

# Yearbook

CLASS OF 2025

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## OUR FOUNDERS



**Mr. Aigboje  
Aig-Imoukhuede  
FCIB, CON**

Aigboje Aig-Imoukhuede is the Founder and Chairman of Africa Initiative for Governance (AIG), a not-for-profit organisation, established to be a catalyst for high public sector performance in Africa by bringing proven private sector innovation, leadership and funding to the public sector in a private-public partnership to attract, inspire and support future leaders of Africa's public sector.

Mr. Aig-Imoukhuede is also the Founder and Chairman of Coronation Capital Limited, an Africa-focused private equity and proprietary investment firm established in 2014. Prior to this, he was Group Managing Director and Chief Executive Officer of Access Bank Plc, where he led the transformation of the bank to rank amongst Africa's leading banks. Commander of the Order of the Niger "CON", conferred by the Federal Republic of Nigeria, for his contributions to the development of banking and finance, and Ernst & Young Entrepreneur of the Year (West Africa).



**Mr. Aliko Dangote  
GCON**

Aliko Dangote is the founder and president/chief executive of the Dangote Group, the largest conglomerate in West Africa. The Group currently has a presence in 17 African countries and is a market leader in cement on the continent. One of the Group's subsidiaries, Dangote Cement Plc, is the largest listed company in West Africa and the first Nigerian company to join the Forbes Global 2000 Companies list.

The Group has diversified into other sectors of the Nigerian economy including agriculture and is currently constructing the largest petroleum refinery, petrochemical plant and fertilizer complex in Africa.

Internationally, Dangote sits on the board of the Corporate Council on Africa and is a member of the Steering Committee of the United Nations Secretary-General's Global Education First Initiative, the Clinton Global Initiative, the McKinsey Advisory Council, and the International Business Council of the World Economic Forum.



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**AFRETEC NETWORK**  
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## Executive Summary

The ABCHealth Academy for Health Entrepreneurs is a structured enterprise development initiative designed by the African Business Coalition for Health (ABCHealth) to address persistent capacity, financing, and execution gaps facing health and health-adjacent businesses across African markets. The Academy responds to the reality that many promising enterprises fail not due to lack of innovation, but because of weak business fundamentals, limited investment preparedness, and insufficient alignment with complex health system dynamics. Its design reflects a deliberate progression across three distinct enterprise maturity stages—Ideation, Acceleration, and Growth, ensuring that support is targeted, sequential, and responsive to evolving business needs.

At the Ideation Stage, the Academy focuses on transforming early concepts and informal ventures into viable, structured enterprises. Participants are supported to develop sound business models grounded in health market realities, regulatory pathways, and demand-side considerations. Emphasis is placed on foundational financial planning, governance awareness, and the articulation of clear value propositions and impact logic. This stage establishes the technical and managerial base required for entrepreneurs to transition from concept validation to early execution.

The Acceleration Stage addresses enterprises that have demonstrated initial traction and are seeking to professionalize operations and prepare for external capital. Interventions concentrate on strengthening financial management systems, operational efficiency, and market execution, while deepening understanding of investment processes, risk management, and scalable growth strategies. Through expert-led engagement and ecosystem exposure, participating enterprises are positioned to engage credibly with investors, partners, and institutional stakeholders within the health sector.

The Growth Stage supports more mature enterprises pursuing scale, geographic expansion, and deeper integration into national and regional health systems. At this stage, the Academy facilitates strategic thinking around cross-market expansion, growth financing, impact measurement, and long-term sustainability. Enterprises are supported to align with public and private sector priorities, leverage partnerships, and demonstrate measurable economic and health outcomes, enabling them to operate as system-relevant actors rather than isolated market players.

Across all three stages, the Academy applies a lifecycle-driven approach that links entrepreneurial capacity building with investment readiness, ecosystem connectivity, and policy relevance. The result is a coherent pipeline that strengthens enterprise performance while contributing to broader health system resilience, private sector participation, and sustainable economic value creation across Africa.

# About the Academy

The ABCHealth Academy originated from the outcomes of a high-level, in-person dialogue on 'Private Capital to Achieve Public Health Goals in Africa', convened by Wilton Park at Wiston House, United Kingdom, from Monday 20 to Wednesday 22 June 2022.

During this convening, stakeholders identified a critical gap between early-stage health innovations and investment-ready enterprises in Africa and called for a structured, venture-building approach to support African health entrepreneurs.

In response, the Academy for Health Entrepreneurs Africa was announced as a practical mechanism to translate these deliberations into sustained action. The Academy was conceived to provide stage-appropriate capacity strengthening, strategic mentorship, and market-oriented support that align entrepreneurial development with investment readiness and ecosystem engagement. By anchoring enterprise growth within real market conditions and health system priorities, the Academy aims to enable scalable, private-sector-led health solutions that can deliver both commercial viability and measurable health impact across African markets, with ABCHealth serving as a founding partner and ecosystem convener.



# The CEO's Message

**Dr. Mories Atoki**

CEO, ABCHealth



Long before the language of “innovation ecosystems” and “venture building” became commonplace in global development discourse, African communities were already solving complex problems with ingenuity, resilience, and enterprise. Markets emerged where infrastructure was weak, informal supply chains flourished where systems were fragmented, and local solutions filled gaps left by distant institutions.

Yet, as Africa's population has grown and its disease burden has intensified, the limitations of informal ingenuity alone have become starkly apparent. Today, the continent stands at a moment where scale, structure, and sustainability matter as much as creativity.

Africa now accounts for nearly one-quarter of the global disease burden, while commanding approximately 1% of global health spending. At the same time, over 60% of healthcare delivery across many African countries occurs through private and informal providers, most of whom operate without access to structured business support, long-term capital, or integrated health system planning. This paradox, high private sector participation but low system performance, has profound implications. It tells us that the

question is no longer whether the private sector has a role in health, but how effectively it is equipped, governed, financed, and integrated to deliver outcomes at population scale.

It was within this context that the ABCHealth Academy for Health Entrepreneurs was conceived. The Academy is the practical expression of a shared conviction, shaped through years of policy dialogue, private sector engagement, and global collaboration—that Africa does not lack ideas or talent. What has been persistently missing is a structured venture-building pathway that enables entrepreneurs to move from promising concepts to bankable, scalable, and system-relevant enterprises. Too many ventures stall in the space between innovation and investability, the so-called “valley of death”—where inadequate business capability, weak governance structures, limited regulatory understanding, and poor access to strategic capital undermine otherwise viable solutions.

The Academy responds directly to this gap. Designed as a multi-stage, cross-sectoral venture-building platform, it supports entrepreneurs operating across the health value chain and its adjacencies—health technology, diagnostics, supply chains, local manufacturing, digital platforms, data systems, financing models, and community-based service delivery. Our approach recognizes a fundamental reality: health outcomes are shaped not by one sector alone, but by the effective integration of systems, markets, policy, and enterprise.

Since its launch, the Academy has evolved into a structured programme spanning three progressive stages—

Ideation (Explorers), startup/Accelerate (Builders), and Growth (Catalysts)—each aligned to the maturity needs of participating ventures. The first cohort, or Diet, focuses on early-stage founders, strengthening leadership capacity, business literacy, productivity, and problem-definition within real health system constraints. Subsequent diets deepen capabilities in validation, product-market fit, regulatory navigation, financial modelling, go-to-market strategy, fundraising, and finally, scaling systems, partnerships, and market expansion.

***Across Africa, fewer than 10% of start-ups operate in health due to regulatory complexity, perceived risk, fragmented markets, limited capital, and constrained public financing; the Academy addresses these gaps by strengthening governance, clarifying regulation, building viable business models, and positioning health as a driver of economic growth and resilience.***

I extend my profound gratitude to ABCHealth's members, whose belief in private-sector-led health solutions continues to shape our work; to our partners and sponsors, whose resources and strategic support have transformed vision into implementation; and to our facilitators and faculty, who bring exceptional intellectual rigour, practical insight, and generosity of time to this initiative. I also thank the ABCHealth Academy team, whose discipline and dedication underpin every session, and our participants, whose courage to build, test, fail, refine, and scale in complex environments inspires this platform's very existence.



