

AMCOA

ASSOCIATION OF MEDICAL COUNCILS OF AFRICA



RESPONSIVE REGULATION
FOR SAFER COMMUNITIES
TOWARDS UNIVERSAL HEALTH COVERAGE

28TH
ANNUAL
CONFERENCE

ACCRA, GHANA

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DEDICATED TO PROTECTING THE PUBLIC AND ADVANCING PROFESSIONAL STANDARDS IN AFRICA

BUILDING LEADERSHIP PIPELINES WITHIN REGULATORY AGENCIES



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The leadership imperative

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Regulatory continuity depends on a deliberate system for developing future-ready leaders.

MOVE FROM

Accidental development  **Intentional strategy**

1 PUBLIC SAFETY

Protect the public

2 STANDARDS

Advance
professional
standards

3 LICENSING

Sustain trusted
oversight

4 WORKFORCE

Strengthen system
capability

5 ACCESS

Promote health
for all

Why the pipeline is urgent

Institutional pressures are rising while leadership capability takes years to build.

1 CAPACITY

Ageing leadership, skills shortages and rapid staff turnover

2 SYSTEMS

Limited budgets, mentoring and succession planning

3 COMPLEXITY

Digital change, public expectations and regulatory risk

4 LEADER RESPONSE

Govern, account, engage, anticipate and transform

Continuity is at risk without deliberate preparation

The five-stage leadership pipeline

44

A visible pathway converts credible potential into supported leadership transition.



Select for potential. Develop for the mandate

5

Evidence-based talent identification must connect directly to future leadership capability.

1

IDENTIFY CREDIBLE POTENTIAL

- Consistent performance
- Initiative and innovation
- Professional credibility
- Emotional intelligence
- Adaptability
- Commitment to values

2

STRATEGY

Vision, systems thinking and risk assessment

3

REGULATION

Governance, policy and accountability

4

PEOPLE

Team management, conflict resolution and talent development

5

DIGITAL

Data driven, transformation and cyber risk

Develop leaders through an integrated ecosystem

6

Formal learning becomes leadership only when reinforced by relationships and real responsibility

1

LEARN

Leadership,
management and
regulatory
programmes

2

CONNECT

Coaching,
mentoring and
professional
networks

3

STRETCH

Projects, task
teams,
committees and
acting roles

4

REFLECT

Feedback,
development
plans and
readiness reviews

Broaden experience and make succession routine

Cross-functional exposure builds judgement; disciplined reviews convert experience into readiness

Registration &
licensing

Compliance &
inspections

Education &
accreditation

Professional
conduct

Corporate services

ANNUAL SUCCESSION RHYTHM

- 1 Identify critical roles
- 2 Assess successor readiness
- 3 Close capability gaps
- 4 Review and refresh

Create the conditions for a sustainable pipeline

8
8

Culture, partnerships and digital fluency determine whether leadership development scales

1

LEADERSHIP CULTURE

Initiative
Accountability
Innovation
Collaboration
Continuous learning

2

ECOSYSTEM PARTNERS

Universities and councils
Government institutions
Development partners
Regional networks and
AMCOA

3

DIGITAL READINESS

Digital licensing and registers
Data analytics and AI
Cybersecurity risk
Responsible transformation

Measure progress and institutionalise action

9
9

A healthy pipeline is governed through clear indicators, ownership and recurring review.

1 COVERAGE

Critical roles with successors

2 DEVELOPMENT

Staff in leadership pathways

3 READINESS

Successor capability assessments

4 RETENTION

Critical talent retained

5 ENGAGEMENT

Employee engagement

6 REPRESENTATION

Breadth of leadership talent

POLICY • SUCCESSION • MENTORSHIP • TRAINING • EXPOSURE • KNOWLEDGE • ACCOUNTABILITY • OUTCOMES

**Leadership development
is not an event**

**It is a continuous investment in
institutional excellence**

**Strong regulatory agencies require strong leaders.
Build them deliberately**