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Review Paper

The Origin and Effects of Winner-Takes-All Politics on Ghana's Drive to Democratic Consolidation.

4

5 Abstract

Winner-Takes-All politics in Africa has become a worrying phenomenon for policy makers, 6 7 academics and donors because of its negative implications on democratic consolidation. The study sought to document the origin of WTA and the effects of WTA politics on Ghana's 8 9 drive to democratic maturity. The study revealed that WTA politics originated from the United States when President Jackson decided that the merit system in the United States only 10 favored the few educated elite at the expense of the majority "illiterates" who actually 11 suffered for his party to come to power. The WTA politics in Ghana also took center stage 12 when the British colonial administration also monopolized power and left the indigenes (Gold 13 14 Coasters) nothing but to be subjects. This system continued in Ghana into the Fourth 15 Republic.

16 The study found out that WTA politics occur due to ideological differences between the 17 political parties, the patrimonial nature of politics, mistrust, the desire to stay in power for long and the desire to annihilate the opposition. The study also found out that the effects of 18 19 WTA politics in Ghana is very detrimental to the progress of democracy. Some of the effects of WTA identified by the study includes; divisiveness, erodes real democracy which is about 20 21 representation, deliberate wastage of human resources, burdens the executive with excessive 22 powers, widens the inequality rate in the country and prevents discontinuity in policies and 23 programs.

The study recommends that there should be a constitutional review to limit the appointment powers of the president and also ensure that the president will make appointments across the political divides to ensure development and national unity and sense of oneness. The study also calls for funding for political parties.

28 Keywords: Winner-Takes-All, Politics, Democratic Consolidation, Political Parties and29 Ghana.

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31 Introduction

Electoral competition became the only legal way to seeking political power in many African countries since the return to multi-party politics in the early 1990s. Most countries in Africa have been able to hold more than three elections since they returned to constitutional rule. There has always been frequent elections in some of these countries and many of these countries such as Ghana, Kenya, South Africa and others are also putting in more effort to consolidate their democracies. However, there is another worrying trend associated with the outcome of the elections in Africa called the Winner Takes All system.

Africa's return to multi-party politics which brought about the proliferation of political parties was applauded by many observers because of the roles political parties play in the democratization process. Some of these roles according to Natalini (2010) include; political education, preparing future leaders and putting the governments on their toes especially when they are in opposition.

Despite the fact that political parties are very important in a democracy, they are the most deserted state institution in Ghana (Gyampo, 2016). Political parties are deserted in Ghana due the WTA system that is being practiced in the country. Political parties are seen more as electoral machines than agents of democracy. This is because immediately after elections, most political parties go to sleep after elections. This is also attributed to the fact the party

49 that won an election will not consider them for any appointment irrespective of the caliber of 50 persons they have in the party. The winning party monopolizes the political power and all the 51 other benefits that are associated with it.

52 Gyampo (2015) indicates that though the constitution of Ghana provided for a winner takes 53 all, it was only provided as a formula for electing leaders. He further indicated that the drafters of the constitution wanted an effective executive presidency and that motivated them 54 55 to allow for a winner takes all politics as a formula for election. Unfortunately, the drafters of the constitution didn't anticipate the situation where the party than wins an election and forms 56 57 government will exclude all other Ghanaians who are not members of the part from the 58 governance process as it is practiced today. Abotsi (2013) revealed that the winner takes all 59 politics in Ghana is challenging because it has turned elections in Ghana as a "zero sum game" which is characterized by marginalization and total exclusion of people considered as 60 members of the opposition. 61

62 There are several academic works on Winner Takes All politics in Ghana such as Gyampo (2015, 2015a, 2015b, 2016a, 2016b), Abotsi (2013), Ocquaye (2013). Other works focused 63 64 on Ghana's democracy and electoral politics such as Aryee (1997, 1998, 2002), Frempong (2008, 2012) and Gyimah-Boadi (1991, 2001, 2009). Some scholars also looked at the 65 66 prospects and challenges of democratic consolidation in Ghana (Abdulai & Crawford, 2010; 67 Fobih, 2008). However, there is seem to be no scholarly work on the effects of Winner Takes 68 All politics on Ghana's drive to democratic consolidation. The impact of Winner Takes All politics has been felt in all the seven elections in the Fourth Republic and this must not 69 70 escape scholarly investigation.

