

WORKSHOP REPORT INTEGRATED HEALTHCARE REGULATION AND LEADERSHIP IN BUILDING RESILIENT HEALTH SYSTEMS



7 - 11 April 2025







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A. LIST OF ABBREVIATIONS

AMCOA Association of Medical Councils of Africa

Al Artificial Intelligence

FSMB Federation of State Medical Boards

HIPAA Health Insurance Portability and Accountability Act

MDCN Medical and Dental Council of Nigeria

HWF Health Workforce

IAMRA International Association of Medical Regulatory Authorities

WHO World Health Organization

1. EXECUTIVE SUMMARY

The 2025 Annual Capacity Building Workshop of the Association of Medical Councils of Africa (AMCOA) was convened in Abuja, Nigeria, from 7th to 10th April 2025 under the theme: "Integrated Healthcare Regulation and Leadership in Building Resilient Health Systems." This historic workshop marked the first time Nigeria hosted an AMCOA activity and brought together regulatory leaders, policymakers, development partners, and global institutions to reflect on the evolving demands of healthcare regulation and build a shared vision for resilient health systems in Africa.

The workshop's objectives included enhancing the governance capabilities of member councils, promoting peer learning and regional alignment in health regulation, and fostering leadership cultures that prioritize accountability, innovation, and overall system improvement. Key thematic areas of focus included health workforce mobility and credentialing, the regulation of malpractice and professional conduct, digital health and cybersecurity, governance and audit reforms, and the importance of strategic collaboration in enhancing regulatory integrity. Throughout the workshop, participants highlighted the necessity of shifting from reactive regulation to a more preventive, data-driven oversight approach; harmonizing credentialing systems; and cultivating shared values centered around ethics, public trust, and institutional transparency.

Among the major outcomes was the establishment of an AMCOA working group to develop a framework for mutual recognition of qualifications. Delegates endorsed the adoption of digital platforms for credentialing and compliance and supported the proposal for a governance charter defining roles between Boards and Secretariats. Discussions also encouraged investment in data infrastructure, the implementation of wellness programs to support mobile practitioners, and continued harmonization through south-south learning and regional cooperation.

The workshop concluded with several strategic recommendations, including adopting preventive regulatory strategies based on ethics and evidence; developing interoperable digital systems across jurisdictions; establishing safeguards to maintain regulatory independence and protect against political interference; and urging national and regional stakeholders to transform these commitments into practical, coordinated implementation plans.

2. ACKNOWLEDGEMENTS

On behalf of AMCOA, the Management Committee (MANCO) would like to express its heartfelt

gratitude to all institutions, partners, and individuals whose contributions made the 2025

Annual Capacity Building Workshop a success in Abuja, Nigeria. We extend our sincere thanks

to the Medical and Dental Council of Nigeria (MDCN) for hosting the event and for their

exemplary leadership, hospitality, and organizational excellence. Their commitment and

professionalism fostered an environment conducive to productive dialogue, collaboration, and

innovation throughout the workshop.

MANCO also acknowledges the unwavering dedication of the AMCOA Secretariat and the

Local Organising Committee (LOC), whose efficient coordination, administrative support, and

diligent efforts were vital for the successful execution of this event. Their work ensured that all

logistical and operational elements of the workshop met the high standards anticipated for a

continental gathering.

We also appreciate all AMCOA member councils, regional and international regulatory

authorities, technical experts, and observers for their active involvement. Their participation

highlighted the strength of the AMCOA community and reinforced our shared commitment to

advancing healthcare regulation across the continent.

Additionally, we extend our thanks to all sponsoring institutions and development partners

whose technical and financial support enhanced the workshop's capacity and reach. Their

ongoing partnership reflects a mutual dedication to building resilient, accountable, and people-

centered regulatory systems in Africa.

Finally, we recognize the contributions of every speaker, facilitator, panellist, rapporteur, and

delegate, whose insights and expertise enriched the discussions and led to meaningful

outcomes. Together, we celebrate the spirit of unity, shared learning, and progress that

characterized the 2025 Workshop, and we look forward to continued collaboration in the

pursuit of regulatory excellence across the region.

PROF JOEL OKULLO

PRESIDENT

ASSOCIATION OF MEDICAL COUNCIL OF AFRICA

3. INTRODUCTION

ASSOCIATION OF MEDICAL COUNCILS OF AFRICA (AMCOA)



AMCOA is a continental alliance of national health regulatory authorities dedicated to strengthening health regulation across Africa. It exists to promote high standards in medical education, professional registration, and ethical oversight. Through harmonized standards, peer learning, and capacity building, AMCOA supports its members in safeguarding public interest and enhancing healthcare delivery.

With a vision to be globally recognized as the leading health regulatory association in Africa, AMCOA fosters best practice exchange, encourages ethical and professional conduct, and facilitates sustainable regulatory development. By partnering with member councils and key stakeholders, the Association champions resilient, ethical, and people-centered health systems across the continent.

THE HOST: MEDICAL AND DENTAL COUNCIL OF NIGERIA (MDCN)



The Medical and Dental Council of Nigeria (MDCN), established under the Medical and Dental Practitioners Act Cap M8 LFN 2004, serves as Nigeria's statutory authority for the regulation of medical, dental, and alternative medicine practice. The Council's mandate encompasses the oversight of professional education and training, registration and licensure of practitioners, maintenance of professional standards, and

enforcement of ethical conduct within the medical and dental professions.

As the host institution for the AMCOA 2025 Capacity Building Workshop, MDCN showcased outstanding leadership by organizing a vibrant, high-profile event that united regulators, health leaders, and global partners. The Council's management of the workshop not only highlighted its regulatory development but also emphasized Nigeria's essential role in influencing regional health regulation. Held during a period of increasing complexity in healthcare governance, this event provided a vital platform for African regulators to participate in transformative discussions, exchange innovative practices, and enhance the continent's collective response to emerging challenges in health systems.

4. WORKSHOP REPORT

4.1. OPENING CEREMONY



Dr. Fatima Kyari – Registrar, Medical and Dental Council of Nigeria (MDCN)

The Registrar and CEO of the Medical and Dental Council of Nigeria (MDCN), Prof. Fatima Kyari, graciously welcomed delegates to the 7th AMCOA Capacity Building Workshop, proudly highlighting that it was the first time the event had been held in Abuja, Nigeria. She expressed her

sincere gratitude to the AMCOA leadership for the honour of

hosting the event and stressed the urgent need to develop resilient and integrated national healthcare systems that can adapt to the ongoing challenges facing the continent. Prof. Kyari emphasized the collective responsibility of regulators to collaborate in creating systems focused on patient safety, quality, and long-term sustainability. She also acknowledged the crucial support from the Honourable Coordinating Minister of Health and Social Welfare and the Honourable Minister of State for Health and Social Welfare, whose contributions and teamwork were instrumental in successfully hosting the workshop. She remarked that the shared commitment among regulatory leaders demonstrates a strong dedication to common objectives. To conclude her remarks, she wished all participants fruitful discussions and an



enriching workshop experience.

Prof. F.E. Afolabi Lesi - Chairperson, MDCN

The Chairman of MDCN and the Local Organizing Committee (LOC), Professor Afolabi Lesi, extended a warm welcome to all delegates on behalf of the Medical and Dental Council of Nigeria (MDCN). He expressed delight in hosting the 7th AMCOA Capacity Building

Workshop in Nigeria's capital, Abuja, and acknowledged AMCOA's approval in Livingstone, Zambia, for Nigeria to host the 2025 edition. Emphasizing the theme of the workshop—"Integrated Healthcare Regulation and Leadership in Building Resilient Health Systems"—he highlighted the regulators' collective duty to uphold high standards in training and practice, while tailoring solutions to national contexts. He also acknowledged the challenges posed by fragmented inter-professional relationships within healthcare teams, stressing the importance of unity and patient-centered collaboration.

