one going forward. It was also suggested to establish a national consultative convention on a nationally owned development vision should and its execution delegated to think tanks and non-governmental

organizations. They reasoned that mainstream politics had dug deep into the core of Ghana's policy efforts, which has limited the country's potential.

Reaching Trustworthiness

The preceding Chapter 3 descriptions of the procedures for credibility, transferability, dependability, and conformability did not need any modification. In pursuit of my goal, I acquired the information from Ghanaians who were directly engaged in the development and/or execution of Ghana's Vision 2020 agenda as well as citizens who were aware of the policy. The involvement of high personnel was necessary and required in order to capture the needed data to answer the research question. The majority of the interviews were recorded.

In addition, I am solely accountable for all facets of the various data gathering techniques used in this research. These methods improved the data gathering in a consistent, reliable, steadfast, loyal, and responsible way; it also improved the tabulation, computation, analysis, and interpretation of the data and the objective presentation of the results (Creswell & Poth, 2018). My approach along with the purpose and goal of the study have supported the study's conclusion.

Results

This section has two main divisions: Theme Development, and Research Question Responses. Throughout the methodology and in my interactions with participants, I emphasized that their participation would be kept strictly confidential, and as a consequence, the identities of those interviewed were not revealed. Due to this need to protect the identities of the interviewees, any material learned independently was not linked to their names, but rather pseudonyms from P1 to P105 were used to ensure that their identity remain private. Additionally, the order of the numbering does not correspond to the order in which participants

were interviewed—rather, the numbering was done while compiling the printed results. Moreover, other than when a quote was necessary, the identifiers P1, P2, and so on were not used. The results are reported as a unified whole, including every piece of information gleaned from the interviews. This ensures that the reader is aware that the data given in this section was collected via in-person interviews.

Theme Development

This subject was developed under the data analysis section earlier where I gave a detailed description of the process, I went through to develop the themes of the study.

Research Question Responses on Process of Vision 2020 Development Planning

The research question was: The perspectives of Ghanaian political leaders and citizens concerning the development and implementation of the Ghana Vision 2020 development plan.

In this first section of Research Question Responses, the narrative is related to the process of how Ghana's Vision 2020 became a key strategic reform plan. The findings that emerged from the interviews concerning the process of Vision 2020 were:

1. Effectiveness of development planning process
2. Effectiveness of transformational leadership influence

Effectiveness of Development Planning Process

Questions 2, 3, 6, 9, and 19 from the study protocol formed the baseline or foundation for this section. The blueprint for sustainable development in Ghana was published in 1995 by the National Development Planning Commission (NDPC) under the leadership of Jerry John Rawlings, who was the president of the Republic of Ghana as at that time. The long-term goal of this plan was for Ghana to have a balanced economy, attain middle-income status, and have a quality of life comparable to Singapore's by the year 2020. All long-term plans by their very

nature serve as frameworks or vision statements for developing and carrying out medium and short-term plans. Successive governments prepare and implement medium-term plans whether or not they have a long-term plan, but, a long-term plan serves as a strategic framework for the successive governments to follow so that they are coherent and reflect a common vision to guide national development across generations. As indicated by P1: *For every society to experience growth, it needs to have a plan that will serve as its guide. In fact, a development plan serves as a blueprint that directs society to achieve economic growth.* Participants P10, P14, and P35 held a similar view that: *a development plan is a road map for every country or organization to follow if that society wants to progress in its endeavors. Without a development plan, no society or organization can see progress.*

Many development initiatives in Ghana have indicated the government's commitment in contributing to global efforts toward sustainability. In order to ensure coherent and united development efforts, Ghana's government ordered the National Development Planning Commission (NDPC) to design a development plan to lead governmental operations towards sustainable growth and development. The 1992 Constitution of Ghana provided the legal backing for the establishment of the National Development Plan Commission (NDPC) with 14 members who were tasked with advising successive presidents on development planning, policy, and strategy. The commission established a national development policy framework which guaranteed the efficient implementation of strategies, including consequential policies and programs to improve the well-being of all Ghanaians. The development plan received a lot of attention in Ghana's development debate because many predicted that the long-term (national) plans will have a significant impact on the economy, since it will be a guide to measure the country's progress. P7's observation about development planning was grounded in this issue,

stating: *My worldview on development planning is the collection of milestones and goals that a country plans to meet within a certain period of time, this milestone are time-based benchmarks that help measure progress.* P84 also observed that: *the real value of a plan is to give to the nation a sense of direction and to institute a system of purposive discipline.*

Ghana's Vision 2020 is a national long-term plan for Ghana that took into account the needs and ambitions of all of the country's Metropolitan, Municipal, and District Assemblies (MMDAs), which was key in achieving sustainable economic prosperity. Both current and future population demands were included in the long-term strategy. In order to secure the plan's political validity, the NDPC sought feedback from the country's major political parties. In doing so, they avoided the possibility of the idea failing due to opposition from political groups.

Even though the NDPC was charged and mandated to oversee the implementation of Ghana's Vision 2020, the origination of the idea was attributed to the National Democratic Congress (NDC), one of the major political parties in Ghana. For example, P23 observed that: *different governments in Ghana have come out with different development plans, but NDC's Vision 2020 development plan was seen as one of the best development plans, but unfortunately it could not achieve a greater portion of its goals.* In affirmation P63 indicated that: *governments in Ghana from colonial era have released different development plans. Many achieved some level of success while some failed, but the NDC's Vision 2020 development plan was one of the greatest.*

Due to the four-year term of office given to successive governments, one of the goals of the Vision 2020 was to make all governments legally bound to adhere to it. However, various stakeholders and executives of NGOs asserted that the plan must also be adaptable enough to allow political parties to develop their own plans for implementing the plan's vision, goals, and

objectives in light of or based on their election pledges and promises (see Abubakari et al., 2018) Because the current study included members of parliaments as its participants, some inputs from interviewees P42, P16, and P77 included:

According to the Progressive People's Party (PPP), effective results depend on Ghanaians adopting new national commitment and patriotic attitudes. The National Democratic Congress (NDC) advocated for effective decentralization in order to encourage local participation in development programs. The Convention People's Party (CPP) entreated the NDPC not to disregard the nation's philosophy and history in the creation and execution of the development plan, while the New Patriotic Party (NPP) proposed budgetary restraint (with penalties for violations) for the plan's implementation.

Regrettably, it is surprising to realize that many of these development plans have failed to achieve their intended results. P24 indicated that the reason to such an occurrence could be: *either the lack of involving all stakeholders and the government's inability to fully explain the objectives of the plan to the ordinary Ghanaian citizens for them to embrace the plan, or the lack of true leaders to carry forward the plan that had been put into place.*

In affirming the situation of not involving all stake holders in the discussion, five of the participants (P104, P3, P101, P55, and P19) who were part of various governmental sectoral planning group indicated that during the development planning stage: *while creating the development policy paper at the time, they had meetings with other experts in other sector.*

P104 and P19 observed that: *the National House of Chiefs, Ghana Real Estate Developers Association, some selected private think tanks, some NGOs, Private Enterprise Foundation (PEF), Ghana National Association of Farmers and Fishermen (GNAAF), National Council on Women and Development, the Ghana Education Trust Fund (GetFUND) among*

others were the groups that participated. P3, P101, P55 stated that: nevertheless, the National Commission for Civic Education (NCCE) and the Commission on Human Rights and Administrative Justice (CHRAJ) were not included.

On the other hand, 16 interviewees (P4, P6, P18, P27, P38, P41, P47, P52, P53, P61, P69, P78, P89, P93, P100, P103) believed that the goals set for the Vision 2020 were overambitious and difficult to achieve since the plan and vision were not entirely measurable. For instance, P52 asserted that: *development planning is the creation of measurable goals by a country, however, the Vision 2020 was a little bit overambitious regarding the fact that it sought to be at par with Singapore or surpass it in terms of development.* However, it is essential that there are true leaders to carry forward the plan that had been put into place.

Effectiveness of Transformational Leadership Influence in Ghana's Vision 2020

This section covered Ghana's Vision 2020's approach, with transformational leadership being a significant factor. Technocrats and those interviewed that were designers and implementers of the vision were able to provide rich insight. As observed by P33: *It was both strategic and important that the need to foster transformational leadership was included in the vision plan; this served as a reminder that the words used in the policy proposals are important.*

Study protocol questions 8, 15, and 22 formed the baseline or foundation for this section. There is the belief that it does not matter how many competent employees an organization has, they will be inefficient if they do not have an effective leader. Although the NDPC assumed the lead role in charting the course of Vision 2020 with the main goal of developing a road-map to lead the country in fulfilling this course, the directors at the NDPC knew that unless the country has a transformative leader, there would be no chance of implementing the plans articulated in the Vision 2020 agenda. Therefore, it came as no surprise that the framers of the Vision 2020

agenda chose the phrase “transformative leadership” to characterize the type of leader necessary for reform to be successfully implemented. Leadership is one of the biggest issues that Ghana faces.

Many believed that Ghana’s current underdevelopment and poverty rate were the fault of its leaders. Ghana has not had much luck in finding an effective leadership style. The term “transformation” as used in the plan generally referred to an increase in Ghanaians’ living conditions that is planned, predictable, and measurable. The phrase “transformative leader” was used by the program’s designers to describe leaders who refrain from exalting themselves and instead encourage teamwork, acknowledge accomplishments, distribute credit, express gratitude, and inspire others. As such, a leader being transformative is a key component in implementing the Vision 2020 agenda. P97 observed that: *Transformational leadership is the act of encouraging subordinates to take chances and take responsibility for the outcomes. When employees or subordinates receive this support, their mindset changes and that encourages them to participate in creative and innovative work processes and promotes a country’s development.*

Individuals tend to emulate the leadership style that is demonstrated to them, and for Ghana this was especially true in rural areas. Individuals observe leaders to see what they do, and then they repeat that behavior. The actions of a leaders inspire similar behavior in their followers. For example, as noted by the framers of the Vision 2020 plan, district assemblies serve as key nodes and a fulcrum for Ghana’s decentralized system of development planning in rural communities. They are granted legislative, executive, and deliberative authority by the Local Government Act of 1993 in addition to their role as planning and coordinating authorities. Chiefs and district assemblies serve as leaders in rural communities.