Undeniably, earlier works by Gyampo (2015a, 2015b, 2016a) all pointed out to the fact that
winner takes all politics in Ghana's democracy and it is as a result of this that he made

recommendations for Ghanaians to rethink about the winner takes all politics. However, his works were not focused on the effects of winner takes all politics on Ghana's drive to democratic consolidation. This paper therefore seeks to make a sober contribution to scholarship by investigating the effects of WTA politics on Ghana's drive to democratic consolidation. The paper will also document the origin of WTA politics and how it became part of the Ghana's political scene.

79 Conceptual Framework

80 The concept of Winner Takes All

The concept of WTA is a zero-sum game where the winner of an election takes all the glory and all the benefits associated with winning an election. The losers on the other hand are left with nothing than preparing for the next elections. The system paves way for winners to exclude and marginalize all the losers and other Ghanaians who may not be members of the opposition parties from the governance process.

In the view of Gyampo (2015), WTA is an "extremely divisive and partisan sub-culture that excludes all the other Ghanaians who are not part of the ruling party from the national governance and decision making in a manner that dissipates the much-needed talents and brains for national development." WTA in this definition simply means there is a deliberate exclusion and marginalization of the so called "political opponents."

WTA politics can also be defined as the deliberate exclusion and marginalization of all other citizens who are not members or active members of the ruling party in the governance process of the country. The ruling parties in their attempt to exclude and marginalize the opposition parties also exclude other Ghanaians who may not be members of the opposition parties but are also not members of the ruling party as well. This is where the dissipation of national talents and brains set in. For instance, there are many competent academics in and

outside Ghanaian Universities who have the capacity to help any government to succeed. But
unfortunately, they are not considered when positions are being shared because they haven't
contributed to the success of the ruling party.

In the circumstance of contemporary political competition in Africa, the idea of WTA does not only refer to the situation where the loser is thrown into political opposition as characterized in plurality WTA electoral systems (Attah-Asamoah, 2010). A number of concerns arise in Africa within which the losing party is mandated to operate which eventually defines the nature of WTA politics in Africa.

105 In the view of Attah-Asamoah (2010), the concerns that arise within which losing parties 106 operate in Africa include, first the fact that the winner usually takes all the glory and gains, 107 whilst the loser endures all the guilt and blame for all the misfortunes and challenges 108 confronting the country. Secondly, the winner in most cases do not use the institutional 109 memory and expertise of the opposition. Instead, the opposition easily ends up becoming a 110 target for the incumbent and an object against which all propaganda is directed and attempts made to discredit. In worst cases, all projects started by the former incumbent party are left to 111 112 rot and the majority of them are condemned for purposes of political expediency. Also, 113 importantly, it is done to delegitimize the opposition groups in the eyes of the citizenry.

114 Origin of WTA

The WTA system originated from the United States when Andrew Jackson of the democrats won the presidential elections in 1828 and ruled from 1829-1837. President Andrew Jackson introduced the "spoil system" or "patronage system" or what is today known as the WTA. The spoil or patronage system according to President Andrew Jackson is a system in which a political party that wins an election gives government jobs and positions to its supporters,

friends and relatives as a reward for working hard towards the party's victory and as an incentive to keep working for the party to remain in power.

122 Before Andrew Jackson came to power, it was the merit system which was the order of the 123 day in the United States. The merit system means that the expectation and convention was 124 that the federal workers should be well qualified and also be able to discharge their 125 responsibilities with efficiency and fairness while avoiding favoritism for political or 126 personal advantage (Cook and Frank, 2010). Andrew Jackson believed that the merit system 127 favored the minority educated group of the American society and interpreted this as 128 contradictory to the principles of social equality of the American republic. Therefore, he saw 129 the need for a reform.

He felt that the ordinary Americans and the winning party members who worked hard to bring the party to power were entitled to install and be installed in government offices as workers. So in the event of losing power, they could go away with some benefits for themselves as well as a reward for the suffering they endured to bring a party to power.

The spoil or patronage system has since become the only political system in many African countries since independence. This system in Ghana which is known as the Winner Takes All politics has witnessed many criticisms from politicians and scholars because of its negative impact on national development. However, many people do not know how the WTA system came to stay in Ghana's political systems.

The second part of this paper will bring to bear the origin of the WTA politics in Ghana'spolitics.

