

The Transformative Power of Mindset in Africa's Development: A Collaborative Governance Model for Ghana

Dr. Isaac Yaw Asiedu¹

¹ Former Lecturer, Global Learning Center :GLC – Institute for Excellence in higher Education, Tohoku University, Japan

Correspondence: Dr. Isaac Yaw Asiedu, Former Lecturer, Global Learning Center :GLC – Institute for Excellence in higher Education, Tohoku University, Japan. E-mail: nanaoyema@gmail.com; iasiedu@hotmail.com

Received: January 3, 2025

Revised: February 8, 2025

Accepted: February 15, 2025

Available online: February 20, 2025

URL: <https://doi.org/10.11114/aef.v12i1.7529>

Abstract

This study explores the role of mindset transformation in Ghana's development, arguing that shifting from an individualistic "I" mentality to a collective "We" mindset is key to overcoming governance inefficiencies. Despite its stable political environment and natural wealth, Ghana struggles with systemic issues such as corruption, weak institutions, and inefficiencies in public services. These challenges stem from societal attitudes that prioritize personal gain over collective well-being.

To address this issue, the paper introduces the Collaborative Governance and Accountability Model (CGAM), a framework linking mindset transformation with governance effectiveness. It also presents the Governance Quality (GQ) Metric, which assesses governance performance through Engagement (E), Accountability (A), and Transparency (T). Unlike traditional governance models focused solely on institutional reforms, this study emphasizes the psychosocial and cultural dimensions of governance.

Using a mixed-method approach, including qualitative surveys and in-depth interviews, the research demonstrates how fostering a collective mindset can reduce corruption, enhance institutional efficiency, and increase civic participation. The CGAM framework serves as both a theoretical foundation and a practical policy tool for governance improvements.

The findings contribute to governance studies by establishing a direct link between mindset transformation and governance effectiveness. The study ensures consistency in the application of the GQ metric throughout the analysis, integrating it into all governance discussions and visual representations. While focused on Ghana, the CGAM model offers a replicable framework for nations facing similar governance challenges.

Keywords: Africa, Collaborative Governance, Ghana, Mindset Transformation, Public Participation, Quality of Governance

1. Introduction

1.1 Background

Ghana is a Republic situated in West Africa. Despite significant economic progress and relative political stability over the last three decades, since the emergence of the Fourth Republic in January 1993, the country continues to face governance challenges that hinder its development trajectory. Studies suggest that corruption, inefficiency, and weak institutional frameworks remain major obstacles (Gyimah-Boadi, 2019; Owusu, 2020). These governance shortcomings are often linked to deeply entrenched individualistic mindsets that prioritize personal interests over collective progress.

Previous research on governance in Africa highlights the role of institutions in shaping national development (Acemoglu & Robinson, 2012). While strong institutions are essential, this study argues that mindset transformation, from an "I" mentality to a "We" mentality, plays a crucial role in governance effectiveness. Fukuyama (2018) suggests that trust and civic engagement are fundamental to creating functional governance structures, reinforcing the idea that governance outcomes depend not only on institutional reforms but also on shifts in societal attitudes.

This paper introduces the Collaborative Governance and Accountability Model (CGAM) as a framework for improving governance through collective mindset shifts. The study also introduces the Governance Quality (GQ) Metric, an empirical tool for evaluating governance effectiveness through three key indicators: Engagement (E), Accountability (A), and Transparency (T). By applying this framework to Ghana's governance context, the research provides insights

into how mindset shifts can enhance governance quality and public trust.

1.2 Research Gap and Novelty

Traditional governance studies focus on institutional reforms, policy interventions, and economic factors. This research takes a novel approach by emphasizing mindset transformation as a critical driver of governance effectiveness. To bridge this gap, the study introduces:

1. The Collaborative Governance and Accountability Model (CGAM): A framework that connects mindset shifts with governance reforms, promoting collective action and accountability.
2. The Governance Quality (GQ) Metric: A new assessment tool measuring governance performance based on Engagement (E), Accountability (A), and Transparency (T).

Unlike conventional models that focus solely on procedural reforms, CGAM integrates psychological, social, and institutional factors, making governance improvements measurable and implementable.

1.3 Objectives of the Study

This study aims to:

- Promote a collective governance culture through the CGAM framework.
- Enhance transparency, participation, and trust in public institutions.
- Develop the GQ metric to evaluate governance effectiveness.

By shifting societal attitudes toward collaboration, Ghana can improve its GQ score, leading to stronger governance structures, increased transparency, and effective leadership.

1.4 Methodology and Contribution

Using a mixed-method approach, this study integrates qualitative surveys and in-depth interviews to examine how a collective mindset enhances governance. The research makes the following contributions:

1. Empirical Validation of Mindset Transformation: Demonstrates how a shift from individualism to collectivism improves governance efficiency and civic engagement.
2. CGAM Framework: Provides policymakers with a structured tool for fostering collective responsibility and institutional accountability.
3. GQ Metric: A practical tool for measuring governance quality through engagement, accountability, and transparency.
4. Policy Implications: Offers recommendations for governance reform based on mindset-driven solutions.
5. Cross-National Applicability: Although focused on Ghana, the findings can be adapted to other developing nations with similar governance inefficiencies.

2. Problem Statement

Ghana is often celebrated as a model democracy in Africa, having successfully transitioned through four peaceful changes of government from one political party to another during the Fourth Republican era, in 2001, 2009, 2017 and 2024; these transitions arose from national presidential elections considered by international observers as credible. However, systemic governance challenges persist. Corruption, inefficiency, and political patronage hinder national progress, despite the country's abundant resources and regional leadership role (Economist Intelligence Unit, 2024).

Perhaps, a key problem of the eight-year government transition from one political party to another, is that at the end of each political cycle, the country finds itself in a deep economic crisis often involved in a stabilization programme of the International Monetary Fund. Another key issue is the deeply entrenched individualistic mindset, often manifested in narrow-view negative tribalism, patronage politics, and sectional loyalties. Public service appointments are frequently based on ethnic and party partisan affiliations, leading to inequitable resource distribution and governance inefficiencies (Anaman & Shaibu, 2024). Elections, instead of focusing on policies, often reflect ethnic and political divisions, weakening democratic participation.

The appointment system for local government officials further exacerbates governance inefficiencies. All 261 Mayors and District Chief Executives (DCEs) are appointed by the President, limiting democratic participation at the grassroots level. This centralized system reinforces elite dominance, disenfranchising smaller communities and creating regional economic disparities (Anaman & Shaibu, 2024).

Beyond governance, the "I" mentality undermines trust in public institutions, fosters corruption, and discourages civic engagement. Studies show that societies with strong collective mindsets, such as Rwanda and Singapore, have

improved governance structures, national unity, and economic resilience.