Professor Lesi commended AMCOA and the LOC for assembling a rich faculty of experienced speakers and facilitators to lead discussions and hands-on sessions aimed at strengthening integration across health professions regulation. He noted the growing threats to health systems, particularly health workforce migration and burnout, and expressed hope that the workshop would generate practical roadmaps for addressing these concerns. He further appreciated the support of the Coordinating Minister for Health and Social Welfare, as well as the contributions of both local and international sponsors. He encouraged delegates and accompanying persons to take time to enjoy Abuja's cultural diversity and hospitality, and concluded with goodwill wishes for fruitful deliberations.

Prof. Joel Okullo - President, AMCOA



"More than a mere meeting, this workshop offers a rare opportunity for stakeholders within the healthcare realm to converge, share insights, and cultivate robust networks."

The President of the Association of Medical Councils of Africa (AMCOA), Prof. Joel Okullo, warmly welcomed participants to the 7th Annual Capacity Building Workshop, graciously hosted by the

Medical and Dental Council of Nigeria in collaboration with the Federal Ministry of Health and Social Welfare. He emphasized the importance of the gathering as more than just a meeting—describing it as a pivotal platform for stakeholders across the continent to connect, share insights, and strengthen collaboration to advance healthcare regulation in Africa. He reiterated that AMCOA membership remains open to all Councils and Boards regulating health practitioners within the African region and encouraged further expansion of the network to deepen the Association's continental reach and impact.

Prof. Okullo highlighted the theme, "Integrated Healthcare Regulation and Leadership in Building Resilient Health Systems," as a reflection of AMCOA's commitment to empowering regulators to confront emerging challenges with strategic clarity and operational readiness. He underscored key focus areas including managing health workforce mobility and enhancing credentialing and data management systems. Calling for full participation and openness to innovation, he encouraged delegates to embrace technology, contribute ideas, and learn from the workshop's distinguished speakers and facilitators. He expressed optimism that the outcomes of the sessions would shape resilient health systems across Africa and concluded by inviting participants to engage purposefully in the days ahead.

Dr. David Zolowere - Registrar, Medical Council of Malawi (Country Introductions)

Dr. David Zolowere, Registrar of the Medical Council of Malawi, took the floor to deliver the official country introductions. In his remarks, he warmly acknowledged the presence of member states, introducing the various country delegations and their respective heads. He also recognized the members of the AMCOA Management Committee (MANCO) and the AMCOA Secretariat for their presence and continued leadership within the Association. His remarks set a tone of unity and continental collaboration, reinforcing AMCOA's identity as a shared platform for health regulatory authorities across Africa.





"As regulators, you are not just gatekeepers of standards; you are architects of trust, advocates for equity, and champions of innovation."

The Honourable Minister of State for Health and Social Welfare, Dr. Iziaq Adekunle Salako, officially opened the workshop by welcoming

delegates to Abuja on behalf of the Government and people of Nigeria. He commended AMCOA for convening the workshop at a critical time for African health systems and emphasized the importance of the theme, "Integrated Healthcare Regulation and Leadership in Building Resilient Health Systems." The Minister noted the many challenges facing healthcare in Africa, including health workforce migration, non-communicable diseases, infrastructure gaps, and economic constraints. He urged regulators to seize the opportunity to foster collaboration, innovation, and regulatory leadership in response to these systemic pressures. He highlighted four priority areas requiring strategic attention: health workforce migration, credentialing systems, practitioner malpractice, and health data governance.

Dr. Salako called for continental cooperation on legally binding agreements with destination countries to better support the health workforce pipeline and infrastructure in Africa. He stressed the need for robust credentialing frameworks, transparent malpractice mechanisms that protect both patients and professionals, and digitized information systems that enable evidence-based regulation. He reaffirmed Nigeria's commitment to regulatory strengthening

and better health governance under the Renewed Hope Agenda of President Bola Ahmed Tinubu. The Minister concluded by challenging participants to generate actionable outcomes from the workshop and to return to their countries ready to implement reforms that uphold competence, equity, and public trust in healthcare regulation.

The programme continued with goodwill messages by some of the distinguished guests present.



Prof Titus Ibekwe Consortium of Medical Schools Africa



Prof Olubunmi E. Oluwabunmi Olapade-Olaopa President Association of Medical Schools in Africa



Dr. Jideofor O Menakaya



Manjula M. Luthria World Bank



Honourable Amos Magaji Gwamna Chairperson – House Committee on Health Institution



Dr Yusuf Tanko Sununu Honourable Minister of State Humanitarian Affairs and Poverty Reduction

TECHNICAL ADDRESS



The workshop then moved into the Technical Address by **Prof.**Ahmed Rashid – Pro-Director of Education, London School of Hygiene & Tropical Medicine.

Professor Ahmed Rashid delivered a thought-provoking keynote address exploring the evolving global landscape of health professions education regulation. Drawing from research and global trends, he posed critical questions around equity, ownership, and power in international accreditation frameworks.

His presentation unpacked the historical and political forces that shape global medical education policies, asking whether current regulatory models truly serve the interests of the Global South or merely reinforce the dominance of the Global North.

Using the case of the World Federation for Medical Education (WFME) and its collaboration with the Educational Commission for Foreign Medical Graduates (ECFMG), Prof. Rashid analysed how international recognition systems are increasingly tied to the migration and credentialing pathways of non-U.S. medical graduates seeking to practice in the United States. He questioned whether such systems prioritize global patient benefit ("altruism") or are driven by geopolitical and institutional self-interest ("nationalism"). He called for a more reflective, decolonized approach to global medical education governance—one that is context-sensitive, cooperative, and developmental rather than hierarchical and prescriptive.

Prof. Rashid advocated for locally grounded models of accreditation that serve community health needs, support professional identity development, and promote trust within national systems. He challenged African regulators and educators to envision frameworks that reflect their unique realities, aspirations, and health systems—urging AMCOA to be at the forefront of reimagining regulation that is inclusive, flexible, and empowering. His keynote concluded with a call to shift from one-size-fits-all regulation toward systems that prioritize fairness, self-determination, and sustainable development.

KEYNOTE ADDRESS BY CHIEF GUEST

Hon. Prof. Muhammad Ali Pate - Coordinating Minister of Health and Social Welfare



The Coordinating Minister of Health and Social Welfare, Prof. Muhammad Ali Pate, delivered a compelling address on the complex issue of health workforce migration in Africa. He acknowledged the significant challenges posed by the continued exodus of healthcare professionals but emphasized the need to view this trend not solely as a crisis, but also as an opportunity to reform and

strengthen regulatory and policy responses. He

outlined Nigeria's multi-pronged approach, which includes expanding the country's training capacity, improving working conditions for health professionals, initiating bilateral dialogues with destination countries, and establishing structured pathways for diaspora professionals to contribute meaningfully to the national health system.

Prof. Pate called for a balanced and principled approach—one that upholds the rights of individuals while safeguarding the resilience of national health systems. He emphasized that Africa must not merely react to global mobility trends but take the lead in shaping a new global compact on ethical and equitable health worker migration. His remarks reinforced the importance of regulatory leadership, policy coherence, and international solidarity in responding to workforce challenges across the continent.



The workshop was also graced with the presence of AMBASSADOR. Yusuf Maitama Tuggar OON Hon. Minister of Foreign Affairs.



4.2. TECHNICAL SESSIONS

OBJECTIVES OF THE WORKSHOP AND RULES OF ENGAGEMENT

Dr. Magome Masike, on behalf of the AMCOA Management Committee (MANCO), outlined the objectives of the 2025 Capacity Building Workshop and provided a brief overview of the rules of engagement for participants. He stated that the primary aim of the workshop was to provide a platform for knowledge exchange, peer learning, and strategic dialogue among member regulatory authorities, with a focus on addressing pressing issues in healthcare regulation across Africa. The workshop also sought to build the capacity of regulators to navigate emerging challenges related to workforce digital transformation, and professional standards, in line overarching theme of "Integrated Healthcare Regulation and Leadership in Building Resilient Health Systems." In setting the tone for engagement, Dr. Masike encouraged participants to contribute actively and respectfully to all sessions. He emphasized the importance of collaborative learning, mutual respect, and adherence to the time allocated for presentations and discussions. He reminded attendees that the workshop was not only a technical convening but also a forum for strengthening continental solidarity and regulatory coherence and urged all delegates engage constructively and with a spirit of shared purpose throughout the proceedings.