# Introduction to the Academy

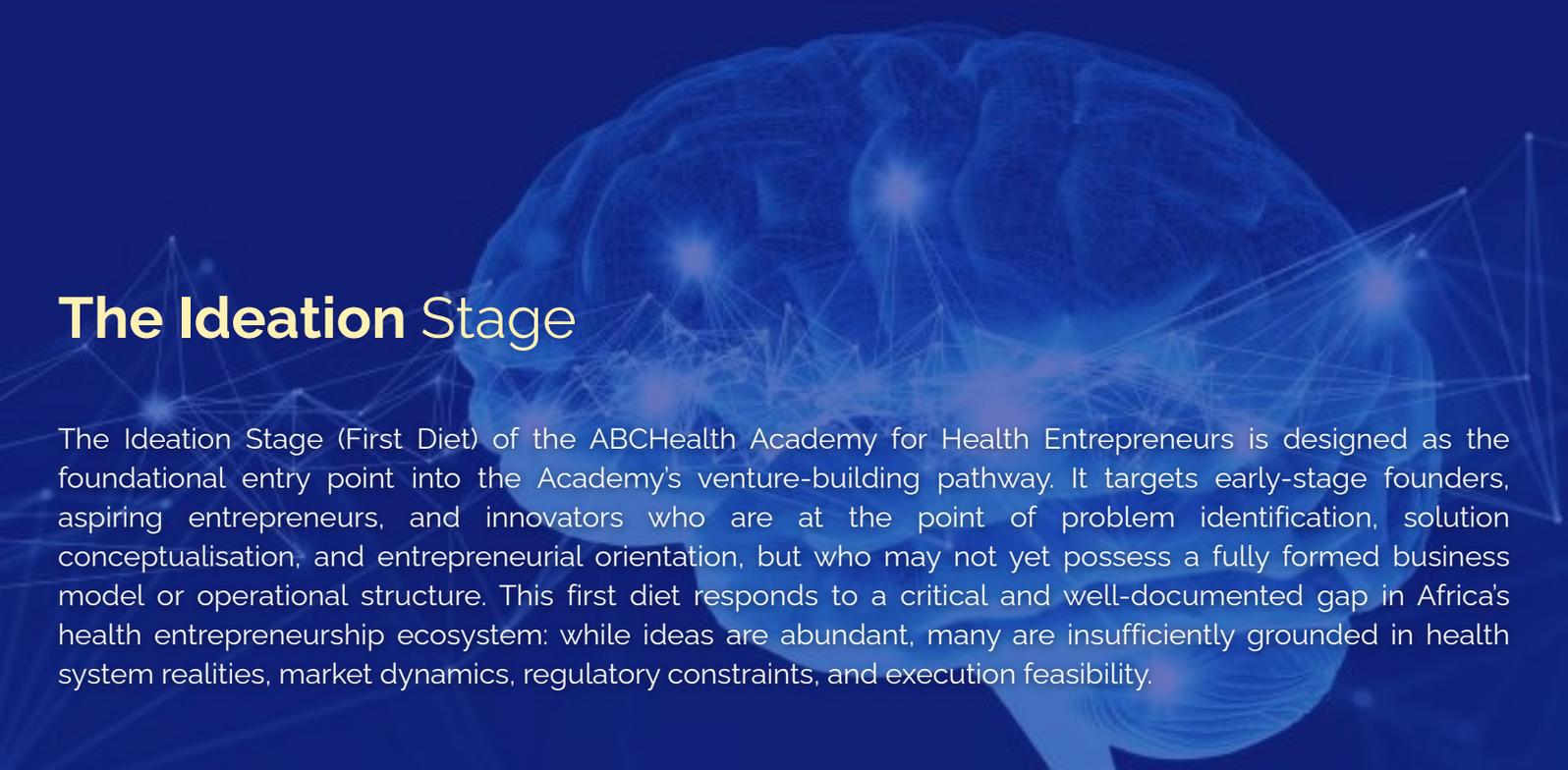
Across Africa, a new generation of entrepreneurs is redefining what it means to solve complex development challenges, applying innovative thinking, market-driven strategies, and technology-enabled solutions to address critical gaps in health, logistics, finance, manufacturing, and beyond. These entrepreneurs are not confined to one sector; rather, they operate at the intersection of multiple industries, building integrated models that drive both commercial success and social impact.

Despite this momentum, many promising ventures continue to face barriers that limit their ability to scale, chief among them: access to tailored business support, strategic capital, and structured opportunities for cross-sector collaboration. As Africa positions itself for accelerated growth and transformation, there is a clear need to nurture and equip these changemakers with the tools, networks, and investment-readiness required to thrive in increasingly competitive markets.

The ABCHealth Academy for Health Entrepreneurs was established to address this gap. Structured as a venture-building initiative, the Academy operates across Africa's priority markets to strengthen the entrepreneurial ecosystem, supporting high-

potential entrepreneurs who are creating solutions with transformative impact on population health and well-being, whether through health tech, logistics, supply chain innovation, local production, digital platforms, or community-based service delivery.

Through a curated blend of technical assistance, market access facilitation, investment preparation, and peer learning, the Academy provides a robust pathway for scaling context-relevant solutions that contribute to Africa's development agenda. It connects visionary entrepreneurs with global and regional industry experts, growth advisors, and impact investors who can help refine their models, accelerate growth, and unlock long-term sustainability. By equipping high-potential entrepreneurs with technical expertise, business strategy, and investor access, the Academy aims to advance inclusive economic participation, improve health outcomes, and build a future where Africa's health challenges are met with African-led solutions, backed by regional and global partners. The Academy offers mentorship, peer learning, and exposure to proven models to help participants scale context-relevant innovations across healthtech, supply chains, manufacturing, digital platforms, and community services.



## The Ideation Stage

The Ideation Stage (First Diet) of the ABCHealth Academy for Health Entrepreneurs is designed as the foundational entry point into the Academy's venture-building pathway. It targets early-stage founders, aspiring entrepreneurs, and innovators who are at the point of problem identification, solution conceptualisation, and entrepreneurial orientation, but who may not yet possess a fully formed business model or operational structure. This first diet responds to a critical and well-documented gap in Africa's health entrepreneurship ecosystem: while ideas are abundant, many are insufficiently grounded in health system realities, market dynamics, regulatory constraints, and execution feasibility.

At this stage, the Academy deliberately shifts participants away from idea-centric thinking toward problem-solution rigor. Founders are guided to interrogate the health challenges they seek to address through a systems lens—examining disease burden, service delivery constraints, supply chain inefficiencies, data gaps, workforce constraints, and financing limitations. Emphasis is placed on aligning proposed solutions with clearly defined population needs, measurable health outcomes, and identifiable demand-side and payer structures, whether public, private, or blended.

Technically, the Ideation Stage focuses on foundational enterprise architecture. Participants are introduced to core business literacy modules covering value proposition design, basic financial concepts, cost structures, unit economics, and productivity management, with specific adaptation to health-sector enterprises where margins, compliance costs, and time-to-market differ significantly from other sectors. Entrepreneurs are supported to translate abstract ideas into coherent concept notes, early business hypotheses, and preliminary operating assumptions that can be tested and refined in subsequent stages.

A feature of the first diet is its emphasis on entrepreneurial mindset and leadership formation. Health ventures operate in high-complexity, high-regulation environments that require resilience, ethical judgement, adaptability, and long-term

vision. The Ideation Stage therefore integrates modules on leadership, decision-making under uncertainty, stakeholder management, communication, and founder self-awareness. Participants are challenged to examine their motivations, risk appetite, governance orientation, and readiness to lead teams and engage institutions such as regulators, investors, and government agencies.

The curriculum also introduces participants to health systems literacy, a critical differentiator of the Academy. Entrepreneurs gain structured exposure to how health systems function at national and sub-national levels, including policy frameworks, regulatory pathways, procurement mechanisms, reimbursement models, and the roles of public, private, and informal actors. This grounding ensures that early concepts are not developed in isolation from the policy and institutional environments in which they must ultimately operate.

Delivery of the first diet was anchored by a multidisciplinary faculty drawn from healthcare operations, finance, digital innovation, investment, sustainability, and policy. Through interactive masterclasses, case studies, and peer exchange, participants are exposed to real-world examples of ventures that have succeeded, and failed—within African health markets. This practical orientation enables founders to internalise lessons early, reducing costly missteps in later stages.

## Objectives of the Ideation Stage



Strengthen problem-definition capability by enabling participants to identify, analyse, and prioritise health system challenges using data, systems thinking, and context-specific insights.



Build foundational entrepreneurial and business literacy in areas such as value proposition design, basic financial reasoning, productivity, and early operating assumptions tailored to health-sector ventures.