141 Origin of WTA in Ghana

The WTA in Ghana originated from the British colonial rule of the Gold Coast. The Britishcolonialism in the Gold Coast excluded the indigenous Gold Coasters from the governance

process. The British controlled all facets of the Gold Coast and left the indigenous Gold
Coasters nothing except for being slaves that were to be governed. The British took
everything in the Gold Coast because they had the power to rule.

This system of government was also passed on to the first indigenous government under the leadership of Kwame Nkrumah and his animosity, acrimony and the divisive politics between the Convention Peoples Party (CPP) and United Gold Coast Convention (UGCC) in the 1954 general elections. The impasse between the CPP and the UGCC before the elections could not have allowed the CPP to include the members of the UGCC in the government that was formed.

153 All the other democratically elected governments after Nkrumah's government all practiced 154 the WTA system. The framers of the 1992 constitution of Ghana gave the executive president 155 so much power that he is mandated to appoint people to fill almost all state institutions. These 156 appointment powers given to the president has further strengthened the practice of the WTA 157 in Ghana. This is because the president only appoints members of his party, friends and 158 relatives to fill national offices because the elected president feels that he suffered with them 159 to gain power and they must enjoy together. Most of these appointments are made without 160 recourse to the abilities and competence of the appointees. It was very difficult for the first 161 government of the Fourth Republic under the leadership of the Rawlings of the NDC to 162 include members of the opposition parties especially those in the NPP because of the 163 animosity between the NDC and the NPP before and after the 1992 elections.

164 Democratic consolidation

Democracy emerged in Africa at the end of the 20th century and has ascended a hegemonic status. Democracy in Africa emerged as the "last man" standing as it swallowed all forms of rival ideologies such as Monarchy, fascism, and communism (Fukuyuma, 2006). Most

countries in the country adopted democracy after its emergence in the late 20th century. The 168 169 heartbeat of most democracies in sub-Saharan Africa is how to sustain or consolidate their 170 democracies. "In the proto-science of consolidology," which is basically referred as the study 171 of democratic consolidation (Hayes, 2001:6), it is presumed that before any reference can be 172 made up democratic consolidation, democracy should be in existence. Based on this idea 173 Schedler (1998:92), states that democratic consolidation is the "process of making a newly 174 found democracy secure, adopting democracy in the long term, ensuring the deepening and 175 sustainability of a democracy and moving away from the possibility of becoming, or 176 returning to an authoritarian system of governance." Judging from Schedlers definition, it 177 can be inferred that the inauguration of a democracy cannot lead to consolidation (Ng'oma, 178 2016). Moore (1966) however indicated that for a democracy to be consolidated, there must 179 be a deliberate attempt by the people and their leaders to protect and foster democracy till it 180 gets to stage where it can withstand all shocks that may arise. Democratic consolidation is the 181 maintenance of regimes and about the maintenance of political institutions in the country. 182 Yagboyaju (2013) notes that democratic consolidation should therefore means the 183 consistence and continued practice of democratic values. Linz and Stepan (2011) also 184 indicated that democracy is said to have been consolidated when democracy becomes the 185 only game in town and people always think of democracy.

186 Methods

The approach adopted by the study is documentary analysis approach to understand the origin and the effects the WTA politics on the development of Ghana. The choice of document analysis approach is necessary for this study because the study is aiming at identifying and selecting the relevant literature and evaluating information in academic research.

Duffy (2005) indicates that the documentary analysis approach is vigorous in nature in the sense that it can easily be used as the main or special method of research. Elton (2002) and Hakim (2000) also see the documentary analysis approach as investigating information that happened within a certain period of time. This study is being undertaken with the aim of documenting the origin and understanding the effects of the WTA politics in Ghana on Ghana's drive democratic consolidation.

197 Causes of WTA

There are several factors that reinforces WTA politics across all countries that practice it. Inthe case of Ghana, the causes of WTA politics include;

200 One of the factors that accounts for WTA in Ghana is ideological differences between the 201 two main political parties (NPP and NDC) that have the capacity to win elections. The 202 ideology of a political party shapes the way and manner in which they behave whether in 203 power or opposition. Ideology serves as the culture of political parties. Political leaders may 204 use ideologies in a way that is strict and uncompromising and this therefore promotes WTA. 205 When political parties are unwilling to negotiate or make concessions because of their 206 ideologies, they will put only party members in all public offices without considering the 207 skills and abilities of the people. The NPP claims to be liberalist and the NDC also claims to be social democrats and because of these ideological differences, the parties are unable to 208 209 have an inclusive government in Ghana.

