

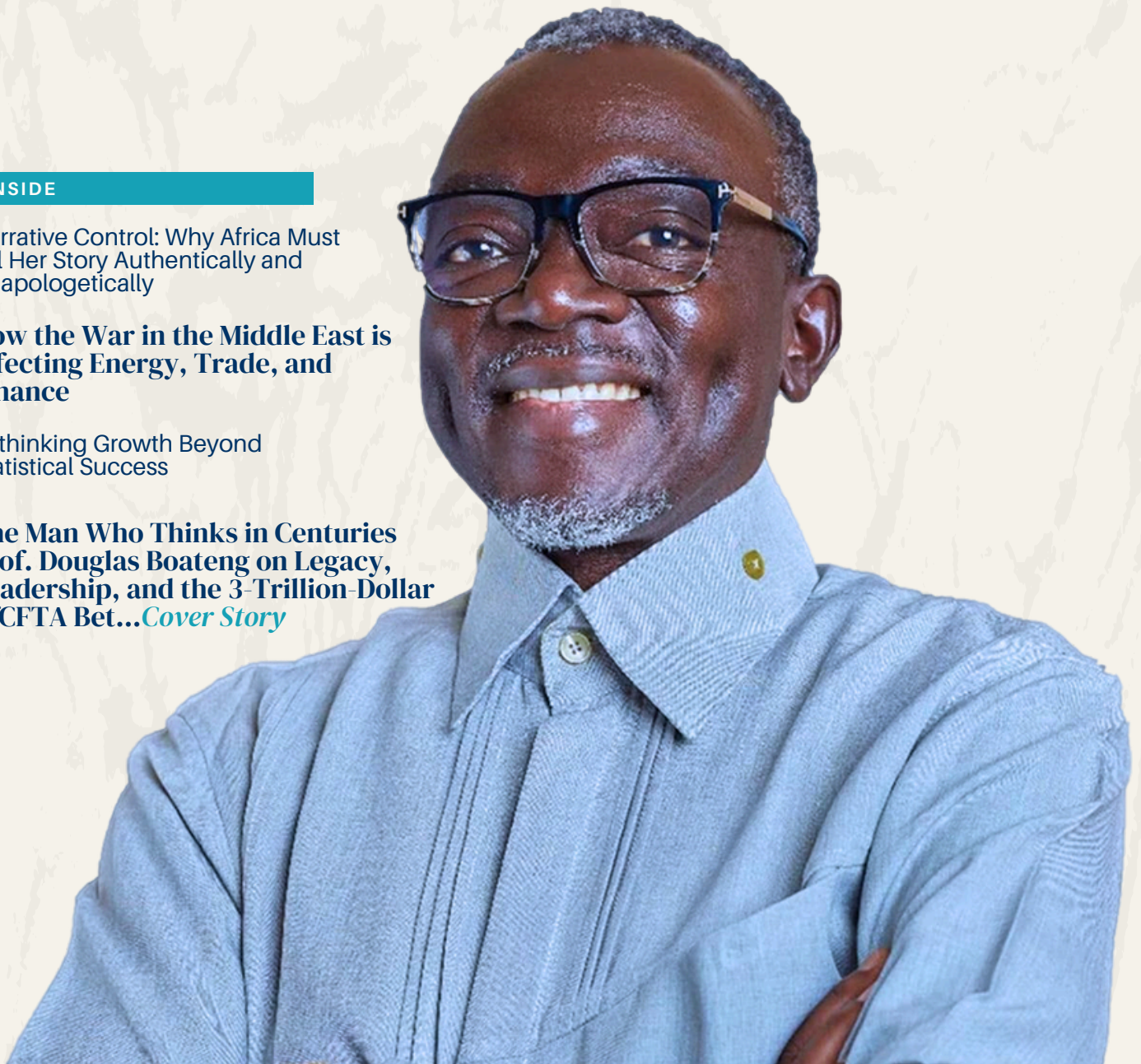
INSIDE

Narrative Control: Why Africa Must tell Her Story Authentically and Unapologetically

How the War in the Middle East is affecting Energy, Trade, and Finance

Rethinking Growth Beyond Statistical Success

**The Man Who Thinks in Centuries
Prof. Douglas Boateng on Legacy, Leadership, and the 3-Trillion-Dollar AfCFTA Bet...*Cover Story***



Investment Times

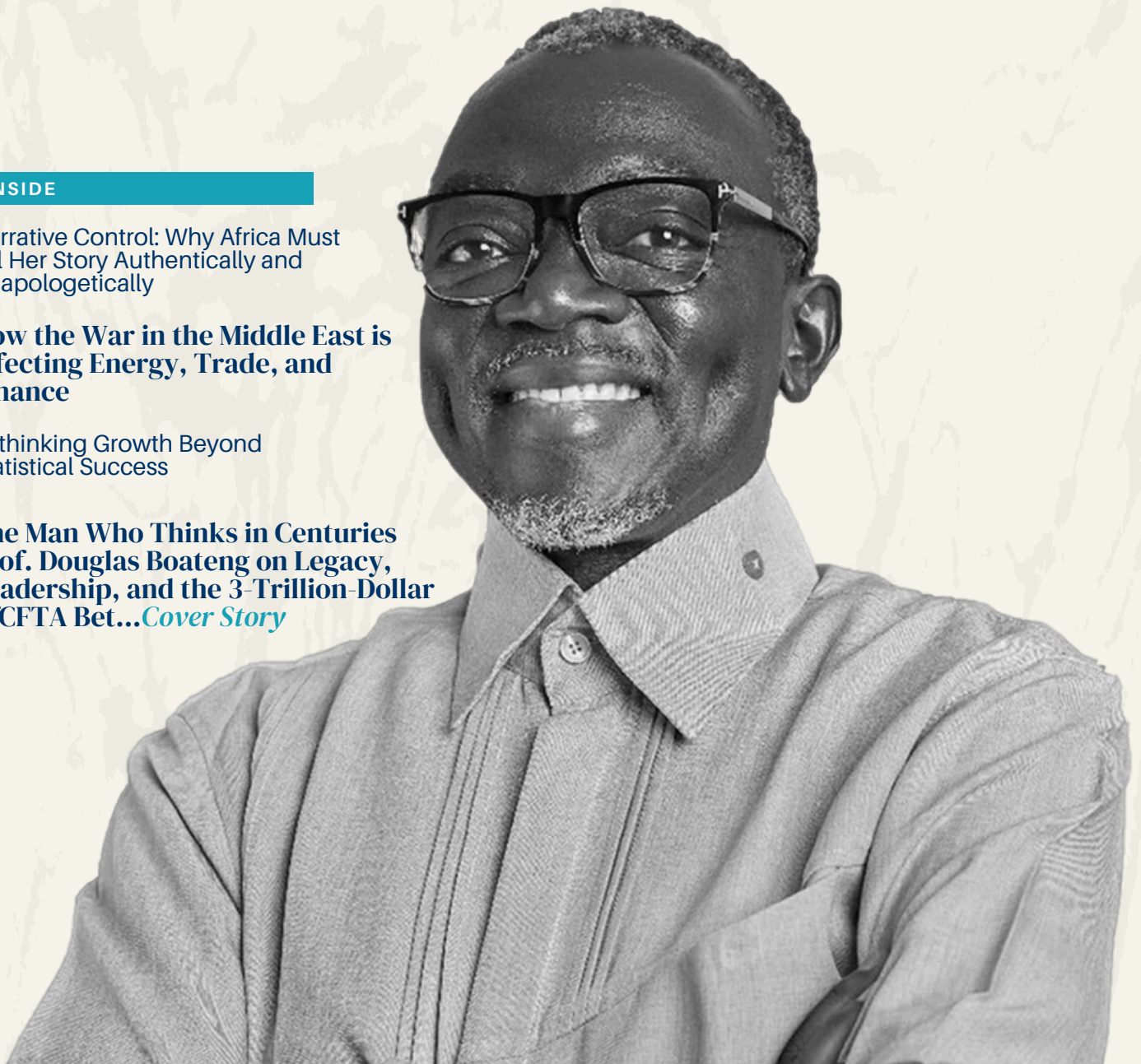
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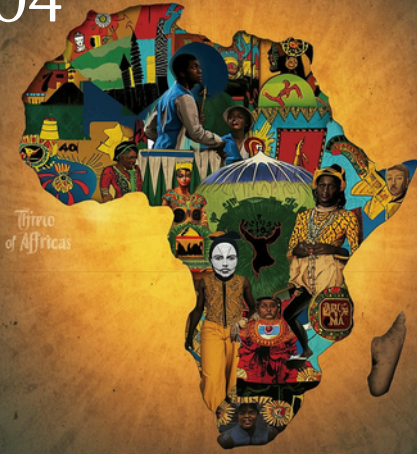
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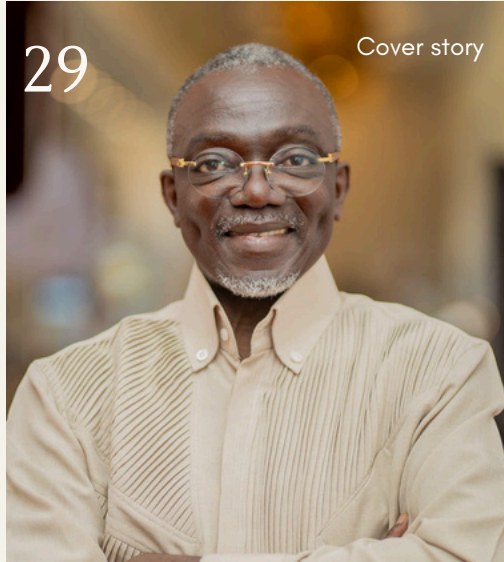
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● EDITOR'S NOTE

This interview with Ing. Professor Douglas Boateng is not a profile of personal achievement. It is a blueprint for generational responsibility.

Across 40 questions, Prof. Boateng traces a journey that moves from social science to engineering, from Merck & Co. to boardrooms of national institutions, and from local procurement reform to a continental vision anchored in AfCFTA and Agenda 2063. His thesis is simple but uncompromising: Africa's unfinished work is economic emancipation, and that work requires discipline, long-term thinking, and systems that outlive individuals.

Section by section, he dismantles short-termism. In governance, he argues that Africa does not lack plans; it lacks consistent execution. In knowledge, he warns that undocumented wisdom dies with its holder, which is why he spent seven years building the _Supply Chain Management Compendium_. In industry, he reframes procurement and supply chains not as compliance functions, but as strategic levers for industrialisation and value capture.

What emerges is a call to think in centuries. Prof. Boateng measures success by what endures beyond him: institutions strengthened, youth empowered, and knowledge transferred. He is clear that leadership is stewardship, and that every decision must answer to one silent stakeholder: the unborn African child.

We publish this conversation unedited in spirit because the message matters more than the moment. Africa's transformation will not be delivered by sentiment or slogans. It will be built by people willing to do the hard, consistent work of execution..



**BENSON
AFFUL**



NARRATIVE CONTROL: WHY AFRICA MUST TELL HER STORY AUTHENTICALLY AND UNAPOLOGETICALLY

BY GODSWILL O. ERONDU

INTRODUCTION: THE POWER BEHIND THE STORY

Every civilization is ultimately defined not only by what happens to it, but by how its story is told. Narrative, therefore, is not decoration - it is infrastructure. It shapes identity, influences perception, and determines what people believe is possible. Nations rise not merely on the strength of their resources, but on the strength of their self-understanding. And self-understanding is shaped by story. For centuries, Africa's story has largely been told by others - explorers, colonial administrators, foreign journalists, external academics, and global media institutions.

While some of these accounts documented real challenges, they often presented incomplete pictures - emphasizing Africa's struggles while overlooking her systems, her successes, her sophistication, and her solutions. The result has been more than misrepresentation. It has been psychological, cultural, and economic consequence. Africa's greatest challenge has not been the absence of intelligence or capability. It has been the absence of narrative control. Narrative Control Is Civilizational Power. To control the narrative is to control how a people see themselves and how the world sees them. Narratives influence: investor confidence, policy decisions, educational priorities, cultural identity, leadership confidence and generational aspiration. When a continent is consistently associated with dependency, instability, and limitation, it affects not only external perception but internal self-perception. Consequently, young people begin to unconsciously lower their expectations. Entrepreneurs begin to underestimate their capacity to make a difference. Leaders begin to operate defensively rather than confidently. This is not because the potential does not exist. It is because narrative shapes perceived possibility. Conversely, when a people see documented evidence of their competence, innovation, and resilience, confidence emerges and/or is strengthened. Vision becomes clearer and action expands.

Narrative, therefore, is not merely about image. It is about psychological liberation. The Incomplete Story of Africa. Africa's story, as globally circulated, has often focused disproportionately on her interruptions - colonialism, poverty, political instability, and underdevelopment. These are real elements of Africa's experience. But they are not the entirety of Africa's reality. What has received far less global amplification are stories of: Indigenous governance systems that sustained large societies for centuries. Trade networks that connected Africa to global markets long before colonial contact. Communities that

developed sophisticated systems of law, commerce, and social organization. Modern African entrepreneurs building resilient enterprises in difficult environments. African professionals, scientists, writers, and innovators contributing globally. Truthfully, Africa has not survived because she is weak. Africa has survived because she is resilient, adaptive, and capable. However, resilience without documentation becomes invisible over time. For what is undocumented is easily dismissed. What is unpublished is easily forgotten and what is forgotten is easily replaced by distortion. The Psychological Consequence of External Narration. The most profound effect of narrative distortion is psychological. When a people are repeatedly described through limiting frames, those frames can gradually become internalized. Over time, external description becomes internal identity. This is why narrative control is not about pride alone. It is about clarity. In reality, Africa does not need fabricated stories of greatness. She needs documented stories of truth: stories of African businesses that succeeded through innovation and discipline, stories of African leaders who built strong institutions, stories of African communities that solved problems with local intelligence and collective action, stories of African excellence - not as exceptions, but as reality. When these stories become visible, they reshape belief. And belief reshapes behavior.



Why Publishing Is Central to Africa's Renaissance

Every enduring civilization has preserved and projected its identity through written records. Books institutionalize knowledge. They preserve memory across generations. They transform individual experience into collective inheritance. A speech may inspire a moment. A book influences centuries. Publishing ensures that Africa's intellectual contributions, leadership models, business innovations, and cultural wisdom are not lost, ignored, or misrepresented. It ensures that Africa's story is told not as speculation, but as documented reality. Publishing is not merely a commercial activity. It is civilizational work. It builds the intellectual infrastructure upon which future confidence, leadership, and development can stand. Authenticity, Not Propaganda To be clear, authentic narrative is not propaganda. Credibility comes from honesty. Therefore, narrative control does not in any way mean denying Africa's challenges. Africa must tell her story in full - her struggles and her strength, her interruptions and her continuity, her failures and her triumphs. Balanced truth is more powerful than selective truth. The goal is not to create a perfect image. The goal is to create an accurate one. An accurate story builds trust. Trust builds influence.