Thus, the framers of Ghana's Vision 2020 aimed to emphasize the ethics of rural leaders throughout the community. In affirming their role in rural communities which was in line with the guidelines of the Vision 2020 P60 asserted that: *It is true that leaders need to be transformative, because such leaders main focus is transforming the situation of their community or country. Using myself as an example, together with my community, we did all we could to transform the community from a slump to a vibrant community. We ensured that the community had good schools, a recreational center and good drinking water as well as a community health post. These facilities helped to prevent the rural-to-urban migration which was very common during the era of my predecessor.*

Based on the above account of P60, I inferred that transformational leaders are leaders that effectively communicate their vision, rally their followers around that vision, encourage creative problem solving, and navigate transitions with ease. However, as indicated by P12, who happened to be part of the key people in drafting the Ghana Vision 2020 plan: *transformation cannot merely take place by itself. It is necessary to begin, motivate, and maintain the effort. The goal of incorporating all of these into a single national transformation plan is not only challenging but also essential. Thus, there is a significant need for leaders who can effect change.*

It was not surprising that in answering question 8 of the study protocol, P44 asserted that: *before we blame the country's failure to grow on the lack of transformational leadership, maybe what Ghana's leadership and people need to ask themselves is the following: has transformation taken place? To what extent? At what rate? In what areas? And what will it take to speed up the transformation?*

Nevertheless, in the view of P71: *change cannot happen or be maintained without transformational leadership. Thus, it is imperative that government and all development partners working with and/or supporting the government prioritize building transformative leadership capability in the country.*

Transformational leaders not only empower and inspire their people, but they also foster a common vision and provide an expanded interchange of information and ideas—all of which contribute to development and growth. Self-renewal to increase independence, grounded in moral and ethical principles, and sincerity of purpose in allocating resources to maximize the well-being for all people are essential features of transformational leadership. Although government processes have generally been quite regimented, ideas like transformational leadership will allow for more flexible and adaptable responses to potential changes, which will make the sector more responsive and progressive. Transformative leadership can thus influence Ghana's development efforts. Many of the interviewees believed if the country elects a transformative leader as they did previously which led to the drafting of Ghana's Vision 2020 then it is possible to achieve the needed development. For example, P102 indicated that:

Transformative leaders can help influence Ghana's developmental efforts because if you look at the era of the late Jerry John Rawlings and the late Prof. Atta Mills, we witnessed courageous, practical, and imaginative leaders with transformational ideas who dedicated their life to bettering the human condition, particularly the plight of ordinary Ghanaians.

Respondents often cited the then-President of Ghana, the late Jerry John Rawlings, and his approach to leadership as an example of the kind of transformational leadership they hoped and wished was being emulated currently. During interviews with those who worked closely with him, it was mentioned that one of his vital traits as a transformational leader was his ability

to lead by example. He established an environment where unique ideas could be expressed, debated, and refined into an overarching mission and strategy. Those who knew and worked with him attest to his innate self-assurance, which allowed him to place similar faith in his colleagues and friends. His team had the flexibility they needed to flourish within the constraints of their job, which was essential in creating the Ghana Vision 2020 national strategy plan during his era. Thus, for the designers of the Ghana's Vision 2020, experiencing transformational leadership in the political realm within their own developing country served as a valuable leadership lesson.

However, there will always be resistance to change that has to be overcome, regardless of the organization. Changing the traditional methods of doing things and motivating personnel to support the change will be one of the main difficulties facing the government, but through transformational leadership and leading by example, followers would feel empowered and inspired to adapt change for the better

Research Question Responses on Progress of Vision 2020 From Several Perspectives

This is the second of the research question responses section of the main results, and it focuses on the progress of Ghana's Vision 2020. I grouped this section under geographic perspectives, and perspectives on success and failure of the plan.

Geographic Perspectives

The analysis looked at how participants from different geographical locations of the country perceived Ghana's Vision 2020 development plan and are grouped as follows:

1. How the urban dwellers saw Vision 2020.
2. How the rural dwellers saw Vision 2020.
3. How political leaders saw Vision 2020.

How the Urban Dwellers Saw Vision 2020. In this section, I observed how the urban dwellers saw Ghana's Vision 2020. It is prudent to mention that the majority of participants interviewed were from the urban community. As in many developing countries, Ghana's urbanization process has been directly influenced by both economic and social development policies. The function that urban dwellers serve in the overall development of the country is essential. As a result, the sub-goal of Ghana's Vision 2020 was to make certain that both the process of urbanization and its effects on development moved in a favorable direction, and that small and medium-sized towns and cities would be able to appropriately perform the function of service centers that they play for the communities that surround them. This was to be accomplished by distributing the people in a way that is both equal and sensible in regard to space, dividing it up between settlements of varied sizes and settings. As indicated by P101: *the most important aspect of a plan is to establish a system of purposeful discipline and provide the country with a sense of direction.*

The process through which Ghana has developed into a liberal democracy with a middle-income level has been significantly influenced by urbanization. It has made it possible to achieve better levels of economic production, lowered the cost of services per capita, and created new locations for ethnic integration. However, the majority of participants believed that despite Vision 2020's knowledge on the planning process, there is an element of mixed feelings with respect to the results achieved. For example, P27 asserted that: *I believe that development planning is done in stages and various administrations seldom deviate entirely from the established policies such as Ghana's Vision 2020, despite what citizens may have been led to think by various political parties.*

However, P10 held the opposite view: *plans for long term [national] development such as the Vision 2020 were thought to be the game changer for the country since they were to have a significant impact on the progress of the country. It is disappointing that the leaders who emphasized the need of having a strategy for the long term did not pay any attention to the plan for the development of the area. It should thus not come as a surprise to learn that many of the inputs from Vision 2020 fail to provide the benefits they were supposed or anticipated to produce.*

P8, a policy Think Tank executive director in the capital, shared the view that:

it is sometimes made to portray that the leaders needed the plan and that was the reason behind the establishment of the committee for the strategic plan, but if I am to be truthful to you, the Vision 2020 plan came to existence because first of all, the law requires of it and secondly, Ghanaians requested it. Hence, let no one deceive you that the leaders were the sole people who thought of the need for such as a plan.

P21 is a former director at the Ghana National Development Planning Commission, and shared his perspective: *even though the right processes were taken in preparing the plan, after investigating diverse viewpoints on what development should entail, I believe the primary issue at hand is rethinking the reason for development in its entirety. This should not be for the sake of developing things but rather for the development of human resources. Every human being has some fundamental requirements, including the need for food, housing, clothes, medical care, and education. The developmental process is a mockery of the concept of development if it does not bring about the fulfillment of these needs or, even worse, if it causes disruption to those needs. The degree to which a population's fundamental requirements can be met is still the primary focus of development efforts at this stage of the process, which we are presently in.*

In line with the above, P33 explained that: *the first stage toward the Vision 2020 drive, which covers the years 1995-2000, did not succeed in laying the foundation necessary to prepare the country for the next 20 years. The Ghana Vision 2020 was a comprehensive national initiative with the goal of guaranteeing that Ghana achieves the position of a dynamic middle-income country during the next quarter of a century. Approximately in 2007, we reached the position of having a middle-income. However, the next issue that followed as a result of this accomplishment is whether or not we were successful in achieving the growth poles, sector by sector, that were stated or targeted in the Vision 2020 policy report.*

Others such as P52 and P53 were of the notion that: *because of the pressure from Ghanaians during those periods, it made the framers of the Vision 2020 strategic plan to be impatient and set ambitious development goals which when taken into account sector by sector we realized that the policy failed to live up to its expectation.*

A private sector worker, P38, was of the view that: *although the vision was a good one, we failed from the word go, because you do not compare yourself or try to be like a different country, say Singapore, when you don't know the type of leaders or even how these leaders have prepared the mindset of their citizens in achieving their development.*

Leadership is key to development; not just any type of leadership, but rather a transformative leader. It is common for transformational leaders to be good listeners, and always ensure that they comprehend the thoughts, emotions, and perspectives of others around them when it is pertinent. Transformational leaders are those that are able to inspire followers to alter their expectations, perceptions, and motives in order to work towards shared objectives through the power of their vision and the strength of their personality. It therefore came as no surprise that most participants, especially clergy and public servant workers, mentioned the phrase

“transformational leaders” in their dialogue. For example, P7 assessed that: *the type of leader is key. I mean not just any leader, but a leader who will definitely have a clear, compelling vision, transform the effort, the conversation, and the results of the country.* P54 also indicated that: *to me, apart from Dr. Nkrumah and J. J. Rawlings, we have lacked transformational leaders.* P48 elaborated further by explaining that: *His Excellency, the late Jerry John Rawlings, is by far Ghana’s most transformative leader. He is largely responsible for making Ghana the model of stability, democracy, and growth that it is today. It comes as no surprise that it was during his tenure as a president that the Vision 2020 strategic plan was started and implemented.*

According to P97: *although each leader is unique and has his own qualities, I sometimes wonder how some of our presidents are able to implement and adopt the United Nation’s Millennium Development Goals, now the sustainable development goals, since 2001 but find it difficult to implement our own Vision 2020 strategic plan. This should tell you we don’t just need any leader but a very special type of leader.* These responses highlight the critical necessity to abandon traditional approaches of leadership to focus on a more transformative type of leadership if we are to effectively meet the fundamental requirements of future plans. As a result, P66 described that due to the failures on the part of our leaders: *it is understandable that Ghanaians may feel a sense of urgency to address pressing developmental challenges and may prefer a more expedient approach to a comprehensive development plan than a long-term development plan like we witnessed with the Vision 2020.*

In another development, some of the participants, especially P104, P105, P89, P44, and P72 shared similar views that: *the urban sector of the country has seen a major increase in infrastructure, education, and healthcare due to the strategic plan of Ghana’s Vision 2020. The country has made progress in enhancing urban regions’ access to essential amenities including*

power, water supply, and sanitary facilities. The educational system has also seen a major growth, with more schools and greater enrolment levels.