Mistrust among the various political parties in Ghana is another factor that promotes WTA politics. The ruling party always fears that when they appoint someone from the opposition parties, the person would sabotage the party in power to make sure it fails. The person may also leak sensitive information of the ruling party to his or her party in opposition which they can use to strategize against the ruling party. As a result of the mistrust that exist among the

political parties, they feel comfortable working with their "incompetent" members whom
they can trust than appointing "competent" opposition members who would serve as a moles
in the government.

218 Another very important factor that motivates WTA is the desire of political parties to stay in 219 power for long and perpetuate their rule. The motivation to perpetuate WTA does not come 220 from greed or kleptocracy but from the fear of losing the core values of survival. Political 221 parties believe that when they have only their members occupying public offices in the 222 country, they will be able to raise enough funds for the party and also have enough influence 223 on the citizenry because of their positions. This influence can sometimes translate into votes 224 when it is positive. Governments in Africa are often noted for using state resources to run 225 party campaigns since makes it easy for them during the campaign period. The numerous 226 party members occupying positions in government contribute more money to the party which 227 is used to run the activities of the party.

The weak nature of political parties is another root cause of WTA politics in Ghana. Apart from the NPP and the NDC that have strong national support and financial strength, the other political parties are structured in a way that they barely win seats in the national elections. This situation has forced Ghana to become a two-party state in practice. Ghana has become a two-party state because despite the fact that there are more than twenty-two registered political parties, only two political parties (NPP and NDC) can effectively compete and wrestle for power and since 1992, has alternated among them.

Due to the fact the other political parties are weak, there has always been a fierce competition between the NPP and the NDC in order to gain power. After they all use their malicious and Machiavellian means to gain power, they will want to share the booties and the benefits associated with winning power with those who fought and suffered for the political party to

come to power. If the other political parties were strong enough to become king makers
during elections, the party that wins an election in Ghana will also be forced to include them
in the government because of the role they played in getting them elected.

242 The desire to kill the opposition is another root cause of WTA politics. Many governments 243 would have wished that the opposition parties remain in opposition. There is always the 244 desire on the part of ruling political parties to strengthen their hold onto power through 245 several means which include denying their opponents access to resources, positions and 246 entitlements with the aim of weakening them (Abotsi, 2013; Linton and Southcott, 1998). 247 When the ruling party appoints members of the opposition in government, those opposition 248 appointees will also have money contribute to their party which will keep the party going. So 249 when the members of the opposition parties irrespective of their competence are not given 250 any appoints, the opposition parties will be starved and will not be able to prepare well to 251 compete with the ruling. Why will a political party give contracts to a contractor who is a 252 member of an opposition party when they know that contractor will be funding their political 253 opponents? Many political parties are unable to effectively embark on nationwide campaigns 254 and are unable to mount billboards or print fliers as a result of their inability to raise funds 255 (Gyampo, 2016). Denying opposition parties access to resources enable them to fulfil their 256 campaign promises by providing for their supporters what they need (Abotsi, 2013).

In addition, favoritism and nepotism is another source of WTA politics. Safina (2015:632) defined favoritism and nepotism as a "phenomenon resulting in appointing somebody's favorites not worthy of the positions being occupied and possessing neither business nor moral qualities".

The desire of political parties in power to favor relatives, friends and people who sympathize with the party is the motivation of WTA. When you don't take everything as a political party in power, you will not able to give all the people who contributed to the success of the party

and your close friends and relatives. The desire to give friends and relatives positions isanother factor that influence the WTA.

266 Finally, the institutions of state also play a very important role in establishing the WTA 267 system. Elections are an institutional form of WTA as they establish political control and 268 often chose one interest over another. Constitutions of a country can also engrain WTA as 269 they carry immense political weight and are not easily revised. A typical example of 270 constitutions that can promote WTA is the 1992 constitution of Ghana which has given all 271 the powers of appointments to the president (Attafuah, 2013). These powers make it very 272 easy for the president to appoint only party members to the neglect of other Ghanaians since 273 the constitution does not bar the president from doing that.