For Ghana to overcome these challenges, a fundamental shift to a "We" mindset is essential. This shift fosters inclusivity, shared responsibility, and mutual accountability, making governance more transparent and effective.

3. Study Structure

The paper is organized as follows:

1. Literature Review: Examines existing research on mindset transformation, governance quality, and collective action.
2. Theoretical Framework: Introduces the CGAM model and GQ metric as governance reform tools.
3. Methodology: Describes the research approach, including qualitative surveys and interviews.
4. Findings and Discussion: Analyzes how mindset transformation enhances governance effectiveness.
5. Implications, Recommendations, and Conclusion: Provides policy recommendations and highlights broader contributions.

By embracing a collective governance mindset, Ghana can unlock its full potential, ensuring equitable development, institutional accountability, and governance that truly serves all citizens.

4. Literature Review

4.1 Introduction

Sustainable development remains a primary challenge for developing nations, particularly in Africa, where efforts focus on poverty reduction and economic growth (Adewoyin et al., 2024; Anyanwu & Anyanwu, 2017; Ohiorhenuan, 2011; Mbaku et al., 2014). However, research suggests that mindset transformation plays a crucial role in long-term economic development (Andriushyna et al., 2020; Chrysostome, 2019; Park, 2019). This review examines the existing literature on mindset theory, governance quality, and collective action, identifying knowledge gaps and linking them to the study's objectives.

4.1.1 Governance Challenges in Ghana

The literature on governance in Ghana emphasizes the persistent issues of corruption, lack of transparency, and weak civic participation (Gyimah-Boadi, 2019). According to Transparency International (2021), Ghana continues to score moderately on corruption perception indices, reflecting ongoing challenges in public accountability. Furthermore, North et al. (2009) argue that governance quality is shaped by historical institutions, which often perpetuate elite control and limit inclusive development.

4.1.2 The Role of Mindset in Governance

Research on governance effectiveness highlights the importance of social trust and collective action (Putnam, 1993). Fukuyama (2018) emphasizes that societies with higher levels of civic engagement and shared responsibility tend to have stronger governance outcomes. This study builds on these insights by examining how mindset transformation in Ghana can foster greater civic participation and improve governance quality.

4.2 Mindset and Development

4.2.1 Understanding Mindset

Mindset refers to an individual's perception of their abilities, intelligence, and capacity for growth. Mann (2018) defines mindset as the ability to learn from failure and success, while Mercer and Ryan (2006) describe it as a core belief system about personal capabilities. Dweck (2006) categorizes mindset into fixed and growth mindsets:

- Fixed mindset: Individuals believe intelligence and ability are innate and unchangeable. They avoid challenges, fearing failure will expose their limitations (Dweck, 2013; Hochanadel & Finamore, 2015).
- Growth mindset: Individuals believe intelligence and skills can be developed through effort and perseverance (Dweck, 2006, 2013). They are resilient and see challenges as opportunities to grow.

Applying mindset theory to economic development, Chrysostome (2019) argues that Africa's growth potential is hindered by deeply embedded fixed mindsets that emphasize individual success over collective progress. Similarly, Park (2019) highlights dependency mentalities and lack of implementation as barriers to sustainable development.

4.2.2 Mindset and Governance

Mindset influences governance by shaping attitudes toward collective responsibility, accountability, and civic engagement (Andriushyna et al., 2020). Studies on post-colonial Africa suggest that historical experiences shaped a mindset of individualism, fostering corruption and inefficiency in governance (Sinwell, 2011; Gagliardone et al., 2015).

This is particularly evident in political leadership, where patronage systems reinforce self-serving behavior at the expense of public welfare (Busia & Akong, 2017).

Empirical evidence links a collective growth mindset to improved governance. For instance, Sinwell (2011) analyzed South Africa's Alexandra Civic Organization, where participatory governance strategies empowered local communities to demand accountability. Similarly, Gagliardone et al. (2015) advocate for integrating indigenous conflict resolution methods into governance structures, demonstrating the value of a collective, growth-oriented approach.

4.3 Education and Mindset Transformation

Education is a key driver of mindset transformation and governance quality. Research suggests that education fosters resilience, critical thinking, and a collective sense of responsibility (Segovia, 2010; Stetsenko, 2016). Studies indicate that growth mindset interventions benefit students from low socioeconomic backgrounds (Claro et al., 2016; Sisk et al., 2018), helping them overcome systemic barriers and economic hardships (Lui et al., 2014).

In Ghana, education is highly valued, with significant investments in teacher training and national development goals (Akyeampong, 2017). However, research suggests that societal pressure to excel academically fosters a fixed mindset, creating a fear of failure (Adu, 2023). Policies promoting adaptive learning, resilience, and creativity are essential for aligning education with governance transformation (Annan, 2020).

4.4 The Shift from Individualism to Collectivism

4.4.1 Theoretical Perspectives

Mindset is shaped by historical, cultural, and socio-political factors. Several theoretical frameworks explain its influence on governance:

- Durkheim (1974): *Representations collectives* shape social cohesion and intergenerational values.
- Jung (1996): *Collective unconscious archetypes* influence societal behavior and governance structures.
- Hofstede (2001): Cultural dimensions such as individualism vs. collectivism affect political and economic systems.
- Acemoglu et al. (2001, 2017): Colonial structures created long-term governance challenges, shaping postcolonial mindsets.

These perspectives illustrate how mindset orientation affects national development, emphasizing the need for context-specific strategies to promote collective responsibility.

4.4.2 Mindset and National Development in Ghana

Ghana's development trajectory highlights the transformative power of mindset change. Owusu-Manu et al. (2020) found that democratic, transformational, and situational leadership approaches were prevalent in the Ghanaian construction industry, fostering growth-oriented governance.

Ghana's adoption of the Sustainable Development Goals (SDGs) reflects a shift toward collective responsibility, aligning national policies with global frameworks (Tandoh-Offin, 2019). This transition demonstrates how a collective mindset can enhance societal cohesion and development outcomes.

4.5 Strategies for Mindset Transformation

Transforming fixed mindsets into growth-oriented mindsets requires targeted interventions:

1. Education and Awareness: Growth mindset workshops, resilience training, and leadership programs can reshape perceptions of governance (Plugmann, 2021; Segovia, 2010).
2. Community Engagement: Encouraging participatory governance strengthens civic responsibility and accountability (Mason et al., 2022).
3. Leadership Development: Growth-oriented leaders foster cultures of innovation, adaptability, and collaboration (Westover, 2024).
4. Transparency and Accountability Reforms: Policies promoting open governance, data accessibility, and anti-corruption measures enhance public trust (World Bank, 2017).