Moreover, P47, P48, P24, and P32 expressed the sentiment that: *on the bright side, the Vision 2020 plans quest to achieve middle-income level status pushed the government's strategic investments in infrastructure, including the expansion of the road network, have resulted in enhanced transportation and greater economic prospects for urban residents. In addition, the growth of the private sector has created fresh employment prospects for individuals residing in urban and suburban areas.*

However, other participants such as P62: *felt the advantages of Ghana's Vision 2020 have not been spread in an equitable manner. This is due to the fact that various neighborhoods have varying degrees of access to fundamental services and economic possibilities. While per P57: there have been some concerns raised about potential issues with corruption and poor resource management, which may have impacted the government's progress towards achieving its development goals.* Even though the quality of life has vastly improved for a great number of people living in urban areas, there is still a lot of work to be done in Ghana to guarantee that all of the country's communities are able to reap the benefits of the country's development efforts. In the future, creating development that is fairer and more sustainable will require, among other things, addressing the problems of inequality and corruption.

How the Rural Dwellers Saw Vision 2020. Ghana's Vision 2020 was a national strategy that took a multi-sectoral approach and was aligned with the national development strategy framework. The overarching goal, apart from the country achieving a middle-income status by the year 2020, was to foster human development, economic growth, and rural development that was conducive to these endeavors. Some of the participants interviewed were

indigenous to the rural communities, such as district and municipal chief executives as well as rural lecturers, as well as private and public workers, and thus provided rich insight. This chronicles how they saw the strategic plan. According to them, although the preparation of the vision was dominated by central government agencies such as the National Development Planning Commission, ministries, and other departments and agencies over the years, the preparation of medium-term development plans involved a wide array of stakeholders, including district and municipal assemblies which showed dedication on the part of government officials to see the implementation of the Vision.

However, the major concern was that the majority of citizens were not aware of Vision 2020 or the long-term goal of achieving a middle-income status by the year 2020 through rural development. Moreover, the few that had some understanding of it did not know the contents of the Vision nor what it did to achieve its goals. However, those who had knowledge of it, such as P79, had this to say: *the goal of the Vision for rural dwellers was to make sure the production in the agricultural, fisheries, and forestry sectors expand in a way that is ecologically sustainable, while steps will be made to prevent post-harvest losses.*

This was because local food prices account for around 40% of Ghana's inflation and the bulk of the income in rural communities comes from agriculture. As a result, agriculture has a crucial role to play in Ghana's development; without a notable increase in the sector's performance, the country cannot attain its long-term objectives. As a result, it was intended for agricultural outputs to grow at an average annual rate of 4% (for the period 1996–2020), up from the then average of 1.8% (1984–1992). Achieving this increase in agricultural production will necessitate significant changes in agricultural technology as well as in the structure of rural society, including the way land is tenured and how disputes over its use are resolved. A lecturer

in the community, P49, similarly had this to say: *the vision for the rural community as pioneered in Ghana's Vision 2020 report was skewed to improving the agricultural sector. In fact, agricultural research, interaction between farmers, extension workers, researchers, market-based input and output pricing policy, and improvement in institutional capacity to export agricultural products were all mentioned as potential goals of future agricultural policy. It was alluded to that agricultural policy will, in the long term, focus on an increase in the productivity of all types of farm inputs as well as diversification in the range of agricultural goods and services produced.*

Although participants in the rural community believed improving the agricultural sector was the goal for helping achieved the Vision, in explaining the perspectives surrounding Ghana's Vision 2020, P4 explained: *the economic foundations must be strong in order to support any policy aimed at modernizing the agricultural sector by enhancing contemporary farming methods, and sufficient incentives must be offered to attract idle laborers to the agricultural sector. P4 further discussed how the inability for the agricultural sector to help achieve this goal was because of: a very poor economic climate, which undoubtedly did not entice young people to work in agriculture. I recall the famine that struck in 1998 during the medium-term era, when we imported plantains and other food products from La Cote d'Ivoire despite having 13 agricultural Ministers of State.*

However, P6 expressed: *I can confidently tell you my friend that some rural residents do not believe in any national developmental plan when we speak to them because they believe that developmental plans like that of Vision 2020's advantages have been unfairly allocated, and that many rural parts of the country remain underdeveloped and impoverished. Rural areas still confront difficulties due to a lack of financial resources, a scarcity of markets for agricultural*

goods, and inadequate means of transportation. In addition, P50 indicated that: some rural communities in Ghana have the misconception that Ghana's Vision 2020 has put more of an emphasis on the urban development of the country than it has on the rural regions, which has led to rural areas being left behind. The fact that many rural dwellers do not have access to even the most basic conveniences, like clean water and electricity, is a source of tremendous concern for them.

I also had the chance of interviewing two journalists to equally assess how they saw Ghana's Vision 2020. According to P31: *as a child in the late 1990s, I remember hearing a lot about Ghana's Vision 2020 on local talk programs and wondering what it might be because I never thought I'd live to see the year 2020. Through private investment, rapid and aggressive industrialization, and direct and aggressive poverty-alleviation efforts, Ghana's Vision 2020 aimed to achieve goals of accelerated economic growth and improved quality of life for all of its citizens. Our leaders, however, have let us down. It's regrettable that Ghana, which has vaunted its capacity to change administrations peacefully via elections and become a model for many other African nations, is now undecided about which strategy to implement. From the perspective of P87: there has been some progress made in terms of the development of infrastructure and access to education and healthcare in many rural communities in Ghana. There have been attempts made, for instance, to enhance rural electricity, water supply, and road network infrastructure. In addition, the government has put funding into programs like the National Health Insurance Scheme in order to make it easier for people to get medical treatment when they need it.*

P56, A private sector worker within the community was also of the view that: *Ghana's Vision 2020 was a good idea and a plan in the right direction, but the country's school system*

failed to sufficiently educate young people living in rural areas to prepare them for the dynamic labor market, which has resulted in high rates of unemployment as well as underemployment.

It is evident that a considerable amount of work that must be done to ensure that the advantages of development are fairly spread across all communities, particularly those in rural regions, despite the fact that there have been some good achievements as a consequence of Ghana's Vision 2020.

How Political Leaders Saw Vision 2020. Nearly every political government in the world presents a comprehensive strategic plan outlining its goals and objectives for the duration of its term in office; this also describes the political system of Ghana. There is just one chamber in Ghana's legislature, which is made up of 275 representatives elected at-large from single-seat constituencies. According to Article 113 (1) of Ghana's 1992 Constitution, a term in the Ghanaian Parliament lasts for a duration of 4 years, beginning on the first parliamentary sitting day after a general election and ending on the day of the next general election. On December 7, 2020, Ghana conducted a general election to choose representatives for the 8th Parliament of the Fourth Republic, out of which 137 were from the ruling New Patriotic Party (NPP) government, 137 from the opposition National Democratic Congress (NDC) party, and 1 independent candidate who decided to align himself with the ruling party.

As part of my goal in assessing the perspective surrounding Ghana's Vision 2020 plan, I included Ghana's parliamentarians as part of the participants to be interviewed. For Ghana, as with most developing countries, adhering to a long-term strategic plan with such far-reaching effects on a country's initiatives and operations is very rare due to the nature of politics ("winner takes all" mantra) operated in the country. However, I used two main regions for the study, the Greater Accra and Western North region. After the 2020 general election, there were 34

Members of Parliament (MP) from the Greater Accra Region while the Western North Region had 9 Members of Parliament. I engaged with 13 MPs (P2, P5, P11, P22, P28, P42, P58, P61, P70, P77, P82, P90, P92) from the Greater Accra Region and 7 MPs (P13, P16, P46, P51, P86, P100, P103) from the Western North region. I organized the findings and presented them as accounts from the MPs and reported the results as a unified whole, including every piece of information gathered. Presenting the findings in this manner was extremely important because most MPs (such as P28, P58, P86, and P92) were entering parliament for the first time.

However, from the accounts of P86, indicated that: *I am a first timer as I mentioned to you but one unique thing about parliamentary proceedings is that there are Hansards and committee reports that are available for most MPs to refresh our minds and make reference to previous proceedings, so I can provide you an account on what Parliament did with respect to Ghana's Vision 2020.* I was of the view that it was important to include their statements and ideas in the write-up.

The MPs, notably P5, P16, and P42, shared similar sentiments stated: *the provisions of Article 36, Clause 5 of the 1992 Constitution of the Republic of Ghana mandates that within 2 years after assuming office, the President shall present to Parliament a coordinated program of economic and social development policies, including agricultural and industrial program at all levels and in all the religions of Ghana.*

In compliance with the terms of this clause, the first President of Ghana under the Fourth Republic, His Excellency Jerry John Rawlings, presented to the Speaker of Parliament a document that was titled Ghana-vision 2020: According to the president's statement, the plan was developed through a process of consultation and collaboration and aimed to enhance existing programs and policies as well as introduce new ones where needed. Its ultimate goal

was to create a framework that would enable Ghana to achieve its long-term vision of becoming a middle-income country. P22 indicated that the then president is reported to have stated: *The main thrust of the program is to consolidate the gains already achieved and to lay the foundations for accelerated growth as we enter the 21st century. Laying the foundations for accelerated development does involve a critical review of our economic policies to ensure that the policies contribute fully to Ghana's future sustainable development.*"

However, this idea could not come to reality without the key role of Parliament.

According to P77: *The Ghanaian Parliament was actively involved in the process of developing Ghana's Vision 2020. The Ghanaian Parliament took an active part in the consultative process, which included public consultations, seminars, and discussions with stakeholders. The main components of the Vision 2020 plan, including as the broad aims and objectives, strategies, and implementation methods, were discussed by members of Parliament, who offered their views and gave comments on these topics.*

Additionally, P51 and P90 indicated that: *Parliament was instrumental in creating the enabling legislative and institutional environment for the Vision 2020 program. To help put the plan into action, Parliament established a number of legislation and regulations, such as those governing capital investment, trade, and economic transformation.*

Parliament within this period passed several laws to support the implementation of the Vision's plan. Among the several laws passed by the Ghanaian Parliament, P103 mentioned that: *previous parliamentary proceedings show that the main purpose of passing the Ghana Investment Promotion Center Act in 1994 was as a result of Ghana's Vision 2020 mandate. The goal of passing this law was to attract more investment from abroad to Ghana. The Ghana Investment Promotion Center was in charge of promoting and facilitating investments inside*

Ghana. Investors were eligible for a variety of privileges and incentives via the GIPC, such as exemptions from paying taxes and assurances against being expropriated.