SESSION 1: WORKFORCE MOBILITY AND THE EVOLVING ROLE

OF THE REGULATOR

Session Chair: Prof F.E. Afolabi Lesi- Chair MDCN

Panel Discussion

Prof Joel Okullo AMCOA President EAC

• Adj Prof. Martin FletcherBoard Member-IAMRA

Prof. Fatima Kyari ECOWAS

Dr. Colin Benyure SADC

Prof. Joel Okullo

Prof. Joel Okullo opened the session by addressing the ongoing workforce crisis in Africa, noting that many countries across the continent face severe shortages of healthcare professionals due to high rates of migration. He emphasized the importance of strategic data collection, stronger legislative frameworks, and regional cooperation as key enablers of more effective health workforce regulation. Drawing from the East African experience, Prof. Okullo highlighted regional initiatives aimed at promoting cross-border professional mobility while ensuring that standards of practice and patient safety are upheld.

During the interactive Q&A segment, participants raised concerns about the primary drivers of migration, including inadequate remuneration, poor working conditions, and limited training infrastructure. In response, Prof. Okullo and other panellists acknowledged that low salaries, outdated facilities, and limited postgraduate training opportunities often compel doctors and other healthcare professionals to seek opportunities abroad. Panellists suggested that policies such as student loan support, investments in local training infrastructure, and retention incentives could help reduce the rate of outward migration while building a more robust and sustainable health workforce pipeline within Africa.

Dr. Martin Fletcher

Dr. Martin Fletcher offered a global perspective on the growing trend of health workforce mobility, emphasizing that the COVID-19 pandemic significantly accelerated global demand for healthcare professionals. He highlighted emerging models in which some countries are intentionally producing health workers for export, reshaping traditional notions of workforce planning and mobility. Dr. Fletcher stressed that regulators must become more outward-

looking, engaging not only with healthcare institutions but also with broader government sectors to ensure coherent and coordinated approaches to workforce management.

Drawing from international examples such as Australia, he discussed efforts to streamline and strengthen pathways for internationally qualified health practitioners, while ensuring that regulatory standards remain robust. He further underscored the importance of adhering to ethical recruitment practices, aligned with World Health Organization (WHO) guidelines, and called for stronger data systems to track workforce flows and inform evidence-based policymaking. His remarks encouraged African regulators to adopt global best practices while tailoring them to local contexts to enhance the integrity, sustainability, and fairness of health workforce systems.

Prof. Fatima Kyari

Prof. Fatima Kyari addressed the complex realities of health workforce mobility within the West African Community (ECOWAS) region, noting that while the potential for cross-border movement exists, progress is hindered by several structural and regulatory challenges. These include limited availability of workforce data, resource constraints, professional unemployment, and resistance from key actors. She emphasized the need for coordinated regulation and stronger partnerships among regional stakeholders to address these systemic issues.

Prof. Kyari further advocated for expanding the capacity of medical schools, along with introducing incentives to support retention and manage outward migration. She proposed a collaborative framework involving regulatory councils. and governments to create sustainable solutions for mobility that both protect national health systems and empower health professionals. During the Q&A session, participants inquired about tracking mechanisms for outbound and returning doctors. Prof. Kyari explained that while no formal tracking system is currently in place, regulators monitor migration trends using the indexing register and the Certificate of Good Standing (COGS). She clarified that doctors are typically not removed from the register unless sanctioned or voluntarily exited. On the issue of engaging the diaspora, she noted that doctors abroad are encouraged to regularly update their registration status, renew annual licenses, and request COGS when needed.

Dr. Collins Benyure

Dr. Collins Benyure shared insights from Zimbabwe on the registration and integration of foreign-trained medical practitioners, outlining the regulatory complexities involved in evaluating diverse applicant categories. These include interns from countries such as China and Russia, specialists, practitioners from the Middle East, and those engaged in philanthropic missions or bilateral government programs. He highlighted that the

Medical and Dental

Practitioners Council of Zimbabwe applies a range of regulatory tools—including credential verification, orientation programs, competency assessments, and supervised practice—to ensure that all incoming practitioners meet national standards and are properly assimilated into the local healthcare system. During the Q&A, Dr. Benyure was asked whether there is a formal legal framework mandating extended retraining for certain foreign-trained specialists, such as male gynaecologists from the Middle East. He clarified that while no specific law passed by Parliament currently mandates this, the Council encourages such individuals to register under existing practitioner categories unless they are participating in structured programs. These practitioners may be required to undergo further evaluation or retraining to ensure compliance with local professional and cultural standards.



The session concluded with a unified understanding among the panellists and attendees of the critical need for comprehensive strategies to address health workforce mobility and retention challenges in Africa. By sharing diverse perspectives and solutions—from regional cooperation and data-driven policymaking to ethical recruitment and education investments—the session underscored the importance of collaborative efforts at both local and international levels. The discussions highlighted the potential for adopting global best practices while tailoring them to the unique contexts of African countries. Moving forward, the emphasis will be on implementing effective regulatory frameworks and fostering partnerships that ensure a sustainable and resilient health workforce, capable of meeting the continent's healthcare demands and improving public health outcomes.

SESSION 2: (**) **HEALTH WORKFORCE MIGRATION**

Session Chair - Adv Michael Onyango-KMPDC

Speaker 1: Dr. Daniel Yumbya

in Institution: IAMRA/AMCOA

Country: Kenya

Topic: Health Workforce Migration: Reasons, Challenges and Mitigating

Factors

Summary of Presentation:

Dr. Daniel Yumbya delivered an overview of the state of doctor training in Africa and the growing trend of health workforce migration from Sub-Saharan Africa to wealthier countries. He explained that migration is largely driven by the pursuit of better working conditions, higher salaries, career advancement, and personal security. Drawing from case studies in Kenya, Ghana, Uganda, South Africa, and Mauritius, he highlighted the scale and regional impact of migration, particularly the loss of trained professionals and its effect on already fragile health systems.

Yey Insights/Findings:

- a) Migration leads to a critical depletion of healthcare workers, creating disparities in service delivery, particularly in rural and underserved areas.
- b) The economic cost of training doctors is high, and migration results in a direct loss of public investment and institutional capacity.
- c) A mismatch exists between national training outputs and retention strategies, especially in contexts of limited health sector funding.
- d) There is a need for better data on health workforce flows, including tracking mechanisms for those who leave and potentially return.
- e) Migration is also influenced by weak governance, policy fragmentation, and limited intercountry agreements on workforce exchange.
- f) The WHO and other global platforms have long recognized this imbalance, but national responses remain inconsistent and underfunded.

Recommendations:

 a) Develop clear national strategies to retain health workers through improved compensation, working conditions, and career mobility.

- b) Scale up medical training institutions and increase funding to expand capacity while maintaining quality.
- c) Strengthen bilateral and multilateral frameworks to regulate migration ethically and equitably, ensuring mutual benefit.
- d) Institutionalize mechanisms for tracking workforce migration trends and forecasting future needs.
- e) Prioritize implementation of the Abuja Declaration's 15% health budget target to address systemic underfunding.
- f) Promote regional dialogue and solidarity within Africa to share best practices and negotiate fairer global health workforce policies.

Speaker 2: Dr Divine Banyubala

in Institution: Medical and Dental Council Ghana

Ocuntry: Ghana

Topic: Workforce Data: Strategies, Tools, Mobility Awareness, And

Projections for Regulators

Summary of Presentation:

Dr. Divine Banyubala delivered an insightful presentation on the role of health workforce data in transforming health systems and strengthening regulation across Africa. He emphasized that accurate, timely, and integrated workforce data is essential for effective planning, equitable distribution, and informed policy decisions. He highlighted the growing global and African health workforce crisis, characterized by severe shortages, outbound migration, geographic imbalances, and underinvestment in training. Using examples from Ghana and global contexts like the UK, he illustrated how data-driven approaches can shape resilient and responsive health systems.