4.6 Case Studies: Overcoming Tribalism and Individualism

Several nations have successfully transformed governance through mindset change:

- Rwanda: Post-genocide national identity policies replaced ethnic divisions with a collective mindset, leading to economic and social progress (Rwanda Government, 2020).
- South Africa: The *Rainbow Nation* philosophy fostered inclusivity after apartheid, despite ongoing challenges.

- Singapore: Meritocracy and multicultural policies created a shared sense of national purpose, fueling rapid economic growth (Singapore Government, 2019).

These examples illustrate the potential for mindset transformation to reshape governance and development trajectories.

4.7 Governance Quality (GQ) and Collective Action

A key indicator of governance effectiveness is Governance Quality (GQ), which encompasses:

- Engagement (E): Active civic participation and social responsibility.
- Accountability (A): Institutional integrity and transparency.
- Transparency (T): Public trust and access to government information.

High GQ correlates with better economic performance, stronger institutions, and lower corruption (UNDP, 2007; World Bank, 2017). The Collaborative Governance and Accountability Model (CGAM) introduced in this study expands this concept, linking mindset transformation to measurable governance improvements.

4.8 Conclusion and Research Gaps

This review highlights the critical role of mindset in governance transformation, but key knowledge gaps remain:

1. Empirical evidence on mindset's direct impact on governance remains limited.
2. Few studies quantify the effect of mindset change on governance quality metrics.
3. Existing governance models focus on institutional reforms, neglecting mindset transformation as a driver of change.

This study addresses these gaps by introducing the CGAM framework and the GQ metric, providing a new approach to governance transformation through mindset change.

5. Theoretical Framework

5.1 Introduction

The theoretical foundation of this study is rooted in the collective action theory, which emphasizes the importance of cooperation and shared goals in overcoming societal challenges. This theory posits that when individuals or groups unite around a common cause, they can collectively achieve progress. In addition, the concept of social capital (Putnam, 1993), referring to networks of relationships and mutual obligations—plays a vital role in fostering development. This study builds on these concepts to propose a new governance framework for Ghana, known as the Collaborative Governance and Accountability Model (CGAM).

5.2 Governance Quality (GQ) as a Metric

Governance Quality (GQ) serves as the key outcome metric within CGAM. It measures governance effectiveness by quantifying how well governments align with public expectations in key areas: Engagement (E), Accountability (A), and Transparency (T). The GQ score falls within the range of 0 to 1, providing a clear indication of governance performance.

5.3 Methods for Calculating Governance Quality (GQ)

Two main approaches are used:

1. Raw Score Approach: This method involves averaging the individual scores for Engagement (E), Accountability (A), and Transparency (T). The formula for this approach is:

$$GQ_{Raw} = \frac{E + A + T}{3}$$

This provides a straightforward measure of governance quality based on the perceived performance in each of these areas.

2. Normalized Score Approach: This method accounts for variations in the importance of each factor by normalizing the scores. It allows for weighting based on public opinion or the perceived significance of each governance factor. The normalized score approach is calculated as:

$$GQ_{Normalized} = \frac{\omega_E \cdot E + \omega_A \cdot A + \omega_T \cdot T}{\omega_E + \omega_A + \omega_T}$$

Where ω_E , ω_A , and ω_T are the weights assigned to Engagement, Accountability, and Transparency, respectively.

These two approaches allow for flexibility depending on whether factors like Transparency (T) are considered more critical by the respondents, which could be reflected by adjusting the weights for each factor.

5.4 Representation of Governance Quality (GQ) Score Using Mathematical Concepts

The Governance Quality (GQ) score can also be represented using mathematical functions, particularly integrals or exponential functions, depending on the context of the analysis. These representations provide additional insights into how changes in governance factors affect the overall governance quality over time or across multiple periods.

GQ as an Integral

In some cases, GQ can be viewed as an integral to account for the cumulative impact of Engagement (E), Accountability (A), and Transparency (T) over time. This approach could be useful for analyzing how governance quality evolves:

$$GQ(t) = \int_0^t [E(t) + A(t) + T(t)] dt$$

This integral representation measures the total governance quality over a specific period, accounting for the changes in Engagement, Accountability, and Transparency over time.

GQ as an Exponential Function

An alternative approach is to model GQ as an exponential function, which highlights the compounding effect of changes in governance factors. In this representation, improvements in Engagement, Accountability, or Transparency would have a disproportionately large impact on overall governance quality and its expressed as follows:

$$GQ = e^{k(E+A+T)}$$

Where k is a constant representing the rate at which improvements in governance factors compound. This model could be useful in scenarios where small improvements in these factors lead to significant changes in governance outcomes.

6. Materials and Methods

6.1 Study Area

The study was conducted in Ghana, a West African nation known for its political stability and economic potential. Despite these advantages, Ghana continues to face development challenges stemming from systemic inefficiencies, corruption, and weak institutions. The country was chosen for this case study because of its relatively stable political environment and the presence of entrenched individualistic mindsets that hinder collective development.

6.2 Data and Data Collection Methods

Data were collected through a mixed-method approach, integrating both quantitative and qualitative research techniques to ensure a comprehensive understanding of governance quality and mindset transformation in Ghana (Creswell & Plano Clark, 2018). The study employed structured questionnaires and qualitative interviews to capture a diverse range of perspectives from multiple stakeholder groups.

6.2.1 Sampling Strategy and Data Collection

A targeted sampling strategy was used to ensure the inclusion of a representative mix of respondents across different sectors. The questionnaire was distributed to over 500 individuals, including:

- Government officials (to capture insights on governance policies and accountability mechanisms)
- Academics (to provide expert perspectives on governance structures and institutional effectiveness)
- Civil society leaders (to represent advocacy groups and non-governmental organizations involved in governance reforms)
- Ordinary citizens (to reflect grassroots perspectives on governance engagement and civic participation)

To enhance accessibility and increase the reach of the survey, the questionnaire was also hosted on an Internet Portal, allowing voluntary participation from the general public (Bryman, 2016). The online survey links were strategically placed at the University of Cape Coast and the University of Ghana, enabling participation from students, researchers, and professionals in academic institutions.

6.2.2 Representativeness of the Sample

To ensure that the sample adequately represented Ghana's diverse population, the study incorporated age distribution

analysis among the respondents. The age breakdown of 338 valid responses is presented as follows:

Age Group	Percentage (%)	Interpretation
18-25	13.0%	Young respondents, likely students or early-career professionals.
26-35	32.2%	Largest group, representing young professionals in early career stages.
36-45	29.9%	Middle-aged individuals with significant professional experience.
46-60	22.8%	Mature individuals, possibly in senior roles or leadership positions.
60+	<5%	Minimal participation from senior citizens, highlighting potential accessibility concerns.