In addition, during the interview with P61, who served as a communication minister, he stated that: *although, we sometimes feel disappointed with the trajectory of the Vision 2020 plan, we cannot also neglect the positives it came with, for example, the National Communication Act that was passed in 1996 was due to the process of helping achieve the Vision 2020. The purpose of this law is to provide guidelines for the Ghanaian telecommunications sector. The National Communications Authority was set up to promote and regulate the country's communications sector. The NCA is in charge of maintaining order and efficiency in the sector. If you could recall, internet access was initially made available in Ghana in 1993, making it one of the first countries in Africa. By February 2014, Ghana had the third fastest household download speed on the African continent and the 110th fastest household download speed out of 188 countries globally. This ranking was based on an average household internet speed of 5.8 Mbit/s, which was essential for achieving the goals of Vision 2020.*

It is also worth mentioning the assertions provided by P86 and P92; it was observed that Parliament is in charge of setting its own agenda, and the executive branch has no power to dissolve the legislature or compel a vote on a measure. Additionally, Parliament has the right to either adopt or reject a resolution. Hence, according to P13, Parliament established the Local Government Act in 1993 after realizing the NDPC the mandated body to spearhead the Vision 2020 plan were unable to submit a report a year after its adoption. P13 explained that: *since they (the overseers) had anticipated frequent submissions of monitoring information from agencies and assemblies to parliament, the NDPC team devised monitoring forms to gather feedback information but lacks the means to put this system into action. Not only were the principal*

Vision 2020 objectives and targets not trackable using the indicators designed to monitor the first step framework, but most of the indicators were implementation phases or output variables tied to the Action Plans. Hence, Parliament came in to try and rectify this situation. Thus, P13 stated: to decentralize government in Ghana, the Local Government Act law was enacted. It provided the foundation for the formation of district assemblies and gave them the authority to direct the growth of their own districts. This was crucial for attaining the objectives of Vision 2020 since it made sure that development was distributed equitably throughout the country rather than centered in metropolitan regions.

The Local Government Act passed by Parliament enhanced the coordination between the NDPC and municipal and district assemblies, which helped in preparing medium-term policy framework. This led to several other laws such as the Education Act in 2008. According to P70: *The Education Act of 2008 law laid the groundwork for the implementation of the Free Compulsory Universal Basic Education (FCUBE) program in Ghana by providing the legal framework necessary for its execution. The policy's overarching objective was to ensure that all children of school-going age had access to a basic education that was both free and mandatory to attend. This was an essential part of Vision 2020's overall mission to guarantee that all people had equal and convenient access to education.*

Despite the fact that Ghana's Vision 2020 was designed in accordance with a constitutional clause that obligates the government to simplify and provide the necessary push for the enhancement of the financial, political, and social well-being of Ghanaian citizens, some of the parliamentarians interviewed, especially P46, established that: *There has been more partisan support for Vision 2020 than there has been support from a wider basis. Regarding the continuation of the political commitment to the Vision 2020 initiative, it has never been clear*

what the expected attitude and posture of the next government would be in this regard. The political landscape in Ghana has been characterized by strong partisan affiliations and a tendency towards a “winner takes all” approach, which has had the unintended consequence of fostering a culture of clientelism.

As a result, P100 also affirmed that: due to the partisan nature of the politics in Ghana, some in the political establishment saw Ghana’s Vision 2020 as a political group’s attempt to satisfy the masses and thus used the idea of the constitutional mandate for an integrated social and economic policy framework for the country’s future growth and prosperity as a way to just score a political point. Thus, Ghana’s Vision 2020 has not been widely adopted by other political parties.

It appears that Ghana’s developmental progress has not kept up with its extensive experience in development programing, possibly due to a variety of factors. As noted in the discussion with P58: There have been instances of changes in political and administrative leadership, with each new leader bringing their own unique approach and vision. This has sometimes resulted in a shift in priorities and policies. It has been observed that certain ministries have experienced a higher turnover rate of ministers, with some having up to five or six ministers within a 4-year period. Some ministers never get a chance to settle in before they are transferred or sacked, which disrupts the execution of plans.

The inactivity of elected officials and the increasing dependence on aid from other countries has only served to make an already difficult situation even more difficult. P28 explained that: there are a number of factors that worked against Ghana’s Vision 2020 plan, including the low level of domestically generated government revenue, high level of government debt, the difficulty of gaining access to foreign capital at a reasonable rate, and inefficient state-

owned companies. The weight of Ghana's substantial debt and the rising amount of the country's overall debt put a strain on the country's public finances. Because of this, the funds that the different assemblies needed to run their activities or implement the plan were often released late or not at all.

Within the Ghanaian political space there is a pervasive notion that politicians come and go, and that those who normally win their seats are those who contest at the strongholds of a political party, and thus able to retain their seat. This mostly causes the leaders to partially distribute resources across the country, notably in their strongholds. P2 and P11 were of the opinion that: *the diversion of limited resources mostly to political parties strongholds with the mantra of "resources go where loyalty is" has over the years led to corruption, particularly fraud in the procurement of goods and services, which has subsequently exacerbated existing gaps in infrastructure and service delivery while also weakening development and the public's trust in the state to implement any long term strategic plan to which the Vision 2020 is not an exception.*

Consequently, despite the fact that Ghana displays many of the hallmarks of a well-functioning electoral democracy, its political struggle and party landscape are not fundamentally driven by well-developed political ideas. There is an issue that must be resolved regarding whether or not partisan identities may still exist in this setting if there is no ideological foundation. This is evident from the assertion by P82 that: *A major issue we normally do not take notice of but was a major problem for the ineffective implementation of the Vision 2020 was the issue of leadership. Various leaders come with their ideas and motives which often leads to the frequent and unanticipated dissolution, establishment, and merger of ministries, which often need months, if not years, of organizational and budgetary adjustment to accommodate. This*

situation delays the projects and to me it is a major factor why Vision 2020 couldn't yield the much-anticipated fruit."

From the responses gathered, it is observed that there is a shift towards an incremental development planning approach, however, this plan is based on what the government in power deems to be in the interest of the Ghanaian populace and instead of what has been documented to follow. However, when seen as a whole, the Ghanaian Parliament was a significant player in the formulation and execution of the Vision 2020 strategic plan. This plan has been crucial in directing the country's socioeconomic growth over the course of the last several decades, although it came with its own unique challenges.

Perspectives on Ghana's Vision 2020 Success

The second section of the results under the progress of Vision 2020 was related to the perspectives of Ghana's Vision 2020 success. I separated these findings into two groups, namely: Perspectives on Achievements and Perspectives on Failures. Questions 4, 5, 7, 10, 11, 12, 13, 14, 16, 17, 18, 20, and 21 from the study protocol form the baseline or foundation for this section.

Perspectives on Achievements. Over the course of the interview, participants were questioned on how Ghana has performed so far in terms of the procedures and results of its Vision 2020 development plans. As a result of the interviews, it became clear that the National Democratic Congress (NDC) administration established the course of action for the Ghana's Vision 2020 by initiating a National Development Planning Commission (NDPC). It was a government that had risen from a military administration, so it was conversant with the challenges that Ghanaians face in their military era. As a result, it intended to enhance the quality of life for all Ghanaians by lowering the rate of poverty, increasing living standards via a

steady rise in national income, and ensuring a fairer distribution of the gains that resulted from these efforts.

There are the five pillars on which Ghana's development is based as defined by the government in Ghana's Vision 2020: human development, economic growth, rural development, urban development, and an enabling environment. The goal of human development was to guarantee that the benefits of progress were shared or distributed to all citizens, regardless of where they lived or what resources they had at their disposal. The goal of economic growth was to provide conditions for a free and competitive market economy in order to accelerate the country's economic development and guarantee the greatest possible standard of living for all Ghanaians. Real gross domestic product growth of 7%, yearly inflation of 8%, and poverty reduction by the year 2000 were also discussed. In addition, it attempted to enhance the quality of life for all Ghanaians living in rural regions via rural development and to promote a more spatially equal and reasonable distribution of people amongst towns of varied sizes via urban development. Poverty was a major factor in both rural and urban growth. All segments of society were expected to contribute to a steady and accelerated pace of economic and social growth within the enabling environment.

A brief examination of the Ghana Vision 2020 development in rural and urban areas reveals the government's emphasis on alleviating poverty in each of these subjects. Hence, a holistic assessment from 10 interviewees showed that: *Despite the fact that Ghana was unable to meet the objectives of Vision 2020, the economy has since become one of the countries in Africa with the highest rate of economic growth. The country has made significant headway in both the achievement of our expansion goals and their subsequent consolidation. There has been a noticeable improvement in the overall level of poverty. In point of fact, Ghana was the first*

nation in Sub-Saharan Africa to accomplish the Millennium Development Goal 1, which is the objective of reducing the rate of people living in severe poverty by half. Both the health care delivery system and the social and economic infrastructure have seen significant advancements recently.

The Ghana's Vision 2020 results have been good, albeit not to the degree that the government expected. Extreme poverty rates have decreased from 36.5% in 1991-1992 to 18.2% in 2005-2006. The 18.2% decrease in extreme poverty shows that governments are dedicated to addressing poverty challenges. On the other hand, the proportion of persons categorized as poor in 1991-1992 decreased from 51.7% to 28.5% by the end of 2005-2006, and further to 23.2%. Another respondent said that while there was opportunity to advance Ghana's development goal, notably inflation levels: *macroeconomic stability and poverty reduction have been demonstrated throughout the years with the implementation of Livelihood Empowerment Against Poverty (LEAP) program.*

Two respondents said that Ghana's agricultural strategy and plan (1994-2000) under the Vision 2020 framework helped the country get international attention, which in turn led to a mention of the country's progress in the agricultural sector in the 1999-2000 World Development Report. Storage and marketing infrastructure, as well as agricultural extension services, were provided as part of these beneficial policies and programs. Moreover, implementing the Vision 2020 agenda made healthcare more accessible and inexpensive, because the cash-and-carry system was replaced in 2003 by the National Health Insurance System (NHIS), according to another respondent.