Dr. Banyubala showcased tools such as the WHO National Health Workforce Accounts (NHWA), iHRIS, and WISN, which enable tracking of health worker inflows, outflows, skills mix, and future needs. He further presented Ghana's experience in leveraging licensing data, diaspora engagement, and decentralised specialist training to improve retention and reduce urban-rural disparities. He encouraged regulatory bodies to embrace digital systems, analytics, and policy partnerships that reposition them as intelligence hubs within national health planning ecosystems.

Yey Insights/Findings:

a) Workforce data is not just technical, it is strategic, and essential for long-term health system

sustainability.

b) Regulators possess untapped data sources that are key to national planning, yet most

systems remain paper-based or siloed.

c) Migration trends can be monitored through licensing exits, verification requests, and

diaspora engagement indicators.

d) Ghana's data revealed over 4,000 health workers left between 2021-2024, and a heavy

urban concentration of specialists.

e) Decentralized training and diaspora-driven support have led to increased retention and

service delivery beyond urban centres.

f) The narrative must shift from "brain drain" to bi-directional workforce exchange that

supports skill transfer and system strengthening.

Recommendations:

a) Invest in interoperable digital platforms to monitor health workforce supply, attrition, and

distribution in real-time.

b) Institutionalize workforce intelligence within regulatory bodies to inform national policy,

education, and health system planning.

c) Promote ethical recruitment agreements that align migration trends with domestic

workforce needs and system sustainability.

d) Expand local training capacity, particularly in underserved regions, to reduce reliance on

foreign-trained professionals.

e) Use predictive analytics and AI tools to anticipate future skill gaps, workforce aging, and

geographic imbalances.

f) Leverage diaspora engagement for faculty development, specialist services, and

collaborative research initiatives.

g) Reframe migration policies to be mutually beneficial and integrated into national health

strategies.

Speaker 3: Dr Wilson Benjamin

institution: Health Professions Council of Namibia

Country: Namibia

Supporting Practitioners on The Move

Summary of Presentation:

Dr. Wilson Benjamin delivered a comprehensive presentation focused on the integration and well-being of internationally mobile health professionals. He noted that while international migration of health workers presents opportunities for both host countries and practitioners, it also introduces a complex set of challenges—particularly around mental health, cultural adaptation, and systemic support. Drawing from evidence and practical experience, he emphasized that acculturative stress, social isolation, language barriers, discrimination, and financial strain are common stressors that negatively impact the well-being of foreign-trained health professionals.

He outlined the specific challenges faced by these practitioners—including academic and professional pressure, navigating unfamiliar health systems, and managing expectations from both patients and professional peers. He argued that integration is not simply about professional licensing, but also about creating inclusive, respectful, and supportive environments that promote overall practitioner wellness and sustained performance.

Yey Insights/Findings:

- a) Internationally trained practitioners face unique psychosocial challenges that can affect their mental health and professional effectiveness.
- b) Language barriers, cultural misalignment, and discrimination often contribute to burnout, anxiety, and reduced engagement.
- c) Health systems often lack the structured support mechanisms to address these issues at both institutional and regulatory levels.
- d) Without culturally sensitive well-being initiatives, health systems risk high attrition, poor integration, and loss of skilled labour.
- e) A one-size-fits-all approach is inadequate—support programs must be grounded in cultural understanding and adapted to local contexts.

Recommendations:

- a) Establish culturally sensitive mentorship programs and peer support networks to aid in professional and social adaptation.
- b) Integrate mental health services, including regular well-being check-ins, into regulatory support structures.
- c) Promote training in cultural competence for healthcare teams to foster inclusion, respect, and shared accountability.
- d) Facilitate access to language interpretation and communication tools for both patients and professionals.

- e) Encourage research and data collection to inform policies and tailor support to the needs of mobile practitioners.
- f) Build partnerships with healthcare providers, educational institutions, legal support services, and community organizations to ensure a coordinated approach to practitioner integration.
- g) Regularly evaluate the effectiveness of support programs and partnerships and revise them based on emerging needs and feedback.



SESSION 3: IMPROVING CREDENTIALING SYSTEMS

👤 👤 Speakers: Mr. David Mametja and Ms. Kgomosto Nkoane

in Institution: Health Professionals Council of South Africa

Country: South Africa

Topic: Registration and Importance of Credentialing

Summary of Presentation:

Mr. David Mametja and Ms. Kgomotso Nkoane jointly delivered an in-depth presentation on the regulatory and operational frameworks of the Health Professions Council of South Africa (HPCSA). Mr. Mametja outlined the critical role of the regulator in maintaining ethical and professional standards across a vast cohort of health professionals, emphasizing that regulation must be evidence-based and rooted in continuous assessment of trends and practitioner behaviour. He highlighted the importance of maintaining public trust, robust accreditation practices, and effective use of tools such as board examinations to detect both false positives and false negatives.

Ms. Nkoane focused on the operational aspect of registration and credentialing, presenting HPCSA's streamlined registration system, which has significantly improved turnaround times and enhanced service delivery. She described how the Council conducts primary source verification, maintains a lifelong practitioner register, and uses QR-coded certificates for real-time authentication. She also shared insights from HPCSA's Business Process Reengineering (BPR) initiative, which introduced a secure digital platform with audit trails, automated notifications, and improved user access. The legal framework underpinning these reforms includes South Africa's Constitution, the Health Professions Act, and several key laws ensuring transparency, privacy, and fair administrative action.

Yey Insights/Findings:

- a) Regulators must be both enforcers and facilitators, guiding professionals while upholding public interest.
- b) Evidence-based regulation enables early detection of risks and improves accountability.
- c) HPCSA registers both clinical and non-clinical practitioners and includes ethical assessments as part of credentialing.
- d) The reengineered system reduced registration timelines from 6 months to 3.5 days (local graduates) and 2 months (foreign specialists).
- e) A 98.8% compliance rate in annual renewals reflects both system efficiency and practitioner engagement.
- f) Public access to the register and QR-coded certificates promote transparency and verification.
- g) A joint inspection and sanction system ensures active enforcement against unregistered practice.

Recommendations:

- a) Regulators should adopt digital infrastructure that supports fast, secure, and transparent practitioner management.
- b) Evidence and data should guide regulatory decision-making, especially in credentialing and misconduct tracking.
- c) Accreditation and registration systems must be regularly evaluated for accuracy, security, and efficiency.
- d) Ethical conduct checks should be institutionalized as a non-negotiable part of registration processes.
- e) Legal and policy frameworks must align to promote regulatory independence, service quality, and public protection.

f) Cross-regional learning and digital interoperability can support harmonization of registration standards across Africa.

Speaker 2: Mayank Mohan

institution: Dataflow Group

Topic: How technology can enable integrated healthcare systems

Summary of Presentation:

DataFlow Group presented on the role of technology and verification services in facilitating healthcare workforce mobility and regulatory modernization across Africa. The speaker emphasized the company's core function in providing primary source verification services and digital credentialing platforms for regulators, aimed at enhancing the integrity and efficiency of professional registration systems. DataFlow showcased its expertise in deploying licensing CRM systems and digital migration platforms that support end-to-end practitioner verification, credential management, and cross-border data sharing.

A key focus of the presentation was the proposal to develop a standardized framework for mutual recognition of qualifications across African countries. Drawing from international models such as the Gulf Cooperation Council (GCC) and ASEAN Mutual Recognition Arrangements, DataFlow advocated for a continental system that would allow verified healthcare professionals to practice across borders without repetitive credentialing procedures. This system, the speaker noted, would reduce administrative burdens, streamline licensing, and improve the responsiveness of health systems to workforce shortages.