The Responsibility of African Institutions

Narrative control cannot be outsourced. It must be owned. African writers, publishers, scholars, filmmakers, historians, and cultural institutions must take deliberate responsibility for documenting African reality. This must include publishing: African business success stories, African leadership frameworks, African historical scholarship, African philosophical thought, African solutions to African challenges. When Africa becomes the primary author of her own story, she strengthens her intellectual sovereignty. She moves from being interpreted to becoming the interpreter. From being defined to becoming the definer. A Generational Responsibility This is not merely about correcting the past. It is about shaping the future. Future African leaders will inherit the narratives that are documented today. If they inherit narratives of limitation, they will lead cautiously. Yet if they inherit narratives of capability, they will lead confidently. Narrative, therefore, is an investment in generational confidence. It is an investment in Africa's future leadership, innovation, and global engagement. Conclusion: The Story Must Return Home Africa's story belongs to Africa. It belongs to her thinkers, her builders, her entrepreneurs, her communities, and her people. It must be told authentically. It must be told truthfully. And it must be told unapologetically. Not to impress the world. But to accurately reflect reality. Because when Africa controls her narrative, she strengthens her identity. When she strengthens her identity, she strengthens her confidence. And when she strengthens her confidence, she strengthens her destiny. The restoration of Africa's narrative is not merely a cultural task. It is a developmental imperative. And the time has come for Africa to speak - in her own voice, with her own authority, and on her own terms.

CONFIDENCE, STABILITY AND RESILIENCE IN THE GULF: HOW THE UAE AND GCC ECONOMIES ARE NAVIGATING THE CURRENT MIDDLE EAST CONFLICT



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The Middle East has once again entered a period of heightened geopolitical tension. Recent developments involving Iran and regional security dynamics have introduced uncertainty across the Gulf region. Conflicts in the wider Middle East historically influence oil markets, investor sentiment, trade flows, and regional stability. Yet, despite these shocks, the Gulf Cooperation Council (GCC) economies particularly the United Arab Emirates (UAE) continue to demonstrate a remarkable degree of resilience.

This resilience is not accidental. Over the past two decades, the UAE and other Gulf states have systematically built economic structures designed to withstand regional volatility. Strong governance, diversified economic strategies, deep financial reserves, and global economic integration have collectively positioned the Gulf states to absorb geopolitical shocks while sustaining growth and investor confidence.

Geopolitical Tensions and Economic Shock

The current conflict in the Middle East introduces several economic risks to the Gulf region. Security tensions around Iran, including missile threats and maritime security concerns, have renewed attention on the Strait of Hormuz. This strategic waterway handles a significant portion of global oil shipments, making it one of the most critical energy corridors in the world.

Any disruption to shipping routes or energy infrastructure could have global consequences. Markets typically respond to such tensions through increased oil price volatility, rising insurance costs for maritime transport, and heightened risk perception among international investors.

However, unlike previous decades when Gulf economies were overwhelmingly dependent on oil exports, today's economic structure in many Gulf states is far more diversified. This transformation has significantly improved the region's ability to manage external shocks.

Economic Diversification as a Shield: GCC Member

Responses to Regional Tension

Over the past two decades, Gulf Cooperation Council (GCC) economies have deliberately reduced their dependence on hydrocarbon revenues by pursuing economic diversification. This shift has become especially important during periods of geopolitical tension in the Middle East, where reliance on a single commodity increases vulnerability to global market volatility. By expanding sectors such as finance, tourism, logistics, and industry, GCC countries strengthen economic resilience. Through long-term national development strategies, the UAE, Saudi Arabia, Qatar, Kuwait, Bahrain, and Oman aim to attract investment and sustain stable growth.

United Arab Emirates (UAE)

The UAE has significantly reduced dependence on oil through investments in tourism, aviation, logistics, finance, renewable energy, and technology. Dubai's service-driven economy and Abu Dhabi's sovereign wealth-backed diversification provide stability. This diversified economic base allows the country to maintain growth, investor confidence, and economic resilience even amid regional geopolitical tensions.

Saudi Arabia

Saudi Arabia's Vision 2030 program is transforming the economy beyond oil through investments in tourism, entertainment, infrastructure, mining, and technology. Mega-projects such as NEOM, the Red Sea Project, and Qiddiya aim to attract global investment. These diversification initiatives strengthen economic resilience and help buffer the Kingdom against regional instability and oil market volatility.



Qatar

Qatar has leveraged its natural gas wealth to build a diversified economy focused on aviation, finance, logistics, and global investment. Institutions such as Qatar Investment Authority support international diversification, while infrastructure developed during the FIFA World Cup continues to boost tourism, trade, and services, reinforcing economic stability during regional geopolitical uncertainties.

Kuwait

Kuwait is gradually advancing diversification through its Vision 2035 strategy, focusing on financial services, infrastructure development, and logistics. Investments in transportation networks, port development, and economic zones aim to position Kuwait as a regional commercial hub, helping reduce reliance on oil revenues while improving resilience to regional economic and geopolitical shocks.

Bahrain

Bahrain has successfully diversified its economy toward financial services, fintech innovation, tourism, and logistics. The country hosts a well-developed banking sector and regulatory environment that supports digital finance and investment. This economic diversification strengthens Bahrain's resilience and enables sustained economic activity despite geopolitical tensions in the wider Middle East.

Oman

Oman's Vision 2040 strategy focuses on expanding sectors such as tourism, logistics, manufacturing, fisheries, and renewable energy. Strategic investments in ports like Duqm aim to enhance trade and industrial development. These diversification efforts reduce dependence on hydrocarbons and strengthen Oman's economic stability amid regional geopolitical uncertainty.

Confidence, Stability, and Institutional Strength in the UAE and the GCC Amid Regional Tensions

Amid rising geopolitical tensions in the Middle East, the United Arab Emirates and other Gulf Cooperation Council (GCC) states continue to maintain strong investor confidence due to their institutional stability, sound governance, and resilient economic frameworks. One of the most important factors supporting this confidence is the political and administrative stability within these countries. Governments in the UAE and across the GCC operate under centralized and coordinated policy systems that enable swift and effective responses to economic or geopolitical shocks.

The UAE has also developed a highly predictable regulatory environment that protects investors and supports business operations. Financial centers such as the Dubai International Financial Centre and Abu Dhabi Global Market operate under internationally recognized legal systems, strengthening transparency and legal certainty for global investors. Across the GCC, governments have implemented fiscal reforms that promote budget discipline, responsible debt management, and improved public financial governance.

Another key pillar of resilience is the strength of the banking and financial sector. Banks in the UAE and other GCC countries are well capitalized and closely regulated, ensuring stability during periods of global uncertainty. In addition, massive sovereign wealth funds across the Gulf provide strong financial buffers that can support economic activity during external shocks.

Together, these institutional strengths reinforce the Gulf region's reputation as a stable, secure, and attractive destination for global investment despite regional tensions.

Financial Strength and Sovereign Wealth

Gulf states also possess another powerful buffer against economic shocks: large sovereign wealth funds and strong banking systems. The UAE's sovereign investment institutions manage hundreds of billions of dollars in global assets. These financial reserves allow governments to stabilize markets, maintain public investment, and support economic activity during periods of uncertainty.

The banking sector in the UAE and other GCC countries remains well-capitalized and highly regulated. Strong liquidity positions and prudent fiscal management enable financial institutions to absorb external shocks without triggering systemic instability.

In practical terms, this means that even when geopolitical tensions rise, governments in the Gulf retain the financial capacity to sustain economic momentum.



THE UAE AS A GLOBAL ECONOMIC CONNECTOR

Beyond its domestic policies, the UAE has strategically positioned itself as a global economic bridge between regions. Its logistics networks connect Asia, Africa, and Europe through world-leading ports and aviation hubs. Dubai International Airport and Abu Dhabi's expanding logistics infrastructure make the UAE a central node in global trade networks. Financial markets in Dubai and Abu Dhabi also facilitate international capital flows, linking emerging markets with global investors.

This global connectivity helps the UAE maintain economic momentum even when regional tensions increase. International businesses continue to use the country as a base for operations across multiple continents.

Safe-Haven Investment in Times of Uncertainty: The UAE and GCC Experience

During periods of geopolitical tension in the Middle East, the United Arab Emirates (UAE) and other Gulf Cooperation Council (GCC) countries increasingly function as safe-haven investment destinations.

This perception is largely driven by their strong political stability, robust economic institutions, and long-term development strategies. Investors typically seek environments where policy consistency, regulatory clarity, and security are assured, and the UAE has built a strong reputation in these areas over the past two decades.

A key factor supporting investor confidence is economic diversification. Unlike the past, when Gulf economies depended heavily on oil revenues, the UAE now relies significantly on sectors such as finance, tourism, logistics, aviation, technology, and real estate. This diversified economic structure helps the country withstand regional shocks and maintain stable growth even during geopolitical crises.

Strong financial buffers also reinforce resilience. The UAE and other GCC states possess large sovereign wealth funds and well-capitalized banking systems, which provide liquidity and economic stability during uncertain periods. These reserves allow governments to sustain public spending and protect strategic industries. Additionally, the UAE's strategic position as a global trade and

logistics hub connecting Asia, Africa, and Europe continues to attract multinational corporations and international capital. Combined with investor-friendly policies, modern infrastructure, and long-term residency programs, these factors strengthen the UAE and GCC's reputation as stable and secure destinations for global investment during times of uncertainty. Managing Risks and Looking Forward Despite the region's resilience, the risks associated with the current Middle East conflict cannot be ignored. Prolonged military escalation could affect trade routes, energy infrastructure, and investor sentiment across the region. However, Gulf governments are actively managing these risks through strategic diplomacy, economic diversification, and global partnerships. Security cooperation among GCC countries remains strong, while investments in technology, renewable energy, and advanced industries continue to expand. The UAE, in particular, is accelerating investments in artificial intelligence, digital infrastructure, and advanced manufacturing as part of its long-term economic strategy.

Why gold prices are plunging amid the Iran war, despite being a supposedly safe asset

Gold prices have plunged 13% since the outbreak of war with Iran, betraying the yellow metal's reputation as a safe-haven asset.

A slew of other assets have weathered the Middle East conflict in better shape. The S&P 500 has dropped 7% since the Middle East conflict began, while the tech-heavy Nasdaq has fallen 8%. Bitcoin has declined only 2%.

"Surprise! Perhaps the most unusual move in markets during the Iran war has been the weakness of gold," Deutsche Bank Research said earlier this week.

The gold selloff owes to overlapping factors, some experts said. These factors include the high price of gold before the war, the relative attractiveness of other low-risk assets and a mixed record of living up to its safe-haven status.

At times, gold can "break free of longstanding patterns and trade to its own tune," Adam Turnquist, chief technical strategist at LPL Financial, said in a statement to ABC News on Tuesday.

The recent drop follows a months-long stretch of blockbuster performance for gold. Last year, heightened geopolitical and economic uncertainty boosted demand for gold and silver, which typically display a degree of independence from movements in stock prices.

As recently as January, gold hit an

all-time high of nearly \$5,600 per ounce. Even after falling to its current price of about \$4,490 an ounce, the price of gold remains nearly 50% higher than where it stood a year ago.

The high-flying performance left gold vulnerable to a selloff, Campbell Harvey, a professor at Duke's Fuqua School of Business who studies commodity prices, told ABC News. Bullion, he added, typically generates modest or negative returns over the period following an all-time high. "What's anomalous to me is the run up in the price of gold. We're talking about a decrease from that peak," Harvey said.

The expectation of an upswing in gold prices in periods of economic uncertainty is based on a proven track record, but the rule does not always hold true, some analysts said.

Decades of evidence support gold's reputation as a safe-haven asset, according to an analysis co-authored in 2025 by Harvey. The price of gold moved higher during eight of the last 11 major stock market selloffs stretching back to the late 1980s, researchers found.

Still, Harvey said, gold can be "inconsistent as a safe haven."

Gold prices carry volatility of their own, risking losses instead of providing a security blanket. "Gold is not going to move in lockstep with every single geopolitical crisis," Harvey said.



The yield on a 10-year Treasury bond, or the amount paid to a bondholder annually, stands at about 4.45%, marking a nearly half-percentage point jump from a month earlier.

The rise in bond yields reflects in part an expectation the Federal Reserve will keep interest rates higher for longer in an effort to avoid war-driven price increases.

High interest rates, in turn, make gold less appealing.

"Gold doesn't pay interest," Turnquist said.

Some analysts cautioned of potential volatility in gold over the coming weeks and months, but they voiced optimism about where gold prices will stand beyond then. The price of gold has climbed nearly 160% over the past five years.

"Over the long term, the holders of gold have done just fine," Harvey said.



A Decade of Discovery, Six Years of Purpose: Hollard on the Heritage Caravan Journey

For six consecutive years, Hollard Ghana has proudly partnered with the Heritage Caravan—an annual expedition organised by Citi FM/Channel One TV that brings together people from all walks of life to explore the rich cultural and geographical landscape of Ghana in 8 days.

This year's edition was particularly special, marking the 10th anniversary of the Heritage Caravan, a milestone that reflects a decade of discovery, connection, and celebration of Ghana's heritage. For Hollard, being part of this journey for over half of its existence underscores a deep and enduring commitment to the initiative.

What began as a sponsorship has evolved into a powerful platform for connection, impact, and purpose.

Bringing the Purple Brand to Life

At the heart of Hollard's participation is a simple but powerful goal: to give people a real, authentic experience of the Hollard brand.

Beyond logos and messaging, the Caravan offers a unique opportunity for people to engage with Hollard in its truest form, through its values, culture, and purpose. Every interaction, whether at a stopover or along the journey, becomes a chance to demonstrate what it truly means to be a purpose-driven brand committed to enabling more people to create and secure a better future.

Championing Insurance Education

Insurance in Ghana continues to face skepticism, with penetration still hovering around 1%. This reality underscores the importance of education and awareness, something the Caravan enables at scale.

Through intentional engagement, Hollard uses the Caravan as a platform to demystify insurance. Conversations at pit stops, community interactions, and informal education sessions all contribute to shifting perceptions. By simplifying insurance concepts and highlighting real-life relevance, Hollard is steadily helping Ghanaians see insurance not as a luxury, but as a necessity.

Showcasing Nationwide Presence

The Heritage Caravan also reinforces Hollard's footprint across Ghana. As the journey moves through major cities such as Sunyani, Kumasi, Takoradi, and Tamale, it highlights the company's strong presence and accessibility.