Several of those interviewed said that the expansion of educational opportunities at all levels—from elementary to university—was one of the most noteworthy results of the recent

emphasis on making the private sector more competitive. Some have argued that the establishment of a National Youth Employment Plan should be recognized as a landmark event in the country's developmental history.

Perspectives on Failures. Several reasons have been attributed to the failure of Ghana's Vision 2020 plan. Interviewees were questioned especially on Questions 15 and 17 of the study protocol about the issues preventing Ghana's development ambition. There were 11 participants in the interview who noted that issues such as a lack of political commitment were major factors. Notwithstanding public dialogues, various government's approach to development was statist. The difficulties that Ghana has in achieving its development objective are summed up by the absence of political will; as previously discussed in the literature, "political commitment and determination are lacking in Ghana in order to properly carry out plans" (Addy et al., 2021, p. X).

As reported by 5 participants, the lack of cooperation between the National Development Planning Commission (NDPC) and the Ministry of Finance and Economic Planning (MOFEP) in regard to Ghana's Vision 2020 was responsible for the project's failure. According to these interviewees, the plan's economic and budgetary administration were left to the MOFEP, while the NDPC was given relatively little to do. It was already difficult for the MOFEP to grant funding since the true cost of the project was ignored. The finance ministry promised that yearly budgets would be reflected in policies and programs, but this did not come to fruition.

One technocrat who was a founding father of the NDPC with more than 20 years of experience asserted that institutional weakness was a major factor for the failure of Ghana's Vision 2020. Elaborating further, P5 explained that the president of the republic is given the power based on Article 85 and Article 87 in the Constitution of Ghana to appoint the head or

chairman of the NDPC. He asserted, using the article as a reference: *The president, in collaboration with the Council of State, shall appoint the Chairperson of the Commission. This chairperson is required to be responsible to the president and advise the president on development planning policies. The commission is expected to perform its function and other important functions per the directive of the president.* According to P5, this act posed serious challenge since it placed a partisan element to the work of the NDPC since its leader is not fully autonomous. Hence, it comes as no surprise that the plan failed to achieve its objectives.

Moreover, P74 noted that the country's development objective has been hampered by a lack of adequate monitoring and assessment methods, a lack of data, and high inflation levels. P74 further stressed that citizens have seen inflationary digits rise and fall, and so: *people are not interested in single-digit inflation, but rather in seeing some change in their working and living situations.*

In another development P29 observed that: *Lack of comprehension, which results in the implementation of such plans just to appease foreign development partners or as a copy-and-paste exercise from industrialized countries, might be the cause of the lack of motivation to adhere to or pay close attention to these long-term development plans.* However, P57 claims the country's failure to achieve Ghana's Vision 2020 to be a result of bribery and corruption, elaborating: *I know bribery and corruption are the major social canker impeding the country's growth but have not seen someone who wants to contribute to a development project but was asked to pay bribe before contributing to the success of a development project. I believe it is because bribes are offered in secret. In my opinion bribery and corruption must not be entertained in any country, be it a developed or developing country.*

Another important contribution to the failure of the Ghana's Vision 2020 was the fact that developmental projects started by one political party were then abandoned by the next political party. In affirming this situation, P40 stated that: *Unfinished development projects are very common in Ghana. Governments in Ghana are noted for abandoning development projects initiated by their predecessors. The common reason assigned for this is that the government in power do not want their predecessor to get credit for a project they have completed.*

There were eight participants who felt that culture and religious identities hindered Ghana's development. The comprehensive views of P9, P17, P25, P37, P49, P65, P67, and P99 demonstrate that: *Traditionalist conservatism, which places too much focus on the ideas, norms, conventions, and traditions, are a major factor for the failure in achieving the Vision 2020 plan. Our societies, institutions, and infrastructures are sluggish to change. We are not yet prepared to adjust our beliefs, norms, and practices to reflect the current cutting edge of progress. Even though it is important for us to maintain the customs set down by our ancestors, we shouldn't keep doing things and believing in things that have no scientific foundation or proofs.*

Challenges of Vision 2020

The final part of the results section accounted for the challenges faced in the implementation of Ghana's Vision 2020. The challenges surrounding that development plan can be attributed to a number of factors. Thus, the findings were grouped into six major themes that accounted for this: 1) The planning did not involve the average citizen, 2) The success of Vision 2020 was impeded by political infighting, 3) Reckless spending, bribery, and corruption, 4) Lack of corroboration between government agencies responsible for national development, 5) Institutional flaws and weakness, and 6) Transformational leadership's impact.

The Planning Process Did Not Involve Average Citizens

The fundamental challenge that faced the successful implementation of Ghana's Vision 2020 was the failure to involve the average citizens of the country. Among the participants interviewed, individuals who had a lack of understanding of Ghana's Vision 2020 were either students (especially the one in the rural area) or average Ghanaians who were not working directly with the NDPC or in the public sector. Ghana has a history of national development planning dating back to the British Governorship of Sir Guggisberg and continuing through the Provisional National Defense Council (PNDC) era. However, citizen participation in the planning process has been insufficient.

The only positive outcome was the enforcement of the decentralization system. The goal of Ghana's decentralization program was to increase public involvement and ownership of the political system by shifting from an authoritative approach to one that is more consultative of administration and by disseminating authority, competency, and resources to the district level. Thus, the decentralized system was to guarantee the active participation of the people as well as service providers in the establishment of planning and development program implementation priorities as well as the administration of development programs. However, this act of decentralization—which has legal support and elements from both the Ghanaian Constitution and the Local Government Act (Act 462 of 1993)—was diffused due to the fact that the average citizenry only had a say during elections, and not on national agenda issues such as the planning process of the country. Moreover, the district and municipal executives who act as representatives for the people at the district level are always appointed by the incumbent government who uses them for their own gains.

The planning system or process of the long-term development plan for Ghana which received massive attention in the country only focused on specific stakeholders who were involved in determining national goals and policies, preparing plans and programs, identifying national priorities, setting attainable targets, and reviewing performance. The process did not involve a necessary referendum, which would have provided an opportunity for ordinary Ghanaians to participate in decision making. As a result, Ghana's Vision 2020 quickly deflated because average citizens did not know the in depth of the program and thus failed to hold successive governments accountable. Excluding the average citizenry from the planning process resulted in a lack of transparency, accountability, and public support. It is therefore not surprising the outcome of Ghana's Vision 2020 was characterized by inadequately addressing the needs, concerns, or aspirations of the populace. The act of exclusion had a detrimental effect on the credibility of the planning process.

Success Was Impeded by Political Infighting

The potential success of Ghana's Vision 2020 was impeded by political infighting. Programs and initiatives frequently result from the implementation of government policy. Given that government programs and projects are the barometers of economic growth, their accomplishment is essential to the success of any government. Therefore, it is impossible to overstate the significance of government initiatives and projects to national growth. However, Ghana's partisan politics and "winner takes all" approach have unintentionally resulted in excessive clientelism, which has negatively impacted many of its development initiatives and programs. In spite of the fact that Ghana demonstrates many of the hallmarks of a well-functioning constitutional democracy, its political landscape and competitiveness are not innately driven by profound political beliefs. One could make the case that the current political stability

in Ghana may have a favorable impact on government initiatives and projects. However, the situation was different in the past. There have been some challenges that the various developmental projects in Ghana must overcome, including those initiated by the previous government that are required to be completed by the next government. These challenges have been attributed to instances of non-compliance with established rules and regulations by government officials.

Political infighting was a major challenge to the success of Ghana's Vision 2020 policy because it led to more frequent policy changes, creating volatility and thus, negatively affecting the performance of the policy framework. Politicians in Ghana exert a significant amount of influence on developmental projects, and the majority of the time, such projects run into difficulties as a direct result of politicians playing political games with them. There have been several reported instances of projects being shelved because of changes in government. This topic is now receiving significant attention and discussion among the broader public. Due to political infighting between the two major political parties in the country, governments are unable to carry on the work of their predecessors because they do not consider the project to be part of their campaign promises.

Nonetheless, rather than exhibiting impeccable statesmanship conduct and setting a positive precedent, political leaders in Ghana behave in a partisan manner by politicizing developmental projects. In some cases, the entire membership of an opposition party chose to abstain from parliamentary proceedings due to disagreements over project bills, but the ruling party decided to proceed with the said projects, given their majority status in Parliament. It is worth noting that in Ghana's parliamentary system, voting is determined by a simple majority, as exemplified in the implementation of a proponent of the Ghana's Vision 2020 policy—that is,

the National Health Insurance Bill (NHIS) of September 14, 2003, where the opposition boycotted parliamentary proceedings, only for the incumbent to go ahead with the bill. One could posit that the political landscape in Ghana may exert an impact on the implementation of public initiatives within the country as a whole.

With this in consideration, it was not surprising that the prevailing sentiment amongst most of the interviewees was that political parties should not necessarily be the primary entities responsible for charting the course of national development. Rather, it is the duty of the National Development Planning Commission to provide guidance to successive president and current administration regarding the optimal trajectory for the country's development, as stipulated in the constitution. In their perspective, political parties have a limited tenure and therefore face challenges in devising and implementing a comprehensive development policy framework within their term. As per the statements of the interviewees, it would be deemed unacceptable for political parties to formulate policies pertaining to development. The fundamental inquiry pertains to the feasibility of formulating a national development policy that is devoid of political undertones and encompasses all segments of the population.

Reckless Spending, Bribery, and Corruption

In Ghana, government corruption is a pervasive problem, and the general public—especially individuals who hold high positions—accepts it as the standard. For example, according to Bedzrah (2016), for a Ghanaian parliamentarian who is the chairman of Parliament's committee on Government Assurance in Ghana, "the act of receiving gifts as a leader is a long-standing tradition that has been ingrained in Ghanaian culture" (p. 2). Thus, conversations about corruption and its repercussions are prevalent. According to Wenyah

(2022), this pervasive malignancy has had an influence on every facet of government throughout the course of history, including the implementation of Ghana's Vision 2020.