274 Effects of Winner-Takes-All on democratic consolidation

Ghana's democracy cannot be consolidated when there are acts and behaviors that challenge 275 276 the democratization process. It is always pointless to cast the blame on individuals or 277 political parties for the challenges confronting Ghana. Instead, it is time to start blaming the 278 electoral system of our country which is also a contributory factor to the WTA syndrome. We 279 should not just be looking at the surface problems of the electoral system such as 280 monetization of our politics, alleged gerrymandering and alleged rigging of elections for a 281 certain political party. However, the fundamental system we should cast the blame on is the 282 WTA system. The effects of WTA on Ghana's drive to democratic consolidation are discussed below are so huge because it affects all facets of society. 283

Due to the negative effects of the WTA on the development of Ghana, several institutions such as the IEA, IMANI Ghana, and individuals such as the immediate past US Ambassador to Ghana and Professor Gyampo in many of his publications on the ills of the WTA have

called for a change in Ghana's electoral system. The effects of WTA on Ghana's democraticconsolidation include;

It leads to divisive campaigns that fail to address challenging issues but rather ignore the entire constituents. Under the WTA, there is no incentives to reach out to opponents or build cross-party support. Negative campaigning becomes the only sensible and effective strategy by political parties during elections. Political parties and their candidates through their actions and inactions divide societies along ethnic and political lines with the aim of capturing power. This actions and inactions have the potential to negatively affect the democratization process. No democracy can be consolidated when there is no unity.

296 Secondly, WTA brings tension and violence during elections. During elections, people are 297 uncertain as to whether there will be peace in country because of the tension and some sort of 298 violence that precedes the elections. Elections are often characterized with tension in Ghana 299 because those in power fear that they will be losing the core values or survival of political 300 power whilst those in opposition feel that the risk of losing is present, such as a continue stay 301 in opposition and further marginalization will force them to do anything possible to hold on 302 to power or come to power in the case of the opposition. When the risk of losing is present, a 303 continuous or future marginalization due to lack of legitimate political representation, 304 individuals will do whatever it takes to capture power. If the WTA politics is not modified, it 305 will continue to create high stakes during elections, which may lead to heightened tensions 306 risking national security (Gene Cretz, 2015). We have witnessed situations during Ghanaian 307 elections where many went for their visas and many also reported to have withdrawn their 308 moneys from banks for fear that the elections may end up in violence. A report by the Global 309 Commission on Elections, Democracy and Security in 2012 highlighted that "WTA is a 310 flashpoint for violence." They suggested that countries that practices the WTA should stop it in order to have a stable environment. The presence of tension and violence during elections 311

scare away investors from the country and the ratings of the country also falls. The presence of political violence is a conducive ground to destabilize a democracy. In the case of Ghana, the violence that characterize elections also have an impact on the consolidation of democracy.

316 Again, WTA politics widens the inequality gap in the country. According to a retired 317 Supreme Court judge, Justice V.C.R.A.C. Crabbe, "only party faithfuls become citizens after 318 elections and the others who do not support the party that won the elections become foreign 319 nationals". Since the political parties share all the benefits associated with power with their 320 party faithful at the neglect of all who do not support the party, it widens the inequality gap in 321 the country. The income distribution in the country will be skewed to only those in power or 322 closer to the corridors of power. Ng'oma (2016) states that the continuous exclusion and the 323 frustration associated with it is usually followed by conflict if care is not taken. And when 324 conflicts set in, the entire democratization process is at risk of destruction.

325 Also, WTA erodes real democracy in Ghana. Hacker and Pierson (2010) making references 326 to the American WTA posed a question that "how can our democracy have turned away from 327 politics of broadly shared prosperity that served most citizens?" This question can also be 328 applied to the Ghanaian situation. The question for Ghana is how could we have adopted a 329 democracy that turned away from a politics of inclusion to a politics of exclusion? Real 330 democracy is about the inclusion of all the citizens in the decision-making processes. 331 According to Le Van (2011:35), Inclusion is defined as a "range of distinct constituent 332 interests whose representation is necessary in order to legitimize the exercise of aggregate 333 political authority". However, with the practice of the WTA politics in Ghana, the popular 334 participation of all the citizens in the decision-making process is missing and what exists is 335 popular participation of party supporters in the decision-making process. In order to develop

as a country there should be an inclusive government where members of the opposition willbe part of the governance process.