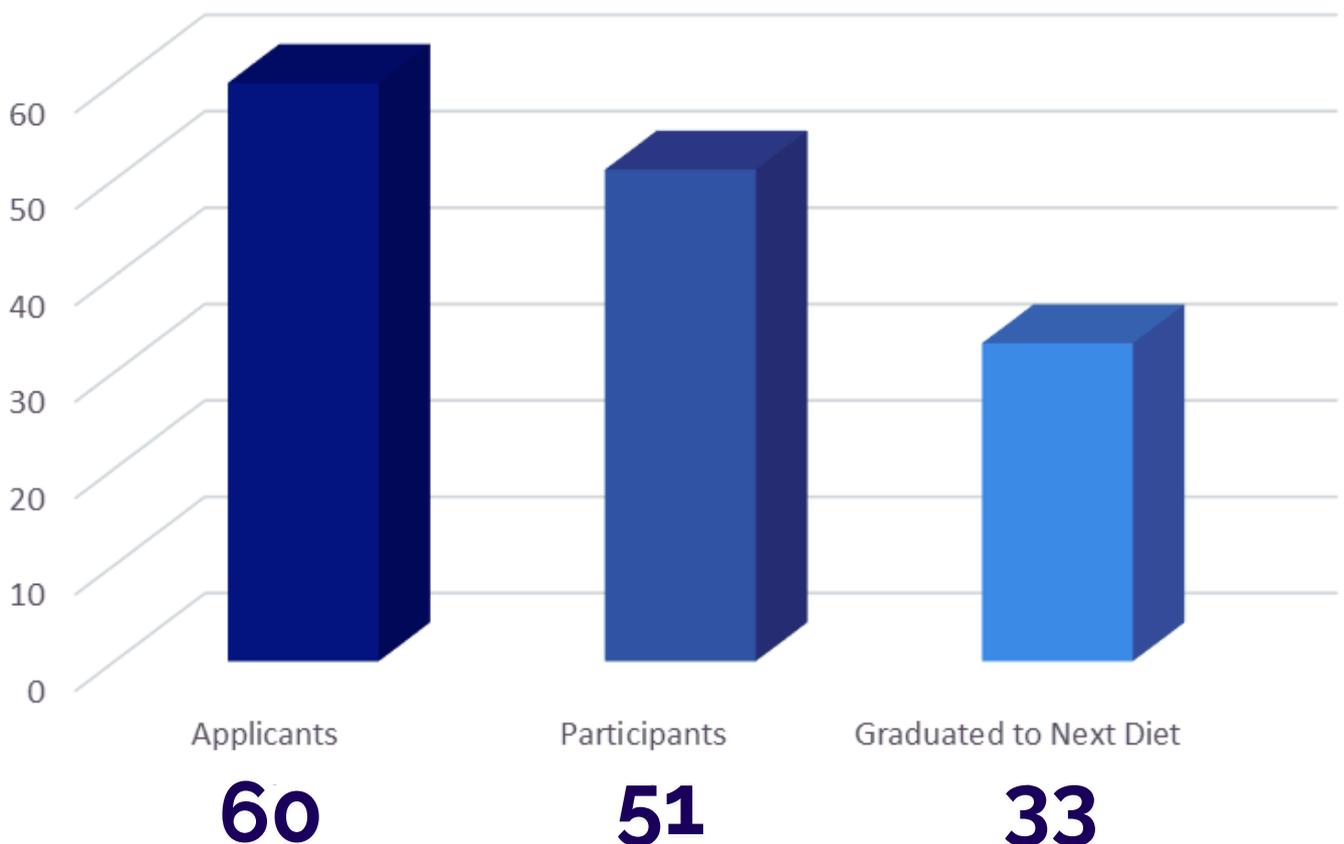
Develop leadership mindset and entrepreneurial orientation required to operate in complex, regulated health environments, including resilience, ethical judgement, and stakeholder engagement.



Enhance health systems and regulatory understanding to ensure proposed solutions are aligned with policy frameworks, care delivery structures, and market realities.



Translate ideas into structured, testable concepts by supporting participants to articulate clear solution hypotheses, early business models, and pathways for validation in subsequent Academy stages.



# The Startup / Accelerate Stage

The Startup / Accelerate Stage (Second Diet) of the ABCHealth Academy represents the critical transition point where ideas are subjected to market discipline and operational reality. Having emerged from the Ideation Stage with clearly articulated problem statements, solution concepts, and foundational leadership capacity, participants entering this diet are expected to move decisively from conceptual clarity to commercial and operational validation. This stage is intentionally rigorous, reflecting the reality that most health ventures fail not at the idea stage, but during early execution—when assumptions meet regulation, customers, capital requirements, and system constraints.

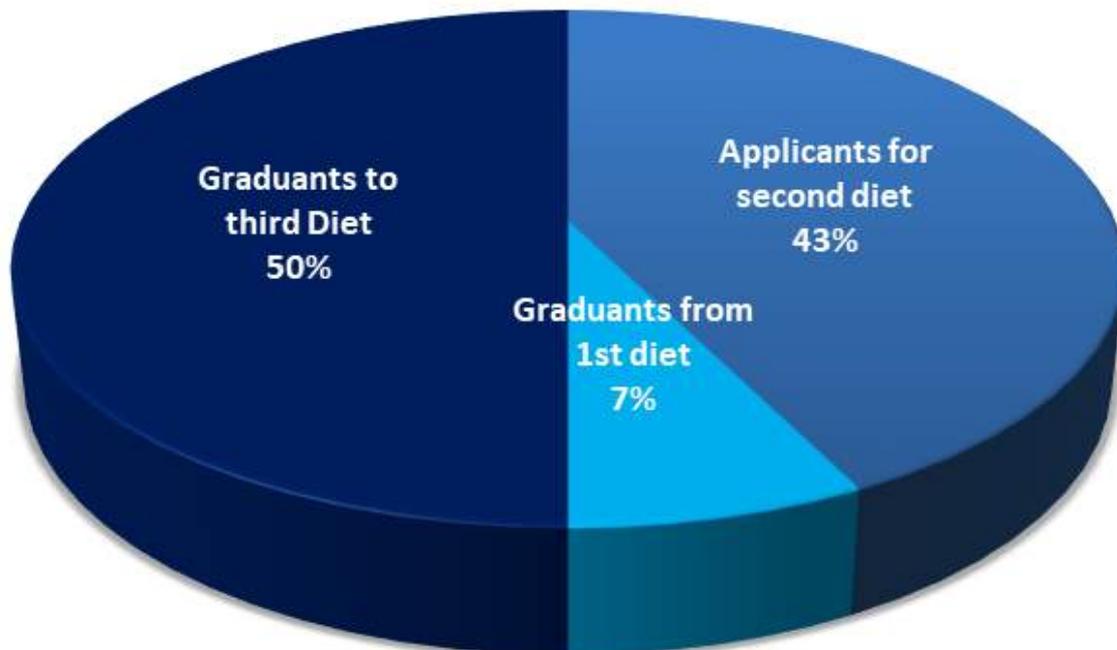
The primary objective of the Startup / Accelerate Stage is to support entrepreneurs in building investment-ready, execution-capable ventures. At this phase, the Academy shifts emphasis from “what problem are you solving?” to “how does this solution work in practice, at scale, within real health markets?” Participants are guided to validate demand, refine their offerings, and establish the structural foundations required for sustainable growth.

This diet focuses on business model validation and operationalization. Entrepreneurs work through the development or refinement of their minimum viable product (MVP) or service prototype, ensuring that it responds directly to verified user needs and payer realities. For health ventures, this includes careful consideration of clinical pathways, quality assurance requirements, data protection standards, supply chain dependencies, and service delivery workflows. Participants are trained to test assumptions around pricing, cost structures, unit economics, and customer acquisition in environments where margins are often thin and time-to-scale is influenced by regulatory approval cycles.

The curriculum also places strong emphasis on go-to-market (GTM) strategy and customer validation. Participants analyse and design pathways to reach users, institutions, governments, or corporate buyers, depending on their model. This includes segmentation of demand, channel strategy, partnership structuring, and sales cycles that reflect public and private health procurement realities. Entrepreneurs are challenged to demonstrate traction—whether through pilots, early revenues, institutional partnerships, or proof-of-concept deployments—and to document learning outcomes that inform iteration.

From a financial and investment perspective, the Startup / Accelerate Stage is where founders are introduced to the language and discipline of capital. Modules cover financial modelling, cash-flow management, capital structuring, valuation fundamentals, and funding pathways appropriate to health enterprises, including grants, blended finance, debt, and equity. Participants are coached to develop credible pitch narratives supported by data, milestones, and risk mitigation strategies, positioning them for engagement with investors, development finance institutions, and strategic partners.

The second diet addresses the internal mechanics of venture execution. Entrepreneurs are guided on team formation, governance structures, performance management, and process design, recognising that early organisational decisions have long-term implications. The Academy emphasises the importance of transparent governance, role clarity, and accountability—particularly critical in health ventures where trust, quality, and continuity of service are paramount.



■ Applicants for second diet   ■ Graduates from 1st diet   ■ Graduates to third Diet

## Objectives of the Startup/Accelerate Stage



Validate product-market fit by supporting participants to test, refine, and confirm that their solutions meet real user, payer, and system needs within defined health markets.



Operationalize business models through the development of MVPs or service prototypes, clear workflows, cost structures, and unit economics suited to regulated health environments.



Strengthen regulatory and legal readiness by building practical understanding of compliance requirements, licensing, quality standards, data protection, and risk management frameworks.



Establish execution capacity and internal systems including team structure, performance management, operational controls, and early governance mechanisms necessary for sustainable growth.



Demonstrate early traction and credibility through pilots, partnerships, revenues, or proof-of-concept deployments that position ventures for scale and transition into the Growth Stage.

# The Growth Stage

Where the earlier diets focus on formation and validation, the Growth Stage (Third Diet) is concerned with institutionalization, scale, and durability. This stage is designed for ventures that have crossed the initial thresholds of credibility, demonstrated demand, regulatory awareness, early revenues or partnerships—and are now confronted with a different class of challenge: how to grow without fragility, how to scale without losing quality, and how to expand without breaking trust, governance, or mission.