This broad age distribution indicates that the majority of respondents were between 26-45 years old, representing individuals actively engaged in professional and governance-related discussions. However, the relatively lower participation of senior citizens (60+) suggests a potential gap in engagement that should be addressed in future research through targeted outreach and alternative survey methods to include a more diverse generational perspective.

Symbol	Measurement	Data Resource
Q	Questionnaire Responses	341 valid responses collected from over 500 participants, including government officials, academics, civil society leaders, and ordinary citizens.
S	Sample Size	341 valid questionnaires collected over the period from August to November 2024.
P	Public Participation	Responses gathered from a diverse group of respondents including government officials, academics, civil society leaders, and ordinary citizens.
R	Research Ethics	Voluntary participation, confidentiality of responses, and clear explanation of study objectives were provided. Ethical guidelines adhered to, ensuring privacy.
C	Civic Responsibility	Respondents' views on governance and their responsibility in contributing to national progress. Measured through specific questions about civic engagement and societal mindset.
G	Governance Perception	Questions focused on respondents' perceptions of governance quality, accountability, and leadership. Topics addressed include engagement, transparency, and responsibility.
M	Mindset Evaluation (I vs. We)	Survey data related to the dichotomy between the individualistic "I" mentality and the collective "We" mentality. This aspect measures the shift towards cooperative growth.
I	Interviews (Qualitative Data)	In-depth interviews conducted with key stakeholders (government officials, academics, civil society leaders) to explore the socio-political context and governance practices.
W	Web-based Responses	Questionnaire responses gathered via an Internet Portal link established at the University of Cape Coast and the University of Ghana.

6.2.3 Scope of the Questionnaire and Qualitative Interviews

The questionnaire aimed to assess governance perceptions, accountability structures, and the prevailing societal mindset in Ghana, particularly examining the shift from an individualistic "I" mentality to a collective "We" mentality. Key focus areas included:

- Political engagement and civic responsibility
- Trust in leadership and transparency in governance
- Public perception of accountability mechanisms
- Impact of leadership on national development

In addition to the structured survey, qualitative interviews were conducted with key stakeholders, including government policymakers, academic experts, and civil society leaders. These interviews provided in-depth insights into the socio-political context of governance in Ghana, complementing the quantitative data and offering a more nuanced understanding of how mindset transformation influences governance practices.

By employing a mixed-method approach, incorporating diverse respondent groups, ensuring age representativeness, and addressing ethical considerations, this study provides a robust foundation for evaluating governance quality in Ghana and examining the potential for a collective governance mindset shift.

6.3 Methods of Analysis

The data were analyzed using both statistical and thematic analysis. Descriptive statistics were used to summarize the responses from the questionnaire, and pie charts were generated to visualize the distribution of responses. The data were

further analyzed through the Collaborative Governance and Accountability Model (CGAM), which integrates collective action and accountability into governance practices. The study also calculated Ghana's Governance Quality (GQ) based on three key indicators: Engagement (E), Accountability (A), and Transparency (T). These indicators were used to assess the effectiveness of governance in Ghana and determine the impact of a mindset shift on national development.

6.4 Indicator Calculations

6.4.1 Calculating Governance Quality (GQ) Based on Survey Findings

To calculate the Governance Quality (GQ), we will use three key indicators derived from the survey results: Engagement (E), Accountability (A), and Transparency (T). These indicators were based on responses from the survey questions related to governance, leadership, and the role of individuals and community in national progress.

Engagement (E)

Engagement measures how well the public perceives the effectiveness of Ghana's leadership and governance in driving national development.

- From the survey, 68.7% of respondents believed that leadership choices are very influential, and 23% believed leadership has some influence.
- Engagement (E) calculation:
 - Full empowerment (very influential): $68.7 \times 10 = 687$
 - Somewhat empowered (somewhat influential): $23 \times 5 = 115$
 - Not empowered: $8.3 \times 0 = 0$
 - Total engagement score: $687 + 115 + 0 = 802$
 - Engagement score (E): $\frac{802}{1000} = 0.802$

Accountability (A)

Accountability measures respondents' sense of responsibility in contributing to Ghana's progress.

- 86.8% of respondents stated that they feel very responsible, while 12.9% felt somewhat responsible.
- Accountability (A) calculation:
 - Very responsible: $86.8 \times 10 = 868$
 - Somewhat responsible: $12.9 \times 5 = 64.5$
 - Not responsible: $0.3 \times 0 = 0$
 - Total accountability score: $868 + 64.5 + 0 = 932.5$
 - Accountability score (A): $\frac{932.5}{1000} = 0.9325$

Transparency (T)

Transparency measures the level of trust respondents have in their leadership to drive positive change.

- 48.1% of respondents expressed high trust, while 45.5% had moderate trust.
- Transparency (T) calculation:
 - High trust: $48.1 \times 10 = 481$
 - Moderate trust: $45.5 \times 5 = 227.5$
 - Low trust: $6.4 \times 0 = 0$
 - Total transparency score: $481 + 227.5 + 0 = 708.5$
 - Transparency score (T): $\frac{708.5}{1000} = 0.7085$

Governance Quality (GQ)

Now that we have the three key indicators, we can calculate the Governance Quality (GQ) score by averaging the values of E, A, and T:

$$GQ = \frac{E + A + T}{3} = \frac{0.802 + 0.9325 + 0.7085}{3} = \frac{2.443}{3} = 0.8143$$

Thus, the final Governance Quality (GQ) score is 0.8143 (or 81.43%).

Summary Findings of Indicators

Metric	Normalized Score
Engagement (E)	0.802 is high, indicating that most people feel empowered to contribute positively to Ghana’s future.
Accountability (A)	0.9325 is even higher, showing that people feel a strong sense of duty to support national progress.
Transparency (T)	0.7085 is lower than the other two scores, indicating some skepticism about leadership’s impact.
Governance Quality (GQ)	0.8143 The GQ is 0.8143, which is 81.43% when expressed as a percentage. This score suggests that the respondents perceive Ghana’s governance as relatively effective, accountable, and transparent, although there is still room for improvement, particularly in trust and leadership transparency.

Metric	Normalized Score
Engagement (E)	0.802 is high, indicating that most people feel empowered to contribute positively to Ghana’s future.
Accountability (A)	0.9325 is even higher, showing that people feel a strong sense of duty to support national progress.
Transparency (T)	0.7085 is lower than the other two scores, indicating some skepticism about leadership’s impact.
Governance Quality (GQ)	0.8143 The GQ is 0.8143, which is 81.43% when expressed as a percentage. This score suggests that the respondents perceive Ghana’s governance as relatively effective, accountable, and transparent, although there is still room for improvement, particularly in trust and leadership transparency.