To support this vision, DataFlow proposed the formation of a technical working group under



AMCOA's leadership to codevelop operational guidelines and pilot a mutual recognition platform. The company offered its digital infrastructure, data security protocols, and technical capacity to help implement the initiative. They emphasized that such system could enhance workforce deployment, reduce fraud, and foster integration across national regulatory frameworks—ultimately contributing to improved healthcare access and regulatory efficiency across Africa.

SESSION 4: MANAGEMENT OF PRACTITIONER MALPRACTICE & IMPROVING INFORMATION AND DATA MANAGEMENT SYSTEMS

Session Chair: Prof. Fatima Kyari-MDCN

Speaker 1: Adv. Esther Mutheu

institution: Kenya Medical Practitioners and Dentists Council

Country: Kenya

Managing Practitioner Malpractice

Summary of Presentation:

Adv. Esther Mutheu's presentation explored the evolving role of health regulators in managing medical malpractice, reframing it not merely as a legal concern but as a fundamental issue of governance, risk management, and systems design. She emphasized that malpractice often results from system failures rather than individual negligence, and regulators must therefore shift focus from reactive sanctions to preventive, data-driven oversight. By treating malpractice as a sentinel event and integrating principles of "just culture," regulators can support both patient safety and provider accountability.

She outlined the life cycle of malpractice cases, current challenges facing African regulators (such as underreporting, delayed investigations, and limited legal capacity), and highlighted key gaps in oversight. Central to her message was the idea that regulators must "centre the patient without forgetting the provider," ensuring that regulatory systems are both protective and enabling. The session concluded with a compelling call to use technology and smart regulation to drive transparency, foresight, and systemic safety improvements.

Yey Insights/Findings:

a) Medical malpractice reflects systemic weaknesses, not just individual error — often stemming from poor communication, inadequate protocols, or staffing issues (the "Swiss cheese" model).

- b) African regulators face underreporting, legal bottlenecks, and limited investigative capacity, undermining public trust.
- c) The traditional disciplinary approach must evolve into a model that supports learning, prevention, and systems redesign.
- d) Technology is no longer optional it enables real-time tracking, predictive analytics, and transparent case management.
- e) A shift toward a "just culture" is necessary, where providers are held accountable fairly and constructively, not punitively.
- f) Regulation must be reframed as a trust-building function, not just rule enforcement.

Recommendations:

- a) Treat every malpractice case as a signal for system improvement, not just individual punishment.
- b) Redesign investigative and adjudication processes to prioritize speed, fairness, and transparency.
- c) Embed digital tools into regulatory workflows to support pattern recognition, trend analysis, and public communication.
- d) Promote a preventive regulatory philosophy, emphasizing systems redesign, culture change, and capacity building.
- e) Build cross-sector alliances with legal, IT, and health system actors to enable smarter oversight.
- f) Reinforce public trust by improving how regulators communicate adverse outcomes and accountability measures.
- g) Position regulators as architects of safe care systems whose goal is to protect lives—not just enforce rules.

Speaker 2: Mr Daniel Onyekpese

Institution: Nigeria Computer Emergency Response Team

Ocuntry: Nigeria

Technology and Cyber Security

Summary of Presentation:

Mr. Daniel delivered a focused presentation on the growing importance of technology and cybersecurity in healthcare regulation. He explained how the digital transformation of health

systems—through tools such as electronic records, digital licensing, and data platforms—has improved service delivery but also introduced significant cybersecurity risks. The presentation outlined the urgent need for regulatory bodies to be proactive in building secure, resilient digital infrastructures that protect sensitive data and maintain trust in health systems.

He identified key cyber threats impacting healthcare, including phishing attacks, ransomware, data breaches, and insider threats, noting that healthcare remains one of the most targeted sectors globally. Mr. Daniel emphasized that these risks are not only financial but also have direct implications for patient safety, regulatory credibility, and service continuity. He presented practical measures that health regulators should adopt to mitigate these risks, such as robust access control, encryption, regular system audits, and institutional cyber hygiene policies.

Yey Insights/Findings:

- a) Healthcare is a high-risk target due to its valuable and often poorly protected data systems.
- b) Cyber threats are increasingly sophisticated and can disrupt licensing, credentialing, and clinical operations.
- c) Many health systems lack dedicated cybersecurity infrastructure or trained personnel.
- d) Cybersecurity must be embedded into regulatory systems—not treated as an IT function alone.
- e) Reputational risk and regulatory trust are severely impacted by data breaches or system compromises.

Recommendations:

- a) Regulatory bodies should adopt a "security-by-design" approach in all digital transformation efforts.
- b) Establish clear cybersecurity policies and protocols, including regular audits and threat assessments.
- c) Train regulatory staff and healthcare workers on cyber awareness and response protocols.
- d) Collaborate with national cybersecurity agencies and ICT ministries for shared infrastructure and intelligence.
- e) Implement multi-factor authentication, data encryption, and access control in licensing and practitioner databases.
- f) Include cybersecurity readiness as a compliance indicator in facility and institutional accreditation.

Speaker 3: Dr. Muhumpu Kafwamfwa

institution: Health Professionals Council of Zambia

Ocuntry: Zambia

Solution Improving Information & Data Management

Summary of Presentation:

Dr. Muhumpu Kafwamfwa presented on the strategic role of information and data management systems in enhancing regulatory effectiveness and patient safety. He stressed that as health systems digitize, regulators must prioritize data integrity, privacy, and system reliability. He highlighted the critical role of strong infrastructure, secure communication channels, and coordinated frameworks across agencies to ensure seamless data flow and regulatory compliance. He also advocated for the use of AI, analytics, and digital audits to support informed decision-making and system responsiveness.

Key Insights/Findings:

- a) Effective regulation depends on accurate, timely, and secure data systems.
- b) Fragmented or paper-based data processes pose major risks to compliance and oversight.
- c) Cross-agency collaboration is essential to eliminate duplication and improve data sharing.
- d) Artificial intelligence and predictive analytics can enhance monitoring and workforce planning.
- e) A centralized, secure regulatory database is key to accountability and transparency.

Recommendations:



- a) Invest in robust ICT infrastructure to support integrated regulatory data systems.
- b) Develop a dedicated regulatory database with real-time access for relevant stakeholders.
- c) Institutionalize routine digital audits to ensure

compliance, traceability, and risk mitigation.

d) Promote secure communication platforms to safeguard sensitive health data exchanges.

- e) Foster inter-agency agreements and collaborative data governance models.
- f) Use data insights to guide investment, policy development, and system resilience planning.

SESSION 5: FORGING COLLABORATIVE ARRANGEMENTS TO SUPPORT HEALTH WORKER MOBILITY AND HEALTH SYSTEMS

Session Chair: Dr. Nnaemeka Nwakanma - MDCN

Panel Discussion

This was a panel session where the panel consisted of:

- Manjula Luthria
- Maheshwor Shresthra
- Eric Agure (Virtual)
- Olumide Okunola
- Tina George

This high-level panel discussion focused on the pressing issue of health workforce migration from Sub-Saharan Africa to high-income countries, and its implications for health system capacity, economic stability, and regulatory effectiveness. The session began with a policy framing from the World Bank delegation, who outlined a three-pronged approach to migration governance: developing data frameworks, reviewing and improving bilateral labour agreements (BLAs), and identifying investment constraints that weaken source countries' absorptive capacity.

Contributors from member states, AMCOA, and diaspora stakeholders reflected on structural push-pull factors, loss of investment in medical training, inadequate health infrastructure, and poor working conditions that continue to fuel outward migration. The review of the WHO Code of Practice and the 2023 Health Workforce Support and Safeguards List, which includes 37 African countries, added urgency to the call for ethical recruitment and accountability in bilateral engagement. Lively Q&A discussions raised the importance of rural-to-urban migration dynamics, diaspora engagement, capacity constraints in education, and the socio-economic realities that drive or deter return migration.