The Growth Stage acknowledges a hard truth in African health markets: scaling is not linear. Growth is constrained not only by capital, but by systems—supply chains that strain under volume, governance structures that fail under complexity, leadership models that do not evolve with organizational size, and partnerships that become misaligned as ventures expand across regions or sectors. This diet is therefore engineered to help founders transition from entrepreneur-led execution to institution-led performance.

The Growth Stage focuses on enterprise architecture and strategic scale-up. Participants are guided to redesign their ventures for scale by strengthening operating models, formalising governance, and

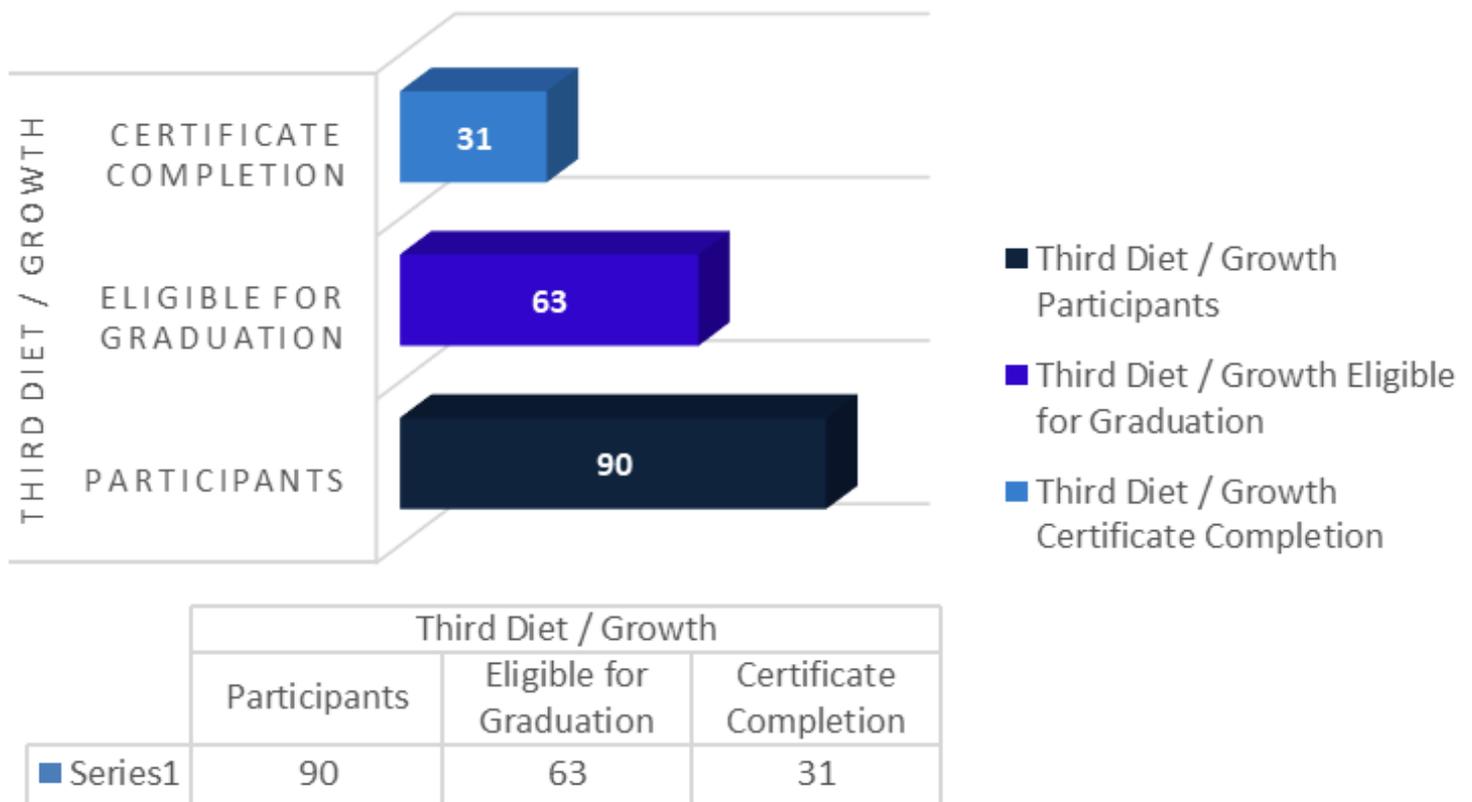
embedding performance management systems that can withstand growth. This includes advanced work on organizational design, board structures, executive decision-making frameworks, internal controls, and risk management—critical in health enterprises where scale magnifies regulatory, clinical, reputational, and financial exposure.

The Growth Stage also places strong emphasis on market expansion and partnership strategy. Scaling health solutions often requires navigating multiple jurisdictions, payer systems, and regulatory regimes.

Entrepreneurs are supported to assess expansion readiness, select priority markets, structure cross-border or cross-sector partnerships, and adapt offerings to new contexts without diluting value or quality. This includes engagement models with governments, insurers, large corporates, and development institutions, recognizing that growth in health is frequently driven by strategic alliances rather than organic expansion alone.

Leadership evolution is treated as a central risk and opportunity in the Growth Stage. Founders are supported to transition from hands-on operators to strategic leaders, capable of delegating authority, managing senior teams, engaging boards, and stewarding organisational culture at scale. The Academy recognises that many high-potential ventures fail at this stage not because the market rejects them, but because leadership models fail to evolve in line with organisational complexity. The Growth Stage reflects the Academy's highest ambition: scaling promising health enterprises into sustainable, investable platforms with lasting health impact.





## Objectives of the Growth Stage



Institutionalize governance and leadership structures to support scale, including board effectiveness, executive decision-making frameworks, risk management, and organizational accountability.



Enable sustainable and capital-efficient scaling by strengthening advanced financial planning, capital stack design, and alignment between growth strategy, investor expectations, and long-term impact.



Strengthen operational scalability and resilience through the development of quality assurance mechanisms, data governance, and performance management across expanding operations.



Support strategic market expansion and partnerships by equipping ventures to navigate multi-market growth, regulatory variation, and large-scale public and private procurement models.



Position ventures as system-level actors capable of delivering measurable health outcomes at scale while maintaining clinical integrity, regulatory compliance, and organizational sustainability.



**Dr. Mories Atoki**  
Chief Executive Officer  
ABCHealth



**Adekunle Dalton-Oke**  
Communications Lead  
ABCHealth



**Ojuolape Olushola**  
Public Health Officer  
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**Stella Oguejiofor**  
Programs Intern  
ABCHealth



**Grace Adeifa**  
Programs Intern  
ABCHealth



**Anointing Julius**  
Programs Intern  
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# The Academy Team

# The Academy's Induction Ceremony

The induction ceremony of the ABCHealth Academy for Health Entrepreneurs (AHE) formally inaugurated the Academy's Ideation Stage cohort and constituted the first operational milestone of a long-term institutional framework designed to professionalise health entrepreneurship across Africa. Conceived as a capacity-building architecture rather than a short-term training programme, the Academy responds to persistent structural gaps within the continent's innovation ecosystem—specifically, the disjunction between creative health solutions and the technical, financial, and governance competencies required for sustainable deployment.

Held virtually on Thursday, 14 August 2025, the ceremony convened senior leaders from academia, philanthropy, public health, development finance, and private-sector innovation. Their collective interventions were not ceremonial in nature; rather, they articulated the epistemic, operational, and ethical foundations upon which the Academy is structured. Each address reinforced the central proposition that health entrepreneurship must be treated as a systems function, requiring rigor, governance, and accountability.

## Welcome Address & Academy Vision Alignment

**Dr. Mories Atoki** – CEO, ABCHealth

In her welcome address, Dr. Atoki established the Academy as an institutional response to the fragility of early-stage health ventures operating without structured technical and governance support. She positioned the Academy as an ecosystem connector—linking founders to sector experts, policy actors, financiers, and health system stakeholders. Importantly, she introduced the participants to the Academy's performance philosophy: progress is not determined by participation alone, but by demonstrable learning integration, milestone delivery, and disciplined execution.

She outlined the structural logic of the programme, including its milestone-based progression model, assessment architecture, and competency benchmarks. She clarified that advancement within the Academy is contingent on measurable outputs, not passive attendance. Participants were introduced to the Academy's core thesis: entrepreneurial readiness is a composite of technical capability, leadership maturity, governance discipline, and implementation reliability.



The Academy has been established as a response to the structural gap between ideation and institutionalisation in Africa's health innovation ecosystem. Our objective is to convert entrepreneurial intent into executional competence by equipping founders with the regulatory fluency, capital readiness, governance discipline, and systems awareness required to build solutions that can be adopted, financed, and sustained within real health systems.

## Keynote Address

**Professor Sidi Osho** – Pioneer and Past Vice Chancellor, Afe Babalola University

Professor Osho's keynote provided an epistemological context of entrepreneurship, arguing that innovation in health must be governed by intellectual discipline, historical awareness, and ethical reasoning. She challenged participants to move beyond transactional thinking and adopt a civic understanding of innovation—one that recognizes health technologies as interventions in social life. She highlighted real-life examples of entrepreneurs who have successfully navigated complex health challenges, showing how ethical reasoning and evidence-based iteration can transform ideas into sustainable impact.