338 Moreover, WTA also result in the deliberate wastage of human resources. Due to the desire 339 to take all the benefits associated with winning power, the party that wins the elections 340 deliberately wastes human resources that would have contributed the development of the country. Since the party in power is not ready to give appointments to people who are 341 342 members of the opposition parties irrespective of their qualifications or competence, a huge 343 majority of the competent people will go waste. They also refuse to even consider the neutral 344 Ghanaians who may neither be members of the opposition parties nor members of the ruling 345 party. Appointments are often based on membership and one's contribution to the party's 346 success. This act makes the state lose a lot of human resources outside the party in power.

347 Another effect of the WTA politics on democratic consolidation of Ghana is the excessive 348 powers given to the president the constitution. Article 195 of the 1992 constitution states that 349 ... the power to appoint persons to hold or act in an office in the public services shall be 350 vested in the President...' Since all appointment powers are given to the president by the 351 constitution to appoint people to fill positions, it saddles him with a lot of work. This makes 352 the president a dominant figure in all facet of public affairs. Sebudubudu (2017) argues that 353 the powers given to the executive does not only make him assume dominant position over 354 other arms of government such as the legislature, they can also undermine the functioning of 355 those arms of government. The situation where a government in Ghana appoints a minister in 356 charge of parliamentary affairs makes parliament a department under the executive. This has 357 a negative bearing on accountability because of the weakness of parliament and in effect 358 rubberstamp every bill brought to them by the executive with little or no questions. The 359 president of Ghana appoints over 5000 people to fill positions and some of the past presidents 360 could not even appoint people to fill all the oppositions within the four-vear term of office.

The President's extensive appointment powers has created a 'winner-takes-all' culture in Ghana, leading to our highly competitive and polarized political system. Instead of the presidents concentrating on their core mandate of governance, they rather spent a lot of time making appointments. This contributes to their failure as presidents and also leads to bad governance as we have witnessed in Ghana over the years. The powers of the executive over all the other arms of government make institution of the state weak and that has a lot of repercussions on democratic consolidation.

368 Finally, WTA politics in Ghana also prevents continuity in policies and programs. There 369 cannot be development without stability and continuity in government policies and programs. 370 After a party wins election in Ghana and monopolizes power and all associated with it, they 371 abandon the policies and programs left off by their predecessors. The program and projects 372 started by opponents are abandoned so as not to allow them to share in the glory (Atta-373 Asamoah, 2010). Continuity in good policies and programs is one of the surest ways to 374 development. Unfortunately, in Ghana everything is starts afresh when there is a change of 375 government. Instead of continuing from where the previous government left off, the new 376 administration starts all over with new policies.

377 **Recommendations**

This paper offers some recommendations which can help solve the WTA problem in Ghana. The paper recommends that; there should be a constitutional review which will include reviewing article 195 of the 1992 constitution to reduce the appointment powers of the president. The review should also ensure that the president will be mandated to appoint people from the opposition parties and not only from his party. When the president appoints members of the opposition party into government positions, the feeling of marginalization and exclusion will be arrested. When inclusion is entrenched in the constitution, people will

no longer see politics as a zero-sum game where politicians are ready to do anything tocapture power.

Also, political parties should be funded by the state on the basis of each parliamentary seat won and the proportion of votes cast for each party in an election. Not all political parties should be qualified for funding and only political parties with representation in parliament and those with offices in two-third of the constituencies in Ghana should be considered for the funding. When the political parties are assured of some funds to run their offices and their activities even in opposition, they will no longer see elections as a do or die affair.

393 Conclusion

394 This paper documented the origin and causes of the WTA politics in Ghana. It also discussed 395 the effects of the practice on Ghana's drive to democratic consolidation. The paper 396 established the impact and the worrisome nature of WTA on Ghana's democratic 397 consolidation. There is therefore the need for a critical reconsideration of the WTA 398 phenomenon because of the extent to which zero-sum practices negatively affect Ghana's 399 drive to democratic consolidation and its capability of rousing conflict and insecurity in 400 Ghana. In order to deal with the effects of the WTA politics in Ghana, governments must 401 ensure that they include other citizens in the governance process irrespective of their political 402 colors. Competence and efficiency should therefore be what every government should be 403 expecting from citizens in terms of appointments and not party cards.

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