Key Insights/Findings:

a) Pull factors from the Global North are intensifying and must be met with coordinated regional responses.

- b) Most African countries suffer from underfunded training institutions, outdated curricula, poor remuneration, and limited post-graduate pathways.
- c) Migration is inevitable—but without strategic bilateral agreements, source countries will continue to lose out on both economic return and health capacity.
- d) The 2023 WHO Safeguards List must inform country-level engagement with destination countries.
- e) Diaspora return is influenced by safety, infrastructure, and meaningful reintegration strategies—not just patriotic appeals.
- f) The regulatory role must shift to include data-informed planning, education alignment, and policy-level diplomacy.
- g) Migration should be reframed as a tool for brain circulation, not merely a loss.

Recommendations:

- a) Regulators must actively engage in bilateral and multilateral frameworks that promote fair, ethical, and beneficial health worker mobility.
- b) Countries should develop and enforce return agreements, including minimum service obligations and incentives for diaspora reintegration.
- c) Establish national platforms to conduct health labour market analyses and project workforce needs by region and specialty.
- d) AMCOA members should collaborate on harmonized training standards, regional exchanges, and intra-Africa mobility models.
- e) Invest in digital tracking systems for both active practitioners and those in training, with real-time data to guide decision-making.
- f) Strengthen inter-ministerial and donor engagement to improve infrastructure, faculty development, and absorptive capacity in medical education.
- g) Encourage diaspora contributions through partnerships, remote training, visiting lectureships, and innovation exchanges.
- h) Incorporate migration governance and ethics into national regulation and accreditation standards.



SESSION 6: IMPROVING GOVERNANCE BY CREATING TRANSPARENT, ACCOUNTABLE AND EFFICIENT SYSTEMS THAT SERVE THE NEEDS OF ALL STAKEHOLDERS

Session Chair: Prof. F E Afolabi Lesi -MDCN

Speaker 1: Pharm. (Dr) Omotayo Ilupeju

in Institution: Pharmacy Council of Nigeria

Ocuntry: Nigeria

Mathematical Expression Improving Governance

Summary of Presentation:

Pharm. Ahmed delivered a comprehensive presentation on strengthening health regulatory governance through strategic frameworks, effective oversight, and institutional reform. He emphasized that effective regulation requires a long-term vision supported by robust legislation, technical expertise, sustainable funding, and inter-agency coordination. Drawing on a SWOT analysis of African regulatory systems, he outlined strengths like committed staff and legal mandates, but also flagged weaknesses including limited resources, bureaucratic inertia, and resistance to change. He highlighted growing opportunities for innovation, international partnerships, and data-driven regulation—while warning of threats such as political interference, corruption, cyber risks, and economic instability.

Pharm. Ahmed advocated for a proactive, systems-based approach that includes legislative reviews, the development of ethical codes, training of regulatory staff, and harmonization of standards across the continent. He stressed the importance of creating regulatory strategies grounded in professional conduct, patient safety, and quality assurance. His call to action urged regulatory institutions to pursue structured reforms, enhance transparency, and embrace collaboration with regional and global partners.

Yey Insights/Findings:

- a) Effective health regulation is grounded in strong laws, ethics, strategic planning, and accountability frameworks.
- b) Many regulators operate with limited funding and outdated systems, leading to inefficiencies.

c) There is a growing need for regional harmonization of standards and inter-council collaboration.

Delitical and accurate

d) Political and economic instability remain major barriers to effective governance and

institutional independence.

e) Regulatory impact is strengthened by evidence-based policy, performance monitoring, and

stakeholder engagement.

f) Use of SWOT and PESTLE analyses is critical for identifying challenges and informing

responsive strategies.

Recommendations:

a) Regularly review and update regulatory laws and mandates to reflect evolving health

needs and global trends.

b) Develop and implement a clear vision, mission, and values framework to guide regulatory

practice.

c) Build capacity through continuous professional development (CPD/CME), innovation, and

modern technology use.

d) Engage in regional collaboration and exchange programs to share expertise and develop

harmonized standards.

e) Establish transparent systems for performance monitoring, feedback collection, and

external audits.

f) Promote stakeholder collaboration, including partnerships with law enforcement,

academia, and civil society.

g) Institutionalize public health advocacy, career development support for staff, and secure

digital infrastructure.

Speaker 2:

Rev Ntombizine Madyibi

m Institution:

Health Professionals Council South Africa

Country:

South Africa

Topic:

Improving Audit and Risk Management

Summary of Presentation:

Rev. Ntombizine Madyibi delivered a powerful presentation on the importance of strong

governance, ethical leadership, and structured risk management within health regulatory

bodies. She detailed HPCSA's journey in embedding a governance culture that has led to ten

consecutive years of unqualified audits, a stable leadership environment, and alignment with international financial and operational standards. She emphasized that effective regulation requires institutional discipline, role clarity, and independence from political and external pressures.

She discussed how HPCSA's governance success is underpinned by adherence to its founding legislation, well-defined policies, and the active role of independent oversight structures such as ARCOM. Rev. Madyibi further highlighted the Council's achievements in technology adoption, stakeholder engagement, and internal compliance, positioning it as a model for resilient health regulation. She concluded by reaffirming HPCSA's vision to be both an employer of choice and a regulator of excellence, grounded in transparency, ethical standards, and sound risk governance.

Yey Insights/Findings:

- a) A regulator's credibility is directly linked to the strength of its governance and ethical culture.
- b) Sustained financial autonomy through registration fees enables independence from government influence.
- c) Political interference can be effectively managed through clear legislation, professional council members, and strict adherence to internal policies.
- d) HPCSA's use of independent oversight structures, such as ARCOM, reinforces accountability and risk mitigation.
- e) Defining and respecting the boundary between Council and Secretariat functions is essential to avoiding governance conflict.
- f) Continuous training of new Council members strengthens institutional memory and ensures compliance with the regulatory framework.
- g) Effective internal audits and compliance monitoring are integral to maintaining transparency and operational efficiency.
- h) Sound governance is not static—it requires ongoing assessment, leadership stability, and alignment with international standards.

Recommendations:

- a) Develop and enforce a governance protocol to define the separation between the Council's oversight role and Secretariat operations.
- b) Institutionalize governance orientation for new Council members to align with regulatory mandates.

- c) Maintain financial autonomy through sustainable funding mechanisms to preserve institutional independence.
- d) Strengthen internal audit and compliance structures to uphold transparency and minimize risk exposure.
- e) Promote a culture of continuous governance training, ethics, and role-specific responsibility at all levels.



4.3. CLOSING CEREMONY

CLOSING REMARKS BY MEDICAL AND DENTAL COUNCIL OF NIGERIA

As the AMCOA 7th Capacity Building Workshop came to an end, Prof. Afolabi Lesi, Chair of the Local Organising Committee, took a moment to reflect on the importance of the event and its successful implementation. With a light-hearted yet purposeful approach, he engaged the participants by asking them to raise their hands in response to two questions: how many had truly enjoyed the workshop, and how many had seized the chance to connect with delegates from different countries. The enthusiastic reaction from the audience confirmed that the workshop served not only as a venue for technical discussions but also as a spark for regional collaboration and professional friendships.

Prof. Lesi praised the AMCOA leadership and the Management Committee (MANCO) for their insightful guidance and unwavering dedication during the planning and execution of the event. He particularly acknowledged Prof. Fatima Kyari and the entire Local Organising Committee for their careful coordination, highlighting that the smooth running of the workshop showcased their professionalism, teamwork, and commitment. In his closing remarks, he expressed heartfelt gratitude to all delegates for their active participation and engagement, wishing everyone a safe journey home and encouraging them to translate the momentum from this workshop into impactful actions within their regulatory domains.

