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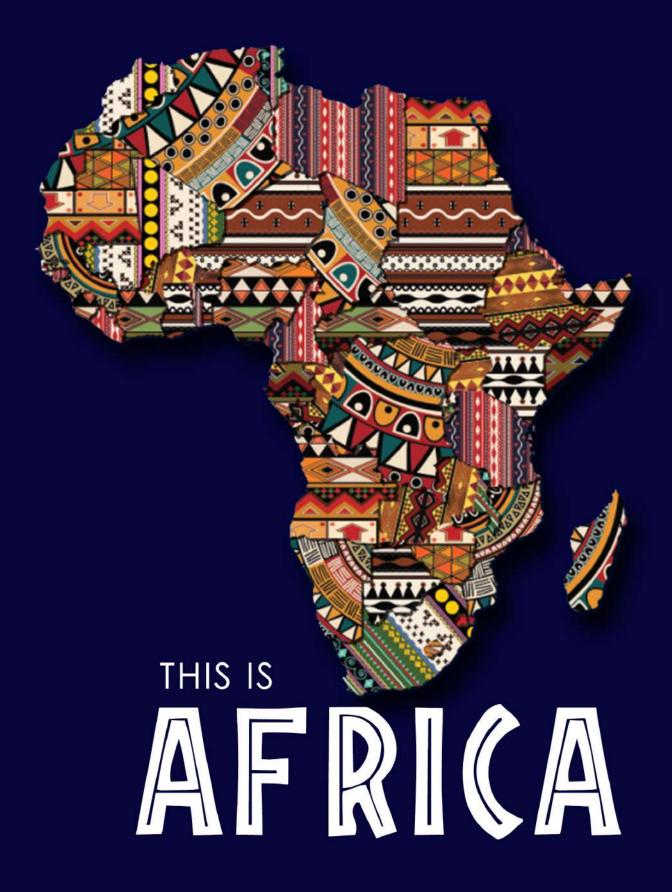


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Publisher's Note

Let me begin this brief note with the remarkable thought of Juliana Rotich, co-founder of Ushahidi, in Kenya, that says, "I am guided each day by these three questions: 'What are you fixing?' 'What are you making?' and 'Who are you helping?" This thought affirms to a large extent why we do what we do at Business Africa Online (BAO) for the continent of Africa. We wake up daily with this question top in our heart, mind and to-do list of how we enhance and elevate the work of the titans behind the new narrative of a rising Africa. Simply because we recognize we all have a role to play in the Africa that we dream of.

It is with utmost pride I write to you dear African business ecosystem of founders, executives, investors and other stakeholders who daily put in the work and setting the pace for progress for our continent both in Africa and in the diaspora. You are the fuel that energizes our hope and confidence in Africa, as the continent that will eventually determine the future for the world especially in terms of talents, ideas and innovation for a better world. We see immense potential in you and we are driven by the need to see a greater number of success stories that compete globally and lead whatever sector they play in.

Business Africa Online (BAO) with the vision to "Powering the entrepreneurial mindset" is fully committed to your success, and in the famous philosophy of Ubuntu, 'I am because we are'. Like we have done over the past couple of years of establishment, we are committed to the sustainable growth and development of Africa's entrepreneurial and social impact ecosystems through our reporting and rich content of the massive progress by emerging leaders in this space. A journey that began some couple of years ago, have seen its tentacles spreading across the continent and the diaspora.

While we are confident about the future of Africa through your invaluable contribution, we also identify with the challenges you confront daily, from economy to policy, governance, poor infrastructure and global changes, and as a media company, we are not exempted as well, but we have continued to surmount these challenges through the conviction of the "why" behind our vision, why we are doing what we do. Which is simply, if Africa must experience growth and leap into the future with the rest of the world, only Africans can bring about that reality. No foreign investment, governments, NGO or donor can have the best interest of Africa more than Africans.

As I bring this to a close, while a lot has changed in just a couple of years in how we engage the business and social ecosystems in Africa, what has not changed remains our commitment to pushing further every milestone of excellence through insightful and capacity building content for Africa's progress. Thus, we want to keep showcasing African (social) entrepreneurs that are thriving in their own right to inspire others coming behind who may be contemplating throwing in the towel. We invite you to be part of this movement of 'Powering the entrepreneurial mindset'.

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Publisher & CEO Alaba Ayinuola





Capital Tunis

Tunis is the capital and largest city in Tunisia. The city is situated at the shallow Lake of Tunis, an inlet of the Gulf of Tunis. It's home to a centuries-old medina and the Bardo, an archaeology museum. Other tourist attractions include: Zaytuna Mosque, Byrsa Hill, etc.



Population 11,879,088 (2020)1

Tunisia's 2020 population is estimated at 11,879,088 people according to UN data. It ranks number 79 in the list of countries (and dependencies) by population. The population density is 76 per Km2. Median age is 32.8 years.



Language(s)

· Arabic



Currency / GDP

Tunisian Dinar (TND) GDP: 38.8 billion USD (2019)2



Exchange Rate 1\$ = 2.7 TND3



Top Tourism Sites

- · El Djern Amphitheater
- Carthage
- · Carthage



Busiest Int'l Airport(s)

- · Tunis Carthage International Airport (TUN)
- · Djerba Zarzis International Airport (NNN)
- · Sfax Thyna International Airport (SFA)



Major Airline(s)

- · Tunisair
- TunisAir Expressx
- Tunisavia



Visa Openness Ranking 2019

#27 out of 546

Visa Free Entry Visa On Arrival

- 21 African countries
- Visa Before Entry 32 African countries
- None



Travel & Tourism

In 2019, travel & tourism accounted for 13.9% of Tunisia's total GDP, International visitors spent a total of USD 2.8 billion and over 373,500 Jobs were created.*



Commodities Traded⁵

Exports

- Insulated Wire
- Non-Knit Men's Suits
- · Pure Olive Oil
- Non-Knit Women's Suits

- Refined Petroleum
- Low-voltage
- Protection Equipment
- Insulated Wire



COVID-19 Health & Safety Tips

- Wash and disinfect your hands regularly with soap and water or an alcohol based sanitizer.
- Always wear a mask or face covering when you go out or travel.
- Adhere to health and safety guidelines.
- * https://www.se.com/coresyconseterminives//Arcsant +16/Hom-USDATs-TND * https://wtc.org/heisench/Eri * https://www.sectormigrafile/country/han * https://www.atdt.org/en/sectorselfs/25(19 visa speniess-index-repen d/704/hemsV223/controller/Drambaciffequest/action/QsackDrambaci



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Available on









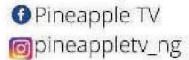


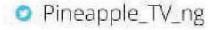


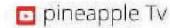














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Lesley Ndlovu

CEO, African Risk Capacity Group





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agement. He is currently the CEO of the African Risk Capacity (ARC) Group, a Specialised Agency of the African Union founded in 2012. ARC Insurance Company Limited (ARC Ltd), a hybrid mutual insurer and the commercial affiliate of the Group founded in 2014. The ARC Agency was established to help African governments improve their capacities to better plan, prepare, and respond to natural disasters triggered by extreme weather events, as well as outbreaks and epidemics. The Business Africa Online (BAO) team caught up with African Risk Capacity (ARC) Limited CEO, Mr. Lesley Ndlovu to reflect on the impact of the COVID-19 pandemic, lessons, key highlights of ARC 2021 financial report and the ARC Gender Strategy.