6.4.2 CGAM Visual Representation

Figure 1a illustrates a visual representation of the Collaborative Governance and Accountability Model (CGAM). This chart illustrates the normalized scores of Engagement (E), Accountability (A), and Transparency (T), demonstrating how these elements interact to align government performance with public expectations. The shaded area represents the level of these components, emphasizing the collective effort needed to strengthen governance and promote a “We” mentality over an “I” mentality.

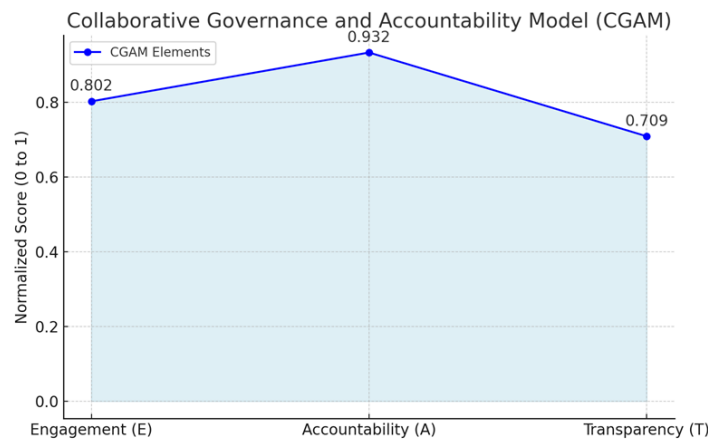


Figure 1a. Illustration of the Collaborative Governance and Accountability (CGAM)

Figure 1b represents the normalized scores of the CGAM. This bar chart provides a comparative representation of the normalized scores of the three CGAM elements based on survey data. Each component is visually distinct to highlight its contribution to the governance model:

- Engagement (E) – 0.802 (Green): Represents the extent to which the public is involved in decision-making processes.

- Accountability (A) – 0.932 (Blue): The highest-scoring component, signifying strong adherence to ethical governance and responsibility.
- Transparency (T) – 0.709 (Yellow): The lowest among the three but still significant, showing the need for greater openness in governance.

The bar chart offers a clear comparison of how these elements function together to align government performance with public expectations.

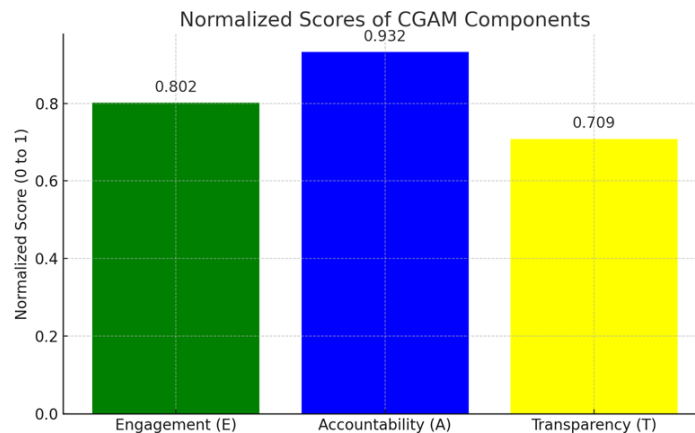


Figure 1b. The Normalized Scores of CGAM Components Ascertained from the Survey

6.5 Analytical Framework Based on the Results of the Questionnaire

The analysis of the results from the questionnaire provides valuable insights into the prevailing mindset, governance, and the public's views on the future of Ghana. To create a structured framework for analyzing the data, we categorized the findings into three key dimensions: Governance Quality (GQ), Mindset Transformation, and Leadership Trust and Accountability (Putnam, 1993; Fukuyama, 2018).

6.5.1. Governance Quality (GQ)

The concept of Governance Quality (GQ) under the Collaborative Governance and Accountability Model (CGAM) is central to understanding the effectiveness of governance. The questionnaire results offer insights into the perceived engagement, accountability, and transparency of Ghana's governance.

The key indicators are as follows:

- Engagement (E): Derived from responses related to how well leadership is perceived to drive national progress. The analysis showed that 68.7% of respondents believe leadership decisions are very influential, and 23% feel they have some impact, highlighting a general perception that leadership choices are a key driver of national progress. This high percentage reflects a moderate level of governance efficiency.
- Accountability (A): The perception of personal responsibility for national progress indicated that 86.8% of respondents feel very responsible for contributing to Ghana's development, while only 12.9% feel somewhat responsible. This suggests a high sense of accountability among the public, which positively impacts overall governance.
- Transparency (T): Responses to the trust in Ghana's leadership revealed that 48.1% of respondents have high trust in the leadership, while 45.5% have moderate trust, and 6.4% have low trust. This suggests a moderate level of transparency, with significant room for improvement in building greater public trust in leadership.

By combining these indicators, we calculate the Governance Quality (GQ) score using the average of Engagement (E), Accountability (A), and Transparency (T). Based on the survey, GQ is calculated as 0.8143, which is 81.43%, indicating that while governance is seen as efficient and accountable, there is still work to be done to improve public trust and transparency.

6.5.2 Mindset Transformation

This dimension examines how the shift from an individualistic "I" mentality to a collective "We" mentality influences governance outcomes and national development. The results of the questionnaire provided insight into how respondents view their role in national progress and the collective responsibility for success.

The key indicators are as follows:

- **Personal Responsibility and Contribution:** The overwhelming majority of respondents (86.8%) expressed a strong sense of responsibility for contributing to Ghana's progress. This is an important indicator of the public's readiness for a mindset shift towards collective responsibility. The finding that 37.5% of respondents are motivated by community well-being and national progress also highlights a significant portion of the population willing to prioritize collective success over individual gain.
- **Importance of Community:** The survey showed that 45.3% of respondents view community as very important in personal achievement, while 35.3% consider it moderately important. This suggests a growing recognition of the role of the community in fostering individual success, indicating an openness to the "We" mentality.
- **Empowerment to Make a Difference:** A large portion of respondents (84.4%) felt empowered to make a difference in Ghana's future. This sentiment aligns with the notion of social capital, where individuals believe, their collective efforts can lead to positive change.

Analysis: These findings reflect a readiness for mindset transformation. A shift towards a more collective approach is already visible, as significant portions of the population value community and national progress. This mindset shift can potentially translate into more cooperative governance and social action, leading to better development outcomes.

6.5.3 Leadership Trust and Accountability

Effective leadership is crucial in any development process, and the public's trust in leadership is a key component of governance quality. The questionnaire results shed light on the trust respondents place in Ghana's leadership and their views on leadership accountability.