The bribery and corruption which impeded the progress and successful implementation of Ghana's Vision 2020 originates from the politics of public sector appointments. It was observed that politicians have certain policy preferences, and therefore choose to appoint administrative or public sector personnel who share similar inclinations to their work in prestige public agencies. Hence, it is a common practice for public sector officials to undergo changes whenever a new government or governing coalition assumes political leadership. This fosters corruption as it enables politicians to use their position through their appointees to unlawfully engage in the act. Moreover, bribery is another consequence of the fierce competition that exists between firms to win government contracts. Bribery and corruption have been found to have detrimental effects on the economy, rendering policies and development programs—especially Ghana's Vision 2020—ineffective, tarnishing the successive government's image, and diminishing its prestige.

At the heart of bribery and corruption cases in Ghana lies the fact that a significant number of elected officials and government personnel are motivated by self-interest. This has led to reckless spending on projects just to amass votes instead of prioritizing directed projects as aligned in the Vision 2020 plan. Regrettably, this frequently results in the neglect of regions with a limited electorate. This suggests that regions with a consistent voting populace who consistently support a specific political party or candidate are disregarded, while regions that have the potential to shift their support between political parties and candidates receive a greater allocation of financial resources. Resources were allocated hastily and recklessly, with little consideration given to how the funds would be utilized.

Most officials prefer to be involved with prestigious projects; even though allocating funds towards maintenance and rehabilitation of infrastructure is imperative, for politicians, this does not garner the same level of public attention as the ceremonial act of inaugurating a new project. This results in politicians who recklessly spend an outrageous amount on a new project, leaving previous projects unfinished—especially those that were started by their predecessor. Unfortunately, this behavior frequently results in politicians conceding to accept bribes, which are often disguised as donations, from unscrupulous contractors, suppliers, and developers. This results in the construction of an erroneous project in an unsuitable location, the appointment of unskilled contractors, or the utilization of unsuitable equipment and materials. There is a connection between bribery and corruption, politics, and development, as it has been observed that the necessary structures required for development can be negatively impacted. In some cases, as indicated by interviewees, there have been reports of resources intended for human and social development—such as roads, schools, and hospitals—being redirected into unauthorized accounts. Therefore, it is important to ensure that development projects consider the social, ecological, and economic impacts of people’s actions both now and in the future. Corruption can have a destabilizing effect on this balance, with Ghana’s Vision 2020 program being a clear example to this fact.

Lack of Collaboration Between Government Agencies in Charge of National Development

One of the primary obstacles for Ghana’s Vision 2020 was the need for more collaboration between the National Development Planning Commission (NDPC) and the Ministry of Finance and Economic Planning (MOFEP). According to several investigations, the Ministry of Finance and Economic Planning was responsible for Ghana’s Vision 2020 economic and budgetary management, while the National Development Planning Commission was only

given a minimal role. Because the actual cost of the development project was neglected, it was difficult for the Ministry of Finance and Economic Planning to award money for the execution of development projects.

Institutional Flaws and Weakness

Institutional weakness was a challenge and can be closely attributed to the lack of coordination between two government entities accountable for national development. This is because Articles 85 (2) and Article 87 of the Ghanaian Constitution empower the President of the Republic to choose the head or chairman of the National Development Planning Commission, the entity responsible for development framework coordination, monitoring, and evaluation. This situation made the NDPC a partisan institution that is not self-sufficient, either conceptually or practically. This impedes national development since it allows political activity to infiltrate the NPDC's work because its head needs complete autonomy.

Transformational Leadership's Impact

Transformational leadership had an impact on the development agenda as well, because this leadership style allows for more flexible and adaptable responses to potential changes. Almost every component of the plan was flowing well when the late President Rawlings and his National Democratic administration implemented it, almost every component of the plan was proceeding well until the New Patriotic Party headed by President Agyekum Kufuor took over from Rawlings and his party. Because the NPP's leadership was not transformational, they made unilateral judgments without considering how their actions would affect the nation and its population. When they realized they could not follow the plan's principles due to their inability to apply transformational leadership principles, they abandoned it and in favor of implementing a new development strategy.

Participants Desired to Make Recommendations

The majority of the participants interviewed shared the perspective that mainstream politics has delved deeply into the foundation of Ghana's policy projects, which limits the country's potential. They expressed the belief that development policies and frameworks should have a national focus and be devoid of political focus. Several of the interviewees said that although they do believe things are getting better, there is still a need for thorough preparation rather than improvising. They recommended that a national consultative conference on a nationally owned development vision should be devised, and its implementation should be placed in the hands of think tanks and NGOs. Other participants said that if the nation had any hope of tackling its developmental issues, the NDPC needed to participate in effective monitoring and assessment.

A few more interviewees (about 25%) mentioned the subject of the data. They believed that the data curation unit at the NDPC, which are responsible for collecting national statistics, should be given the encouragement they need to provide accurate data so that succeeding administrations utilize it in their plans. Moreover, they argued that the data under their control should be updated to reflect the data obtained. Two participants indicated that the entity responsible for development framework coordination, monitoring, and evaluation should be made non-partisan. It must be made self-sufficient both conceptually and practically. Thus, to be free of political influence and provide it some operational autonomy, they recommended that the NDPC must be changed to the National Development Planning Authority (NDPA). By doing so, it will neutralize the constitutional mandate required of the commission.

Summary

In this chapter, I presented the findings of the research question. I analyzed the interview data and presented the information that was gleaned. These findings provided clear and robust insight previously not described. In the following chapter, I discussed the interpretation of the findings.

CHAPTER FIVE: DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

Overview

In the course of evaluating existing literature, I discovered that no research study has been conducted investigating Ghana's Vision 2020 development plan in relation to the bribery and corruption or lack of transformational leaders and how that affected the development plans. Moreover, none of the studies published in this category analyze various groups such as rural and urban citizens, chiefs, clergy, politicians and how they viewed Ghana's Vision 2020 plan. Therefore, I addressed this gap by investigating Ghana's Vision 2020 and its success or failure from the perspective of Ghanaian politicians, academics, traditional rulers, residents of rural and urban communities, average Ghanaians, and the personnel of the National Development Planning Commission (NDPC).

The nature of the study was a qualitative research case study designed around the framework of transformational leadership in Ghana's Vision 2020. My theoretical framework for the study is the modernization, globalization, and dependency theories. To that end, I investigated the following question: the perspectives of Ghanaian political leaders and citizens concerning the development and implementation of the Ghana Vision 2020 development plan. Based on the research question, data were obtained from key public service personnel from the NDPC, politicians, chiefs, and others through informal interviews and interactive discussions.

The present chapter encompasses the analysis and interpretation of the obtained results, suggestions for potential research endeavors, and final remarks. In addition, the present study acknowledges its limitations, discusses its potential implications, and presents a comprehensive conclusion.

Summary and Discussion of Findings

In this section, I discussed the main findings of the research and related it to the literature since there is scant research studies with respect to the subject under consideration. The overall finding of the study was that there are several generalized perspectives surrounding Ghana's Vision 2020 policy, which is influenced by the process, progress, and effectiveness of transformational leadership and challenges. However, I discussed the main findings of this research in relation to the theoretical framework employed in the study concerning the theories of modernization, globalization and dependency. The discussion of the findings was focused on the major topics and themes as generated from the data provided by participants.

Firstly, I discussed the process of Ghana's Vision 2020 development plan which focused on two key topics; that is, the effectiveness of the development planning process and the effectiveness of transformational leadership influence. The modernization theory laid the foundation for this goal. The theory is based on the premise that *the advancement of* technology can lead to an increase in global wealth. This theory further suggests that low-income nations have the potential to follow the same path as wealthier, modernized nations. As a result, Huntington (1968) and Inkeles and Holsinger (1974) see modernity as a process of societal transformation. This assertion laid the foundation for Ghana's Vision 2020. In the early 1990s the former president of Ghana, Jerry John Rawlings, submitted a document to Parliament which presented a comprehensive and enthusiastic strategy aimed at enhancing various aspects of the country's progress, including human and economic advancement, urban and rural development, and modernization of infrastructure. The objective was to emulate the approach taken by Singapore. In Rawling's perspective, Singapore has rapidly advanced from being a third-world nation in the 1960s to a middle-income country within a short period of time. Other researchers

such as Brenya et al. (2017) have argued that the modernization theory lays the perfect foundation for setting development plans and does have an effect on the development planning process of a country which helps bring reforms to that setting. For example, Paul (2017) states that the modernization theory endorses the notion of external global systems and processes that impact development.

In this study, I found that majority of the interviewees indicated that the goal for this long-term development plan was motivated by the fact that Ghana wanted to move in the same trajectory as Singapore. Moreover, interviewees who were directly involved in the planning of Ghana's Vision 2020 document consistently cited Singapore as the model for the development plan. Although findings from the current study shows that the development planning process was effective because it changed the course of affairs from a top-down centralized system to a more participatory decentralized planning approach as supported by the study of Tandoh-Offin (2013), the current study's findings went further to reveal that this process only centered on stakeholders such as district assemblies, the national house of Chiefs, Ghana real estate developers association, some selected private think tanks, some NGOs, Private Enterprise Foundation (PEF), Ghana National Association of Farmers and Fishermen (GNAAF), National Council on Women and Development, the Ghana Education Trust Fund (GetFUND), and left out other key stakeholders such as the National Commission for Civic Education (NCCE), the Commission on Human Rights and Administrative Justice (CHRAJ) and the average citizen. Although there was room for improvement in terms of the level of participation, the introduction of decentralization and the restoration to democratic governance made the issue of the development planning process effective as at that time. Many believed this was this was due to

the influence of His Excellency Jerry John Rawlings, who was a true transformational leader for the country at that time.

According to Korejan and Shahbazi (2016), it has been shown that transformational leadership does, in fact, have a significant impact on those who follow its example, especially in the public sector as well as on the process of bringing change to that sector. Participants interviewed consistently indicated that the long-term development plan came to fruition due to the transformational leadership skills demonstrated by President Rawlings, who had the vision to move Ghana into a middle-income economy by the end of year 2020.