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To begin, perhaps you could briefly share the African Risk Capacity (ARC) position on the pandemic. The challenges, lessons and how the industry is dealing with the impact?

The pandemic was a period of great uncertainty for everyone. For us at ARC, it forced us overnight to become a virtual organisation in a business where face to face interaction with our clients is extremely important. It was also an opportunity for growth because it made our clients, particularly governments, more mindful of risk management and anticipating what could go wrong. As a result, we saw double digit growth in our core insurance segments. We are looking to expand our product offering to include insurance coverage for outbreaks and epidemics.

What would you say are the impacts and highlights of the ARC 2021 financial report?

2021 has been a challenging year due to the payment of large insurance claims all across Africa. However, we are an impact oriented insurance company, paying claims means that we are helping out people facing difficulty after an extreme weather event and the funds we provide allows the affected people to bounce back and continue with life. Since the inception of ARC, we have paid close to US\$100 million in claims.

Please, could you share with us your set goals for the year and the ARC Gender strategy?

Our ambition is to mainstream the gender dimension into our insurance business in terms of both underwriting and claims, as women and girls bear the brunt of the impact of extreme weather. The starting point is to gather the data and measure the impact, we estimate that 54% of the claims we pay benefit women. In West Africa, we have worked with partners to provide insurance coverage for women farmers in the karité (shea butter) sector. We see this area as a tremendous business opportunity because it is a historically underserved segment.

How are you making sure the ARC insurance offerings are easily accessible to clients in key sectors like agriculture, health, etc in the continent?

At ARC, we focus on 3 core client segments – governments (federal and state), humanitarian agencies and small-medium scale farmers. We are building scale and diversification in our business both across products and geographies by introducing new products and entering new markets. Our mandate is to close the protection gap and increase the number of people protected by insurance – we want insurance to be more available, accessible and affordable. We have launched a number of strategic partnerships, including acquiring a stake in Pula Advisors, a leading parametric insurance aggregator, this move has enabled us to grow our market share in the agricultural sector. At COP 26, we mobilised close to US\$100 million to subsidise governments in the payment of insurance premiums over multiple years.





You recently met with key strategic partners in Nigeria, making it your third visit to the country. Can you tell us about the key outcomes emerging from the meeting?

I had the good fortune of being in Abuja at the end of March, this was an opportunity to renew and strengthen relationships with our key stakeholders in Nigeria. We would closely work with the Ministry of Finance at the federal level as well as local insurance companies. With local insurance companies, we provide technical expertise on the development of products and risk management and reinsurance capacity, our local partners provide us with product distribution and local market insights. The scale of the opportunities is so vast that it can only, the opportunities can only be fully exploited through close collaboration between the various stakeholders.

Lastly, Where do you visit next on your ARC mission visit and what is the future of climate risk insurance?

Climate insurance is one of the most exciting sectors of the insurance market because it answers a pressing need on the African continent. Currently, there are over 700 million Africans whose livelihoods are vulnerable to extreme weather and insurance has a major role to play in protecting their lives and livelihoods. Agriculture is the mainstay of most African economies and any investments into the sector should

be protected through insurance products as a de-risking mechanism. I fully expect the industry to grow at double digit rates for the foreseeable future because the coverage gap is large. Closing the gap is of paramount importance in the era of climate change, where the frequency and severity of natural disasters is increasing. Lesley Ndlovu is an executive with extensive international experience in insurance and investment management. He is currently the CEO of the African Risk Capacity (ARC) Group, a Specialised Agency of the African Union founded in 2012.

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COMMUNITY

Growing and engaging a community of activist philanthropists dedicated to ending NTDs;

FUNDING

Raising and allocating capital effectively to end NTDs;

PLATFORM

Serving as a platform for donor coordination, collaboration, and leverage;

OUTREACH

Engaging as a technical, strategic, and advocacy partner with governments, local and international non-governmental organizations, academic institutions, pharmaceutical companies, multi-laterals, funders, and private sector business leaders;

INVESTMENT

Actively managing a portfolio of high-impact, strategic investments to scale treatment and reach disease elimination goals;

TECHNOLOGY

Fostering innovation and fast-tracking the deployment of new NTD tools and technology;

LEADERSHIP

Leading targeted outreach, advocacy, and awareness efforts to share the investment opportunity and large-scale social impact of ending NTDs with key public and private sector leaders and decision-makers;

ANALYSIS

Monitoring and evaluating the impact of our portfolio of investments and contributing learnings and best practices to the broader NTD and global health communities; and,

SYSTEMS

Taking a systems approach to understanding, engaging with, and influencing the broad ecosystem of stakeholders working on ending NTDs.



MISSION

To control and eliminate the most prevalent neglected diseases among the world's poorest and most vulnerable people.

VISION

To ensure people at risk of NTDs can live healthy and prosperous lives.



WHAT IS THE END FUND?

The END Fund is the only private, philanthropic initiative dedicated to controlling and eliminating the five most common neglected tropical diseases (NTDs), which affect over 1.5 billion people globally.

VALUE OF TREATMENTS
DELIVERED*

\$1.36B

NUMBER OF TREATMENTS*

724M



PEOPLE TREATED
IN 2018
MORE THAN
134M



WHERE WE WORKED*





WE INVEST IN ENDING:



INTESTINAL WORMS Over 1.5 Billion People in Need of Treatment



SCHISTOSOMIASIS 220 Million People in Need of Treatment



LYMPHATIC FILARIASIS 894 Million People in Need of Treatment



TRACHOMA 157 Million People in Need of Treatment



RIVER BLINDNESS 205 Million People in Need of Treatment





Investing In Women Owned

Start-up Ecosystem Gives Highest Return On Investments

stablishing a new business is not an easy feat as it cannot be compared with a prosperous one that

has been in existence. Irrespective of the industry, every startup is likely to go through the same process of development except a variance in time. Subject to certain factors, the speed in growth of startup businesses differ ranging from hiring the right team to maintaining the right customer base.

Forming the right team is critical in businesses, especially startups. Over the years, most businesses have been prejudiced in their workforce selection as they fit only men in management and relegate women to menial and insignificant roles. On the movement of gender equality, women have been elevated to managerial levels lately except for a few that still hold the notion that gender matters in operation.

Great, we are having women-owned startups rising except for some constraints which are affecting their speedy growth. Most times, these constraints depend on the region of the startup, hence the counsel to set up businesses in environments favorable to it.