She cautioned against the accelerationist tendencies of contemporary startup culture, emphasizing that speed without conceptual clarity leads to fragile systems. Her address foregrounded resilience, not as persistence alone, but as the capacity for reflective iteration grounded in evidence and accountability.

*Health innovation is not a neutral activity; it is an intervention into human systems. Founders must therefore possess not only technical skill, but intellectual coherence—an understanding of the ethical, historical, and institutional consequences of what they build. Success depends as much on insight and foresight as on invention: the ability to anticipate systemic ripple effects, navigate regulatory and social landscapes, and design solutions that are resilient, equitable, and sustainable.*



## Goodwill Message I

**Professor Ignatius Onimawo** – Past Vice Chancellor, Ambrose Alli University

Professor Onimawo emphasized the role of knowledge systems in sustaining innovation. He argued that ventures built without intellectual depth lack adaptive capacity and are structurally vulnerable. He urged participants to treat learning as a continuous operational function rather than a preliminary phase. His insights highlighted the central role of robust knowledge systems in sustaining health innovation, noting that ventures developed without strong intellectual and evidence-based foundations often lack adaptability and long-term viability. It emphasized that such enterprises are structurally vulnerable in dynamic health markets where regulatory shifts, technological change, and evolving population needs require continuous recalibration.

Participants were therefore encouraged to institutionalize learning as a core operational function, embedded within product development, decision-making, and growth strategies, rather than treating capacity building as a one-off or preliminary phase.



*Innovation that is not anchored in rigorous inquiry remains structurally weak. In health, depth of understanding is not optional; it is what enables systems to adapt, scale, and remain safe over time. Without this intellectual foundation, even the most promising interventions risk failure in complex, real-world contexts where human, institutional, and societal dynamics interact unpredictably.*

## Goodwill Message II

**Professor Nkemdilim Iheanachor** – Senior Lecturer, Strategy and International Business, Lagos Business School

Professor Iheanachor's remarks focused on strategic coherence and decision architecture, framing entrepreneurship as a process of structured trade-offs informed by stakeholder analysis, regulatory realities, and competitive positioning. The contribution emphasized the importance of founders understanding where their solutions sit within broader value chains and how these linkages influence scalability, operational efficiency, and sustainability. Attention was drawn to the need for systematic scenario planning, risk assessment, and evidence-driven prioritization in resource allocation and strategic decision-making. He highlighted that successful ventures not only identify market opportunities but also anticipate ecosystem constraints, regulatory shifts, and partnership dynamics, ensuring that entrepreneurial initiatives are resilient, strategically aligned, and capable of delivering measurable health impact.

*A viable enterprise is not defined by the novelty of its idea, but by the coherence of its strategic choices—how it positions itself, how it allocates resources, and how it responds to institutional constraints. Enduring ventures anticipate systemic pressures, align operational decisions with long-term objectives, and integrate learning into every facet of execution. The capacity to navigate uncertainty, maintain ethical and structural integrity often distinguishes enterprises that thrive from those that falter.*



## Goodwill Message III

**Dr. Jonathan Dangana** – Public Health Lecturer and Technical Advisor, Africa Health Agenda Commission

Dr. Dangana's intervention foregrounded systems thinking, urging participants to view health problems as multi-layered phenomena shaped by policy frameworks, economic constraints, infrastructural capacity, and social behaviors. He emphasized the criticality of policy compatibility and institutional alignment, highlighting that isolated interventions often fail when systemic interdependencies are overlooked. The remarks underscored the need for integrated planning, where regulatory environments, financing mechanisms, human resource capacities, and supply chain dynamics are assessed in conjunction. He also stressed the importance of feedback loops, adaptive governance, and continuous monitoring to ensure that entrepreneurial and technological solutions are responsive, scalable, and sustainable within complex health ecosystems.



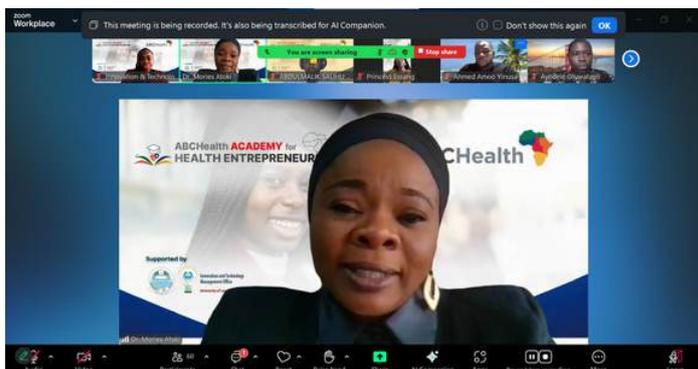
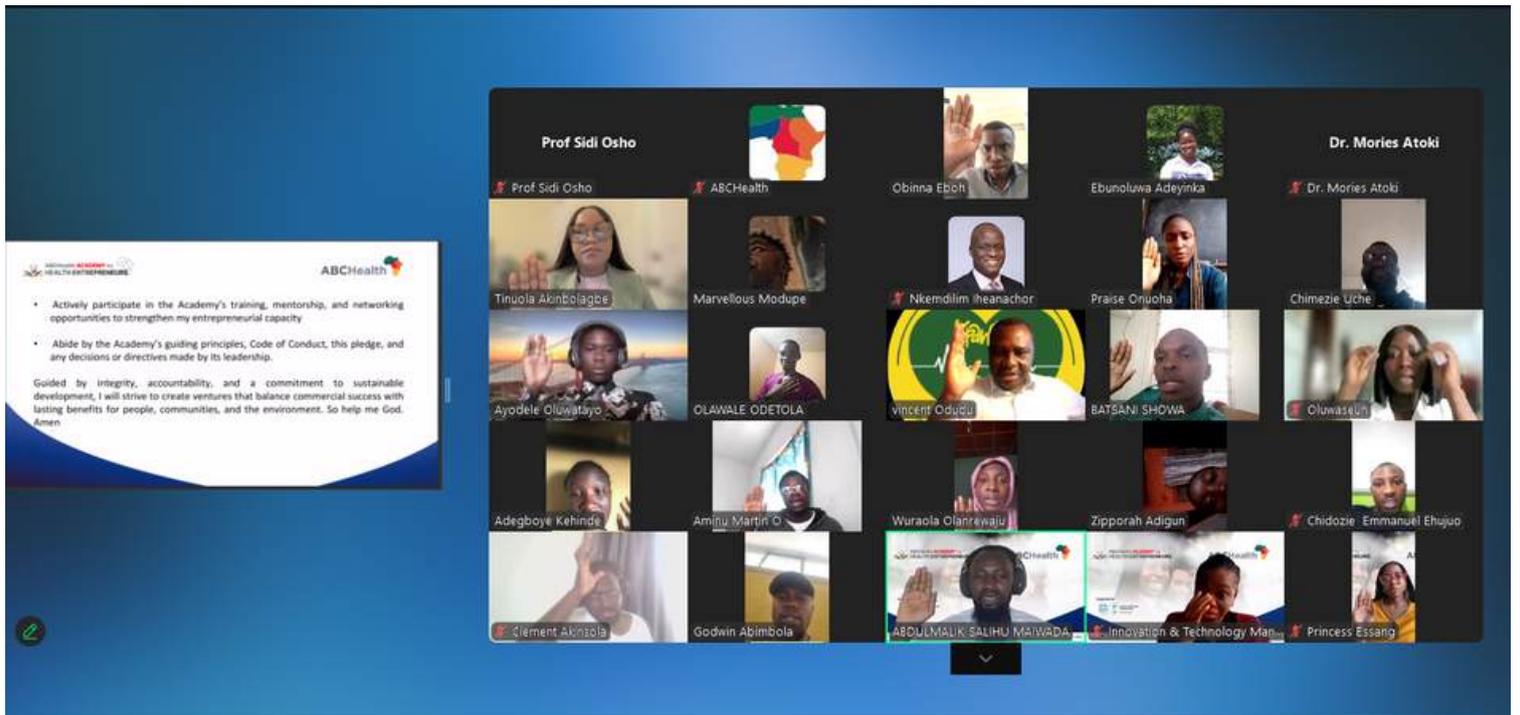
*Health challenges are multi-layered systems problems shaped by policy choices, economic realities, infrastructure limits, and social behavior. Interventions designed in isolation often collapse because they ignore the interdependencies between regulation, financing, workforce capacity, and supply chains. Effective innovation demands integrated planning that aligns technology with institutional mandates and national priorities. Adaptive governance and real-time feedback loops are essential to keep solutions responsive to changing contexts.*

# Inductees Oath Administration

## Dr. Tinuola Akingbolagbe – CEO, Private Sector Health Alliance of Nigeria (PSHAN)

Dr. Tinuola led the induction oath-taking, formally embedding principles of ethical accountability into the ceremony. She guided participants through a pledge that emphasized the custodianship of sensitive health data, responsibility toward vulnerable populations, and the maintenance of public trust. The oath reinforced the Academy's core principle that ethical discipline is inseparable from technical and operational excellence. She further highlighted that adherence to ethical standards underpins the credibility and sustainability of health ventures, guiding decision-making in areas such as data governance, patient safety, equitable service delivery, and transparent stakeholder engagement.