Beyond these urban centres, Hollard's H2U offices, strategically located across the country, ensure that insurance services are always within reach. The Caravan becomes a moving testament to this nationwide network, reminding customers that wherever life takes them, Hollard is there.

Building Meaningful Connections

One of the most valuable outcomes of the Heritage Caravan is the diversity of people it brings together. From members of the diaspora reconnecting with their roots, to local entrepreneurs, creatives, and corporate professionals, the Caravan creates a melting pot of perspectives and opportunities.

For Hollard, this has been translated into meaningful engagements and lasting relationships that extend far beyond the journey itself.

Supporting Local Businesses

Impact, for Hollard, goes beyond conversations; it translates into tangible support for local enterprises across the country.

Through the Caravan, the company has intentionally partnered with and supported small businesses. Hollard engaged a diverse range of vendors across different regions, sourcing locally made items such as travel pillows, shea butter, local drinks, and snacks as souvenirs for caravanites and for use during activations.

These collaborations not only create meaningful business growth opportunities for these enterprises but also reinforce Hollard's commitment to empowering local entrepreneurs and contributing to the broader economy.

Creating Moments That Matter: The Hollard Day Experience

A personal highlight from this year's Caravan was the introduction of customised, thoughtfully branded Hollard T-shirts distributed to patrons across the different buses. Each bus proudly wore its identity, creating a sense of ownership, unity, and friendly rivalry as participants competed for the coveted title of the "best bus." What emerged was more than just branded merchandise, it became a symbol of belonging and team spirit. This initiative brought an added layer of energy,

camaraderie, and excitement to what became known as "Hollard Day" on the Caravan. It transformed engagement into experience, reinforcing the brand's presence in a way that was both fun and deeply memorable.

A Moment of Recognition

A standout highlight of this year's Caravan was a moment of recognition that underscored the strength of the partnership.

During the formal dinner held at Palms by Eagles in Takoradi, Hollard Ghana was honoured as a long-standing sponsor of the Heritage Caravan. The team received a customised wall clock from Caveman Watches, a symbolic and thoughtful token celebrating years of unwavering support and shared impact.

This recognition not only reflects the longevity of the partnership but also the value Hollard continues to bring to the Caravan experience.

A Journey of Purpose

As the Heritage Caravan celebrates a decade of impact, Hollard's journey alongside it remains firmly rooted in purpose. It is more than travel. It is about connection, education, empowerment, and presence. It is about meeting people where they are, walking the journey with them, and ensuring that as they explore Ghana, they also discover the tools to build and secure a better future.

About the author, the writer, Aviel Benni Derry is the Ag, Head of Marketing and Corporate Affairs at Hollard Ghana.





RETHINKING GROWTH BEYOND STATISTICAL SUCCESS

BY CINDY NORTEY (MS.)

The commendable economic gains of Ghana over the past few months currently hangs by a thread due to a highly volatile global economy and domestic fiscal constraints. According to the Ghana Statistical Service (GSS), Ghana recorded an annual GDP growth rate of 6 percent 2025, as against an annual GDP growth rate of 5.8 percent in 2024. Key macroeconomic indicators such as inflation, exchange rates and interest rates reflect economic buoyancy in spite of government's commitment to servicing extremely high external debts.

As part of the post-2024 restructuring recovery, Ghana successfully serviced over US\$1.17 billion in Eurobond debt up to mid-2025 as reported by Ghana's Ministry of Finance and has further projected a total external debt service of US\$1, 409.06 million for 2026.

With a current inflation rate of 3.3 percent as at February 2026 compared to 23.1 percent in February 2025, a Monetary Policy Rate (MPR) of 15.5 percent in February 2026 and a Cedi/Dollar exchange rate of approximately GHS 10.68 (buying) to GHS 10.69 (selling) at the end of February 2026, it is safe to say the Ghanaian economy is enjoying somewhat good stability.

Beyond the statistics, this article aims at highlighting the effects of Ghana's economic growth on her economic development i.e. the actual improvement or otherwise of the standard of living of Ghana's population. We will further explore the distribution of income and ultimately the inequality gap in the Ghanaian economy.

During the economic period 2022, Ghana recorded a dramatic surge in inflation ending the year with a rate of 54.1 percent. In the ensuing years, 2023 to 2024, the rate slowly declined while fluctuating between 40 percent to 29 percent. This background is necessary to establish the reason for the high interest rates recorded within the period. For example, the MPR rate was about 30 percent while commercial bank lending rates was about 36 percent in 2023. The effects of these rates include the rising cost of credit for businesses which led to a rippling effect of increased costs of production and increased rates of inflation.

During the period under review i.e. 2022 to 2024, small scale businesses faced substantial hurdles in accessing finance largely due to strict collateral requirements, high interest rates and banks preference for short term loans. This heavily affected the contributions of SMEs to Ghana's GDP (about 70 percent according to The Development Bank Ghana). A major ramification was job cuts and, in some cases, a complete closure of businesses by some SMEs.

Considering the fact that SMEs account for about 80 to 85 percent of employment in Ghana, this was a major shock to the income of many households.

Additionally, a significant number of households were pushed further down the wealth ladder due to high costs of living. While relatively safe investments such as Treasury bills, offered good interest rates (which is debatable due to the then existing inflation rates), there was little or no available funds for investment by low and many middle-income households.

Thus, high income households grew wealthier and further widened the inequality gap. It is worthy of note that the World Bank estimates that approximately 44 percent of micro, small, and medium enterprises (MSMEs) in Ghana are female-owned. However, Oxfam reports that gender inequality remains a pervasive issue. Where women are more likely to be poorer and have fewer assets than men.



Rethinking Growth Beyond Statistical Success

The lack of assets which is largely a socio-economic issue greatly impacts on the access of these female owned businesses to credit opportunities for business purposes.

In summary, the challenges of the economy as reflected by major macroeconomic indicators directly impacted the standard of living of most Ghanaian households. The inequality gap was widened on income and gender levels which inevitably impacted health inequality. The government however mitigated the effect of inequality on education through the Free SHS policy which granted wide access to education.

As earlier stated, the economy of Ghana recorded relatively better indicators in the year 2025 as compared to the preceding three years however, do these admirable statistics mirror the quality of life of Ghanaians and is there a direct connection between the statistics and the reality of life with particular concern about the inequality gap?

With regard to household income, although the unemployment rate has been on the decline since 2022, a fast-growing labour force has accounted for insignificant successes in the record of employment. In reality, the majority of Ghanaians between the ages of 15 -35 years are still unemployed. The disconnect between educational institutions and the labour market still exists. Secondly, the economy still lacks capacity in the manufacturing sector with regards to employment. Furthermore, the agricultural sector remains unattractive to many youths despite its potential in absorbing many unemployed Ghanaians.

Diving down to household income, although there have been improvements in interest rates to attract borrowing by SMEs, the structural corporate and accounting challenges still inhibits their access to credit. Financial institutions still prefer to give short term loans which is not attractive to businesses.

Furthermore, lack of collaterals is still a major challenge especially for women owned businesses. These bottlenecks faced by many businesses directly affect the overall income of households. While inflation rates appear favourable and provides many middle-income households the liberties for wealth creation, there is lack of information and options on investments within and without the economic jurisdiction.

In the area of health, the National Health Insurance Scheme still covers less than 2 percent of the poorest of the population. Unequal distribution of infrastructure and health care professionals restrict access to quality health care.

Thus, health equality seems far from reach. With the educational sector, an argument can be made for the quality of education attained despite the admirable progress made with regards to the access to education through the Free SHS policy. In order to build an exceptional labour force, maximum effort must be made for the provision of quality teaching and learning materials, infrastructure and frequent interactions with industry.

Attention to the inequality gap is crucial because inequality within an economy affects access to quality health care, education and overall quality of labour and standard of living within an economy. It significantly increases the the risk of political, social and economic instability. With about four years to the deadline of attaining the sustainable development goals by all members of the United Nations, the government of Ghana will have to critically aim at implementing policies which draw down the favourable macroeconomic indicators to impactful realities of her citizens.

A stable economic framework can only be achieved in a somewhat egalitarian society. Thus, bridging the inequality gap is crucial for the attainment of economic development.

It is my humble submission that, although, the current macroeconomic indicators of the Ghanaian economy are notable accomplishments, the statistics of economic growth must be felt beyond figures and trust that the managers of the economy will take steps to drive the economy in this regard.

The writer is an Economic and Policy Research fellow at the Policy Initiative for Economic Development (PIED Africa). She holds BA Economics with Political Science from the University of Ghana, and MSc Development Economics from the University of Manchester, UK. Cindy can be reached via info@piedafrica.org/cindynortey@gmail.com/0506809789



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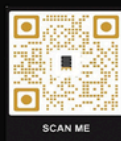
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Albert Amekudzi

For nearly a decade, the global system has been repeatedly shaken by major disruptions, first the COVID-19 pandemic, then the Russia–Ukraine war, and now escalating conflict involving the United States, Israel, and Iran. Each of these crises, though different in nature, has exposed a common vulnerability: the fragility of global supply chains.

From food shortages to fuel price hikes and currency instability, countries across the world, including Ghana, have felt the ripple effects. Yet, while some nations have drawn hard lessons and taken decisive steps toward self-reliance, Ghana appears to be responding more reactively than strategically.

This raises an uncomfortable but necessary question: What exactly has Ghana learned from these crises and what is being done to prevent future shocks?

A Pattern of Vulnerability

The COVID-19 pandemic revealed Ghana's heavy dependence on imports for essential goods, from pharmaceuticals to basic food items. Lockdowns and border closures disrupted supply chains, leaving gaps in availability and driving inflation.

Barely had the world begun to recover when the Russia–Ukraine war triggered another wave of economic stress. Ghana

like many developing countries, faced rising fuel prices, fertilizer shortages, and increased cost of living due to its reliance on imported commodities.

Now, the conflict in the Middle East threatens global oil supply and trade routes, once again putting Ghana's economic stability at risk.

The pattern is clear: external shocks repeatedly translate into domestic crises because of structural dependence.

Missed Lessons or Missed Opportunities?

Crises, by their nature, are disruptive but they are also instructive. Countries such as India, Indonesia, and even some African peers have responded by investing in local production, strengthening agricultural systems, and promoting industrialization.

In Ghana's case, however, policy responses often appear short-term, focused on stabilizing immediate pressures and shamefully politicised rather than addressing underlying national weaknesses.

Take agriculture, for instance. Ghana has fertile land and a favourable climate yet continues to import significant quantities of food. The recent decision by Burkina Faso to ban tomato exports to Ghana underscores this vulnerability. A single policy move by a neighbouring country now threatens supply and price stability in Ghana's markets.

This is not just a trade issue; it is a national resilience issue.

The Illusion of Regional Dependence

While regional trade within ECOWAS is important, over-reliance on neighbouring countries for basic commodities can be risky. Burkina Faso's tomato export ban is a stark reminder that every country will prioritize its own food security in times of uncertainty. Ghana must therefore rethink its approach: regional cooperation should complement not replace domestic production capacity.



What is required now is not another wave of policy announcements, but pragmatic, results-driven action anchored in the following priorities:

Ghana must leverage research and science to promote high-yield crops while investing heavily in irrigation, storage, and mechanization. Local farmers should be supported with timely access to inputs, financing, and reliable markets. Equally important is the promotion of agro-processing industries to reduce post-harvest losses and add value to agricultural produce.

The country must prioritize industries that reduce import dependency, including food processing, pharmaceuticals, fertilizers, defence supplies, and mining inputs. This requires deliberate incentives for local manufacturing, alongside the disciplined enforcement of import substitution policies where feasible.

Building resilience demands the development of strategic reserves for essential goods, as well as the diversification of import sources. At the same time, Ghana must strengthen domestic production capacity to reduce exposure to external shocks.

Development must move beyond political cycles. There is a need for long-term policy continuity, backed by strong institutions and accountability mechanisms. Success should be measured not by the number of announcements made, but by tangible and sustained outcomes.

Turning Crisis into Opportunity

Every crisis Ghana has faced in recent years has also presented an opportunity, an opportunity to reset priorities, rethink economic strategy, and build resilience. But opportunities do not automatically translate into progress. They require deliberate action, political will, and a willingness to confront uncomfortable truths.

The truth is this: Ghana cannot continue to outsource its food security, industrial base, and economic stability to external actors.

A Call for Urgent Action

The global environment is becoming increasingly unpredictable. Future crises are not a question of if, but when. Ghana must therefore act with urgency and pragmatism to insulate its economy. Self-sufficiency does not mean isolation, it means resilience. It means having the capacity to withstand shocks without plunging into crisis.

If the lessons from COVID-19, the Russia–Ukraine war, and current geopolitical tensions are not enough to trigger this shift, then one must ask: what will? The time for reflection has passed. The time for action is now.



HOW THE WAR IN THE MIDDLE EAST IS AFFECTING ENERGY, TRADE, AND FINANCE

Energy prices, supply chains, and financial markets are the main transmission channels, but the regional effects will vary significantly

By Tobias Adrian, Jihad Azour, Nigel Chalk, Pierre-Olivier Gourinchas, Alfred Kammer, Abebe Aemro Selassie, Krishna Srinivasan, Rodrigo Valdés

The world faces yet another shock. The war in the Middle East is upending lives and livelihoods in the region and beyond. It is also dimming the outlook for many economies that had only just shown signs of a sustained recovery from previous crises.

The shock is global, yet asymmetric. Energy importers are more exposed than exporters, poorer countries more than richer ones, and those with meager buffers more than those with ample reserves.

Beyond its painful human toll, the war has caused serious disruption to the economies of the most directly

affected countries, including damage to their infrastructure and industries that could become long-lasting. Although these countries are resilient, their short-term growth prospects will be negatively affected.

Meanwhile, large energy importers in Asia and Europe are bearing the brunt of higher fuel and input costs: about 25 to 30 percent of global oil and 20 percent of liquefied natural gas pass through the Strait of Hormuz, feeding demand not

only in Asia but also in parts of Europe. Economies heavily dependent on oil imports in Africa and Asia are finding it increasingly hard to access the supplies they need, even at inflated prices.

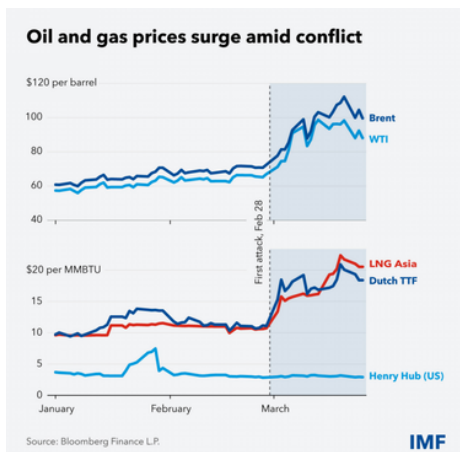
Parts of the Middle East, Africa, Asia-Pacific, and Latin America face the added strain of higher food and fertilizer prices and tighter financial conditions. Low-income countries are especially at risk of food insecurity; some may need more external support—even as such assistance has been declining.