The issue of expectation from the society to take up tasks or run the business in a masculine way affects startups. If not handled through the approach of "men", societies usually do not support them unknowing that various businesses need different approaches, i.e. not all businesses are run the same way.

During the covid-19 outbreak, several firms incurred losses, likewise female proprietors were hit hard. Women-owned startups received a significant drop in financing in 2020. Though not everyone's firm suffered equally, the share of "dollars to women founders" fell drastically by 0.5% from 2019 to 2020. Investors have more faith in men-owned businesses than women because they believe men have been in the business of managing enterprises and so are skilled. This withdraws them from funding women-owned businesses. Also, society believes women are prone to exaggerating their esti-

the share of "Dollars to women founders" fell drastically by 0.5% from 2019 to 2020 mate when given opportunity though this seem unfounded. Female financing would get better by the increase of female investors in the system. On the side of investors, venture capitalists are usually discriminatory when it comes to backing women entrepreneurs.

Women have innovative ideas, but in a male-dominated corporate world, it can be hard to find the right mentors or connect. Mentorship and networking opportunities tailored for women founders have been limited except in mid-2021 and early 2022 where companies and institutions have taken it up to train women to skill in directorate affairs.

Entrepreneurs typically do not start a business until they are in their late 20s, about the same time as women begin their families, and combining both responsibilities is a challenging feat. Also, in society today, when a woman can take care of herself, raising a family becomes a thought. This aspect is inevitable and has stayed intact over the years.

Regardless of possible constraints to supporting women, there are still tangible reasons to invest in women-owned startups.

Startups are delicate, they need vigor fueled into the business to keep through the growing stage which is usually not an easy one. By nature, the emotional IQ of women is such that it is resilient. Women are meticulous beings and have the ability to multitask. These qualities keep businesses going and productive; investors are usually drawn to progressive startups.

As the business progresses, operations

productive; investors are usually drawn to progressive startups.

- As the business progresses, operations begin to level up, ideas start to take root, some even take a new turn. This calls for flexibility and women are wired to be adaptable. Apparently, it fits the gender personality and such business would thrive in her custody.
- Women are good at yielding returns for a business as researches have proved it that female founding businesses turn in more revenue than male founding businesses. According to research, women have better understanding of unmet needs and so know how to channel the products and services to the right target of a business opening up huge business prospects. Other researches back this up that women-owned businesses return twice as much as the dollar invested, companies with female leadership have a nearly 3% greater return on equity.
- On the argument of balancing work and family life, most women entrepreneurs have found solutions to balancing the responsibilities from these ends. This is not a challenge in giving her expertise to the best of the business which in return gains the support of venture capitalists.

The prosperity of businesses affects the industry which indirectly contributes to the development of the economy. Gender disparity should not be a barrier to harnessing the best a business can while in operation.

Emmanuel Otori has over 9 years of experience working with 100 start-ups and SMEs across Nigeria. He has worked on the Growth and Employment (GEM) Project of the World Bank, Consulted for businesses at the Abuja Enterprise Agency, Novustack, Splitspot and NITDA. He is the Chief Executive Officer at Abuja Data School.

Companies With Female Leadership Have A Nearly 3% Greater Return On Equity.

Simi Nwogugu

On The Inaugural Africa Education Medal Launched by T4 Education, HP, & Intel



Simi Nwogugu, CEO of Junior Achievement Africa, voiced her support for the new Africa Education Medal, launched this year by T4 Education in collaboration with HP and Intel.

Simi Nwogugu, CEO of Junior Achievement Africa, today called on Nigeria's changemakers to apply or be nominated for the inaugural Africa Education Medal, launched by T4 Education in collaboration with HP and Intel. Simi Nwogugu has joined leading figures from across Africa in support of the new award that will be given to an outstanding individual who has demonstrated impact, leadership, and advocacy in the field of education.

In the decades leading up to the pandemic, Africa had been making great strides in boosting school enrolment. To protect and expand upon these vital gains in the wake of COVID, teachers, NGOs, politicians, tech entrepreneurs, and figures from the public and private sectors, will need to work together to build a future where every child in Africa can achieve the quality education that is their birthright.

The Africa Education Medal has been launched to recognise the tireless work of those who are transforming education across the continent – to celebrate the stories of those who have lit the spark of change so others will be inspired to take up the torch.

Brad Pulford, Managing Director at HP Africa, said:

"HP has been committed to enabling better learning outcomes for 100 million people between 2015-2025. Achieving this bold goal wouldn't be possible without empowered education leaders and trailblazers who are at the forefront of the rapidly changing education environment. A quality education empowers not just individuals, but entire communities. It will skill the next generation to fulfil their full potential in a world being transformed by technology. The Africa Education Medal not only honours the tireless work of those seeking to improve education all across Africa, but gives them a platform to amplify their voices and inspire others to follow their examples."

Simi Nwogugu, CEO of Junior Achievement Africa, said:

"A good education will empower young people in Nigeria and across Africa to fulfil their full

potential, secure better lives for themselves, their families, and their communities. I am a beneficiary of great educational institutions from attending a public secondary school in Lagos, Nigeria to attaining an MBA at Harvard Business School, which empowered me to return to Nigeria to expand the work of JA across Nigeria and the continent. Africa's great changemakers know education is the key to our continent's prosperity in a global economy. I urge inspirational leaders from Nigeria and across Africa to step forward and apply for the Africa Education Medal so their stories can inspire thousands more."

Vikas Pota, Founder and CEO of T4 Education:

"Quality education will help African countries grow and prosper. And it will help Africa produce the public leaders of tomorrow who will go on to grapple with the continent's greatest challenges from inequality, to climate change, food insecurity and disease. The Africa Education Medal recognises those who are working every day to make that vision a reality."

The Africa Education Medal is open to individuals working to improve pre-kindergarten, K-12, vocational and university education who are one of the following:

- -Educators and school administrators
- -Civil society leaders
- -Public servants and government officials
- -Political leaders
- -Technologists and innovators

Nominees must demonstrate their contribution in any of the following key areas in education:

Significantly improving learning outcomes Promoting girls' education Promoting equity and broadening access to education Advancing pedagogical or technological innovation Building and strengthening educator capacity Catalysing civic participation in education Championing the rights of education stakeholders

The Top 10 finalists for the Africa Education Medal will be announced in July and the winner will be announced in September. Nominees will be assessed by a Jury comprising prominent individuals based on rigorous criteria.