Secondly, the findings under the progress of Ghana's Vision 2020 development plan revealed that the country has enjoyed appreciable levels of development, however this was mostly in urban areas as opposed to rural areas. The level of understanding of Ghana's Vision 2020 was very much appreciated by urban chiefs as compared to their rural counterpart chiefs. The majority of rural chiefs interviewed lamented on the developmental challenges they faced in their community, such as housing, health, poverty alleviation, sanitation, employment, and so on. This diffuses the main motive for the development of Ghana's Vision 2020 strategic plan, which as summarized by Tandoh-Offin (2013) was to attain the status of a middle-income economy by the year 2020 to be achieved through the concerted efforts towards enhancing human development, fostering economic growth, promoting rural and urban development, and creating a conducive environment for progress.

In most developing nations, it is a common practice to establish a policy or project only for that project or policy to be abandoned and left incomplete. This is a testament of Ghana's Vision 2020. The findings from interviewees showed that the notion that the country possesses a comprehensive plan for development is a theoretical construct that has yet to be fully realized in

practical terms. Thus, although there were development strategies to be adhered to, it was overshadowed by various government development agendas from different political parties who held power in government. Hence, it was only on paper that opposing political parties were involved in the creation of these development plans, strategies, or agendas. But the country has not observably benefited from them in regards to implementation.

Ghana's Vision 2020 is one of these initiatives, which Jerry Rawlings established to boost Ghana's status and level of living by the year 2020. One of the plan's key objectives was to consolidate the nation's accomplishments during the preceding decade and provide the groundwork for quicker development (Begashaw et al., 2000; Gagakuma, 1998). Nevertheless, such plans continue to face setbacks. Researchers such as Eja and Ramegowda (2020) attribute part of the challenges to leadership's inability to envision and prioritize development properly. Others argue that a variety of factors such as a lack of accountability from project managers and leaders, insufficient funding and poor resource management, a lack of public officials' skills, and corruption contribute significantly to development failures (Gberevbie et al., 2017). Priority misalignment, lack of plan discipline, inadequate feasibility evaluation during planning, lack of comprehensive data, political instability, inefficient executive capability, and public sector inefficiencies all pose as obstacles to national growth (Godbless et al., 2019). Other challenges are embezzlement of projects' funds and a lack of training and knowledge regarding development or project management. Challenges like favoritism, nepotism, cronyism, and local populations' lack of engagement in planning, project execution, and operations related to a country's development impede the growth of a country (Gyampo, 2016).

The findings of the study were in line with some assertions reported in literature. For example, it was observed from the interviewees that the fundamental challenge that faced the

successful implementation of Ghana's Vision 2020 was the failure in involving average citizens of the country. Among the participants interviewed, individuals who had a lack of understanding of Vision 2020 were either students (especially those in rural areas) or average Ghanaians who were not working directly with the NDPC or in the public sector. Gberevbie et al. (2017) states that such situation results in the lack of transparency, accountability, and public support. It is therefore not surprising that the outcome of Vision 2020 was characterized by inadequately addressing the needs, concerns, or aspirations of the populace. The act of exclusion had a detrimental effect on the credibility of the Vision 2020 policy. Moreover, Godbless et al. (2019) asserted that the findings of the study also showed that political infighting was a major challenge in the success of Ghana's Vision 2020 policy because it led to a more frequent policy changes, creating volatility and thus, negatively affecting performance of the policy framework. In addition, the findings of the current study were in line with study of Gyampo (2016), who asserted that challenges such as bribery, corruption, and embezzlement of projects' funds impede the development of projects in Ghana. Engagement with interviewees showed that the bribery and corruption emanate from the politics of public sector appointments. It was observed that politicians have certain policy preferences, and therefore choose to appoint administrative or public sector personnel who share similar inclinations to their work in prestige public agencies. Thus, engagement with interviewees reveals that they believed it is a common practice for every political administration around the world to put forth a strategic plan of action for its tenure in office; however, it will take a transformational leader to find a visionary strategic plan that influences already documented projects or plans.

The primary interpretation of the findings as described above reveals different perspectives on the process, progress and challenges associated with Ghana's Vision 2020

policy. Importantly, it reveals that transformational leadership must have an impact on followers, in order to see to the completion of projects, and once seen and experienced, such leadership should engender a desire to practice it and extend that experience to others.

Implications

The current study becomes the first to look at Ghana's Vision 2020 incorporating the perspective of various personnel such as politicians, chiefs, clerks etc. As a result, this study contributes to the existing body of knowledge by elucidating the perspective of individuals and several key stakeholders and how the incorporation of transformational leadership influences the activities surrounding Ghana's Vision 2020. The findings in this study are in line with other studies conducted in literature. Concerning the challenges of Ghana's Vision 2020, I discussed how "the planning process did not involve the average citizen" which is a unique observation in the scope of the subject matter. While establishing that fact, I mentioned how the decentralized system was established as a means of providing an avenue for individuals at the district level to engage in government affairs. However, I was quick to point out that the appointment of these individuals was done by incumbent governments and thus diffused the rationale for their task since they end up being used by the government for their own agenda. Moreover, the average citizen had a different perspective of Ghana's Vision 2020 compared to that of district municipal assemblies, even in the same community as observed in the current study.

In addition, researchers such as Tandoh-Offin (2013) indicated that as a component of Vision 2020, the decentralization process called for strong and effective coordination by district assemblies (DAs) in the development and administration of human settlements. Also, because of their close contact with the people, DAs play a crucial role in the implementation or development process, as well. Godbless et al. (2019) and Gyampo (2016) were mentioned in this study,

although none of these researchers focused on the holistic process, progress and challenges of the Vision 2020 policy. Moreover, the perspectives of stakeholders were missing in their study.

Delimitations and Limitations

Studies utilizing qualitative content analysis are dependent on subjective interpretations and may possess inherent limitations. Given that, as the researcher, I served as the primary instrument for data collection and analysis in the current study, it is plausible that my personal background and expertise could have potentially impacted their cognitive processes. It is also plausible that certain intrinsic constraints during the data sampling and data collection procedures could have exerted an influence on the results of this investigation. Regrettably, a definitive statistical algorithm for the selection of participants was not available, hence, the process of participant selection was subjective, as it relied on the accessibility and willingness of individuals to partake in the study.

Moreover, two out of Ghana's sixteen administrative regions were used for the study. The Greater Accra region was used to represent the urban settlement while the Western North region was used to represent the rural settlement. Hence, the perspectives as generated in this study was based on individuals from these regions. It is therefore possible that different perspectives may be observed from individuals located in different regions other than those used in the current study. In addition, the content analysis was based on my interpretations from the engagement I had with interviewees. Thus, it is also possible that in using the same information, other researchers may interpret the findings differently than I did and may produce different conclusions.

Recommendations

The interviews show that Ghana Vision 2020 enabled the country to achieve some level of development but could not meet more significant portion of its set goals despite the country swimming in abundant natural and human resources. From the interview, this situation can be attributed to the following political challenges: the country's decentralized governance, the legal ambiguity surrounding the role of traditional rulers/authorities. For instance, Ghana's three-tier structure (the National government, Regional Coordinating Council and District Assemblies) with political power at the top limit the ability of local actors to address complex development problems. Traditional authorities are guardians of lands in Ghana. Their position and interaction with official state institutions limit Ghana's progress. In this regard, I will recommend that further studies be conducted on the topic considering political challenges surrounding the role of traditional authorities in influencing development projects in Ghana.

Summary/Conclusions

The creation of a development plan is one of the most important factors that contribute to the achievement of development. The viability of these plans for development is dependent on the existence of appropriate institutional frameworks, the commitment of political leaders, and the establishment of a long-term national development strategy. The Vision 2020 was one of such policies Ghana implemented. It was a national policy with a multi-sectoral approach and was in line with the National Development Policy Framework and the Co-ordinated Program of Economic and Social Development Policies. The timeframe of the policy was 25 years, from 1996 to 2020. The overall objective of Vision 2020 was for Ghana to become a middle-income country by 2020 through human development, economic growth, rural development, urban development and an enabling environment. Using a qualitative case study, I investigated

Ghana's Vision 2020 and its success or failure from the perspective of Ghanaian politicians, academicians, public and private sector workers, traditional rulers, residents of rural and urban communities, and personnel of the National Development Planning Commission (NDPC). The study contributed to the existing body of knowledge by elucidating the perspective of individuals and several key stakeholders as well as delineating how the incorporation of transformational leadership influences the activities surrounding Ghana's Vision 2020. The results of this study will be beneficial to policymakers as Ghana prepares itself for yet another long-term plan, dubbed "The 40-year development plan."

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APPENDICES

Appendix A: Case Study Protocol Questions

1. Please introduce yourself to me.
2. Please tell me your worldview on development planning.
3. Ghanaians hailed Vision 2020 as one of the country's best development plans after Independence. What is your perspective on the plan as far as its success and failure are concerned?
4. If you think the plan was successful, what contributed to its success? If not, what, in your opinion, contributed to its failure? Can you give specific examples?
5. What do you think about bribery and corruption in relation to growth in developing countries like Ghana? Have you experienced or known someone who wants to contribute to the success of a development plan but was asked to bribe officials in charge of the project? If yes, what did you or the person do to rectify that situation?
6. In your opinion, why are development plans not successful in Ghana?
7. In what ways does cronyism and favoritism impede a country's growth and affect a country's development?
8. Many people blame the country's failure to grow on the lack of transformational leadership. What do you think? How does transformational leadership promote a country's development?
9. Are development planners given the needed support and authority to draw and implement plans that will raise the living standard of the people?
10. Can political interference and instability impede the development of a country?