Although the war could shape the global economy in different ways, all roads lead to higher prices and slower growth. A short conflict might send oil and gas prices soaring before markets adjust, while a long one could keep energy expensive and strain countries that rely on imports. Or the world may settle somewhere in between—tensions linger, energy stays costly, and inflation proves hard to tame—with ongoing uncertainty and geopolitical risk. Much depends on how long the conflict lasts, how far it spreads, and how much damage it inflicts on infrastructure and supply chains.

We are closely monitoring these developments and will provide a fuller assessment in our World Economic Outlook and Global Financial Stability Report, to be published on April 14, followed by our Fiscal Monitor on April 15.

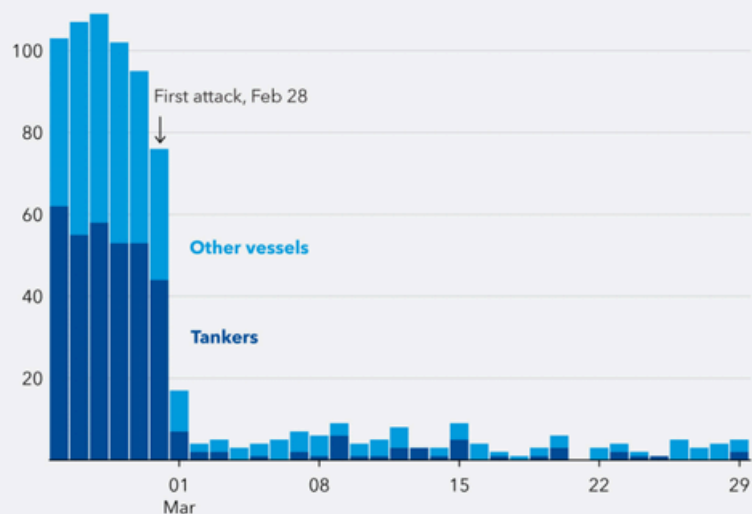
Energy prices

Energy is the main transmission channel. The de facto closure of the Strait of Hormuz and damage to regional infrastructure have produced the largest disruption to the global oil market in its history, according to the International Energy Agency. For fuel importing economies, the effect is that of a large, sudden tax on income.



Strait of Hormuz tanker traffic plunges

Number of ships passing through the Strait of Hormuz



The multi-regional impact is apparent. Energy importing economies in Africa, the Middle East and Latin America are feeling the strain from higher import bills on top of already limited fiscal space and external buffers.

In Asia's large manufacturing economies, higher fuel and power bills are raising production costs and squeezing people's purchasing power; in some, balance of payments pressures are already weighing on currencies. In Europe, the shock is reviving the specter of the 2021–22 gas crisis, with countries such as Italy and the United Kingdom especially exposed by their reliance on gas fired power, while France and Spain are relatively protected by their greater nuclear and renewables capacity.

By contrast, oil exporting countries in the Middle East, parts of Africa, and Latin America that can still get their barrels to market have a prospect of stronger fiscal and external positions from higher prices. Producers whose exports are constrained or curtailed—including several Gulf Cooperation Council members—can expect much less upside. Even after transit resumes, higher risk premia and uncertainty may curb investment and growth.

Supply chains

The war is also reshaping supply chains for non-energy and critical inputs. Rerouting tankers and container ships raises freight and insurance costs and

lengthens delivery times. Air traffic disruptions around key Gulf hubs impact global tourism while adding another layer of complexity to trade.

In addition to higher commodity prices, countries, companies, and consumers already face the effects of these supply chain complications. With shipments of fertilizer—of which about one-third passes through the Strait of Hormuz—disrupted, concerns about food prices are mounting. The interruption of crop-nutrient supplies from the Gulf comes just as planting season begins in the Northern Hemisphere, threatening yields and harvests through the year and pushing food prices higher.

The most vulnerable will bear the heaviest burden. People in low income countries are most at risk when prices rise because food accounts for about 36 percent of consumption on average, compared with 20 percent in emerging market economies and 9 percent in advanced economies. That makes any spike in fertilizer and food prices not just an economic problem but a socio-political one, especially where fiscal resources to cushion the blow are limited.

There could also be shortages or price surges of other materials used in manufacturing. The Gulf supplies a large share of the world's helium, used in a vast array of products from semiconductors to medical imaging devices.



raising the risk of more persistent wage demands. In low income countries where people spend a large share of their income on food, especially in Africa and parts of the Middle East, and Central America higher food prices carry acute social and economic costs. If people and businesses in any of these regions believe inflation will remain higher for longer, they may build this into wages and prices, making it harder to contain the shock without a sharper slowdown.

The war thus raises not only current inflation but also a risk of expectations becoming less firmly anchored. Global stock prices have declined, bond yields have risen across major advanced economies and many emerging markets, and volatility has increased. The market sell-off has so far been contained compared with past global shocks. Nonetheless, these moves have tightened financial conditions worldwide.

Indonesia, which provides roughly half of global nickel—a key component in electric vehicle batteries—could face a shortage of sulfur needed to process the metal. Eastern African economies that depend on trade links with and remittances from Gulf countries face weaker demand for their services exports, logistical bottlenecks and reduced remittances.

Inflation and inflation expectations

If elevated energy and food prices persist, they will fuel inflation worldwide. Historically, sustained oil price spikes have tended to push inflation higher and growth lower. Over time, higher transport and input costs work their way into the prices of manufactured goods and services. For many countries that had only just brought inflation closer to target, and even more so those with stickier inflation, this risks a renewed period of uncomfortable price pressures.

Here, too, the pattern is uneven. In much of Asia and parts of Latin America, where inflation had been relatively low, higher energy and food costs will test the resilience of expectations, particularly in economies with weaker currencies and large energy imports.

Financial conditions

Finally, the war has unsettled financial markets. In Europe, another energy driven spike in prices would come on top of existing cost of living strains,

Again, effects vary. In Europe and many emerging markets, higher yields and wider credit spreads raise debt service burdens and complicate refinancing for governments and firms alike. In sub Saharan Africa and some low income economies in the Middle East and South Asia, already meager reserves and limited market access make external shocks to financing conditions more dangerous—especially as higher import bills for fuel, fertilizer, and food widen trade deficits and put pressure on currencies. In the Middle East and elsewhere, high levels of debt and tighter financial conditions may further raise debt financing costs.

By contrast, advanced economies with deep domestic capital markets and some commodity exporters with ample buffers, such as Saudi Arabia and United Arab Emirates—or Latin American commodity producers like Brazil and Ecuador—can better absorb market stress, even if they are not immune to higher risk premia.

The IMF's role

These channels show why the war's economic impact is both global and highly uneven. They help explain why the same shock can look like a terms of trade windfall for some countries, a balance of payments strain for others, and a renewed cost of living squeeze across many economies. Such complex spillovers confront us at a time when many economies have limited room to absorb shocks. Many countries were already facing record-high debt levels, raising concerns about fiscal sustainability.

To manage the shock and maintain resilience, it is therefore more important than ever that countries adopt appropriate policies. Measures need to be carefully calibrated to country-specific needs. Countries with limited reserves and little fiscal room to maneuver should be especially cautious.

At this pivotal moment, the IMF is stepping up as well. We are supporting our members—especially the most vulnerable—with policy advice, capacity development and, where needed and in coordination with the international community, financial assistance. As Managing Director Kristalina Georgieva has said: “In an uncertain world, more countries are needing more of our support. We are there for them.”

Source: imf.org

The Inconvenient Truth with Ing. Prof. Douglas Boateng: Sole, single, restricted and competitive sourcing (Part 1)

By Ing. Prof. Douglas Boateng

For over a decade, procurement debates across Africa have revolved around the same questions, yet the real issue remains unchanged: a weak understanding, inconsistent application, and the absence of sustained professionalisation.

A debate that refuses to evolve

There are debates that resurface so frequently that one begins to wonder whether progress is truly being made. Procurement is one of them. Across Africa, and particularly in Ghana, the conversation returns in cycles. Each time a major project is announced, each time a contract is awarded, each time scrutiny intensifies, the same questions emerge:

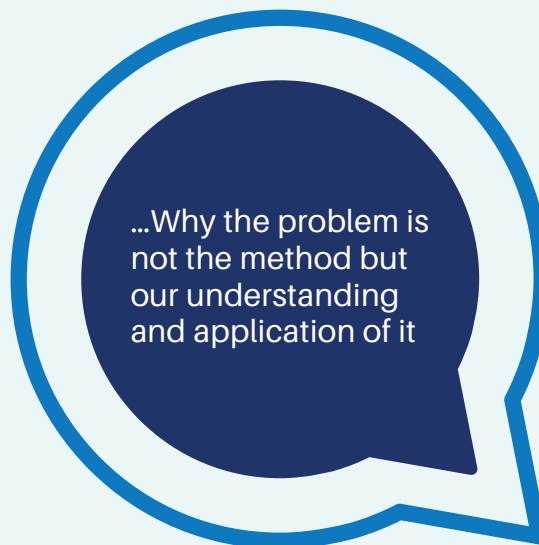
Why sole source?

Why not competitive tender?

Who approved this?

What went wrong?

The outrage is often immediate. The conclusions are often premature. And yet, beneath the noise lies a quieter, more uncomfortable reality. The inconvenient truth is this: the problem is not the procurement method. The problem is our collective misunderstanding of how these methods should be applied. For over fifteen years, I have consistently advocated across the continent for two critical reforms:



a. Continuous education of policymakers and implementers.

b. A parliamentary-backed framework to professionalise procurement as a discipline.

In 2020, when this same debate resurfaced under a different administration, I authored an article titled: “To single source or to sole source: the big questions for decision makers.” Years later, the same confusion persists. History, it seems, is not just repeating itself. It is reminding us that we have not learned sufficiently from it.

NyansaKasa (Words of Wisdom): “A lesson not understood will return disguised as a new problem.”

Reflection: Recurring governance challenges often signal gaps in understanding, not the absence of regulation.

The four methods we keep confusing

At the heart of the confusion lies a failure to distinguish clearly between four procurement approaches:

||

Sole Sourcing-Where only one supplier exists. This applies in situations involving proprietary technology, intellectual property or unique expertise. Example: During the COVID-19 pandemic, governments entered direct procurement agreements with Pfizer, Moderna and AstraZeneca due to patent restrictions and limited global supply. There was no alternative.

Single Sourcing-Where multiple suppliers exist, but one is strategically selected. Example: Governments standardising enterprise systems around Microsoft or Oracle Corporation to ensure compatibility, efficiency and long-term integration. This is a choice, not a constraint.

Restricted Tendering-Where a limited number of pre-qualified suppliers are invited to bid. Used where:

- a-Expertise is specialised.
- b-Time is constrained.
- c-Market participants are limited

Competitive Tendering-Open bidding where multiple suppliers compete. Often considered the default method. Each method has its place. Each method has its risks. None is inherently superior in all circumstances.

NyansaKasa (Words of Wisdom):

Different tools serve different purposes; wisdom lies in knowing when to use each.

Reflection: Effective governance depends on contextual decision-making, not rigid adherence to one method.

Ghana – lessons from repeated cycles

Power and infrastructure procurement

Ghana's energy sector provides a telling example. During periods of power shortages, emergency power agreements were sometimes sole-sourced due to urgency. Criticism followed. Yet the deeper issue was not the method alone. It was: a) Pricing transparency; b) Contract structuring. c) Long-term sustainability.

At the same time, competitively tendered projects in the same sector have experienced: a. Delays in execution. b. Cost overruns. c. Renegotiations. Both methods faced challenges. The common denominator? Implementation weaknesses.

Public procurement debates

Across successive administrations, procurement controversies have followed a similar pattern: a. Public concern. b. Political debate c. Temporary scrutiny. d. Eventual silence. And then, years later, the cycle repeats. This is not a procurement failure. It is a systemic learning failure.

NyansaKasa (Words of Wisdom):

When the same mistake returns, it is not stubbornness; it is ignorance uncorrected.

Reflection: Sustainable reform requires institutional memory and continuous education.

Nigeria – when structure matters more than method

Nigeria's long-standing fuel import and subsidy arrangements illustrate a deeper lesson. Procurement methods varied; some contracts were sole-sourced, others competitively structured. Yet inefficiencies persisted.

Why? Because the core issue was structural: a) Limited refining capacity; b) Policy inconsistency. c) Weak oversight. Even perfect procurement methods cannot compensate for weak systems.

Kenya – strategic single sourcing that worked

Kenya's mobile money revolution, led by Safaricom, provides a contrasting narrative. Instead of fragmenting the ecosystem through multiple competing platforms, Kenya allowed a dominant system, M-Pesa, to scale. This was effectively strategic single sourcing. The result: a) Over 80% financial inclusion. b) Global recognition. c) A thriving digital economy. Here, concentration created value. Not inefficiency.

Rwanda – discipline over method

Rwanda has strengthened procurement outcomes through: a) Centralised oversight. b) Digital procurement platforms. c) Continuous capacity building. All procurement methods are used. But within disciplined systems. The focus is not the method. It is governance.



NyansaKasa (Words of Wisdom): The same tool builds a palace or a ruin, depending on the hands that use it.

Reflection: Outcomes reflect governance discipline, not procurement choice.

When competitive tendering fails — global reality

Competitive tendering is often idealised. Yet globally, it has not been immune to failure. The European Commission uncovered bid-rigging involving firms like Siemens and Alstom. In South Africa, companies such as Murray & Roberts and WBHO were implicated in cartel behaviour. In the United States, defence contracts involving Lockheed Martin and Boeing have experienced significant cost overruns.

**Competition existed.
Collusion still occurred.**

NyansaKasa (Words of Wisdom): A crowd does not guarantee honesty if the crowd agrees in silence.

Reflection: Transparency must be enforced continuously, not assumed.

Humour, reality and the procurement illusion

There is a popular joke: “*The lowest bidder wins the contract, but the variations win the profit.*” There is laughter. But it reflects reality. Projects awarded competitively often become more expensive through:

- a. *Scope changes.*
- b. *Delays.*
- c. *Renegotiations.*

The illusion of savings disappears quietly.

NyansaKasa (Words of Wisdom): The cheapest bid can be the most expensive journey.

Reflection: Value must be assessed over the full lifecycle, not at the point of award.

The real problem – education and professionalisation

Across Africa, procurement laws exist. But education is inconsistent. Those tasked with implementation are not always adequately trained. Interpretations vary.

Decisions become uncertain. And uncertainty breeds suspicion. For over fifteen years, I have advocated for



- a. Continuous training of policymakers.
- b. Professional certification frameworks.
- c. A parliamentary act to formalise procurement as a profession. Without professionalisation, procurement remains administrative. With professionalisation, it becomes strategic.