Nominations, including self-nominations, can be made online at http://www.africaed-ucationmedal.org/

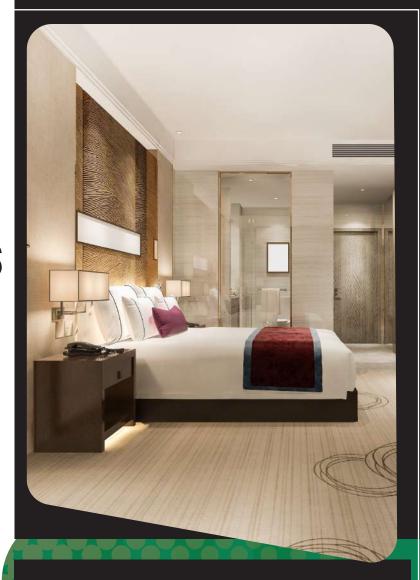
Nominations will close on June 3, 2022.



AReview Of Key African Hotel Markets 2021

"Whilst some African hotel markets have a long way to go in terms of recovery and regrouping, others have shown remarkable fortitude and resilience provide hope that 'normal' conditions will once again prevail in the hospitality sector in Africa," says HTI Consulting CEO, Wayne Troughton.

"Throughout 2020 and into 2021, as wave after wave of Covid-19 infections continued to spread across the globe, hotels struggled to achieve sustainable levels of demand. Hoteliers and their staff have, however, been adaptable and resourceful over the period and quite a few of the properties that contributed to STR in 2019 have therefore continued to do so in 2021," says Troughton. "It is encouraging to witness resilience of some of the key African cities as well as the boost in performances in the months leading up to the end of the year."



The below Review of the 2021 year sees HTI Consulting compare the performances of 2021 with those of 2019 to identify the rate of recovery in key Southern, Western and East African markets.

SOUTHERN AFRICA

(Occupancy Recovery Rates)

Umhlanga showed the strongest occupancy recovery rate across Southern African markets currently contributing to STR. With an average occupancy of 48.1% for 2021, occupancy for October and November was sitting at 65%, peaking at 71% in December.

Recovery rates over these three months ranged from 86% to 92%.

With an occupancy rate of 25,2% in 2021, Lusaka's recovery is at 54% when compared to 2019 occupancy (54%). Cape Town's recovery is at a similar level (53%) with an average occupancy of 34.9% for 2021 vs. 65.3% in 2019. From October 2021 occupancy levels were pushed over 50%, driven by increased demand from overseas travellers after South Africa's removal from the red list in October.

Despite the travel bans that ensued in December 2021, the December occupancy for Cape Town was also above 50% due to strong domestic leisure support.





It remains uncertain as to whether or not the limited recovery in property contributions to STR is attributed to permanent closure or temporary closure. Some are likely to reopen occupancies and therefore in these markets might take some time to regain 2019 levels. International market recovery will also take some time and increased business and leisure travel will be required to drive peaks achieved prior to Covid.

Room Supply Recovery

Occupancy levels achieved should always be viewed in the context of the recovery of room supply. When assessing the number of rooms contributing to STR data in 2021, Windhoek and Gaborone have achieved equivalent levels to 2019. Occupancy recovery levels for these two markets are therefore more accurate. Room supply in Umhlanga, Sandton and Cape Town is notably down, with respective recovery of supply at 62%, 58% and 57%.



ADR Recovery Rates

From a rate perspective, most key markets have made pleasing progress in rate recovery. Hoteliers, for the most part, have carefully managed discounting in order to avoid rate dilution and to facilitate a swift rate recovery once market conditions improve. Umhlanga achieved an ADR of USD 91 for 2021 vs. USD 92 in 2019. This is a positive sign.

When considering the pressure the Lusaka market was under prior to the pandemic, the achievement of an ADR of USD82 is positive, particularly as rates achieved in 2019 were USD100.

Cape Town and Sandton have experienced similar recovery rates. Hoteliers in the Mother City have, however, found it challenging to push rates without higher paying international clientele. Sandton properties continue to discount.

RevPAR Recovery Rates

The RevPAR recovery rate continues to remain subdued, with market leaders only at 44% when compared to 2019. Low occupancies remained a challenge across the southern region, given the dearth of international leisure and domestic and regional business travellers.

The removal of Southern African countries from the 'red list' by most key source markets in early 2022 is likely to see a gradual uptick in foreign travellers, notably from February onwards. Increased activity from the business market is also anticipated, particularly with the view that the pandemic could potentially be downgraded to an endemic.

The outlook for 2022 is therefore cautiously optimistic, provided no more travel bans or lockdowns impact the region.







Managing Revenue Leakage in Healthcare.



What is revenue leakage?

Recvue defines revenue leakage as any unnoticed or unintended loss of revenue from your company. Revenue leakage in healthcare according to Srishti is the difference between the amount of payment that is entitled to the healthcare provider versus the amount of reimbursement received. For clarity, few terms would be defined below.

Claim:

This is a request for payment the healthcare provider tenders to the health insurer (e.g., HMO) for service rendered to the patient.

Revenue Cycle (RC):

A revenue cycle starts when a patient books an appointment and ends when all claims and payments have been collected by the healthcare provider.

- **Denial:** occurs when the insurer refuses to pay for an item or service. If this happens after a claim has been sent following delivery of service, it then becomes 'claim denial'.
- Accounts Retrievable (AR): The amount of money owed to healthcare providers for services and care delivered to patients.

Mr. Tanso Justice is married to a banker who has insurance covering for their family with JayPMog HMO. He developed abdominal pain which he initially ignored but the situation worsened and became associated with reduced appetite. Realizing his need to see the Doctor., he goes to their provider hospital (Leyden hospital) to get checked.

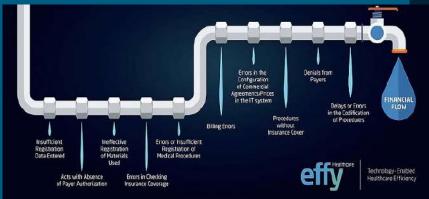
On arrival, his details are captured, vitals checked and then proceeds to see the Doctor. In the consulting room, the Doctor asks Mr. Tanso asks some questions, examines him and prescribes analgesics and supplements alongside dietary advice. He requested that he get a blood test done and abdominal imaging. Although, at this stage, there is no clear diagnosis yet. The Doctor, in his bid to clear the patients at the waiting area, decided to fill in details of visit at the end of all the consultations. However, after seeing Mr. Tanso, he realized he was fatigued and decided to go on a break after which he would return to fill in details of the consultations. On returning from his break, he missed certain details on the services he had rendered. He decided to leave out information he was not sure of and deduced the diagno-

sis for some cases from the prescriptions he sent to the pharmacy.

Having carried out requested investigations, Mr. Tanso picked his medication and returned the following week with his results to see the Doctor. However, this time, the attendant at the front desk captured his name as Mr. Tanko Justice. The Doctor referred him to a specialist as he had an intestinal growth. During this consultation, all details are inputted immediately and a working diagnosis, only that this time it is under the name 'Mr. Tanko Justice' as sent by the front desk.