Key Indicators:

- **Trust in Leadership:** 48.1% of respondents expressed high trust in Ghana's leadership to drive positive change, while 45.5% had moderate trust. This indicates that while there is some confidence in the leadership's ability to drive change, there is also room for improvement in building trust.
- **Perception of Leadership Impact on Development:** Most respondents (68.7%) believe that leadership choices are very influential in shaping the development of the country. This strong belief in the power of leadership decisions underscores the importance of accountability and transparency in governance.

Analysis: The results highlight a moderate level of trust in leadership, which suggests that while leadership is perceived as having significant influence, there is a need to address concerns related to transparency and accountability to strengthen this trust. Leadership accountability is crucial for sustaining public confidence and fostering greater civic participation in governance.

6.6 Analytical Framework Summary

The analytical framework, based on the results of the questionnaire, integrates the following key dimensions:

1. **Governance Quality (GQ):** Calculated as 0.8143, which is 81.43% reflecting the public's perception of engaged, accountable, and transparent governance. There is, however, room for improvement in transparency and trust-building.
2. **Mindset Transformation:** The survey results indicate a growing inclination towards collective responsibility, with a high percentage of respondents motivated by national progress and willing to take personal responsibility. This mindset shift is essential for fostering collective action in governance.
3. **Leadership Trust and Accountability:** Although respondents trust leadership to a moderate extent, there is a need for greater transparency and accountability to build public confidence and enhance governance.

7. Results and Discussion

7.1 Results

The survey provided valuable insights into public perceptions of governance, leadership, and the balance between individual and collective action in Ghana's development. The findings are categorized into key themes as follows:

1) Motivations for Success

The majority of respondents (54.8%) indicated that personal achievements and family success were their primary motivations, while 37.5% were driven by community well-being and national progress. A smaller proportion (7.7%) cited financial stability and material gain, with no respondents prioritizing recognition and status. These findings suggest a predominant inclination toward personal success, although a significant portion values contributions to national development.

2) Perception of Responsibility in National Progress

An overwhelming 86.8% of respondents felt very responsible for contributing to Ghana's progress, with 12.9% expressing a moderate sense of responsibility. This demonstrates a strong sense of civic duty and engagement among the population.

3) Influence of Leadership on National Development

A total of 68.7% of respondents believed leadership plays a crucial role in Ghana's development, while 23% acknowledged leadership's importance but recognized additional influencing factors. Only 8.3% felt leadership had a limited impact, reinforcing the general belief that leadership decisions significantly shape national progress.

4) Trust in Leadership to Drive Positive Change

Responses indicated a generally positive, though not universally high, perception of leadership trustworthiness. About 48.1% expressed high trust, 45.5% moderate trust, and 6.4% low trust in Ghana's leadership, suggesting room for improvement in public confidence.

5) Importance of Fulfilling Work Commitments

A substantial 95.6% of respondents emphasized the significance of honoring work commitments, reflecting a strong work ethic and sense of personal accountability in professional and social settings.

6) Role of Community in Personal Achievement

While 45.3% of respondents regarded the community as very important to their success, 35.3% deemed it moderately important. This suggests a widespread acknowledgment of the community's role in individual achievement, though individualistic aspirations remain prevalent.

7) Perception of Ghana's Potential for Progress

Optimism about Ghana's future was strong, with 68.3% of respondents expressing high hope for national progress. However, 13% remained neutral, and 9.2% were pessimistic, indicating lingering concerns about development challenges.

7.2 Discussion of Results

The study underscores the impact of individual and collective mindsets on national development. The predominance of an "I" mentality, characterized by prioritizing personal achievements over collective progress, contributes to inefficiencies, corruption, and a lack of accountability. In contrast, fostering a "We" mentality could drive transparency, accountability, and social cohesion, which are crucial for sustainable development.

Many respondents demonstrated a sense of responsibility for Ghana's progress, indicating a foundation for shifting toward collective action. The study proposes the Collaborative Governance and Accountability Model (CGAM) as a framework for this transformation. By promoting transparency, accountability, and collective engagement, CGAM aims to enhance governance effectiveness and citizen participation.

While governance quality in Ghana is perceived as moderately high, there is room for improvement in leadership transparency and trust-building. The shift from an individualistic to a collective mindset, alongside strengthened leadership accountability, can drive national progress and more inclusive governance.

7.3 Bridging Research Findings with Existing Literature

The findings of this study, particularly the introduction of the Collaborative Governance and Accountability Model (CGAM) and the calculation of Governance Quality (GQ), align with and extend existing research in governance, economic development, and public finance. Several studies published in *Applied Economics and Finance* and other top journals highlight the importance of governance quality in driving sustainable economic growth and improving socio-economic outcomes. This section connects the research findings with key works in the field.

1. Governance Quality and Economic Development

A growing body of literature underscores the direct relationship between governance quality and economic development. In a study by Keefer and Knack (1997) titled *Why Don't Poor Countries Catch Up?*, the authors explore how the strength of political and economic institutions influences the development trajectory of countries. They argue that good governance—defined by the efficiency of institutions, transparency, and accountability—is critical for fostering economic growth. This aligns with this research, which identifies the importance of Engagement (E), Accountability (A), and Transparency (T) as key components of governance that influence national development.

In *Applied Economics and Finance*, a study by Chen, Huang, and Hu (2021) titled *Governance, Growth, and Financial Stability* further establishes that good governance is a necessary precondition for financial stability and economic growth. Their research demonstrates that countries with strong governance frameworks, particularly in the areas of transparency and accountability, experience more stable economic growth. This is consistent with the results of this

study, where Accountability was found to have the highest normalized score (0.9325), emphasizing its critical role in driving stable development outcomes.

2. Collective Action and Governance

The concept of collective action is central to both economic development and governance. Olson's (1965) *Logic of Collective Action* theory posits that collective action is necessary to overcome the free-rider problem and address public goods provision. In line with this theory, this research argues that shifting from an individualistic "I" mentality to a collective "We" mentality is essential for improving governance and development outcomes in Ghana. Rosenstein-Rodan (1943), in his seminal work on the *Big Push* theory, similarly stresses that economic development requires coordinated efforts across multiple sectors, which can be better achieved through collective action.

Recent studies in top journals such as *The Journal of Development Economics* and *The Journal of Comparative Economics* also emphasize the role of collective action in fostering long-term growth. For instance, Bardhan (2000) in *The Economic Theory of Local Public Goods* highlights that collaborative governance enhances the effectiveness of public services by ensuring that citizens actively engage in decision-making and take responsibility for local outcomes. This is in alignment with the CGAM proposed in this study, where collaboration and accountability are central to improving governance and service delivery.