NyansaKasa (Words of Wisdom): A law without understanding becomes a ritual without meaning.

Reflection: Governance frameworks must be accompanied by capacity building.

The deeper inconvenient truth

Often, what is perceived as corruption is not always deliberate wrongdoing. It is sometimes: a. Misinterpretation. b. Uncertainty c. Lack of clarity, The absence of knowledge can produce outcomes that resemble misconduct. This does not excuse failure. But it reframes the solution.

NyansaKasa (Words of Wisdom): Confusion in the mind can create corruption in the outcome.

Reflection: Clarity in understanding reduces risk in execution.

Conclusion – from noise to knowledge

Sole sourcing is not corruption.
Single sourcing is not manipulation.
Restricted tendering is not exclusion.

Competitive tendering is not perfection. They are tools. The real challenge is: a) Do we understand them?. b) Do we apply them correctly?. c) Do we educate those who implement them? d) Do we enforce accountability consistently?. Africa must move beyond emotional debate. It must embrace informed governance. Because procurement is not about methods.

**It is about discipline.
It is about knowledge.**

A nation that does not understand its tools will never build with confidence, no matter how many tools it acquires.

It is about accountability.

And perhaps the most inconvenient truth of all: A nation that does not understand its tools will never build with confidence, no matter how many tools it acquires.

This article is an excerpt from Practical Perspectives on How to Single Source or Sole Source (Professor Boateng, 2026), now available on Amazon.com and through PanAvest Publishing (www.panavest.com) in both hard copy and digital formats.



ING. PROFESSOR DOUGLAS BOATENG

This easy-to-digest book is a thought-provoking guide for those seeking clarity in sourcing, governance, and real-world decision-making. Look out for Part 2 of the article on Wednesday, April 15th.

Ing. Professor Douglas Boateng is a pioneering international industrial, manufacturing, and production systems engineer, governance strategist, and Pan-African thought leader whose work continues to shape boardroom thinking, supply chain transformation, and industrialisation across both the continent and globally. As Africa's first appointed Professor Extraordinaire in Supply Chain Management, he has consistently championed the integration of procurement, value chain, industrialisation strategy, and governance into national and continental development agendas, aligning practice with purpose and long-term impact.

An International Chartered Director and Chartered Engineer, he has received numerous lifetime achievement awards and authored several authoritative books. He is also the scribe of the globally acclaimed and widely followed daily NyansaKasa (Words of Wisdom), which continues to inspire reflection, accountability, and purposeful living among audiences worldwide. His work is driven by a simple yet powerful belief: Africa's transformation will not come from rhetoric but from deliberate action, strong institutions, and leaders willing to build for future generations.

Ghana's Critical Minerals Era: How geoscience can guide a responsible mineral future

On the occasion of this year's World Geoscientist Day, 5th April 2026, it is fitting to reflect both on the mineral wealth that Ghana holds and on the scientific discipline that has shaped our understanding of it.

Ghana's geological story spans more than a century of formal study, and far longer periods of indigenous practice. As the world enters an era defined by the demand for critical minerals, geoscience stands at the centre of a defining question: will we repeat the extractive patterns of the past, or will we chart a more responsible course?

In the true spirit of "Sankofa", geoscientists must lead the charge of responsibility in examining our history as a mineral-endowed nation. This article traces the path of Ghana's mineral history across three movements: the foundational geological past, the expanding critical minerals present, and a future that geoscience must actively shape.

The Setting: Ghana is a Mineral Hub. Ghana, is endowed with vast mineral resources. Indigenous mining of gold and diamonds has been documented from as far back as the 6th or 4th century, and the first European-owned mine, established by the Portuguese, dates to 1482.

However, the formal architecture of Ghana's geological knowledge began with the establishment of the Gold Coast Geological Survey Department in 1913, now the Ghana Geological Survey Authority (GGSA). That institution laid the foundation for the systematic mapping, exploration, and documentation that would follow across generations.

Over the years, this effort has been supported by strategic collaborations, notably with the German Federal Institute for Geosciences and Natural Resources (BGR) which has facilitated multiple mapping and exploration expeditions of large parts of Ghana with methods including airborne geophysics in 2009. Earlier contributions by Soviet geologists in the 1950s also provided some of the first indications of onshore hydrocarbon potential in Ghana, laying the foundation for subsequent inland exploration campaigns.

In 2016, what had previously been known as the Ghana Geological Survey Department transitioned to an authority of the Ministry of Lands and Natural Resources in accordance with the Ghana Geological Survey Authority Act, 2016 (Act 928). The authority owns an extensive, invaluable archive of geological records, including early geological maps and airborne geophysical data that serve as the baseline for current exploration activities. These records also show that, in addition to the well-known and exploited minerals, many other large reserves of lesser-known economic minerals have been proven.

Central to interpreting these resources is a thorough understanding of the specific geology of each deposit. For example, recognising that the Kambale graphite deposit results from metamorphism helps predict its quality and develop suitable processing methods. Similarly, understanding the nature of lithium-bearing pegmatites (rock type) in Ewoyaa is essential for efficient exploration and extraction.

Ghana's geological knowledge has been built over more than a century through continuous mapping by both local and international geoscientists. Therefore, when discussing these examples of critical minerals, it is important to acknowledge the significant contributions of individuals who have shaped our current understanding of the country's mineral wealth.

One such figure is G.O. Kesse one of the outstanding geoscientists Ghana has produced. A former Director of the Geological Survey Department (now GGSA) who played a pivotal role in national geoscience development and was a founding member and the first President of the Ghana Institution of Geoscientists (GhIG).



The challenge now is to ensure that positioning is translated into deliberate, evidence-led policy and practice

He consolidated decades of geological knowledge into the landmark publication, “*The Mineral and Rock Resources of Ghana*” (1985), a comprehensive and critical reference for anyone interested in understanding the country’s geology and some mineral deposits.

The Past: A Gold Foundation and Other Early Discoveries

Formalised commercial mining in Ghana can be traced to the arrival of European traders in 1471, when the indigenous gold trade evolved rapidly into large-scale commercial operations. The Western Region gold rush of the 19th century, driven by British colonial interests, marked a defining chapter in this history. The legacy of that era continues to shape the structure of Ghana’s mining industry today, including policies that have historically marginalised local participation and small-scale operators.

The scientific understanding of Ghana’s geology deepened considerably in the late 1980s and 1990s, when Wolfgang Hirdes and his collaborators, working through a German-Ghanaian Cooperation Project revolutionised our understanding of economically viable formations including the Birimian and Tarkwaian rocks. They provided precise dating, detailed structural analysis and data synthesis. These rocks host our major gold belts and contain the most well-known gold deposits. These contributions underscore a recurring lesson in Ghana’s mineral history: sustained investment in geoscientific knowledge yields long-term economic and strategic returns. That lesson must not be lost as the country navigates its next major mineral transition.

The Present: Ghana’s Expanding Mineral Portfolio

Global shifts toward a low-carbon economy are creating unprecedented demands for critical minerals like lithium, manganese, and graphite, essential for batteries and other renewable energy technologies. Some of these were once considered secondary but are now viewed as strategic assets. The country is currently riding on a new wave of exploration projects to re-evaluate geological formations (rock types) known to host these critical minerals. For example, the lithium hosting pegmatite dykes of Ewoyaa; and the previously noted graphite deposits associated with gold, which is now being explored as a minérale grave.

These developments present both an opportunity and a responsibility. Ghana has the geological knowledge base, the institutional infrastructure, and the professional expertise to approach this transition strategically. Geoscience is uniquely positioned to serve as the key facilitator of development that is not only economically beneficial but also environmentally and socially sound. The challenge now is to ensure that that positioning is translated into deliberate, evidence-led policy and practice.

The Future: Geoscience for a Responsible Mineral Future

Ghana’s rich and complex mining history provides a powerful foundation, but also a cautionary backdrop, for the critical minerals era. The country’s past is marked by recurring challenges of irresponsible mining, land degradation, and the contamination of water bodies with heavy metals. These are active risks that must be managed with rigour and foresight as new extraction frontiers open.

The future of responsible mineral development cannot be built on extraction alone. It must be anchored in a structured framework for Environmental, Social, and Governance (ESG) considerations, one that is substantive rather than performative. Geoscience provides the practical tools to make this possible. A data-driven geoscientific approach to safeguarding a responsible mineral future will focus on developing detailed predictive models of the subsurface by the integration of historical ground data, satellite / remotely sensed data, detailed geochemical and mineralogical analysis. These methods will facilitate forecasting of chemical, physical and spatial properties of mineralisation and waste rock to aid among others,

- Development and documentation of pre-mining soil profiles and ecosystems(baseline study) to guide land reclamation and restoration. This extends the value of geoscience beyond the operational life of mines, contributing to a fundamentally more responsible and sustainable way of utilising our mineral resources.
- Modelling groundwater flow and the geochemical behaviour of minerals to predict and manage groundwater contamination.
- Optimisation of mine plans to ensure efficient management of waste while maximising their economic value.

These are practical, deployable applications of geoscience that can be implemented now, provided there is the institutional commitment to do so. It is therefore imperative that professional geoscientists, but to build governance strong enough to help every government govern well, and stable enough to protect long-term national interest beyond political cycles.

Make governance the spine that supports every government.

Make governance the bridge between today and unborn generations. Let governance move from conferencespecially members of the Ghana Institute of Geoscientists (GhIG) take a leading role in building this responsible mineral future. Guided by the Ghana Geological Survey Authority Act 2016 (Act 928) and its attendant legislation, GhIG members are both positioned and obligated to champion ESG-informed

geoscientific practice across the mining and exploration sector.

In doing so, Ghana's geoscientists can shift the national narrative: from simply "extracting resources" to "stewardng a legacy." That shift is not only technically achievable; it is morally necessary. It is the spirit in which we answer our national call to service in the Ghana National Anthem:

Hail to thy name, O Ghana

To thee we make our solemn vow;

Steadfast to build together

A nation strong in Unity;

With our gifts of mind and strength of arm ...

Stanza 2, Ghana National Anthem | Philip Gbeho

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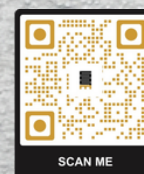
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The Man Who Thinks in Centuries

Prof. Douglas Boateng on Legacy, Leadership, and the 3-Trillion-Dollar AfCFTA Bet



SECTION 1: FOUNDATION, PURPOSE, AND PERSONAL JOURNEY

A reflective interview with Ing. Professor Douglas Boateng

1. Your journey appears both unconventional and multidisciplinary. Can you share your academic background and how it has shaped your thinking and professional path?

My academic journey has been anything but linear, and perhaps that is what has shaped my perspective the most.

I began in the social sciences, which gave me an early appreciation for human behaviour, societal structures, and the broader context within which decisions are made. However, I later made a deliberate transition into engineering at the postgraduate level, pursuing a Master's degree in Manufacturing Systems, and subsequently a Doctor of Engineering from the University of Warwick.

That transition was uncommon, and many of my colleagues and academic supervisors at the time often described me as a polymath with an unusually quantitative, highly inquisitive, and adaptable mind, particularly because I was able to transition into manufacturing systems and engineering and relatively excel at the Master's and Doctoral levels without a traditional undergraduate engineering foundation.

This dual exposure, both social and technical, has profoundly influenced how I think. It allows me to approach problems not only from a systems and analytical perspective, but also from a human and societal lens. In many ways, it has enabled me to bridge the gap between technical execution and strategic governance.

Beyond academia and professional life, I am deeply driven by generational thinking, Pan-African unity, and the need for industrialisation. I see myself as a custodian of what has been inherited, with a responsibility to help improve it for those yet to come. This extends into my passion for environmental stewardship, as a committed environmentalist and dendrophile with a deep appreciation for trees and nature.



3. *What core values have guided you throughout your journey?*

Discipline, truth, respect, and long-term thinking.

Discipline ensures consistency. Truth ensures clarity. Respect ensures collaboration. Long-term thinking ensures sustainability.

Short-term thinking is the enemy of long-term success. This is not theoretical—it is observable. Countries that prioritise short-term gains often experience cycles of instability, while those that invest patiently in infrastructure, education, and governance achieve

“Development is not only about systems and structures, but also about culture, creativity, and humanity”

I also find expression and balance through art, fashion, and music. I am an art collector, a fashion designer, and a lover of music across genres, including jazz, classical, blues, and traditional sounds. These interests are not separate from my professional life; they enrich my thinking, broaden my perspective, and remind me that development is not only about systems and structures, but also about culture, creativity, and humanity.

Ultimately, my journey reflects a simple belief:

True progress comes from the ability to connect disciplines, think beyond convention, and act with responsibility for generations yet to come.

Top of Form

Bottom of Form

2. *What has shaped your worldview and approach to leadership?*

My worldview is shaped by history and responsibility.

Our founding leaders fought for political independence. That struggle was not for itself—it was a foundation. The unfinished work is economic emancipation.

Leadership, therefore, is not about personal achievement. It is about stewardship. It is about recognising that we are temporary custodians of long-term responsibilities.

When you look at countries like Singapore, which in the 1960s had fewer natural resources than many African countries, their transformation was driven by disciplined leadership, long-term planning, and a refusal to compromise on governance.

Africa must draw lessons from such examples. Leadership must be anchored in responsibility to the future, not convenience in the present.

sustained growth.

For example, China’s industrial transformation over the past four decades did not happen overnight. It was the result of disciplined, consistent policy execution.

4. *What does success mean to you today?*

Success, to me, is about impacting lives in a meaningful and lasting way.

It is not defined by personal achievements alone, but by the extent to which one contributes to building for tomorrow and making a real, sustainable difference. If people are empowered, institutions are strengthened, and systems are improved in ways that endure beyond one’s presence, then success has true significance.

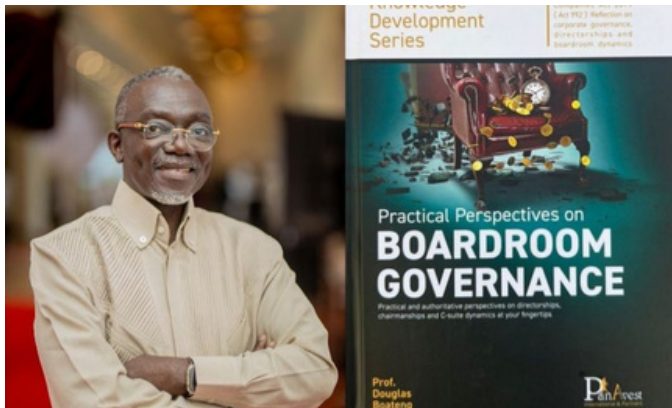
We see this clearly in real-world examples. Norway’s sovereign wealth fund, now exceeding 1.8 trillion dollars, was not built for immediate gratification but to secure the future of generations yet unborn. Singapore’s transformation from a resource-constrained nation into a global economic powerhouse was driven by disciplined long-term planning that prioritised education, infrastructure, and governance. Closer to home, Rwanda’s steady institutional rebuilding and focus on service delivery have demonstrated how deliberate leadership can reshape national outcomes over time.