All this while, Mr. Tanso had made no payment out of pocket and as far as he was concerned, JayPMog HMO was doing a great job. His appointment to the specialist involved further questioning and examination although he could not view his last hospital visit as there was only one documented visit to his name - his first visit. The Consultant requests he get tested for certain tumor markers just to be sure. Mr. Tanso is booked for the above-mentioned test but a call could not be put through to the HMO at that time to confirm if the test was covered. The front desk attendant eventually assumed that this was also covered. A patient had presented with a similar condition from the same HMO and got approval. What she forgot was there are different plans and coverages with HMO.

He gets his test done, returns to the consultant who states there is no problem and gives him a long appointment. All this took place within the space of 3 weeks and the hospital raised claims which received few denials especially the test for the tumor markers. Mr. Tanso is called to pay for the investigation done but insists his HMO should cover that 'little' blood test he did in his words. The continuous back and forth on the phone only resulted in a lengthy conversation with no payment.





From the case study presented above, leakage points can already be identified and no matter how small they seem, they usually result to a large sum being lost over time. Modern healthcare conducted a research across hospitals in Florida and discovered 9% of claims raised are denied resulting in an annual revenue loss of \$262 billion. Recent research even shows denial rates have risen to about 11.1% which will continue to be on the rise if not curbed.

The image below by Effy healthcare highlights possible causes of revenue leakages and can also be used to relate with Mr. Tanso's case.

It is therefore highly imperative that healthcare organizations stay in the black and remain financially healthy.



One of the ways of doing this is managing leakage. Failure to do so often results in huge and expensive losses. Some facilities even fold up when they can no longer be sustained. To address the issue of revenue leakage, the first step is to identify and quantify how much revenue is being lost. It would suffice to further identify areas operating effectively and those that need to be worked on.

General improvement measures that can be taken include:

- -Automating manual processes. Going digital has been shown to reduce errors and save time.
- -Training staff on proper billing and coding. Ensuring claims are sent in good time. The longer they take, the more likely they are to get denied.
- -All procedures should be confirmed from the insurer in a timely manner to confirm coverage before being done.
- -Patients should be communicated with politely yet effectively when the insurer is not covering the cost of care.
- -Claim denials should be treated promptly by the team involved when sent. Team handling patient care should be constantly reminded of the need for proper documentation as this does a long way in receiving payments due.
- -As the need may rise, revenue management should be outsourced for proper revenue cycle management services.

Revenue leakage can be managed. It may be cumbersome attempting to solve all at once, but there are improvements that can be made from time to time in addressing the issues whether simple or complex. Healthcare is dynamic and as such requires the willingness to be dynamic in addressing the challenges.

Dr. Jesupelumi Adenihun(Medica Doctor)



OPED

Africa can adopt renewable energy on a massive scale & save billions along the way

Africa's energy future at a crossroad

When it comes to building the future of energy in Africa, the decisions facing the continent's leaders today are nothing less than of historical importance. More than anything else, energy systems are the very fabric of business and society. Countries across Africa want to make good on their objective of building huge amounts of new generation capacity to anticipate on vast increases in energy demand and set the continent on the path of growth and development it deserves.

Africa knows where it needs to go. The big question is how. And more specifically: what is the most cost-effective energy mix that can be built to deliver all the new electricity capacity that is needed? Wind, solar, gas turbines, coal, gas engines... numerous options are available, but there is only one sweet spot.

For the past decade and more, world-class engineers and analysts at Wärtsilä have tapped into their deep bench of experience in the African energy sector to answer these very questions, country by country. We have mobilized state-of-the-science, technology-neutral energy modelling techniques, and took all local technical constraints, all technologies, and natural resources into account.



Africa knows where it needs to go. The big question is how.

Multiple energy mix scenarios have been developed and compared. We ran the models rigorously and the numbers have spoken. They reveal cost differences of mind-boggling magnitude between the various energy strategies possible.

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Billions of dollars are at stake

When it comes to the choice of energy technologies, keeping an open mind, free from preconceptions, is paramount. Technologies that can be right for Europe considering its existing

infrastructure, population density, or natural resources, can be wrong for others. Each country, each region, must find its own optimal way to building its energy system. Many African countries have however one important point in common: maybe more than anywhere else, the models indicate that the best path to building the most cost-optimal energy system is to maximize the use of renewable energy.



One fact must be established once and for all. The cost of renewable energy equipment has decreased very rapidly in recent years, and when this equipment runs on Africa's massive solar and wind resources, what you have is a cost per KW/h produced that beats all other electricity technologies hands down. If you add to this the fact that most electricity grids on the continent are relatively underdeveloped, favouring renewable energy over traditional power generation like coal or gas turbine power plants becomes a no-brainer.

Although relatively ambitious renewable energy targets have been set by governments across the continent, it does not always go far enough. Contrary to what some industry and political leaders may believe, maximizing the amount of renewable energy that can be built in the system is by far the cheapest strategy available, while at the same time ensuring a stable, reliable network.

In Africa, renewables must become the new baseload. And yes, renewables are intermittent. But combining them to flexible power generation capacities will guarantee the stability of the grid and save billions of dollars along the way.

The intermittency of renewables: an issue we can cope with

It would be misguided to consider the intermittency of renewables as a showstopper. It is not, provided they are paired up with highly flexible forms of electricity generation like gas engine power plants.

To maintain a balanced system, flexible back-up and peak power must be available to ramp up production at the same rate that wind or solar production fluctuates, but also to match the fluctuating energy demand within the day. The systems must be able to respond to huge daily variations in a matter of seconds or minutes.

Gas engine power plants are the only source of backup generation that is designed to do just that. They will keep the system safe, while allowing the grid to accommodate huge amounts of cheap renewable energy. For Senegal alone, to take only one example, the studies reveal a \$480 Million difference in total system cost over the next 15 years between a system incorporating lots of renewables combined to flexible gas engines, and a system built around inflexible thermal generation and minimal renewable capacity. Renewables and flexible gas: the two pillars of a winning energy strategy

Renewables and flexible gas are the two pillars of a winning energy strategy for Africa. Similar studies conducted on other African countries indicate that this energy mix strategy will provide efficiencies worth billions of dollars continent-wide over the next few decades.

Highly ambitious renewable energy objectives in Africa are not only achievable, but they are also the soundest and cheapest strategy for the successful electrification of the continent. Making the smart strategy decisions will lead to more resilient electricity systems and offer vastly superior whole-system efficiencies.



Kenneth Engblom Vice-president Wartsila Energy Europe and Africa



OPAY Egypt

Obtains Initial Greenlight From The Central Bank of Egypt To Issue Prepaid Cards



29

Pay Egypt, the leading fintech and electronic payments company, has announced that the Central Bank of Egypt has granted it the initial approval to issue prepaid cards through its OPay app. The prepaid cards will be issued with cooperation with the Egyptian Cards Company, the largest card distributor in the local and regional market. OPay Egypt, aims with this new step to provide all electronic payments solutions

The prepaid cards will allow customers to deposit money in the cards, thereafter use it in cash withdrawals and purchases without having to open a bank account. These cards provide OPay customers with a whole set of services that meet their financial and payment needs.