3. Transparency and Public Trust

The relationship between transparency and public trust in governance has been extensively explored in the literature. Treisman (2000), in his work *The Causes of Corruption: A Cross-National Study*, argues that transparency is one of the most significant deterrents to corruption. Countries with higher levels of transparency are more likely to have lower corruption rates and better governance outcomes, which in turn fosters greater public trust. This is consistent with the findings of this study, where Transparency (T), while significant, showed room for improvement (scoring 0.7085).

By fostering a culture of collaboration, accountability, and trust, Ghana can lay the foundation for a more inclusive and sustainable future. The CGAM framework offers a practical and adaptable model to address governance challenges, positioning Ghana as a leader in effective governance practices across Africa and beyond.

8. Conclusion

This study has demonstrated the pivotal role of mindset transformation in shaping governance quality in Ghana, emphasizing the transition from an individualistic "I" mentality to a collective "We" mentality. By ensuring consistent application of the Governance Quality (GQ) metric, this research provides a structured and measurable framework for governance improvements.

The results indicate that Accountability (A) scored the highest (0.9325), reflecting a strong sense of civic duty among respondents. However, Engagement (E) (0.802) and Transparency (T) (0.7085) highlight areas where governance systems require further improvement to foster greater public participation and trust.

Nonetheless, we acknowledge that while the findings suggest a positive inclination towards collective governance, they may not fully capture the socio-political complexities that influence this shift. Factors such as historical governance structures, political partisanship, and economic disparities may moderate the pace and extent of mindset transformation (Acemoglu & Robinson, 2012). Future studies should explore these elements through longitudinal research, larger and more diverse samples, and qualitative ethnographic methods.

A major takeaway from this study is that Ghana's developmental trajectory relies on fostering a governance culture that prioritizes collaboration, shared responsibility, and collective progress. Addressing governance inefficiencies, reducing corruption, and increasing civic engagement can significantly improve governance outcomes, ensuring that Ghana achieves sustainable and inclusive development (Gyimah-Boadi, 2019).

9. Recommendations

To ensure the practical application of the CGAM framework and improve governance outcomes in Ghana, the following key recommendations are proposed:

1. Enhancing Public Engagement through Institutional Reforms

- Expand participatory governance platforms by integrating digital tools that allow citizens to contribute to decision-making processes in real-time.
- Strengthen civic education programs to enhance public awareness of governance responsibilities and encourage citizen-led initiatives.
- Increase government-citizen interaction through regular town hall meetings, social media engagement, and policy consultations to build stronger community ties.

2. Improving Accountability Mechanisms

- Enforce stricter anti-corruption policies by strengthening oversight institutions such as Ghana's Commission on Human Rights and Administrative Justice (CHRAJ).
- Introduce performance-based evaluations for public officials to ensure that governance structures are results-driven and accountable to the people.
- Promote whistleblower protections to encourage the reporting of corruption and governance malpractices without fear of retaliation.

3. Strengthening Transparency in Governance

- Develop open-data initiatives that provide public access to government spending, procurement processes, and national development projects.
- Leverage blockchain technology for secure and tamper-proof public record-keeping, ensuring transparency in financial transactions and resource allocations.
- Encourage media freedom and investigative journalism to hold government institutions accountable and expose governance failures.

4. Leveraging Technology for Governance Quality Improvement

- Implement e-governance solutions to streamline service delivery, reduce bureaucracy, and enhance government efficiency.
- Utilize mobile-based feedback systems that allow citizens to rate public services and provide governance-related suggestions in real-time.
- Adopt artificial intelligence (AI) and data analytics to predict governance challenges and develop proactive solutions.

5. Future Research and Policy Implications

- Expand the sample size and demographic scope to include rural populations, marginalized communities, and diaspora perspectives for a more comprehensive governance assessment.
- Conduct longitudinal studies to measure the long-term impact of mindset transformation on governance effectiveness.
- Integrate CGAM into public policy frameworks by piloting the model in specific government agencies and assessing its effectiveness in driving governance reforms.

9.1 Final Thoughts

This study contributes to the broader discourse on governance quality in developing economies, particularly in Sub-Saharan Africa, where governance challenges remain a key obstacle to sustainable development. The findings highlight the urgent need for a mindset transformation that promotes collaboration, transparency, and accountability. By embracing the CGAM framework and implementing the proposed recommendations, Ghana can pave the way for an inclusive, transparent, and citizen-driven governance system. These insights are not only applicable to Ghana but also to other African nations grappling with similar governance issues.

For policymakers, researchers, and civil society leaders, this study serves as a blueprint for fostering participatory governance and ensuring that governance structures align with public expectations. Moving forward, continuous efforts must be made to promote a collective "We" mentality, recognizing that national progress is a shared responsibility that requires the active participation of all stakeholders.

9.2 Future Extensions of CGAM

1. Expanding Data Collection
 - Broaden sample diversity to capture views from all societal sectors.
 - Utilize longitudinal data to measure long-term governance improvements.
2. Contextualizing the Model
 - Address cultural factors that influence collective action.
 - Integrate political actors and institutions for effective governance reforms.
3. Refining the Governance Quality (GQ) Metric
 - Include additional governance indicators (e.g., civic participation, inclusiveness).

- Introduce weighted scoring to reflect regional governance priorities.
4. Leveraging Technology for Governance
 - --Implement digital transparency platforms for public participation.
 - Develop mobile-based governance engagement tools.
 5. Pilot Implementation in Key Sectors
 - Test CGAM principles in education, healthcare, and infrastructure.
 - Promote participatory governance projects to strengthen civic involvement.

Acknowledgments

I greatly appreciate the valuable contribution of Prof. Kwabena Asomanin Anaman, University of Ghana, Legon, Accra, Ghana for his review of earlier versions of this paper which greatly contributed to refining this article.

Furthermore, I would like to acknowledge the anonymous respondents who participated in the questionnaire. Your valuable insights into the mindsets of Ghanaians provided essential perspectives that played a crucial role in shaping both the content and direction of this article. Your contributions have made this work richer and more relevant.

Lastly, I extend my sincere thanks to all those who supported me, both directly and indirectly, in bringing this article to life. Your support has been a guiding light throughout this journey.

Authors' contributions

The author was responsible for study design and revising. He was responsible for data collection, drafting of the manuscript and revised it. The author read and approved the final manuscript.

Funding

Not applicable

Competing interests

The author declares that he has no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Informed consent

Obtained.

Ethics approval

The Publication Ethics Committee of the Redfame Publishing.