CLOSING REMARKS BY AMCOA

The AMCOA President, Prof. Joel Okullo, delivered the closing address by expressing deep appreciation to all special guests, delegates, speakers, sponsors, and organizers of the AMCOA 2025 Capacity Building Workshop. He acknowledged the valuable contributions made throughout the sessions—from political leaders and healthcare practitioners to experts in ICT, cybersecurity, governance, audit, and regulation—which collectively enhanced the quality and impact of the workshop. Prof. Okullo emphasized that regulation should serve public interest without being burdensome and called on regulators to uphold strict adherence to accreditation processes and evolving regulatory standards. He highlighted the importance of collaboration and innovation in addressing challenges such as workforce mobility, ethical leadership, and policy reform. Looking ahead, he announced the upcoming AMCOA Conference in Kampala, Uganda, scheduled for 27-31 July 2025, which will focus on the theme "Regulator 2.0 - The Balanced Approach." The conference will explore the intersection of kindness and firmness in regulation, with particular attention to practitioner well-being, mental health, substance use, and post-pandemic burnout. He concluded by encouraging continued partnership and dialogue and thanked all contributors for their commitment to strengthening health regulation across Africa.

VOTE OF THANKS

Dr. Enejo Abdu, Deputy Registrar of the Medical and Dental Council of Nigeria, delivered the vote of thanks at the conclusion of the AMCOA 7th Capacity Building Workshop. He expressed appreciation on behalf of the organizing committee, noting that the workshop had provided a critical platform for shaping a collective vision for healthcare regulation in Africa. He extended heartfelt gratitude to the speakers and facilitators for their insightful contributions, which enriched the sessions and deepened participants' understanding.

He also thanked all participants for their active engagement, emphasizing that their energy and collaboration were essential to the success of the workshop. Special recognition was given to the organizers and volunteers for their dedication and meticulous planning, which ensured the smooth delivery of the event. Dr. Abdu further acknowledged the sponsors and partners whose generous support played a pivotal role in realizing the workshop's objectives. In closing, he urged delegates to carry forward the insights and connections gained, and to remain committed to strengthening healthcare regulation. He concluded by expressing hope for continued collaboration and looked forward to future AMCOA gatherings.



5. WORKSHOP OUTCOMES

The workshop provided a vital platform for regulators to share experiences, explore innovations and reflect on the role of integrated healthcare regulation and leadership in building resilient health systems.

HAVING engaged in technical sessions, panel discussions, and peer learning exchanges, and guided by the theme of the workshop, member states and associate members present acknowledged the following key insights:

- a) The need to strengthen governance in healthcare regulation by building systems that are transparent, accountable, efficient, and inclusive.
- b) The transformative potential of digitized credentialing and licensing platforms in improving efficiency, fostering public confidence, and enhancing data integrity.
- c) The strategic importance of cross-border collaboration and dialogue in harmonizing registration standards and advancing mutual recognition of qualifications to support ethical and effective workforce mobility.

- d) The urgency of shifting toward preventive, systems-based approaches in managing practitioner malpractice—focusing on patient safety, professional accountability, and fair, timely processes.
- e) The imperative of investing in secure, interoperable data and information systems to support evidence-based regulation, integrated decision-making, and institutional accountability.
- f) The value of partnerships, knowledge exchange, and regional cooperation in addressing workforce migration, capacity constraints, and the development of responsive regulatory frameworks.
- g) The relevance of holistic practitioner support mechanisms, including psychosocial support, orientation programs, and structured mentorship, particularly for migrating and newly integrated health professionals.

AS A WAY FORWARD, participants underscored the importance of building on the insights gained and continuing efforts to:

- a) Strengthen governance structures within regulatory authorities.
- b) Embrace and enhance digital transformation in credentialing, licensing, and compliance systems.
- c) Collaborate regionally to explore and co-develop frameworks on mutual recognition of qualifications and ethical workforce mobility.
- d) Advance patient safety and malpractice oversight by developing context-sensitive approaches and a shift toward system-wide harm prevention.
- e) Invest in regulatory data infrastructure and analytics to improve workforce planning and monitor practitioner mobility.
- f) Promote professional wellbeing by fostering safe and supportive working environments for health practitioners, including those transitioning across systems or borders.

6. ADJACENT MEETINGS

AMCOA PRE-WORKSHOP- REGISTRARS FORUM MEETING

The AMCOA Pre-Workshop Registrars' Forum gathered in Abuja in preparation for the 7th Annual Capacity Building Workshop. Dr. Fatima Kyari, the Registrar/CEO of the Medical and Dental Council of Nigeria (MDCN), officially opened the session, warmly welcoming delegates and expressing gratitude to the AMCOA leadership and the Hon. Coordinating Minister of

Health and Social Welfare for their support in hosting the event in Nigeria. She wished everyone fruitful discussions.

The forum was moderated by Adv. Ntsikelelo Sipeka, Adv. Michael Onyango, and Adv. Esther Mutheu. They adopted the agenda and emphasized that while the forum does not make binding decisions, it serves to deliberate and propose recommendations for formal approval at the AMCOA Annual General Meeting (AGM).

A significant topic on the agenda was the forum's structure and leadership. Delegates discussed the necessity of appointing a chairperson to coordinate meetings and ensure the timely submission of biannual reports to MANCO. Various options were explored, including electing a chair annually or for each meeting; however, it was decided that formal leadership arrangements would depend on the approval of the Forum's Terms of Reference at the upcoming AGM. The AMCOA Secretariat was given the task of revising the draft Terms of Reference to clarify eligibility for deputy registrars, define "active registration," confirm voting procedures, and explicitly outline meeting frequency and reporting responsibilities.

In the next session, participants conducted a structured review of AMCOA's regulatory protocols. Adv. Sipeka initiated discussions on the Protocol on Regulation, Registration, Standards & Training (2011), proposing a key amendment to align its objectives with the Sustainable Development Goals (SDGs) rather than the outdated MDGs. Participants emphasized the need to update terminology, enhance clarity, and strengthen the operational relevance of the protocols to better reflect evolving healthcare realities.

The Protocol on Licensure (2015) was amended to support source verification of qualifications through recognized international verification bodies. Concerning Undergraduate Medical Education, participants highlighted the importance of protocols to address impairment, potentially creating a standalone framework for this area.

Adv. Esther Mutheu led discussions on the Protocol on Medical Litigation, where the forum suggested incorporating Alternative Dispute Resolution (ADR) mechanisms—such as arbitration and mediation—to lower litigation costs and timelines. It was recommended that any participation in ADR should be voluntary and informed. Participants also discussed the separation between ethical conduct and technical competence, suggesting that clarity be provided in protocol structuring. A proposal was made to rename the litigation protocol to "Medical Malpractice Litigation" for clarity. A draft Protocol on Artificial Intelligence (2024) was presented for initial review, encouraging members to submit further feedback before the next AMCOA conference.

Adv. Michael Onyango facilitated the review of protocols on Information Exchange, Task Shifting, Health Workforce Migration, Disciplinary Procedures, and Universal Health Coverage (UHC). Recommendations included integrating digital case management systems, utilizing real-time data platforms, incorporating restorative justice principles into disciplinary frameworks, and standardizing indicators for monitoring UHC across member states. Key discussion points during the Q&A revolved around accreditation logistics, mutual recognition of qualifications across regions, and the lack of a formal protocol on practitioner migration. Delegates noted the current dependence on certificates of status and suggested that AMCOA initiate a protocol to facilitate structured cross-border mobility.

The session concluded with an agreement that all revised protocols would be circulated to members for review, with input due by June 15, 2025, ahead of the AMCOA Annual General Meeting scheduled for July 27–31, 2025, in Kampala, Uganda.

AMCOA COMMITTEES

During the workshop, four key AMCOA Committees held focused sessions to advance the implementation of the Association's strategic priorities. The Education, Training, Practice and Research Committee (ETPRC) met to review progress on harmonization of professional education standards, research priorities, and cross-border training programs. The Audit and Risk Committee assessed internal governance practices, regulatory accountability mechanisms, and identified emerging risks that could impact member councils' performance and integrity. Meanwhile, the Membership, Communication, Promotion & Marketing Committee deliberated on strategies to strengthen member engagement, promote AMCOA's visibility across the continent, and attract new member states. A central agenda across all committees was the review and alignment of their activities with the Key Performance Indicators (KPIs) set out in the AMCOA 2024/2025 Workplan, with each committee mapping its objectives to measurable outcomes to ensure delivery, impact, and reporting consistency.