Ultimately, success is not what you accumulate, but what continues to create value and improve lives long after you are no longer there to influence it directly.

5. *How did your early professional experiences shape your professional philosophy and outlook on leadership?*

My early professional journey was profoundly shaped by my experience with Merck & Co. in the early 1990s.

FOUNDATION, PURPOSE, AND PERSONAL JOURNEY



At a formative stage in my career, Merck took me under its wing, not merely as an employee, but as an individual with potential to be developed. The organisation provided opportunities for personal growth, helped me to better understand my purpose, and rigorously assessed and stretched my intellectual capabilities.

A pivotal figure during this period was Dr Raul Mendez, who served as both coach and mentor. His guidance went beyond technical development; it instilled discipline, clarity of thought, and a commitment to excellence that has remained with me throughout my journey.

Merck also sponsored my academic development and exposed me to world class manufacturing and production environments across multiple countries. This practical exposure allowed me to observe how structured systems, precision, and continuous improvement drive efficiency and competitiveness at scale. In addition, I had the privilege of representing the organisation in thought leadership engagements at leading global institutions such as MIT, Harvard University, University of Oxford, Stanford University, University of Cambridge, Cranfield University, and University of Warwick, contributing to discussions on strategy, manufacturing systems, supply chain optimisation, and sectorial industrial engineering.

One of the most transformative aspects of that experience was the opportunity to study and adapt best practices from the automotive sector, particularly in lean systems and process optimisation, and apply them within the global pharmaceutical and chemical industries.

"Exposure, mentorship, structured systems, cross-sector learning, and disciplined execution are the true foundations of excellence."

This cross sector integration delivered measurable impact, contributing to efficiency improvements and cost savings running into hundreds of millions of dollars.

Building on this foundation, I progressed to senior leadership and directorship roles across multiple sectors, including exploration and mining, consulting, government advisory, healthcare, manufacturing, ICT, financial services, logistics and supply chain, aero logistics, and chemicals and oil. This cross-sector exposure further strengthened my ability to connect disciplines, understand complex systems, and provide strategic direction at both organisational and national levels.

This experience, combined with the quantifiable outcomes achieved, led to my being admitted to the highly influential Institute of Directors in the United Kingdom at the time, making me one of the youngest individuals admitted. That admission further enhanced my practical knowledge and exposure to directorship and boardroom governance, providing early insights into how effective boards operate, make decisions, and uphold accountability.

That period shaped my philosophy in a fundamental way:

Exposure, mentorship, structured systems, cross-sector learning, and disciplined execution are the true foundations of excellence.

FOCUS ON VALUE, NOT VISIBILITY

It also reinforced my belief that when individuals and institutions are intentionally developed, they can achieve outcomes far beyond initial expectations.

6. *As an International Chartered Director and Chartered Engineer, how have these disciplines shaped your thinking?*

Engineering teaches structure, precision, and problem-solving. Governance teaches accountability, foresight, and responsibility.

When combined, they create a powerful framework for decision-making.

In engineering, if a bridge collapses, it is not debated; it is corrected. In governance, however, failures are often explained rather than corrected.

Africa must adopt the engineering mindset in governance: facts over opinions, structure over improvisation, and accountability over excuses.

7. *What responsibility do you believe comes with experience and knowledge?*

The responsibility to transfer it.

Africa has suffered from a lack of institutional memory. Knowledge is often held by individuals and lost when they exit.

In contrast, countries like Germany have built strong apprenticeship systems where knowledge is transferred systematically across generations.

If we do not deliberately share knowledge, we will continue to repeat avoidable mistakes.

8. *Why do you emphasise thinking beyond national boundaries?*

Because Africa's future cannot be built in isolation.

The African Continental Free Trade Area represents a market of over 1.4 billion people with a combined GDP exceeding 3 trillion dollars. No single African country can fully leverage this potential alone.

Regional thinking unlocks scale, and scale drives competitiveness.

From Cape Town to Casablanca, there is no ocean separating us; only artificial boundaries reinforced by mindset.

9. *What role has resilience played in your journey?*

Resilience has been essential.

There are moments in every journey where progress seems slow, where challenges appear overwhelming. The difference lies in persistence.

Amazon operated at a loss for several years before becoming one of the most valuable companies globally. Tesla faced near bankruptcy multiple times before redefining the automotive industry.

Resilience is not optional. It is fundamental to long-term success.

10. *What message would you give to young Africans starting their careers?*

Focus on value, not visibility.

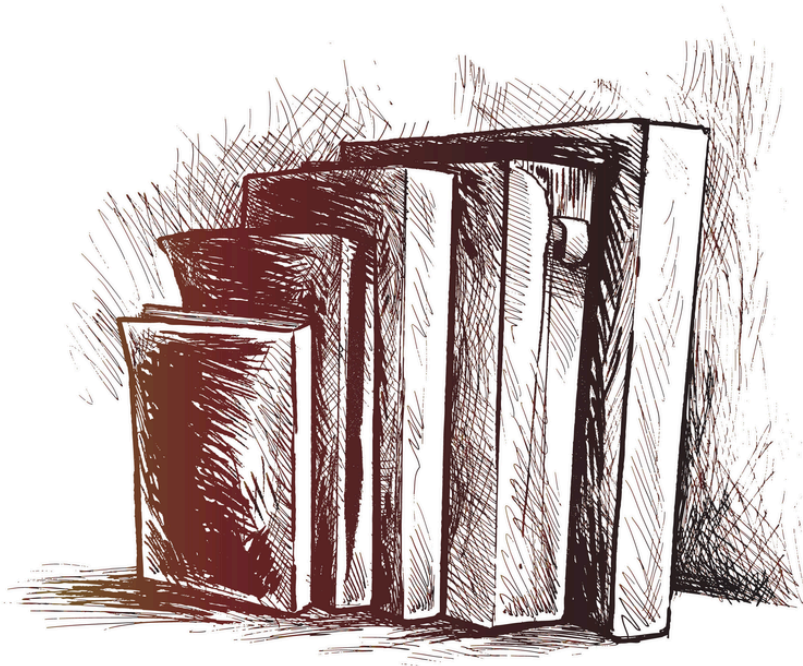
In today's world, there is a tendency to seek recognition before contribution. That approach is unsustainable.

Develop competence. Pay attention to detail. Build discipline.

The global economy rewards value. Africa's youth must position themselves not just as participants, but as contributors to global systems.

Above all, remember this: your responsibility is not only to succeed for yourself, but to create pathways for others to follow.





SECTION 2: KNOWLEDGE, WRITING, AND LEGACY BUILDING

CLOSING REFLECTION

"You are not the beginning of your story, and you will not be the end of it. What you choose to build or neglect will become the foundation upon which others must stand."

SECTION 2: KNOWLEDGE, WRITING, AND LEGACY BUILDING

11. What inspired you to spend over seven years writing the Supply Chain Management Compendium?

The Compendium was born out of necessity, not convenience.

At the time, there was no single comprehensive body of work that captured supply chain management holistically, particularly from a developing-world perspective. Much of the available literature was fragmented, theoretical, or disconnected from the realities faced by emerging economies.

Spending over seven years on the Compendium was a deliberate decision to create something enduring. Today, it is cited by leading institutions worldwide and has been distributed to universities, parliaments, and professional bodies.

This was not about writing a book. It was about building a knowledge infrastructure that would outlive its author.

12. Why is writing such a central part of your work and legacy?

Because writing transforms experience into transferable knowledge.

Africa has paid a high price for undocumented wisdom. Lessons learned in one generation are often lost in the next.

In contrast, countries like Germany and Japan have institutionalised knowledge through structured documentation, training systems, and continuous improvement frameworks. This is why their industries remain globally competitive.

If we do not document what we learn, we will continue to restart where others progressed.

13. How do your books differ from traditional academic or theoretical texts?

They are grounded in application, not abstraction. Many academic texts explain concepts. My work focuses on how those concepts are applied in real-world environments, particularly within developing economies where constraints are more pronounced. For example, procurement is often treated as a financial compliance function. In reality, it is a strategic lever that influences cost efficiency, industrial competitiveness, and national development outcomes.

Bridging that gap between theory and practice is essential if Africa is to move from knowledge to execution.

14. What motivated the creation of NyansaKasa, and what purpose does it serve today?

NyansaKasa was created out of a deep recognition that while information is abundant, reflection is scarce.

In today's fast-paced world, people consume vast amounts of content but rarely pause to examine their own thinking, actions, and responsibilities



NYANSAKASA

PAUSE, REFLECT, AND ACT WITH PURPOSE

NyansaKasa was therefore designed to be more than inspirational words. It is intended to be a conscience-pricking platform that encourages individuals to pause, reflect, and act with purpose.

Its focus is simple but powerful: to challenge mindsets, promote accountability, and inspire disciplined thinking in everyday life, leadership, and decision making.

Today, with a global reach of over one million readers daily, NyansaKasa serves as a quiet but consistent reminder that transformation does not begin with systems alone. It begins within the individual.

15. What inspired the establishment of the MYO Foundation, and how does it connect with your broader youth development initiatives?

The MYO Foundation, which stands for My Future, Your Future, Our Future, was inspired by a deeply held belief that our destinies are interconnected.

Its establishment was driven by a clear observation: Africa's greatest resource is its youth, yet too many young people remain unheard, unsupported, and underprepared. MYO was therefore created to give a voice to the youth, nurture their potential, and create pathways for them to contribute meaningfully to society.

The vision of MYO is to cultivate a generation that is disciplined, responsible, and equipped to build and sustain the future. Its goals include mentorship, skills development, mindset transformation, and creating opportunities that empower young people to rise above limitations.

This commitment extends into structured national initiatives. Through the Ghana Institution of Engineering, I established and sponsored the GHIE Professor Douglas Boateng Annual Lectures. These lectures are designed to provoke thought, challenge conventional thinking, and inspire professionals and young leaders to adopt long-term, generational perspectives in engineering, governance, and national development.

In addition, I sponsor the GhiE-UMaT Best Engineering Students Awards, in collaboration with the University of Mines and Technology. These awards recognise excellence, discipline, and innovation among emerging engineers, while encouraging them to align their talents with the broader needs of industrialisation and national transformation.

Beyond intellectual and professional development, MYO is also committed to addressing practical, real-life barriers that young people face. One of its life-changing interventions has been the donation of sanitary pads to schoolgirls, enabling them to attend classes consistently during their menstrual cycles. This initiative, though simple in concept, has a profound impact on the continuity of education, the dignity, and the confidence of young girls.

The underlying motive across all these initiatives is consistent: to invest deliberately in people, particularly the youth, and to create a pipeline of capable, responsible, and forward-thinking leaders.

Ultimately, MYO and these associated initiatives reflect a simple but profound truth:

The future we desire will only be realised if we intentionally prepare, support, and empower those who will inherit it.

16. What responsibility comes with influencing such a wide audience daily?

Influence must be exercised with discipline and integrity.

Every word has the potential to shape thought, and thought shapes action. Therefore, messages must be grounded in truth, balance, and purpose.

It is not enough to inspire. One must guide responsibly.

17. Why do you believe Africa needs more practical knowledge platforms?

Because theory alone cannot drive transformation.

Africa produces graduates every year, yet unemployment remains high in many countries. This is not only a skills gap; it is a practical application gap.

For example, Africa contributes less than 3 per cent to global manufacturing output, despite having a young and growing workforce. Without practical knowledge that connects education to industry, this gap will persist.

Practical knowledge platforms bridge that disconnect.

18. What role does continuous learning play in leadership and development?

It is fundamental.

The world is evolving rapidly, driven by technology, globalisation, and shifting economic dynamics. Leaders who stop learning become obsolete.

Countries that invest heavily in continuous education and research, such as South Korea, have transitioned from low-income to high-income economies within a generation.

Learning is not optional. It is essential for relevance.

19. How do you ensure your work remains relevant in a changing world?

By staying grounded in real-world challenges.

Relevance comes from engagement, not isolation. By continuously interacting with industries, policymakers, and institutions, one remains aligned with evolving needs.
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continuous

LEARNING

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Relevance comes from engagement, not isolation. By continuously interacting with industries, policymakers, and institutions, one remains aligned with evolving needs.

Additionally, I regularly challenge my own thinking. What worked yesterday may not work tomorrow. Adaptability is critical.

20. What legacy do you hope your writings and knowledge platforms will leave?

A legacy of clarity and application.

If future generations can access structured, practical guidance that helps them avoid mistakes, improve efficiency, and build stronger systems, then the work has served its purpose.

Ultimately, knowledge must not end with the individual. It must become a foundation upon which others build.

CLOSING REFLECTION

“Knowledge that is kept dies with the knower. Knowledge that is shared becomes a bridge for those yet to cross.”

SECTION 3: GOVERNANCE, INSTITUTIONS, AND INDUSTRIALISATION

21. Why is boardroom governance central to Africa's development?

Because execution begins at the top.

Policies do not fail at conception; they fail in execution. And execution is a direct reflection of boardroom effectiveness.

Strong economies are built on strong institutions, and strong institutions are governed by competent and accountable boards. For example, Singapore's transformation was not driven by resources, but by disciplined governance structures that ensured accountability at every level.

In contrast, weak governance leads to inefficiencies, cost overruns, and in some cases, systemic corruption. Africa does not lack plans; it lacks consistent governance to implement them effectively.

22. What is the biggest governance gap you observe across African institutions?

The gap between knowledge and execution.

We often know what needs to be done, but fail to do it consistently.

Reports are written, audits are conducted, recommendations are made, yet implementation remains weak. This creates a cycle in which the same issues are repeatedly identified without meaningful resolution.

The problem is not awareness. It is the absence of disciplined follow-through.

23. Why do many governance reforms fail to deliver expected results?

Because reforms are often introduced without changing behaviour.

Structures may be adjusted, policies updated, and

frameworks introduced, but if the underlying mindset and accountability mechanisms remain unchanged, outcomes will not improve.

For example, many countries have procurement laws aligned with global best practices, yet procurement inefficiencies persist due to weak enforcement and limited professional capacity. Reform without behavioural change is cosmetic.

24. How should your contribution to the Public Procurement Authority be assessed?

With patience and perspective.

Governance interventions are not immediate; they are structural. My non-executive chairmanship contribution to the Public Procurement Authority should be evaluated over time, not in moments of opinion or speculation. What was introduced, challenged, and structured will reveal its value as systems mature.

History, not headlines, will be the fairest judge.