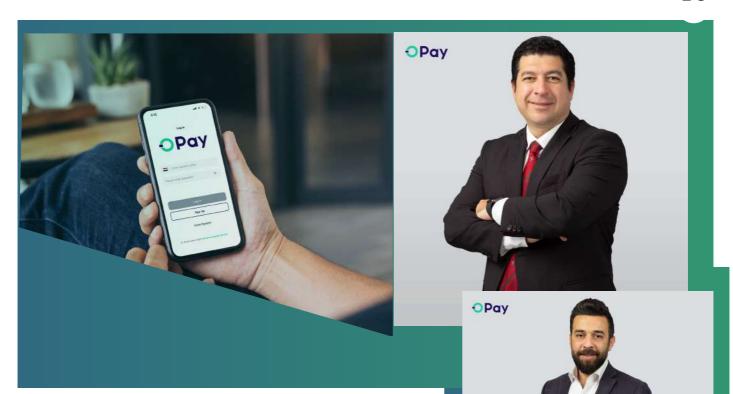
Mahmoud khedr, Director of business development and strategic partnerships for Egypt and North Africa at OPay, said "We are pleased with our cooperation with the Egyptian Cards Company to issue our prepaid cards. The new cards will provide additional paying options that will greatly contribute in our efforts to provide the best non-banking services to our customers through a smooth and easy payment system represented in the prepaid cards. Khedr added that the

wherever they are."

He emphasized that this cooperation comes to reinforce efforts to achieve financial inclusion in Egypt, and deemed it a practical application of the strategy of Egypt's National Payments Council.

In this respect, Khedr, raised the Presidential initiative for economic reform and the initiatives of The Central Bank of Egypt, which contributed in attracting foreign investors to the Egyptian market especially in the payments and collections and fintech sectors in Egypt. He also commended the role of The Central Bank's decisions that "guaranteed an atmosphere of competitive-

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Hesham Ezz El-Din, Digital and Cards Business line director at OPay Egypt, said: "We are working hard to reinforce our presence in the Egyptian local market and offering new electronic payments and collections solutions, as well as supporting our customers through an inclusive system that helps in pushing digital transformation forward and supports financial inclusion."

These steps, Ezz El-Din said "help us arrive at a non-cash society in light of the strategy of The Central Bank of Egypt and the directive of the Egyptian state within the 2030 digital vision."

Ezz El-Din said that OPay's prepaid cards will be connected with OPay's mobile app, in order to guarantee that the service Meets the needs of the customers. Connecting the card with the app will allow customers to request the issuance or cancellation of the prepaid card. Ezz El-Din reiterated that the move also comes as a part of the company's concerted efforts to expand its branches all over the country.

"OPay seeks to offer the best electronic services in the Egyptian market, while maintaining the highest levels of safety and security for its customers," Ezz El-Din said.

OPay signed a joint cooperation protocol with the Egyptian Cards Company last year to facilitate issuing banking cards.

About OPay

OPay is the leading regional fast-growing company in the fintech sectors, and one of the main players in the field of financial solutions. The company focuses its activities in the Middle East and Africa, and operates currently in the Arab Republic of Egypt, where millions of customers rely on its services to facilitate their payments and meet their financial needs. OPay runs tens of thousands of financial transactions daily.

OPay, is a technology company in the first place, it offers a wide range of technological solutions, such as designing the modern technological infrastructure for payments systems using state of the art technologies and the highest levels of security. OPay offers an easy smooth payment experience to customers and individuals alike through a variety of electronic payments services and solutions, such as accepting the current POS deployed at tens of thousands of vendors and retailers and the electronic payments gate OPay-Checkout, as well as phone apps with many other services that the company seeks to introduced in Egypt soon.







UNDP Ghana Covid-19 business tracker identified the food industry to be the one most hit by COVID-19. The sector recorded a 91 percent decrease in sales with 24 percent of food businesses fully closed and the remaining laying-off workers. Beyond the pandemic, issues of compounded regulatory policies, expensive real estate, groceries, logistics, and technologies in such a fragmented market will continue to make food entrepreneurs vulnerable considering the low-margin nature of the business.



Accra-Based Startup **Built To Digitise** Local & Informal Restaurants In Africa



On Tech

Growing food business in Africa, don't have the resources to assemble technical teams and food aggregator platcurrently available forms expensive especially for local restaurants. Aside from paying 30% commission and weekly fees, restaurants do not own their data, customers, and customer experience.

Hence many food entrepreneurs today are using WhatsApp as their management and distribution channel which is not efficient for an industry whose growth heavily relies on data and targeted campaigns. So, the foundation of Bukyia was just... let's make food tech more ionized, convenient, and easier for locals!

Bukyia has built an all-in-one social commerce solution that puts suites of transformational digital tools such as order and delivery management, mobile invoicing, payment, records, accounts, bookkeeping, marketing and more in the hands of local and informal restaurants with affordable pricing.



The Bukyia webapp can be used free of charge without attracting any fees or charges. However, brands that require the services of a Bukyia Ninja and other premium features are charged small commissions widely below the industry standard of 30%.

Digital Literacy

The informal retail market is arguably the backbone of the African economy. In Ghana, 95% of retail transactions worth over \$2 billion happen in this market annually with over 90% being women-owned businesses. Despite the huge market, a large percentage of it is fragmented and still remains offline – probably in-person, on phone or on





Digital literacy is also an issue. A number of vendors are either digital illiterates or not-too-tech-savvy.

Bukyia has developed an innovative agent network system called Bukyia Ninja. Bukyia Ninjas are trained customer service and digital marketing experts that resell food for informal vendors or any vendor that wants opts for the service on the Bukyia webapp; driving sales from multiple platforms like tiktok and Instagram through content marketing for a commission. What makes this exciting is the remote nature of it. Ninjas can operate from anywhere right on their phones without having to be on the field.

Social Commerce

But that is not just it, the most exciting thing about the Bukyia web app is how it has converged food and community into one. And, Bukyia boost to be the first local tech company to do that. Think of it as Instagram in Glovo, Bolt-Food or Jumia. We are also building data tracking tools on top of WhatsApp to allow vendors to use WhatsApp efficiently.



Cloud kitchen

If you have visited bukyia's website, you saw a waitlist requesting food businesses to sign up to join a cloud kitchen. Before you get skeptical, the startup claims they are having over 200 brands including very popular restaurants in Accra hoping to join.

And the startup is still working behind the scenes to bring the kitchen-for-hire into life for locals to leverage for their restaurant growth and expansion.

Nathaniel Opoku, CEO of the company said he and his colleagues started Bukyia to empower the millions of women who are the backbone of commerce in Ghana after bad experiences they encountered ordering food online whilst at the University of Ghana. Bukyia wants to be the reliable ecosystem that offers African food entrepreneurs a single marketplace and dashboard to scale and operate beyond borders; botherless.