REGIONAL BLOC WORKSHOPS

As part of the 2025 Capacity Building Workshop, AMCOA member states convened in their respective regional blocs—East African Community (EAC), Economic Community of West African States (ECOWAS), and Southern African Development Community (SADC)—to deliberate on shared priorities, regional challenges, and collaborative strategies in regulation and health workforce governance. These sessions served as platforms to align activities with

the AMCOA strategic plan, promote mutual recognition initiatives, and strengthen coordination within and across regions. The regional bloc group discussions gave the attendees a chance to meet one another in a context that stimulates interdisciplinary interactions, and to foster post-conference collaborations. The regional block workshops were aimed at facilitating proactive coordination, cooperation, harmonization of the standards of the education and collaboration among member councils to protect, promote, and maintain the health and safety of the public of the regions.

7. NEXT STEPS

Actor	Action Item	Due Date
AMCOA Management	Develop and adopt a governance charter to	15 June 2025
Committee	define roles between Councils/Boards and	
	Secretariats.	
All Medical & Health	Strengthen governance and adopt digital tools	Ongoing
Councils	for licensing and compliance.	
	Create frameworks for mutual recognition and	
	ethical mobility.	
	Invest in data systems to monitor workforce	
	trends.	
	Promote practitioner wellbeing across borders.	
Regional Blocks	Convene meetings to review workshop	Ongoing
	outcomes and align with regional	
	implementation plans.	
AMCOA Members	Begin preparations for the AMCOA 2025	July 2025
	Conference in Kampala, Uganda (27–31 July	
	2025).	
Registrar's Forum	Review AMCOA Protocols in preparation for	15 June 2025
	AMCOA 2025 AGM.	
AMCOA Secretariat	Send workshop materials (report, certificates,	25 April 2025
	presentations, photos, and survey) to	
	delegates.	
All Delegates	Complete the post-workshop survey to help	05 May 2025
	improve future events.	

8. CONCLUSION

The 2025 AMCOA Capacity Building Workshop successfully united regulators, policymakers, and stakeholders from Africa and beyond, reinforcing the Association's dedication to enhancing healthcare regulation in a fast-changing environment. Through a variety of activities, including technical sessions, panel discussions, committee meetings, and workshops organized by regional blocs, participants shared their challenges and investigated practical, collaborative solutions to bolster regulatory frameworks, improve workforce mobility, and foster resilient, ethical health systems.

This workshop served as a vital platform for capacity building, peer learning, and strategic discussions. Delegates actively engaged on emerging topics such as digital transformation, the mental health and well-being of practitioners, data-driven governance, and cross-border professional mobility. The insights gained from these discussions will shape future initiatives at both national and regional levels, guiding AMCOA's collective efforts toward harmonization, quality assurance, and public protection.

9. SIGNATURES

We, the undersigned, hereby affirm that this report accurately reflects the proceedings, discussions, and outcomes of the AMCOA 2025 Capacity Building Workshop held in Abuja, Nigeria, from 7th to 10th April 2025. The insights, resolutions, and recommendations documented herein represent the collective contributions and consensus of the participants.

Signed in Abuja, Nigeria, on 11th April 2025.

Adv. Esther Mutheu

AMCOA Head Rapporteur

weda

Dr Magome Masike

Head: AMCOA Secretariat

Ms. Sadicka Komey

AMCOA Secretariat

Prof. Joel Okullo

AMCOA President

ANNEXURES:

Annex 1: AMCOA Management and Secretariat Present

Name	Designation	Country
Prof Joel Okullo	President	Uganda
Dr Wilson Benjamin	Vice President	Namibia
Prof Afolabi Lesi	Member	Nigeria
Dr Divine Banyubala	Member	Ghana
Prof Stanley Khainga	Member	Uganda
Dr Magome Masike	Head AMCOA Secretariat	South Africa
Dr. David Kariuki	Coopted Member	Kenya
Dr. Daniel Yumbya	Coopted Member	Kenya
Ms Sadicka Komey	AMCOA Secretariat	South Africa
Adv Ntsikelelo Sipeka	Governance & Legal Counsel	South Africa
Adv Michael Onyango	Governance & Legal Counsel	Kenya
Adv Esther Mutheu	Governance & Legal Counsel	Kenya
Ms Kurhula Mndluli	AMCOA Secretariat	South Africa
Ms. Kgomosto Nkoane	AMCOA Secretariat	South Africa
Ms Rose Wafukho	AMCOA Secretariat	Kenya
Mr. Duncan Mwai	AMCOA Secretariat	Kenya
Mr. Tonny Lugalia	AMCOA Secretariat	Kenya
Ms. Hannah Mugo	AMCOA Secretariat	Kenya
Ms. Elizabeth Yawson	AMCOA Secretariat	Ghana

Annex 2: AMCOA Member States present.

The Health Regulatory Authorities of the following countries were represented, with a total of 250 delegates –

Country	Organization/Company	Head of Delegation
Eswatini	Eswatini Medical and Dental Council	Dr. Bongiwe Malinga
Ghana	Medical and Dental Council, Ghana	Dr. Divine Banyubala
Kenya	Kenya Medical Practitioners and Dentists Council	Prof. Stanley Khainga
Lesotho	Lesotho Medical Dental and Pharmacy Council	Dr. Makamole Lelimo

Country	Organization/Company	Head of Delegation	
Liberia	Liberia Medical and Dental Council	Mrs. Tina Kiazolu Johnson	
Malawi	Medical & Dental Council of Malawi	Prof. John Chisi	
Namibia	Health Professions Councils of Namibia	Dr. Wilson Benjamin	
Nigeria	Medical and Dental Council of Nigeria	Prof. Afolabi Lesi	
Rwanda	Rwanda Medical and Dental Council	Dr. Claire Karekezi	
Sierra Leone	Medical Council of Sierra Leone	Dr. Thaim Buya Kamara	
South Africa	Health Professions Council of South Africa	Dr. Desmond Mathye	
Tanzania	Medical Council of Tanzania	Dr. Eve Bigambo	
Uganda	Uganda Medical and Dental Practitioners	Prof Joel Okullo	
	Council, Allied Health Professionals Council		
	Uganda and		
Zimbabwe	Medical & Dental Practitioners Council of	Dr. Colin Tichaona	
	Zimbabwe, Health Professions Authority of	Benyure	
	Zimbabwe, Allied Health Practitioners Council	Ms. Farirai Maziriri	
	of Zimbabwe and Nursing Council of Zimbabwe	IVIS. FAIIIAI IVIAZIIIII	
Zambia	Ministry of Health, Health Professions Council	Dr. Muhumpu Kafwamfwa	
	of Zambia		

List of Sponsors Federal Ministry of Health and Social Welfare

- b. Dataflow
- c. Intealth
- d. Minjirya
- e. The World Bank
- f. Federal University of Health Sciences Azare
- g. Nigerian Medical Association
- h. Nursing and Midwifery Council Nigeria
- i. Pharmacy Council of Nigeria























Conference Rapporteurs

- a. Adv. Esther Mutheu Dickson- Kenya
- b. Ms. Stella Abiodun Garuba- Nigeria
- c. Ms. Amina Gloria Ebute- Nigeria
- d. Ms. Temitope Ibukunoluwa Ososanya- Nigeria
- e. Ms. Adeola Kudirat Bakare- Nigeria

Conference Resources

Evaluation Survey https://mailchi.mp/hpcsa/amcoacbw2025

Workshop Presentations https://amcoa.org/elementor-1246/

Workshop Photographs https://drive.google.com/drive/folders/1xEKDzJ9s_GPepOE-kgTfgQXnPf3VDLQK?usp=sharing