25. What lessons should Africa draw from procurement challenges globally?

That no system is perfect, but strong systems minimise failure.

Even in advanced economies, procurement challenges exist. The difference lies in how they are addressed.

For example, the United Kingdom's National Audit Office regularly highlights inefficiencies in public procurement, yet corrective actions are institutionalised.

Africa must focus less on blame and more on building resilient systems that detect, correct, and prevent inefficiencies.

26. You have served as Non-Executive Chairman of both MIIF and Labadi Beach Hotel. How would you describe your role and contributions to these institutions?

My role in both institutions has been anchored in governance, strategic direction, and long-term value creation.



As Non-Executive Chairman, my responsibility has not been operational, but to ensure that the right structures, oversight, and strategic clarity are in place to guide sustainable performance. Institutions do not succeed by chance. They succeed through disciplined governance, clarity of purpose, and consistency in execution.

At the Minerals Income Investment Fund, the focus during my tenure was to position the organisation beyond short-term thinking and towards becoming a globally recognised strategic investment vehicle. This required deliberate efforts to strengthen governance frameworks, enhance transparency, and pursue investments that would deliver long-term national value.

Similarly, at Labadi Beach Hotel, the emphasis was on maintaining strong governance, operational discipline, and strategic positioning to ensure sustained profitability and institutional credibility.

In both cases, the underlying philosophy has been the same: build institutions that are resilient, accountable, and capable of delivering value consistently over time.

27. What specific achievements stand out during your tenure at MIIF and Labadi Beach Hotel?

At MIIF, one of the most significant achievements was repositioning the institution as a credible global brand with a long-term investment outlook.

Beyond gold, strategic investments were initiated in areas such as salt and lithium, both of which present significant future potential. Lithium, in particular, is a critical mineral for the global energy transition, especially in electric vehicle battery production. Salt, often overlooked, has industrial applications that can drive value addition and export potential.

“Systems do not fail because they are unknown. They fail because what is known is not consistently done”

At Labadi Beach Hotel, the achievements were equally significant but in a different context. Under my chairmanship, the hotel consistently reported profits, declared dividends to its principal shareholder, SSNIT, and maintained strong financial discipline.

More importantly, it established itself as the most admired five-star hotel in the region, receiving multiple awards and recognition for excellence in service and management.

These outcomes demonstrate that with the right governance structures and strategic clarity, both public and commercial institutions can deliver strong, sustainable performance.

Ultimately, however, I remain consistent in my view:

The true value of these contributions will be best judged over time.

Institutions are not built for moments. They are built for generations.

28. Why is supply chain thinking critical for Africa’s industrialisation agenda?

Because it connects production to markets.

Africa produces raw materials but captures limited value because supply chains are underdeveloped. For example, Africa accounts for over 70 per cent of global cocoa production but earns less than 10 per cent of the value from finished chocolate products.

Without efficient supply chains, industrialisation remains incomplete.

29. What is often misunderstood about procurement and sourcing in Africa?

Procurement is often treated as a compliance function rather than a strategic tool.

This limits its ability to drive cost efficiency, innovation, and industrial growth.

When procurement is positioned correctly, it influences supplier development, local content participation, and long-term competitiveness.

30. What is your view on sole sourcing and single sourcing, and why are they often misunderstood?

The issue is not the concept; it is the application.

Sole sourcing and single sourcing are legitimate strategic tools when applied correctly. In industries such as aerospace and defence, single sourcing is often necessary to maintain quality and consistency.

However, in many contexts, these tools are misunderstood due to limited education and weak governance. This leads to misplaced criticism.

The solution is not to reject the tools, but to improve understanding, strengthen oversight, and ensure accountability in their application.

CLOSING REFLECTION

“Systems do not fail because they are unknown. They fail because what is known is not consistently done.”



SECTION 4

PAN AFRICANISM, FUTURE, AND GENERATIONAL RESPONSIBILITY



31. Why is Pan-Africanism still relevant in today's Africa?

Pan-Africanism is no longer a philosophical aspiration; it is an economic necessity.

Africa remains fragmented, with intra-African trade accounting for approximately 15 to 18 per cent of total trade. In comparison, intra-European trade exceeds 60 per cent, and intra-Asian trade exceeds 50 per cent.

This fragmentation limits scale, reduces competitiveness, and weakens bargaining power in global markets.

Pan-Africanism, therefore, is not about sentiment. It is about creating a unified economic and strategic front that enables Africa to maximise its collective potential.

32. How do AfCFTA and Agenda 2063 shape Africa's long-term future?

They provide the blueprint for transformation.

AfCFTA creates a single market of over 1.4 billion people with a combined GDP exceeding 3 trillion dollars. Agenda 2063 provides the long-term vision for an integrated, prosperous, and peaceful Africa.

However, frameworks alone do not deliver results. Execution does.

If properly implemented, AfCFTA has the potential to lift over 30 million people out of extreme poverty, according to World Bank estimates. The opportunity is clear. The responsibility is ours.

33. What is your perspective on Ghana opening its doors to Africans?

It is a bold, forward-looking, and generational decision.

A Ghana that is open and free for Africans to come, connect, and contribute is not merely a policy choice. It is a declaration of belief in Pan-Africanism and shared destiny.

Such decisions require courage because they challenge existing norms. Yet, history shows that progress is always driven by those willing to act ahead of certainty.

34. What long-term opportunities does this create for Ghana?

The opportunities are significant.

Increased trade, investment flows, talent mobility, and innovation exchange are natural outcomes of openness.

Countries that have embraced openness, such as the United Arab Emirates, have transformed themselves into global hubs despite limited natural resources.

Ghana has the potential to position itself as a gateway to West Africa and beyond, benefiting from both economic and cultural integration.

35. What mindset shift is required for Africa to truly integrate?

A shift from division to unity, from suspicion to trust, and from competition among ourselves to collaboration.

36. *What does generational thinking mean in practical terms?*

It means making decisions today that will benefit those not yet born.

It is about investing in infrastructure, education, and institutions that will serve future generations.

Countries like Singapore and Norway have demonstrated that consistent long-term thinking leads to sustained prosperity.

Africa must adopt a similar approach.

37. *Why do you emphasise being driven by the next generation rather than election cycles?*

Because development cannot be confined to political timelines.

Election cycles are short-term. Development is long-term.

When decisions are driven by electoral considerations, they often prioritise immediate visibility over lasting impact.

I am driven by what will endure, not what will be seen.

38. *Who do you ultimately see yourself working for?*

I work for the unborn African child.

That child has no voice in today's decisions, yet will inherit their consequences.

Every policy, every institution, and every decision must be measured against its impact on that future generation.

39. *What is the greatest injustice to future generations?*

Failing to improve what we inherited.

We cannot justify passing on weakened systems, degraded infrastructure, or diminished opportunities.

Each generation has a responsibility to build upon what it receives, not erode it.

40. *What must African leaders do differently to achieve true economic transformation and fulfil the promise of AfCFTA and Agenda 2063?*

African leaders must embrace disciplined industrialisation anchored in long-term thinking.

Industrialisation is often misunderstood as the mere building of factories. In reality, it is about developing complete value chains, from raw material extraction to processing, manufacturing, distribution, and market access. It also extends beyond traditional industry into sectors such as financial services, tourism, healthcare, and education, all of which can be structured to create jobs, enhance competitiveness, and drive sustainable growth.

True transformation will require leaders to prioritise long-term planning over short-term electoral considerations. This demands courage. It requires taking decisive actions that may not always be immediately popular but are necessary for future prosperity. Countries such as Singapore, South Korea, and, more recently, Vietnam, have demonstrated that disciplined, long-term industrial policies can lift millions out of poverty and reposition nations globally.

SECTION 4

PAN AFRICANISM, FUTURE, AND GENERATIONAL RESPONSIBILITY

Africa's economic emancipation, and the success of AfCFTA and Agenda 2063, will depend on boldness, open-mindedness, and cross-generational thinking. It will require unity, cooperation, and a genuine commitment to the free movement of people, goods, and ideas across the continent.

We must move beyond rhetoric to execution. Beyond fragmentation to integration. Beyond short-term thinking to generational responsibility.

The question is not whether Africa has the resources or potential.

The question is whether we have the courage and discipline to build for the long term.

FINAL CLOSING REFLECTION

"We inherited Africa not as owners, but as custodians. What we choose to build or neglect today will define the lives of those who will never meet us. The future is not waiting. It is being shaped by our decisions now. The true test of our generation will not be what we inherited, but what we leave behind."



...it's all here

Business Development Consultancy | Publication |
Business-related Media Production |
The African Sustainability Platform

***You will beg us to take it easy,
but sadly, mediocrity is
something we cannot do...***

BEYOND RHETORIC



PanAvest and Nname partner to turn African knowledge and ideas into continental power

A bold alliance to ensure Africa thinks for itself, builds for itself, and leads on its own terms



POWER

PanAvest International and Partners has entered into an innovative strategic partnership with Nname to advance African thought leadership and Afrocentric knowledge in support of the continent's long term development agenda, particularly the realisation of AfCFTA and Agenda 2063.

Founded in 2001 in South Africa, PanAvest has consistently championed African centred governance, industrialisation, and strategic leadership thinking, and has operated a satellite office in Ghana since 2013. This partnership builds on that legacy by ensuring that best practices and impactful ideas are deliberately disseminated through strong institutional collaboration.

At its core, the partnership seeks to amplify African thought, initially through the global marketing and distribution of the acclaimed works of Professor Douglas Boateng, Founder and Chairman of PanAvest. Leveraging Nname's end to end publishing and strategic communications capabilities, the initiative will also expand access to a broader body of African authored thought leadership across academic institutions, boardrooms, and policy environments.

This long term, purpose driven collaboration is set to significantly strengthen existing leadership platforms, including the annual Boardroom Governance Summit, widely recognised as the largest and most influential boardroom governance focused platform on the continent.

Beyond Rhetoric

Africa cannot outsource its thinking and expect to shape its future. This partnership is about ensuring that African ideas lead African progress



Beyond publishing and events, both organisations will actively co create bold, forward looking programmes and thought leadership initiatives to accelerate Africa's industrial transformation and firmly position the continent within the global knowledge economy. Speaking on the partnership, Professor Douglas Boateng, Founder and Convenor of the Boardroom Governance Summit and scribe of the daily NyansaKasa Words of Wisdom, stated:

"Africa cannot outsource its thinking and expect to shape its future. This partnership is about ensuring that African ideas lead African progress."

Commenting on the partnership, Ms Makafui Aikins, Chief Executive Officer of Nvame, added:

"This collaboration represents a deliberate step towards positioning African knowledge and best practices at the centre of global discourse. By working with PanAvest and Professor Boateng, we are connecting ideas to action and ensuring that African perspectives drive meaningful change across the continent."

Together, PanAvest International and Partners and Nvame aim to strengthen Africa's intellectual sovereignty and global relevance by bridging ideas, institutions, and influence.

About PanAvest International and Partners

PanAvest International and Partners is a globally recognised advisory and thought leadership organisation founded in 2001 by Professor Douglas Boateng. The organisation exists to shape Africa's future through bold, African-centred ideas that drive industrialisation, strengthen institutions, and position the continent as a confident contributor to the global knowledge economy.

About Nvame

Nvame is a premier African consultancy and publications firm operating across the full publishing value chain, providing services in writing, editing, printing, distribution, and strategic communications, alongside multidisciplinary consulting across sectors. The firm offers 360-degree business development solutions for clients spread across all sectors and segments of the economy—across various countries and continents.

BILLIONAIRE'S CLUB

(DANCING WITH THE DEVIL)



I don't know about you, but I have no plans whatsoever of partaking in 'blood money', in any shape or form. That is mostly because, like you, I watched a whole lot of Nigerian movies in my formative years. From 'Billionaire's Club' to 'Blood Money', and the countless films of their kind having the term '*blood money*' explicitly contained in their titles and/or exploring this theme of occult wealth and sudden riches, it should come as no surprise to you that many a Ghanaian, and African for that matter, like me, is very wary about this whole concept of dancing with the devil.

This is because as Pete Edochie declared in Part 2 of this blood-curdling movie '*Billionaire's Club*': "You want to be millionaires; this is only part of it!" And by "this" he was literally referring to turning humans into vultures. Tell me, who, in their right mind, would agree to such a bargain?

I am tempted to narrate the entire plot of the movie to you under the guise of expedient exposition, when in actuality masking my own urge to satisfy this nostalgia I feel. But I must exercise constraint and zoom right into the matter at hand.

The wahala at hand

Why did Nigeria, a nation well-acquainted with this age-old tale of the immense repercussions associated with 'dancing with the devil', invite the United States of America into its territories just a few months back – during December last year?

As we are all aware, by the very first day of November 2025, Trump had issued a warning to the sovereign nation of Nigeria, alleging an ongoing series of coordinated attacks being carried out along religious lines – against Christians in the country. First, America would "immediately stop all aid and assistance" to Nigeria.

Second, the United States would "*go into that now disgraced country, guns-a-blazing to completely wipe out the Islamic Terrorists*" alleged to be committing these crimes. These are his words not mine. And true to his words, on 25th December 2025, Santa Claus came as the Grim Reaper – spreading himself all across a forest camp in the Tangaza local government area within the Sokoto state in Northwest Nigeria.

The targets?

The Lakurawa fighters, a group admittedly designated by the Nigerian government as terrorists earlier that same year – a group responsible for a series of abductions and outright killings in the country in recent years.

The American government was quick to congratulate itself – and the Nigerian government... A joint effort, the Trump administration dubbed this operation. A strike "*carried out in coordination with the Nigerian authorities,*" they called it.



Many have been quick to dismiss this “collaboration” alleged to have occurred between these two sovereign nations – the US and Nigeria – choosing instead to read between the lines, unmasking the clear, classic neo-imperialism at play – one where colonialist-inclined nations of the West assert their will at whim over nations of the Global South – their former colonies.

And let one not be too quick to dismiss such an assertion as the Global South crying wolf because...

By mid-December of last year, Trump had, out of the blue, said something so blatantly imperialistic that many Western pundits chose to brush it off as uneducated blabber from a rustic, uninformed man. After weeks of attempting a justification for his arbitrary strikes on Venezuelan boats and lives, alleged by him to be trafficking drugs, and then dangling, ever so sanctimoniously, a feigned concern for the human rights violations being committed by President Maduro against the good people of Venezuela, he, out of nowhere, declared boldly and wrongly, “They took all of our oil – not that long ago – and we want it back!”

I beg your pardon, but whose oil are we talking about here? The oil formed under the soil of this sovereign nation called Venezuela belongs to this other country called the United States of America? Interesting...