*Health innovation is not a neutral activity; it is an intervention into human systems. Founders must therefore possess not only technical skill, but intellectual coherence –an understanding of the ethical, historical, and institutional consequences of what they build. Success depends as much on insight and foresight as on invention: the ability to anticipate systemic ripple effects, navigate regulatory and social landscapes, and design solutions that are resilient, equitable, and sustainable.*



## Closing Charge

**Professor Ehimario Igumbor** – Extraordinary Professor, University of Pretoria, South Africa

Professor Igumbor distilled the ceremony's central propositions into a coherent analytic frame anchored on temporal discipline as a strategic competency. He challenged the participants on extractive and episodic approaches to innovation, underscoring that credible health ventures are constructed over time through disciplined accumulation of evidence, codified governance architectures, and deliberate pathways into institutional systems. Emphasis was placed on aligning venture trajectories with regulatory evolution, policy cycles, and system absorption capacity, rather than pursuing premature scale. The perspective advanced positioned longevity not as an outcome of ambition, but as the result of design choices that privilege sequencing, legitimacy, and systemic fit.

*Durable impact in health entrepreneurship is a function of longitudinal consistency rather than rapid acceleration. Health systems evolve through disciplined, evidence-informed iteration—structured cycles of implementation, performance measurement, learning, and adaptive recalibration. Sustainable change requires alignment with governance frameworks, and system incentives, ensuring that innovations are integrated components of scalable health systems capable of delivering population-level outcomes over time.*



## Call to Action/Vote of Thanks

**Dr. Olayinka Adewunmi** – Acting Director, Innovation and Technology Management Office, University of Lagos

Dr. Adewunmi concluded the session with a strong call to action, urging participants to recognize that sustainable health innovation depends on relational infrastructure—networks of institutional trust, cross-sector collaboration, and long-term partnerships. She underscored the University of Lagos' strategic role in the AFRETEC Network, part of the ABCHealth Academy for Health Entrepreneurs, as a platform for co-creating evidence-based digital health solutions. Highlighting the need for ventures that are rigorously tested, governed, and embedded within health systems, she called on participants to move beyond isolated projects and cultivate initiatives that are scalable, institutionally anchored, and capable of delivering measurable, long-term impact across African health ecosystems.



*Progress is collective, dependent on the alignment of cross-sector capabilities, the codification of knowledge into reproducible practices, and the design of feedback mechanisms that continuously strengthen system-wide learning. True advancement arises when institutions co-create solutions, integrate technological and human capacity, and establish formal pathways for scaling expertise and resources across the health and engineering landscape.*



## Facilitators' Spotlight

The AAHE 2025 faculty has been deliberately curated to reflect the multidisciplinary nature of health entrepreneurship. Rather than a single-sector orientation, the facilitators collectively represent an integrated knowledge system spanning clinical medicine, public health, investment, technology, governance, data science, product development, law, and organizational leadership.

### **What the Facilitators Collectively Comprise**

Rather than functioning as discrete subject-matter instructors, the AAHE faculty operates as an integrated entrepreneurial operating system—designed to mirror the complexity of real-world health venture creation, validation, and scale. This composition reflects a deliberate shift away from fragmented capacity building toward a systems-based pedagogy, where ventures are shaped not only through technical competence but through institutional coherence, regulatory resilience, and long-term capital viability.

- Health System Intelligence – Epidemiology, clinical governance, quality assurance, and population health analytics.
- Enterprise Architecture – Governance design, institutional maturity, compliance frameworks, and organizational scalability.
- Capital Engineering – Financial modeling, investor readiness, deal structuring, and sustainable financing.
- Technology Translation – Converting innovation into usable, market-fit, and scalable solutions.
- Data-Informed Decision Systems – Analytics, business intelligence, and performance measurement.
- Human Capital Design – Leadership psychology, service excellence, and talent systems.
- Policy and Regulatory Alignment – Ensuring solutions can survive real-world regulatory environments.

**This multidisciplinary composition is intentional. It reflects the Academy's recognition that African health ventures fail not due to lack of innovation, but due to weak institutional design, limited capital fluency, misaligned governance, and insufficient system integration.**

# AAHE 2025 Faculty Members/Facilitators



**Mr. Kenneth Okolie**  
CEO, Synlab Nigeria



**Dr. Ini Abimbola, DBA**  
Founder/CEO, Thistle Group



**Professor Ehimario Igumbor**  
Extraordinary Professor  
University of Pretoria, South Africa



**Ms. Amaka Benjamin**  
Team Lead, Product Manager  
Consumer Banking, Access Bank



**Ms. Odunayo Sanya**  
Executive Director  
MTN Foundation



**Dr. Jekwu Ozomene**  
Executive Director  
Alternative Bank



**Ms. Oghogho Makinde**  
Legal Partner  
Aluko & Oyebo



**Dr. Nadia Al-Banna**  
Senior Director  
Allarta Life Science



**Dr. Obinna Nnewuihe**  
Interim Head  
Nesta Ventures



**Ms. Chibby Dangana**  
Founder/CEO  
Data Factory Global



**Mr. Razi Abdul**  
Vice President  
HCL Tech



**Dr. Tinuola Akinbolagbe, M.CIoD**  
CEO, PSHAN



**Dr. Ifunanya Ilodibe**  
CEO, EHA Clinics



**Dr. Tosin Oshinubi**  
Director, Salient Advisory



**Dr. Mories Atoki**  
CEO, ABCHealth

## Facilitators' Profiles



**Mr. Kenneth Okolie**  
CEO, Synlab Nigeria

Kenneth Okolie is the CEO of SYNLAB Nigeria, a leading provider of medical laboratory services in West Africa. With over a decade of experience in the healthcare sector, Kenneth has built a reputation for driving innovation, operational excellence, and strategic growth within medical diagnostics. He brings deep expertise in healthcare management, business process improvement, design thinking, total quality management, and change leadership. His work has consistently led to improved patient outcomes and organizational performance across the industry. Kenneth holds an MBA from Lagos Business School and completed executive training at INSEAD Business School, with a focus on strategy, finance, and management.

Popularly known as 'Madam Fixer,' Mrs. Ini Abimbola (FSPIN, M.ICRS, M.CIoD, MNIM) is a management consultant and sustainability strategist with over 25 years of leadership experience across the public, private, and development sectors. She is the Founder of Thistle Group, former Executive Secretary of WIMBIZ, and has worked with organizations such as the African Union, UN Economic Commission for Africa, and Defense for Children International. A Draper Hills Fellow at Stanford University and lecturer at the Ferdinand Porsche University of Applied Sciences in Austria, she is recognized for driving ESG, governance, and institutional reforms across Africa.



**Dr. Ini Abimbola**  
Founder/CEO, Thistle Group



**Ms. Amaka Benjamin**  
Team Lead, Product Manager  
Consumer Banking, Access Bank

Ms. Amaka Allison Benjamin is a highly creative and results-driven Product & Proposition Manager with over a decade of success in developing and executing innovative go-to-market strategies across the financial services sector. Known for identifying emerging market and social trends, she excels in creating customer-focused products, driving profitability, and delivering sustainable solutions aligned with global ESG goals. Currently serving as Team Lead, Product Manager in Consumer Banking at Access Bank, Amaka manages the bank's consumer assets while leading transformative initiatives. These include the Automobility Initiative—a first-of-its-kind mobility ecosystem for auto-services—and Switch to Solar by Access, promoting cleaner energy adoption through flexible financing.

Ms. Odunayo Sanya is the Executive Director of MTN Nigeria Foundation, where she drives the alignment of strategy with the SDGs and Nigeria's national priorities through impactful social development programs. She has led initiatives in education, entrepreneurship, youth development, and women's inclusion, including the Yellopreneur program for female entrepreneurs, ICT and business skills training for young entrepreneurs, STEM and Blind scholarship schemes, ICT and science laboratory setups in public schools, and rural internet connectivity for digital skills education. Her career spans the education, financial services, telecommunications, and development sectors, with previous roles including General Manager, Planning & Customer Management at MTN Nigeria.



**Ms. Odunayo Sanya**  
Executive Director  
MTN Foundation



**Dr. Jekwu Ozoemene**  
Executive Director  
Alternative Bank

Dr. Jekwu Ozoemene is a finance executive, and public intellectual with over 26 years' experience across banking, fintech, consulting, and development. He is a Group Executive at The Alternative Bank, and the immediate past CEO of the HIV Trust Fund of Nigeria (HTFN) and the Nigeria Business Coalition Against AIDS (NIBUCAA). He serves on the Africa-led HIV Control Working Group (a 12-man Pan African Think-Tank hosted by the Centre for Infectious Disease Research in Zambia - CIDRZ and funded by the Bill and Melinda Gates Foundation - BMGF). He represents FMO on the board of Business Partners International Africa LLC (BPIA), chairing its Audit & Risk Committee and serving on its HR Committee.