"We strongly believe the future of food sits in the cloud and we are committed to building digital and physical infrastructure for this future of commerce in Accra for Africans."



Ahead

In the coming days. Bukyia will be announcing a series of partnerships and several updates – from eat now pay later to amazing functionalities.

According to Clayton Christensen seminal theory on disruptive innovations, a marketplace is set to be disruptive when it brings together individuals or businesses that are constrained in their ability to offer supply in the market (non-producers) and individuals or businesses who were previously left out of existing markets (non-consumers) to create new types of transactions. The innovation of Bukyia fits perfectly especially on how it seeks to bring into mainstream local restaurants and catering businesses that have been hard-to-find beyond word of mouth - giving them access to suites of transformational digital tools and assistance. Perhaps, that might be why they are called Bukyia Innovative Kitchen concepts.

Bukyia says it believes the future of commerce in Africa will be widely defined by how we digitize informal retail today. Technologies that will last will not be too hard to understand, use or deliver. It will be conversational in the sense that it ought to foster organic interactions and it will be empowering locals.

The next time you find yourself feeling so hungry in Accra, take your phone and log onto www.buky-ia.com , order some rich meals and support the locals. It is simple liadat. Say "No more wahala"









Africa's Acceleration Program:

ceanHub Africa is organising its 3rd acceleration program, set to run from mid-July until the end of February 2023. OHA's Acceleration Program aims to support ocean-impact ventures by accelerating their exposure, innovation and financial capacities.

Since its launch in 2020, the Cape Town-based accelerator

has supported a total of 16 African ocean-minded startups in various sectors of the Blue Economy (aquaculture, fisheries, shipbuilding, marine renewables/biotechnologies, coastal tourism/ocean sports, awareness/education, data.exploration, ocean plastic circular economy). The business accelerator has supported them to raise 5.4+M USD in total.

This edition of the Pan-African acceleration program will be a hybrid event. OceanHub Africa's program will start in mid-July and will include an in-person bootcamp in Cape Town. Which will cover training sessions on access-to-market, investment readiness in the impact space as well as feedback sessions on your pitch. At the end of February 2023, the accelerator will organize the 4th edition of Ocean Innovation Africa. Its international Summit is dedicated to fostering innovation and entrepreneurship in the African Ocean Space.

During this event, the startups selected for the acceleration program will have the opportunity to showcase their innovation, pitch their business and network with potential investors, policy makers and corporates involved in the ocean innovation space. Following the end of the program, the selected candidates will take part in OceanHub Africa's alumni program. Through which they will benefit from fundraising, business development and networking support.



Eligibility Criteria

- Your start-up is ocean-minded: it has a direct or indirect positive impact on the oceans (addressing climate change, pollution or overexploitation of the ocean) and promotes ocean equity.
- You are a for-profit and operate in Africa.
- You have a scalable service or product available on the market or soon to be available on the market.
- Your product or service is clearly innovative and/or your business model is disruptive.
- You are looking for investments or new markets.
 More information and registration HERE

Startups from past cohorts:

INSECO (South Africa)

Founded in 2016, INSECO farms insects and turns them into a high-protein powder for fish farming purposes. Its solution allows to prevent overfishing of bait fish which, although commonly used to produce fish meal in the aquaculture sector, are essential to the marine food chain. Since graduating from OHA's first cohort, the start-up has successfully closed a pre-seed fundraising of 1,5M USD, one of the largest ever raised in South African history. The impact venture has also developed new applications to its products in sectors such as pharmaceuticals and cosmetics.

Soso Care (Nigeria)

Soso Care is a social for-profit business which proposes a Waste-To-Health service. The startup allows people in underserved communities in Nigeria to redeem plastic recyclables to finance their yearly health cover, contributing to solving Nigeria's plastic pollution and access to health challenges. After taking part in OHA's acceleration program in 2022 with a focus on investment-readiness, the social-impact venture has been selected as one of the 9 startups to receive funding from the Global System for Mobile Communications. Soso Care is now focusing on scaling its social innovations across Nigeria before expanding to other African countries.

Plant Biodefenders Ltd (Tanzania)

Plant Biodefenders Ltd has developed a climate resilient and organic pesticides proven more efficient than harmful pesticides against two of the main invasive pests affecting crops in Sub Saharan Africa. Named Vuruga (meaning 'disruptive' in Kiswahili), the patented biopesticide can not only contribute to food security and increase revenues for small scale farmers. But it can also help regenerate coastal and marine ecosystems by resorbing spillage of chemicals into the Ocean. After working on refining their revenue model to pivot from a B2C to a B2B model, the biotech startup is gaining more and more traction with small farmers cooperatives across Tanzania and has started to export to Kenya. Its next focus will be to raise funding to increase their production capacity.



The Digital Gaming Experience event was held in Cape Town on March 26th. The event focused on themes surrounding eSports, blockchain gaming, NFTs and the Metaverse. It saw new innovations in the gaming industry put under the spotlight. Among the speakers was Michael 'MJ the Fellow Actuary' Jordan who shared his well-received metaverse philosophy with the audience. MJ is part of Polygon - a decentralised Ethereum scaling platform pushing Web3 technology upstream.

tube.com/watch?v=c-EPcnB4wB8

Other guest speakers included Alex Hilton, a former lawyer, now working in the crypto space who gave an attendee-favourite talk around the play and earn gaming ecosystem titled Nifty League: Pioneering the Future of Digital Gaming.

Grey Jabesi of Mamba Gaming addressed the audience in a discussion around the latest developments in the African gaming scene and the potential for growth. Through their scholar-

ship program, the Mamba

Gaming guild

enables scholars to play-to-earn. They also gifted attendees with Proof of Attendance Protocol POAP - unique NFT badges that are given to attendees in order to prove their attendance at the event.

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During the eSports segment of the event schedule. Clint O'Shea of African Cyber Gaming League (ACGL) took to the stage and shared some incredible insights about the future of eSports. In his talk, he touched on some of the issues of interest to the audience as far as

whether



Digital Gaming Experience Spotlights Africa's Growing Gaming Ecosystem

eSports can compete with traditional sports and what the role of technology is in the eSports gaming industry, in addition to how gamers can benefit from partnerships, build audiences through streaming and monetize their content.

Shafee Abrahams of Limited Run Shop – a space and platform for sneaker enthusiasts and collectors of rare or exclusive sneakers gave a compelling presentation of how the team is planning to introduce non-fungible tokens (NFTs) to complement their existing business model. Their hope is to enhance their current offering, making it more attractive to their consigners, but also more appealing and value-adding to their customers. The Digital Gaming Experience event was made possible by the support of Playbetr the #1



Licensed cryptocurrency focused casino & sportsbook with social gaming and a Paris Saint-Germain Official Betting Partner in Latin America. In attendance was Alakanani Itireleng of Satoshi Centre – a blockchain startup incubator and Frank Deya – both representing Playbetr. They shared their valuable insights with the audience around the changing nature of sports betting and the future adoption of digital currency payments in sports betting.