Things weren’t “interesting” and obfuscatory for long though... I mean, this is Trump we are talking about here... He, unlike his many predecessors, cannot be coy to save his life – at least not for long. Because having spent only a few weeks going through the three stages of imperialism – i.e., from feigning benevolence to unmasking the centuries-old saviour complex, then right to outright

despotism... Just a few weeks after making this erroneous and imperialistic statement – on the 3rd January this year, to be precise – Trump followed up this blatant imperialistic assertion with a blatant illegal, imperialistic act – very on brand with the Western approach: Nicolás Maduro, President of the sovereign nation of Venezuela, was unilaterally and arbitrarily arrested by the United States of America. After weeks of being cunning with the ultimate aim of a regime change and consequent unimpeded access to Venezuelan oil

, the Trump government, much like its many predecessors, caved under the weight of its own pretence, and gave in to unapologetic imperialism. On this matter of ‘dancing with the devil’, eyes naturally turn to the many Venezuelan emigrants who took to the streets of their host nations – notably the United States– to congratulate Trump and celebrate the overthrow of Maduro, a man who had overseen a regime which had brought to them human rights violations and their consequent fleeing. And really, who can fault them? What is geopolitics and broader national freedoms to a person if they cannot be guaranteed their personal freedoms in their own home countries? So then, celebration it was for these involuntary Venezuelan emigrants for this outright infringement of their nation’s sovereignty – for it meant to them, immediate relieve from the infringement of their personal freedoms.

...from feigning benevolence to unmasking the centuries-old saviour complex, then right to outright despotism”

But this is all so interesting, is it not? Then again, because like the nation of Nigeria and much of the rest of the Global South, the people of Venezuela have had their fair (unfair!) share – historically and presently – of the consequences that come with engaging in this dance – this dance with the devil.

The Dance – Personal Freedom v. National Freedom

A person shouldn't have to be made to choose between their personal freedoms and national freedoms... A person shouldn't have to choose between these two rights, as though they are mutually exclusive. That's a Sophie's Choice never presented to the West; why then should it be, the rest of us? Indeed, for much of the Global South, such dilemmas have remained an ongoing struggle – and it's a dilemma that the West is always ever ready to settle for us, with or without our consent. Never mind the fact that these nations of the West, themselves, tend to be the root cause of these state of affairs – these state of endemic violations of personal freedoms – prevailing in these very same countries to whom they enjoy cosplaying as saviour. But that's a discussion for another day.

Take the case of Nigeria and the Trump-orchestrated strike, for instance. Whether these attacks complained of were religiously motivated or not, one cannot deny the fact that there have been recurrent, coordinated attacks in the African country. In 2025, there were, among others, reports of gunmen taking the lives of over 30 people in Niger state and kidnapping an undetermined number of people. There were also reports of kidnappings of about 300 students and teachers in a Catholic school in November that same year. Just a few weeks ago, there were reports of mass kidnappings – over 170 people were abducted in churches in Kaduna state in Northern Nigeria.

How does one, in instances like these, successfully argue imperialism and neo-imperialism to a Nigerian jubilating on the streets over this US-orchestrated strike committed in their country? Because imperialism or not, to that Nigerian jubilating, the strike by the US was a much-needed relief, was it not?

Again, the same goes for these emigrant Venezuelans celebrating the illegal abduction of their nation's leader by another nation.

The same goes for Iranian protestors presently calling on the USA – on Trump – to “please help”; to come ‘save’ them from what they indicate, are targeted killings being committed against them by their government, the Khamenei regime.

“He doesn't care about us!” these Iranians are currently bitterly accusing Trump from walking back on his promise that “help is on its way” – that military intervention, regime toppling, and their consequent freedoms are on their way. Because as we are aware, completely out of the blue, just days into making this promise, Trump decided not to proceed with this intervention. So, which is it? Imperialist on the one hand, traitor on the other – for this very same act of “invasion” and “intervention”?

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But you are right in asking, why invite tyranny into one's home – one's country? Don't the people of Iran remember...? This hasn't been their nation's first dance with the West – with the US for that matter, has it? But these modern Iranians taking to the streets to seek redemption, and finding none in their government, turning to the US, to Trump, they will retort with, “Do you not see the violations being committed to our fundamental human rights right now?!”

What is geopolitical precedent to a drowning person? Drowning people, they are known to oftentimes go about clinging to straws, aren't they?

The Straw – International Law or War

It is for these reasons that this whole international law system was instituted – well, at least, on the face of it.



International law, when taken at its face value, is a system instituted by so-called sovereign nations of the world to help them watch each other's backs – to be the straw to which the drowning person clings.

By the 20th century, the West had spent over four centuries subjecting a great deal of the world – notably the continent of Africa – to barbarism and monstrosities never before witnessed across generations. Their imperialistic campaign having slavery and colonialism as its main ingredients, was to cause human rights violations on a scale never before witnessed in world history. Yet, it took Hitler, with his heinous genocide of the Jewish people beginning in the early 1940s for the world to sit up and for the West to decide, very decisively, that human rights violations were indeed abominable acts, thereby causing to be established, the world's first international criminal tribunal – the International Military Tribunal (Nuremberg Tribunal). Its mandate? To prosecute these Nazi officials – the orchestrators of the Holocaust. Never mind the fact that the West's own colonialist campaign – rife with human rights violations against the continent of Africa and much of the Global South – was still ongoing at this point. But with Hitler, the West agreed there and then, human rights violations were not isolationist, national issues; human rights violations, they “trampled under foot the laws of God and man”; they hurt one and all – they are not merely national matters but the entire world's concern.

So, after the ‘success’ of the Nuremberg Tribunal came the conscious effort to concretise and institutionalise the international law system. And here we are now, with this multilateral system fully fledged – with the United Nations placed at the helm of it all, serving as the ultimate watchdog of a sort, making sure that if, heavens forbid, the government of Ghana and any nation of the world for that matter, should go haywire, and set about ripping the fundamental human rights of their citizenry right out of their hands, these citizens would, in many ways, have a whole other system of government to turn to for help – i.e., this multilateral international system.

But there is a clear problem here, isn't there? This utopia I have just narrated – there is something flawed about it, don't you see? Especially when juxtaposed against the reality on the ground – the reality as has been narrated in the opening paragraphs of this very article, with the cases of Nigeria, Venezuela, and Iran as notable examples. And these, I must quickly note, are only a few of the most recent examples of this flaw.

Historically and presently, the world has had to witness this situation where on the one hand, we preach the utopia of multilateralism and international law; yet on the other hand, what we find are glaring instances of Western neo-imperialism and international law's complicity and inefficiency. We will discuss the matter of international law's complicity in a later article. For now, let us briefly touch on the ‘inefficiency’ bit.

‘Inefficiency’ is the absolute right term to describe this decades-long state which multilateralism/international law continues to find itself in, because why are the people of Iran's first call, in their moment of despair, to a country, to a person – to the US, to Trump – and not to the UN? The same goes for Nigeria...

How is the leader of another country able to unilaterally diagnose such human rights abuses, issue threats of ‘invasion’, and carry out such threats – under the guise of ‘consent’ – a consent which the international community is able to easily read in between the lines to determine as coercive? Why are the Venezuelan people’s human rights – the violations thereof – unilaterally decided by a President of another country (the US), with so-called prosecutorial action unilaterally taken by the government of this other nation? Because, arguably, this is not the Responsibility to Protect (R2P) principle at play here. (And we will delve into this principle in a later article). And through it all, this system established to ensure international peace and security – the United Nations and its network of institutions – often sits helplessly by and watches on.

“Like Air” – The West’s Track record of Human Rights Violations

Because, then again, if human rights protection really is a reason to launch worldwide tyranny, impede on national sovereignties as one pleases, invade and breach national territories at whim, then one would argue that the US, together with much of the rest of the West, has ‘deserved’ its own territorial invasion for decades and even centuries now, has it not? Let’s not travel too far back; let’s scan modern history – the era immediately preceding and succeeding this multilateral global system... I kid you not, as I am presently writing this piece – it’s Saturday, 24 January, 2026, 4:07pm – there has been another shooting in the US...

The ongoing ICE raids in the country, targeting “aliens” – attacks which resulted, just about two weeks prior, in the killing of a civilian, Renee Good, by “militant” ICE agents, has just resulted in yet another civilian killing in Minneapolis. This time around, a civilian (Alex Pretti) attempting to help an immigrant heckled by these “paramilitary” personnel.

If it isn’t law enforcers committing these heinous acts, it is fellow American civilians themselves – albeit under different settings and with different motives. In the US, mass shootings are “like air” – they are everywhere, committed by everyone against everyone. Committed by children, teenagers, grown men and women against children, teenagers, grown men and women. Australia, for instance, witnessed a targeted mass killing on 14 December last year at Bondi Beach, resulting in the deaths of 35 people. And what did the Australian government do right afterwards? Just a few weeks after the attack, they enacted, among others, restrictive gun laws – ones decisively couched to ensure that these deadly weapons do not get into the wrong hands. It’s as simple as that, really. Notably, in April 1996, a mass shooting in the same country which had resulted in the death of, coincidentally, also 35 people (and wounded 23) – dubbed the Port Arthur massacre – had led to sweeping reforms and the enactment of the strict National Firearms Agreement (NFA), banning, among others, rapid-fire rifles and shotguns. This 1996 reforms helped to drastically reduce gun violence, including mass shootings, in the country. This recent 2025 reform is expected to achieve a similar goal.

Like Air

Now take a look at the USA, a country ranked first worldwide when it comes to mass shootings. Having only 5% of the world’s population, the US has recorded a mind-boggling 31% of the world’s mass shooters since 1966. A 2016 study found that nearly one-third of the world’s public mass shootings recorded between 1966 and 2012 occurred in the US. Other countries in this ranking – such as the Philippines, Russia, Yemen, and France – are nowhere near the numbers recorded by the United States. And even with these countries, the primary targets of these attacks have been military bases and checkpoints, not civilian populations. For the US, targets of mass shootings have largely been, and continue to be, civilians – schools, churches, social centres and events, factories, offices, etc. This – these studies find – is as a result of among others, the astounding ease of access to guns in the country.

In 2017, a 64-year-old gunman killed 60 people and injured approximately 867 people during a Las Vegas music festival. Just one month later, a 26-year-old guy shot and killed 26 people and injured 22 people in a church in Texas. The year before (2016), a 29-year-old man opened fire in a nightclub in Florida killing 49 people and injuring approximately 59. In 2018 – 14th February – a 19-year-old boy opened fire in a high school in Florida, killing 17 and injuring 18 people, many of whom were teenagers.

Violations to the American's basic right to life goes; their existence constantly threatened

Just three months later, there was another high school shooting, this time around, by a 17-year-old student, killing 10 people and injuring 13 in Texas. Five months later, another shooting – now in a synagogue in Pennsylvania – committed by a 46-year-old man, killing 11 people and wounding 6.

Just a month later, yet another shooting by a 26-year-old guy – this time around, at a bar frequented by college students in California, killing 12 people and injuring 9. In 2022, an 18-year-old gunman opened fire on a Texan elementary school killing 21 people (many of whom were children) and injuring 18. Just a few days before, another teenager, an 18-year-old gunman had opened fire on shoppers in a supermarket in New York, killing 10 people and injuring 3. The year prior, 2021, had witnessed such a mass shooting targeting a supermarket – one which occurred in Colorado, perpetuated by a 21-year-old man, killing 10 people.

The year 2023 saw yet another mass shooting, this time around, targeting a bowling centre in Maine, with a 40-year-old man gunning down and killing 18 people and injuring 13. Months prior, a 72-year-old gunman had attacked a dance studio in California and killed 11 people, injuring 9.

You know what, it was absolutely senseless of me to attempt listing examples of mass shootings in the US – it's like chasing the wind. It goes on and on – it never ends! If the targeted abductions occurring in Nigeria are acts of terrorism, these endless acts occurring in the USA are hyper-terrorism! But what has the American government – successive governments upon successive governments – done to root out this morbid cultural phenomenon of theirs?

What have these American governments done, in terms of effectual gun reforms, to – like a country such as Australia – root out these acts of terrorism persisting in their country? It's safe to say, **“nothing concrete.”**



All that has effectively been done has been to keep this gory issue as a highly politicised matter in the country – with no decisive, effective solutions in sight. So, on and on these violations to the American's basic right to life goes; their existence constantly threatened – be they in a bar or church, in school or at home, in a shopping centre or at work – just like Trump himself was, on July 2024, barely an ear away from getting his brains blown out. His supporter, Charlie Kirk, as we know, wasn't so lucky.

We shouldn't even attempt getting started on how the country has treated its Black population – right from, as early noted, slavery, to the segregationist Jim Crow era of the 1870s to the 1960s, one characterised by racial terrorism on an unprecedented scale, to the mass lynchings of the 1880s to the 1960s, to the mass Black incarcerations of the 20th century to this very modern era, and the police brutalities, again, of modern-day.

There has been a long list of Black victims of police brutalities in the country – even just counting from the 2010s to the 2020s. Names such as Eric Garner, Michael Brown, Tamir Rice, Eric Harris, Walter Scott, Breonna Taylor, George Floyd – just to name a few. Human rights abuses of the African American have been so prevalent and ingrained in the American national fabric that is treated as inevitable, thus dismissible. And remember, these are only a few examples – and this is only the context of America, not the broader West.

Who is Saving the “Saviour”?

This multilateral system has given the powerful West free range to do with the rest of the world as they please. And not even the UN can do anything about it



So, you tell me, what is the verdict? Judging from the USA's – and much of the rest of the West's – precedent of invading nations for the sake of “salvation” and human rights protection, do we, all other nations of the world, mobilise our troops, go into their territory and go bam-bam! wham-wham! in the name of reciprocal salvation?

Because, surely, we these other nations – especially of the Global South – have suffered more for less in the hands of countries like America, haven't we? So do we get to undertake some “salvations of our own?”

Regrettably, I sense a latent, “no” coming from the universe – and perhaps even from you. And that is indicative of this one fact:

We are in a global jungle.

The bully takes it all.

The bully can invade your territories, attack your people willy-nilly in the name of pseudo-benevolence – in the name of salvation – and you cannot be so kind as to repay this “kindness” – no matter how badly you may want to – when they are found to be committing such, and even worse versions of such human rights abuses, sometimes to their own people.

This multilateral system has given the powerful West free range to do with the rest of the world as they please. And not even the UN can do anything about it. Indeed, the institution's track-record on this front has been woefully and heart-wrenchingly discouraging.

But there is a way around this quagmire of imperialism and systemic abuse orchestrated against those of us in the Global South. There is a way of forestalling and defeating this centuries-old onslaught of imperialistic abuse. The answer? Regional multilateralism. Let's delve into this in the next article.

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The background of the entire page is a dark blue gradient. Overlaid on this is a faint, light blue image of a globe showing the continents. At the bottom of the page, there are several stacks of coins, also in a light blue color, creating a financial theme.

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