11. Many people contend that culture and citizens' way of life fight against a country's development. What is your opinion on that?
12. How common is it for development projects to be left unfinished in Ghana? Can you give some examples
13. What political economy factors drive the non-completion of development projects?
14. What can the citizens do to reduce the non-completion of development projects in a country?
15. What role did Ghanaian political leaders play in Ghana Vision 2020's successes and failures?
16. Does the evidence of Ghana Vision 2020's challenges support underdevelopment in developing countries?
17. To what extent is Ghana's development failures different from those seen elsewhere in Africa?
18. How have culture and religious identities aided or hindered Ghana's development?
19. How do clientelism, favoritism, and political allegiance influence development planning in Ghana and other developing countries?
20. To what extent can military coups be blamed for impeding Ghana's development efforts?
21. Has foreign intervention hampered Ghana's development efforts?
22. How far can transformative leadership influence Ghana's development efforts?
23. What can be drawn from Ghana Vision 2020?

Appendix B: Consent Form

Title of the Project: A Look at Ghana's Vision 2020. What are the perspectives of Political leaders and Citizens on whether Ghana Vision 2020 has been Effective?

Principal Investigator: Kwame Aduhene-Kwarteng, Doctoral Candidate, Liberty University.

Invitation to be Part of a Research Study

You are invited to participate in a research study. Participants must be people from the National Development Planning Commission, political personalities, traditional rulers, urban dwellers or rural dwellers. Taking part in this research project is voluntary. Please take time to read this entire form and ask questions before deciding whether to take part in this research.

What is the study about and why is it being done?

The purpose of the study is to obtain, explore and analyze the perspectives and views of Ghanaian political leaders and citizens. The study will hopefully uncover principles and themes to assist the country in future development. The research is also to guide emerging nation's policy makers and planners in future development initiatives.

What will happen if you take part in this study?

If you agree to be in this study, I will ask you to do the following things: Participants will take part in an open-ended audio recorded in-person or phone interview. The interview will take about 35-40 minutes. Participants will be asked follow-up questions later if clarification is needed

How could you or others benefit from this study?

Participants should not expect to receive a direct benefit from taking part in this study. Benefits to society include government getting first-hand information about challenges confronting it in its development planning and implementation. This way development policy makers can initiate effective development planning policies that can raise the living standards of all the citizens.

What risks might you experience from being in this study?

The risks involved in this study include are minimal which means they are equal to the risk you would encounter in everyday life.

How will personal information be protected?

The records of this study will be kept private. Research records will be stored securely, and only the researcher will have access to the records. Data collected from you may be shared for use in future research studies or with other researchers.

If data collected from you is shared, any information that could identify you, if applicable will be removed before data is shared.

- Participants responses will be kept confidential through the use of codes. The interviews will be conducted in a location where others will not easily overhear the conversation.
- Data will be stored in a locked cabinet and password-locked computer and may be used in future presentations. After three years, all electronic records will be deleted, and hard copy data will be shredded.

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- Interviews will be recorded and transcribed. Recordings will be stored in password locked computer for three years and then erased. Only the researcher will have access to these recordings.

How will you be compensated for being part of the study?

Participants will not be compensated for participating in this study.

What should you do if you decide to withdraw from the study?

If you choose to withdraw from the study, please contact the researcher at the email address/phone number included in the next paragraph. Should you choose to withdraw, data collected from you will be destroyed immediately and will not be included in this study.

Whom do you contact if you have questions or concerns about the study?

The researcher conducting this study is Kwame Aduhene-Kwarteng. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact him at [REDACTED] or [REDACTED]. You may also contact the researcher's faculty sponsor, Gerald Regier, at [REDACTED].

Whom do you contact if you have questions about your rights as a research participant?

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA 24515 or email at irb@liberty.edu.

Disclaimer: The Institutional Review Board (IRB) is tasked with ensuring that human subjects research will be conducted in an ethical manner as defined and required by federal regulations. The topics covered and viewpoints expressed or alluded to by student and faculty researchers are those of the researchers and do not necessarily reflect the official policies or positions of Liberty University.

Your Consent

By signing this document, you are agreeing to be in this study. Make sure you understand what the study is about before you sign. You will be given a copy of this document for your records. The researcher will keep a copy with the study records. If you have any questions about the study after you sign this document, you can contact the study team using the information provided above.

I have read and understood the above information. I have asked questions and have received answers. I consent to participate in the study.

The researcher has my permission to audio-record me as part of my participation in this study.

Printed Subject Name

Signature

Date

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Appendix C: Recruitment Letter

Dear Potential Participant,

As a graduate student the Helm's School of Government at the Liberty University, I am conducting research as part of the requirements for a doctorate degree in Public Administration. I am conducting research to better understand development challenges facing Ghana and other developing nations using Ghana Vision 2020 as a case study. The purpose of my research is to find out the perspectives of Ghanaian political leaders and citizens on the successes and failures of the country's development plan titled Vision 2020, and I am writing to invite eligible participants to join my study.

Participants must be people from the National Development Planning Commission, political personalities, traditional rulers, urban dwellers or rural dwellers. Participants, if willing, will be asked to participate in an audio-recorded, open-ended phone or face to face interview. The duration of the interview will be about 35-40 minutes. Participants will be asked to make themselves available for follow-up questions via email and phone calls until the research is completed. Every interaction will be recorded with a tape recorder and/or on my cell phone. Names and other identifying information will be requested as part of this study, but the information will remain confidential.

To participate, please contact me at [REDACTED] or by [REDACTED] to schedule an interview or for more information.

A consent form will be given to you one week before the interview. The consent document contains additional information about my research. If you choose to participate, you will need to either sign the consent document and return it to me before the start of the interview, or you can sign a hard copy when we meet for the interview.

Sincerely,

Kwame Aduhene-Kwarteng

Doctoral Student

[REDACTED]

Appendix D: Recruitment Follow Up

Dear Potential Participants,

As a graduate student in the Helms School of Government at Liberty University, I am conducting research as part of the requirements for a doctorate degree. Two weeks ago, an email was sent to you inviting you to participate in a research study. This follow-up email is being sent to remind you to respond if you would like to participate and have not already done so. Please do so as soon as possible.

Participants will be asked to participate in an audio-recorded open-ended in-person or phone interview. The duration of the interview will be 35-40 minutes. Participants may be contacted to answer follow up questions if clarification is needed. Names and other identifying information will be requested as part of this study, but the information will remain confidential.

To participate, please contact me at [240-899-1937](tel:240-899-1937) or by kwameaduhene@gmail.com for more information to schedule an interview.

A consent document will be emailed to you one week before the interview. The consent document contains additional information about my research. If you choose to participate, you will need to sign the consent document and return it to me before the start of the interview, or you can sign a hard copy when you come to the interview.

Sincerely,
Kwame Aduhene-Kwarteng
Doctoral Candidate

Appendix E: Participants and Their Geographical Locations

Participant	Position	Setting
P1	Technocrat from GNDPC	Urban
P2	Member of Parliament	Urban
P3	Technocrat from GNDPC	Urban
P4	Lecturer	Rural
P5	Member of Parliament	Urban
P6	DCE	Rural
P7	Clergy	Urban
P8	NGO executive	Urban
P9	Chief	Rural
P10	Lecturer	Urban
P11	Member of Parliament	Urban
P12	Director (GNDPC)	Urban
P13	Member of Parliament	Rural
P14	NGO executive	Urban
P15	Clergy	Urban
P16	Member of Parliament	Rural
P17	Lecturer	Rural
P18	Clergy	Rural
P19	Public servant	Urban
P20	Chief	Urban
P21	Former director GNDPC	Urban
P22	Member of Parliament	Urban
P23	MCE	Rural
P24	Journalist	Urban
P25	Lecturer	Rural
P26	Clergy	Urban
P27	Staff (GNDPC)	Urban
P28	Member of Parliament	Urban
P29	Chief	Urban
P30	Clergy	Rural

Participant	Position	Setting
P31	Journalist	Rural
P32	Student (university level)	Urban
P33	Director (GNDPC)	Urban
P34	Worker (private sector)	Urban
P35	Student (university level)	Urban
P36	Staff (GNDPC)	Urban
P37	Chief	Rural
P38	Worker (private sector)	Urban
P39	DCE	Urban
P40	NGO executive	Urban
P41	MCE	Urban
P42	Member of Parliament	Urban
P43	Staff (GNDPC)	Urban
P44	Clergy	Urban
P45	Chief	Urban
P46	Member of Parliament	Rural
P47	NGO executive	Rural
P48	Worker (private sector)	Urban
P49	Lecturer	Rural
P50	MCE	Rural
P51	Member of Parliament	Rural
P52	Lecturer	Urban
P53	Lecturer	Urban
P54	Technocrat from GNDPC	Urban
P55	Chief	Rural
P56	Worker (private sector)	Rural
P57	Clergy	Rural
P58	Member of Parliament	Urban
P59	DCE	Rural
P60	Chief	Rural
P61	Member of Parliament	Urban
P62	Staff (GNDPC)	Urban

Participant	Position	Setting
P63	DCE	Rural
P64	Public servant	Rural
P65	Chief	Rural
P66	Clergy	Urban
P67	Chief	Rural
P68	Public servant	Rural
P69	Clergy	Urban
P70	Member of Parliament	Urban
P71	Lecturer	Urban
P72	Student (university level)	Urban
P73	Chief	Urban
P74	Lecturer	Urban
P75	Staff (GNDPC)	Urban
P76	Chief	Rural
P77	Member of Parliament	Urban
P78	Chief	Rural
P79	DCE	Rural
P80	Chief	Urban
P81	Chief	Urban
P82	Member of Parliament	Urban
P83	DCE	Rural
P84	Chief	Urban
P85	Public servant	Rural
P86	Member of Parliament	Rural
P87	Journalist	Rural
P88	Student (college of education)	Rural
P89	Journalist	Urban
P90	Member of Parliament	Urban
P91	Chief	Urban
P92	Member of Parliament	Urban
P93	Worker (private sector)	Rural
P94	DCE	Rural

Participant	Position	Setting
P95	Chief	Rural
P96	Chief	Rural
P97	Lecturer	Urban
P98	Clergy	Urban
P99	Chief	Rural
P100	Member of Parliament	Rural
P101	NGO executive	Rural
P102	Chief	Rural
P103	Member of Parliament	Rural
P104	Staff (GNDPC)	Urban
P105	Student (university level)	Urban

Note. GNDPC = Ghana National Development Planning Commission; DCE = district chief executive; NGO = nongovernmental organization; MCE = municipal chief executive.