The journal's policies adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

Open access

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

References

- Acemoglu, D., & Robinson, J. A. (2012). *Why Nations Fail: The Origins of Power, Prosperity, and Poverty*. Crown Publishing Group. <https://doi.org/10.1355/ae29-2j>
- Acemoglu, D., Johnson, S., & Robinson, J. (2001). The Colonial Origins of Comparative Development: An Empirical Investigation. *American Economic Review*, 91(5), 1369-1401. <https://doi.org/10.1257/aer.91.5.1369>

- Acemoglu, D., Johnson, S., & Robinson, J. (2017). *Institutions as a Fundamental Cause of Long-Run Growth*. In Aghion, P. & Durlauf, S. N. (Eds.), *Handbook of Economic Growth* (Vol. 1A, pp. 385-472). Elsevier. [https://doi.org/10.1016/S1574-0684\(05\)01006-3](https://doi.org/10.1016/S1574-0684(05)01006-3)
- Adewoyin, I. B., Falegan, A. V., & Adedire, F. M. (2024). Assessment of Socioeconomic Characteristics of Peri-Urban Residents in Ibadan, Nigeria. *Lagos Journal of Environmental Studies*, 13(1), 100-111.
- African Development Bank. (2018). *The Africa Competitiveness Report 2018*. African Development Bank Group, Abidjan, Côte d'Ivoire.
- African Union. (2015). *Agenda 2063: The Africa We Want*. African Union, Addis Ababa, Ethiopia.
- Ake, C. (1996). *Democracy and Development in Africa*. Brookings Institution Press.
- Anaman, K. A., & Shaibu, A. F. (2024). Development of Regional Input-Output Tables for Ghana: An Analysis Using Location Quotients. *Cogent Social Sciences*, 10(1), 2340429. <https://doi.org/10.1080/23311886.2024.2340429>
- Annan, K. (2020). Education Reform and Mindset Development in Ghana. *Ghana Journal of Education Policy*, 6(1), 45-67. <https://doi.org/10.1155/2020/8841653>
- Anyanwu, J. C. (2017). The Key Drivers of Poverty in Sub-Saharan Africa and What Can Be Done to Achieve the Poverty Sustainable Development Goal. *Asian Journal of Economic Modelling*, 5(3), 297-317. <https://doi.org/10.18488/journal.8.2017.53.297.317>
- Bardhan, P. (2000). The Economic Theory of Local Public Goods. *The Journal of Development Economics*, 63(2), 37-50. [https://doi.org/10.1016/S0304-3878\(00\)00128-5](https://doi.org/10.1016/S0304-3878(00)00128-5)
- Chabal, P., & Daloz, J. P. (1999). *Africa Works: Disorder as Political Instrument*. James Currey.
- Chrysostome, E. (Ed.). (2019). *Capacity Building in Developing and Emerging Countries: From Mindset Transformation to Promoting Entrepreneurship and Diaspora Involvement*. Springer. <https://doi.org/10.1007/978-3-030-16740-0>
- Claro, S., Paunesku, D., & Dweck, C. S. (2016). Growth Mindset Tempers the Effects of Poverty on Academic Achievement. *Proceedings of the National Academy of Sciences*, 113(31), 8664-8668. <https://doi.org/10.1073/pnas.1608207113>
- Collier, P. (2007). *The Bottom Billion: Why the Poorest Countries Are Failing and What Can Be Done About It*. Oxford University Press.
- Dweck, C. S. (2006). *Mindset: The New Psychology of Success*. Random House Digital.
- Fukuyama, F. (2018). *Identity: The Demand for Dignity and the Politics of Resentment*. Farrar, Straus and Giroux.
- Gyimah-Boadi, E. (2019). *Democratic Development in Africa: Achievements, Challenges, and Prospects*. Brill.
- North, D. C., Wallis, J. J., & Weingast, B. R. (2009). *Violence and Social Orders: A Conceptual Framework for Interpreting Recorded Human History*. Cambridge University Press. <https://doi.org/10.1017/CBO9780511575839>
- Putnam, R. D. (1993). *Making Democracy Work: Civic Traditions in Modern Italy*. Princeton University Press. <https://doi.org/10.1515/9781400820740>
- Rwanda Government National Unity and Reconciliation Commission. (2020). *Rwanda's Post-Genocide Reconciliation Efforts*. Rwanda Government.
- Segovia, J. (2010). Sustainable Education and Mindset Transformation. *Journal of Education for Sustainable Development*, 4(2), 87-102.
- Sisk, V. F., Burgoyne, A. P., Sun, J., Butler, J. L., & Macnamara, B. N. (2018). To What Extent and Under Which Circumstances Are Growth Mind-Sets Important to Academic Achievement? *Psychological Science*, 29(4), 549-571. <https://doi.org/10.1177/0956797617739704>
- World Bank. (2017). *World Development Report 2017: Governance and the Law*. World Bank.

Appendix 1: Results of the Survey Question Breakdown

Here are the questions represented by the pie charts:

1. What motivates you most to work towards success?
 - 37.5% - Community well-being and national progress
 - 54.8% - Personal achievements and family success

- 7.7% - Financial stability and material gain
 - 0% - Recognition and status
2. **How responsible do you feel in contributing to Ghana's progress?**
- 86.8% - Very responsible
 - 12.9% - Somewhat responsible
 - 0% - Not very responsible
3. **Do you believe that the choices made by leaders influence Ghana's development?**
- 68.7% - Yes, leadership choices are very influential
 - 23% - Somewhat influential
 - 8.3% - No, leadership choices don't impact significantly
4. **How much trust do you have in Ghana's leadership to drive positive change?**
- 48.1% - High trust
 - 45.5% - Moderate trust
 - 6.4% - Low trust
5. **How important is it for you to respect and fulfill your work commitments?**
- 95.6% - Very important
 - 3.4% - Somewhat important
 - 1% - Not important
6. **In your opinion, how important is community in personal achievement?**
- 45.3% - Very important
 - 35.3% - Moderately important
 - 19.4% - Not important
7. **How do you feel about Ghana's potential for progress?**
- 68.3% - Extremely hopeful
 - 9.5% - Somewhat hopeful
 - 13% - Neutral
 - 9.2% - Pessimistic
8. **Which of the following best describes your view on personal responsibility?**
- 76.2% - I believe my actions directly impact my success.
 - 17.9% - External factors are more important than personal effort.
 - 5.9% - I believe it's mostly up to God/fate to determine success.
9. **Do you feel empowered to make a difference in Ghana's future?**
- 84.4% - Yes, I believe individuals can create positive change
 - 13.9% - Somewhat, though it feels limited
 - 1.7% - No, I don't believe individuals can make a difference
10. **Which values do you think are most important for Ghanaians to focus on for progress?**
- Unity and community support - 41.3%
 - Integrity and honesty - 74.5%
 - Hard work and diligence - 60.4%
 - Innovation and creativity - 46%
 - Punctuality and time management - 43.4%
 - Education and personal growth - 42.8%