## Facilitators' Profiles

Professor Ehimario Igumbor is Extraordinary Professor in the School of Health Systems and Public Health, University of Pretoria, South Africa. He holds a PhD in Public Health and an MPH with a focus on epidemiology, biostatistics, and health metrics. He has previously served as a Senior Public Health Specialist with the U.S. Centers for Disease Control and Prevention in South Africa and currently works as an independent public health consultant based in Abuja, Nigeria. His expertise spans health information systems, disease surveillance, burden of disease analysis, and outbreak preparedness.



**Prof. Ehimario Igumbor**  
Extraordinary Professor  
University of Pretoria, South Africa



**Ms. Oghogho Makinde**  
Legal Partner  
Aluko & Oyebode

Ms. Oghogho is head of the Business Advisory Unit and a key member of Aluko & Oyebode's Banking and Project Finance, and Energy and Natural Resources practices. She advises on banking, commercial and secured credit transactions, oil and gas project finance, infrastructure finance/PPP arrangements, exploration and production (E&P) restructurings, company formations and restructuring, all Nigerian statutory and regulatory compliance matters, licensing, permits and corporate governance issues. Ms. Oghogho has, over the years, advised on high value transactions in diverse sectors, including advising on financing arrangements for projects in the oil and gas, healthcare, hotel and hospitality, and manufacturing sectors.

Dr. Nadia Al-Banna is a scientist-turned-entrepreneur and an enthusiastic supporter of entrepreneurship, especially in the health, biotech and education space. Nadia has developed a career as an innovation architect, a strategic advisor, leader and founder of her own consulting practice. Bridging science and business, she has 15+ years of experience advancing and mobilizing innovations and partnerships across the innovation ecosystem. Nadia holds a Ph. D. from Dalhousie University, MBA from University of Toronto and completed professional development courses in Organizational Leadership. She served as a member of UofT's Academic Board and member of Rotary e-Clubs. As a member and speaker in North America, Africa and MENA, she supports women-in-STEM, entrepreneurship, leadership and talent development.



**Dr. Nadia Al-Banna**  
Senior Director  
Allarta Life Science



**Dr. Obi Nnewuihe**  
Interim Head  
Nesta Ventures

Dr Obi Nnewuihe is a physician-entrepreneur and investor with expertise spanning global health policy, venture building and impact investing. He previously led new venture creation at NESTA, deploying capital to address social challenges in health, education and sustainability across the UK. Prior to this, he supported early-stage healthcare founders commercialize and scale deep tech innovation globally at the University of Oxford. With over a decade experience across policy, development finance and health technology, Obi is driven by a sense of mission that great science can make outsized impact in critical areas like health if applied correctly, and at scale. An avid traveler, cyclist, and modern art enthusiast, he currently serves as Lead of the Health Technology Unit of the Nigeria Economic Summit Group (NESG).

Ms. Chibby Dangana, Founder of Data Factory Global, is a distinguished digital transformation leader with over 15 years of experience advancing organizational growth through innovative Data strategies. She has a proven track record of aligning technology investments with business objectives, using data-driven insights to optimize operations, accelerate decision-making, and deliver measurable impact. Her expertise spans both private and public sectors, where she has championed initiatives that drive sustainable development and systemic change. Deeply committed to social impact, Chibby has empowered numerous Non-Profit Organizations particularly in strengthening health systems by promoting data as a tool for evidence-based decision-making.



**Chibby Dangana**  
Founder/CEO  
Data Factory Global

# Facilitators' Profiles



**Mr. Razi Abdul**  
Vice President  
HCL Tech

Razi A. is a senior technology executive with over two decades of experience driving transformation across semiconductors, product engineering, defense, and digital innovation. As Vice President at HCLTech, he leads strategic initiatives for one of the company's largest semiconductor clients, delivering growth through GenAI solutions and next-generation technology strategies. Previously, he served as Client Partner and Global Director at HCLTech, building strategic partnerships, enhancing customer experiences, and driving operational excellence. Razi also spent more than 13 years at Wipro, where he led delivery for U.S. and Mexico product engineering operations, managing top accounts, localization strategies, and complex engineering programs.

Dr. Tinuola Akinbolagbe is the MD/CEO of the Private Sector Health Alliance of Nigeria (PSHAN), an organization which leverages the capabilities, assets, and resources of the private sector to drive improvements in Nigeria's health outcomes and achieve UHC. She is an experienced, highly collaborative, team player with relevant board-level experience and a demonstrable track record in the health and allied sectors. A healthcare administrator with over two decades of experience spanning across clinical medicine & health services, health insurance, health ICT, health diagnostics and the non-profit sector. She holds a degree in Medicine & Surgery, from the College of Medicine, University of Lagos and a post-graduate diploma and master's in public health from the London School of Hygiene & Tropical Medicine, University of London.



**Dr. Tinuola Akinbolagbe**  
CEO, PSHAN



**Dr. Ifunanya Ilodibe**  
CEO, EHA Clinics

Dr. Ifunanya Ilodibe is an accomplished physician leader specializing in healthcare operations, quality management, and patient safety. With over 15 years of experience, she has established herself as a trusted advocate for high-quality, people-centered healthcare. She was appointed Chief Executive Officer of EHA Clinics in May 2025, after serving in several senior roles, including Executive Vice President, Clinical Services & Chief Medical Officer. Her leadership has been instrumental in securing JCI accreditation, managing EHA's COVID-19 Isolation Center, and scaling quality systems across all EHA Clinics locations. She is also a Certified Professional in Healthcare Quality (CPHQ), a Certified ISO 9001:2015 Lead Auditor, and a Certified Crucial Conversations Trainer.

Dr. Tosin Oshinubi is a Director at Salient Advisory, where he works with donors, global health agencies, governments, and life sciences companies to drive innovations in health product distribution and health technology across Africa. With over 19 years of experience in management consulting, financial services, and healthcare, Tosin has a proven track record of delivering strategic and operational solutions that drive growth and enhance outcomes across diverse sectors. Earlier in his career, Tosin served as an Associate Director at EY-Parthenon, the strategy arm of Ernst & Young, where he led high-impact strategy and transformation projects across West Africa in various sectors, including healthcare, insurance, banking, oil and gas, FMCG, and others.



**Dr. Tosin Oshinubi**  
Director  
Salient Advisory



**Dr. Mories Atoki**  
CEO, ABCHealth

Dr. Mories Atoki (Hon) is the Chief Executive Officer for the African Business Coalition for Health (ABCHealth), a not-for-profit Social enterprise Coalition of African business leaders working with other critical stakeholders to support the Governments of African Countries to improve the continent's health sector. She serves as the Facilitator of the Health Policy Commission (HPC) at the Nigerian Economic Summit Group (NESG) and she is an alumnus of the Harvard Business School (HBS), London Business School (LBS), and YALE University. Mories has Masters degrees in Law, Finance, and Business Administration, among other academic achievements and her career spans various industries and fields in the public and private sectors.

# The Academy's Graduation Ceremony

The 2025 Graduation Ceremony of the ABCHealth Academy for Health Entrepreneurs marks the culmination of an intentionally designed, multi-stage venture development process aimed at building not just founders, but systems-ready health entrepreneurs. Over a 12-week period structured across three progressive phases—Ideation (5 weeks), Accelerate (4 weeks), and Growth (3 weeks)—participants were immersed in a rigorous learning environment that combined technical instruction, strategic reflection, market testing, and institutional thinking.

Held virtually on Friday, 12th December 2025, the graduation themed — Driving Innovation in Health Entrepreneurship: Strategies for Identifying Opportunities and Developing Sustainable Health Solutions, was not adopted as a governing framework. It reflects a deliberate shift away from superficial narratives of innovation toward a more disciplined understanding of entrepreneurship as a method of solving structural problems in health systems. In this context, innovation was treated as relevance; not as speed, but as durability; not as scale alone, but as systemic contribution.

Most early-stage health ventures fail not because their ideas are weak, but because their founders are structurally underprepared. They encounter regulatory opacity, misaligned incentives, capital barriers, weak governance systems, and limited pathways for validation and scale. The ABCHealth Academy was designed in response to this reality. It was not created as a training programme in the conventional sense, but as a venture-building infrastructure—one that integrates health systems thinking, enterprise design, and long-term value creation.

The Academy's three-stage architecture mirrors the natural evolution of sustainable ventures. The Ideation Stage focused on problem intelligence: helping participants learn how to see, frame, and interrogate health challenges through the lenses of systems, users, policy, and market dynamics. Rather than encouraging premature solutionism, this phase prioritised epistemic discipline—teaching founders how to ask better questions before building answers.

The Accelerate Stage shifted attention to translation: converting insight into form. Here, participants developed minimum viable products, tested assumptions, structured business models, articulated value propositions, and engaged real users and stakeholders. The emphasis was not on pitching, but on proof—proof of need, proof of usability, proof of operational feasibility. The Growth Stage then introduced a different order of thinking altogether. At this level, ventures are no longer treated as projects, but as institutions-in-formation. Participants engaged with questions of governance, financial architecture, partnership design, regulatory strategy, digital infrastructure, and expansion logic. The objective was not merely to grow, but to grow correctly—without eroding mission integrity, operational coherence, or stakeholder trust.