Playbetr was also kind enough to also give away some free crypto to attendees – both on and offline. The limited time only offer requires new users to simply sign up on the Playbetr platform and follow Playbetr's Twitter, Instagram and Facebook as a condition for eligibility. The event was also promoted by Proudly Associated – a peer-to-peer marketing agency alongside Betr Models which is also part of the Playbetr ecosystem.

Digital Gaming Experience Spotlights Africa's Growing Gaming Ecosystem

Ashton Wolfe of Crypto Fight Club gave a compelling talk about the Crypto Fight Club metaverse in which participants are able to mint a fighter in order to participate in high-yield staking and play-to-earn games while taking true ownership of their in-game assets and participating in a new economy where rewards are based on time, effort and skill. Crypto Fight Club demonstrated a live NFT mint which they were generous enough to giveaway to a winning attendee along with 500 FIGHT tokens.

Other participants at the Digital Gaming Experience included Cyber Rhino Squad – an ecosystem aiming to utilize NFTs to create virtual safari experiences with the intention of helping with wildlife conservation.

The event was engaging, interactive and successful at showcasing real world use cases of NFTs/digital collectibles and their role in the burgeoning Web3 internet world where the Metaverse is expected to take centre stage.

"The common vision for all who participated was fostering community building and information sharing with the hope to help facilitate the creation of a thriving gaming and tech ecosystem locally," said Heath Muchena, Founder of Decentralised News and the event host. "There were plenty of opportunities for attendees to network and create synergies for future collaboration. The audience was well-equipped with the know-how needed to leverage new innovations in the gaming space and the key takeaway was that blockchain-powered innovations are here to stay and will continue to disrupt and reshape traditional business models, making them more equitable and inclusive."







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Wluwadamilola Soyombo:

Equipping the African Child with Technology and Creative Skills

Skooqs is an e-learning platform focused on providing African children with access to technology and creative courses at a young age.
The Skooqs product is for kids between age 5-18 years looking to learn creative skills.

How It Started

3 years ago Oluwadamilola Soyombo founded TCKZone, a not-for-profit organization. Whose goal is to introduce kids in African rural communities to technology and other STEM fields. Thereby increasing the number of young minds in technology and preparing for the Future. Little did she know that she would move on to building Skooqs, the first online learning platform. Where African children can get access to technology and creative courses at a young age.

When the global pandemic (COVID-19) struck and everyone was going online. She knew immediately that they needed to go online as well in order to reach more children with these skills. Immediately, they launched zoom and telegram STEM training sessions. And recorded 3x growth in the number of kids trained compared to physical sessions.

Oluwadamilola applied for a venture building program "STEMeIn Africa Venture Challenge" as TCKZone.

FIVE MILLION MARIA

Supplied Bills

However, the feedback they got said, "We love what you are doing for African kids, and we absolutely love your team. However, we would need the business to have a sustainable business model". In that meeting they got two options;

Option 1: Can you come up with a business model within 5 days and if we love it you can proceed in the program. Option 2: We can end the conversation here, and thanks for applying.

At that moment, Oluwadamilola took up the challenge, and with my team, mentors, friends, advisors, and with prayers, we were able to deliberate on different ideas and eventually came up with Skoogs.

Awards & amp; Achievements

Mid-early July 2021, Skooqs qualified for the STEMeIn venture program, and after 3 months it emerged the winner in October. Skooqs, also won the Injini Edtech, virtual Bootcamp in November same year. Skooqs participated and won the Lagos Small Business Summit Pitch Competition by SME100Africa and Softcom.

The E-Learning platform was also selected for the WITI program by Standard Chartered Bank and won a grant of 5 million Naira. In the space of 5 months, Skooqs have moved from just being an idea to having the product live, with courses, instructors, early users, and schools. So when you think about African kids learning 21st-century skills, Skooqs is a go-to platform.

Founder

Oluwadamilola Soyombo is the Founder of Skooqs and a 25under25 an award-winning UI/UX Designer. Backed by eight years of experience working in the technology environment building products.
Oluwadamilola holds a Bachelor's of Science in Computer Science from the University of Agriculture, Ogun State, Nigeria. She is a successful product designer with experience working in that capacity across several industries on 3 continents.





There is a plethora of health challenges currently plaguing the world, a glaring example of which is the protracted COVID-19 pandemic. Others, such as the neglected tropical diseases (NTDs), are not as much as in the spotlight; though they should be - NTDs affect about 1.7 billion people globally, including more than 1 billion children.







40% of this global burden is borne by Africa, and in Nigeria alone, recent figures from the World Health Organisation indicate that about 166 million people - 4 out of every 5 - are in need of treatment for at least one NTD. Yet these diseases - the most common of which are intestinal worms' disease, lymphatic filariasis (better known by its advanced form of elephantiasis), onchocerciasis (river blindness), schistosomiasis (also known as bilharzia), and trachoma; remain marginalized and insufficiently addressed. Some of the stark facts on NTDs make it implausible that these diseases are still relatively obscure in 2022. In addition to the worrisome statistics highlighted above, NTDs cause more than 170,000 deaths every year. For those that survive illnesses from NTDs, they may still have to grapple with

severe pain, long-term disabilities and stigmatization. Furthermore, many of those who are affected by advanced forms of these diseases are trapped in a cycle of poverty as they are rendered incapable of providing for themselves or their families. Of note today especially, is the fact that women are biologically vulnerable, physically impacted and socially subjugated as a result of these neglected diseases; and nowhere is this truer than in Africa.

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Notwithstanding the significant prevalence of NTDs, treatment for these diseases is relatively inexpensive and uncomplicated to administer. For as little as US\$0.50 per person per year, people affected by NTDs can access treatment for the five most common NTDs highlighted above.

LL NTDs cause more than deaths every year At the End Fund, I work with private and public sectors to drive country ownership of the mission to control and ultimately end neglected tropical diseases (NTDs), and this remit is intrinsically woven into the sustainability of our work. Country ownership means that governments, communities, and citizens – be they natural or legal (corporates); are responsible and responsive drivers of development programs.

TDS Sustainability & The END FUND

This facilitates the sustainability of such programs, by harnessing optimal public-private-developmental organisations' frameworks which drive scale, scope and speed of the programs; and that ultimately secure truly sustainable development – in this specific context, development driven by the elimination of the most common NTDs.

We believe that by working together and engaging across sectors, we can meet the related 2030 Sustainable Development Goals and achieve the World Health Organisation NTD roadmap - decreasing the number of people requiring interventions for NTDs by 90%, sustaining the attainment of this target, and continuing the progress towards health and prosperity by decreasing the health-related drivers of poverty for a stronger, healthier future with no one left behind.



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