Throughout the programme, entrepreneurs were exposed to cross-disciplinary expertise spanning epidemiology, finance, product development, data systems, public policy, sustainability, leadership, and investment readiness. This was intentional. Health enterprises do not operate in silos, and neither should their founders. The Academy's pedagogy therefore rejected fragmented learning in favour of synthesis—training participants to think across domains, anticipate second-order effects, and design ventures that can survive complexity.

This graduation ceremony is a structural transition—from guided formation to independent execution. The cohort emerges not merely as trained founders, but as actors capable of shaping markets, influencing norms, and contributing to the long-term resilience of Africa's health ecosystem.

**The 2025 cohort of the ABCHealth Academy was trained not simply to launch ideas, but to design ventures that function as part of real health systems—solutions grounded in clinical relevance, regulatory awareness, financial discipline, and long-term scalability. This programme reframed innovation from novelty to necessity, from speed to sustainability, and from individual ambition to public value creation.**

## Welcome Address

**Ms. Zouera Youssoufou** – MD/CEO, Aliko Dangote Foundation

Ms. Zouera Youssoufou began by congratulating the graduands on completing the Academy's demanding programme, noting that the achievement reflected not only technical learning, but the discipline required to remain committed to solving complex health challenges. She described the graduation as a threshold moment—one that signals readiness to engage the realities of health systems beyond the virtual classroom. She reiterated that the next phase of their journey would require sound judgement and adaptability, as health markets are shaped by evolving patient needs, constrained resources, and shifting policy environments. She highlighted the importance of responsibility in innovation, reminding the cohort that health enterprises carry a unique obligation to protect trust, ensure safety, and deliver value to the communities they serve.

*Graduating from this Academy is not only evidence of technical competence; it is proof of the discipline required to confront complex health challenges with resilience. This moment marks a transition from learning to leadership, where ideas must now meet the realities of constrained resources and evolving patient needs. Every health enterprise carries a duty of care—to protect trust, guarantee safety, and deliver measurable value. Innovation in our sector is therefore a responsibility before it is an opportunity.*



## Academy Impact Presentation

**Dr. Mories Atoki** – CEO, ABCHealth

Dr. Mories Atoki emphasized systematic approaches to identifying high-impact opportunities—leveraging epidemiological data, health system bottlenecks, and market inefficiencies to locate unmet needs that are both socially critical and commercially viable. In presenting the Academy's impact, she demonstrated how data-driven decision-making underpins venture scalability and investor confidence. She linked digital health tools, performance metrics, and governance structures to financing readiness, showing how well-designed enterprises move from pilot interventions to nationally relevant platforms. Her emphasis on alumni networks underscored systems thinking—building long-term institutional ecosystems rather than one-off startups.



*High-impact health opportunities are discovered where epidemiological evidence meets system bottlenecks and market inefficiencies. Entrepreneurs must interrogate data to identify needs that are both socially urgent and commercially sustainable. Scalable ventures are built on measurable performance, strong governance, and digital tools that convert insights into operational excellence. Beyond individual startups, lasting impact depends on alumni networks and ecosystems that institutionalize innovation over generations.*

## Keynote Address

**Professor Folasade Ogunsola** – Vice Chancellor, University of Lagos (UNILAG)

Prof. Ogunsola provided an argument for science-driven innovation in health, emphasizing the critical importance of translating academic research into deployable, evidence-based health interventions. She elaborated on the university's role as an innovation incubator, highlighting structured design thinking approaches that involve iterative prototyping, validation studies, and pilot testing before scaling. She stressed that health solutions must be context-sensitive, integrating local epidemiology, patient behaviors, and infrastructure realities to ensure efficacy and adoption. Prof. Ogunsola positioned academia as a knowledge backbone linking research outputs, talent pipelines, and enterprise ecosystems. She illustrated how universities serve as intermediaries that convert scientific insights into policy-informed innovations, creating a feedback loop where evidence informs health strategies, and market realities inform research priorities.

*Universities must move beyond producing knowledge to engineering solutions that are tested, validated, and deployable within real health systems. Innovation in healthcare is not an event; it is a disciplined cycle of design thinking, clinical evidence, and contextual adaptation. Our responsibility is to ensure that research outputs translate into safer diagnostics, stronger primary care, and resilient public health tools. This requires regulatory literacy, ethical rigor, and partnerships that connect laboratories to communities.*



## Goodwill Message I

**Professor Ismail Ibraheem** – AFRETEC Co-ordinator, University of Lagos

Prof. Ibraheem highlighted the transformative potential of AI, predictive analytics, telemedicine, and smart health platforms to enhance healthcare delivery. He emphasized designing interoperable systems that integrate fragmented healthcare networks, enabling data-driven patient management, early warning systems, and population health monitoring. He stressed that scalable health innovations require modular, interoperable architectures capable of evolving with emerging health challenges and technologies. His insights bridged technology and health delivery, demonstrating how digital infrastructure serves as the backbone for system resilience. By linking health informatics, AI, and governance, he illustrated the capacity of technology ecosystems to enhance efficiency, support evidence-based policymaking, and reduce operational bottlenecks across health systems. He also elaborated on the implications of data breaches, regulatory non-compliance, and patient mistrust, emphasizing robust encryption, access controls, and continuous audit mechanisms as prerequisites for adoption of digital health solutions.



*Digital health will only transform Africa if we design interoperable systems that speak to one another across hospitals, insurers, and public agencies. Artificial intelligence, predictive analytics, and telemedicine are powerful, but without cybersecurity and data governance they can erode trust. Privacy by design, strong encryption, and accountable data stewardship must be treated as core infrastructure. Technology should simplify clinical decisions, expand access to specialists, and strengthen surveillance.*

## Goodwill Message II

**Prof. Nkemdilim Iheanachor** – Senior Lecturer, Strategy and International Business, Lagos Business School

Prof. Iheanachor approached health entrepreneurship from a management and market intelligence perspective, emphasizing rigorous competitive analysis, strategic positioning, and execution discipline. He highlighted the importance of understanding payer landscapes, customer segmentation, value chain dynamics, and regulatory barriers to optimize market entry and product adoption. Prof. Iheanachor integrated business strategy with health innovation, demonstrating that long-term impact and market competitiveness are mutually reinforcing. Sustainable ventures must align with customer needs, operational excellence, and strategic foresight to achieve measurable social and economic outcomes.

*Innovation without strategy does not scale; it remains a promising pilot. Health entrepreneurs must understand payer behavior, value chains, and competitive positioning as rigorously as they understand clinical problems. Sustainable ventures are built on repeatable operating models, disciplined execution, and leadership that manages risk and quality simultaneously. The market rewards solutions that demonstrate clear outcomes and cost efficiency. Impact and profitability are not opposites—they reinforce each other when strategy is evidence-led.*



## Closing Remarks

**Dr. Olayinka Adewunmi** – Acting Director, Innovation and Technology Management Office, University of Lagos

Dr. Adewunmi highlighted the critical importance of innovation governance, intellectual property management, and institutional support structures in ensuring sustainability. She stressed that robust ethical frameworks, transparent IP policies, and structured mentorship programs accelerate commercialization while protecting innovators. Prof. Adewunmi reinforced that effective innovation ecosystems are built on deliberate coordination among universities, regulators, industry, financiers, and communities. She concluded by positioning universities as neutral conveners capable of aligning public health priorities with entrepreneurial energy. When policy coherence, ethical governance, and market incentives intersect, innovation becomes a tool for national development—delivering affordable technologies, skilled jobs, and resilient health systems while safeguarding social justice.



*Intellectual property frameworks, ethics oversight, and technology transfer systems are the scaffolding that converts research into public value. Commercialization fails when institutions lack clear pathways, proof-of-concept funding, and industry engagement. Universities should convene regulators, investors, and clinicians to co-create solutions that are safe, affordable, and locally relevant. When policy coherence meets entrepreneurial energy, innovation becomes a driver of national health security.*

# Graduants Spotlights & Testimonials



**Pharm. Didi Essang**  
AAHE/C1/025

*All I had was a dream and an idea. I knew I wanted to make a difference and that I could, but I was held back by severe anxiety. I knew nothing about running a business, or positioning myself for investment. All the information I saw online were choked with jargons and I felt I was out of my depth. Then I found the ABCHealth Academy and it was like an answer to my prayers. For every question I had, there was already a module covering it in exquisite clarity and depth. Now, I have the confidence to share my solution with the world and the knowledge to ensure it stands the test of time and actually scales globally.*

*The ABCHealth Academy Mentorship Program has been a game-changer. The Mentorship helped me realize how important networking is and how to clearly articulate my goals and skill set. Beyond immediate job readiness, the program helped me step back and think strategically about my career in global health. I gained the confidence, connections, and practical skills needed not only for professional roles, but also to lead projects and build my own initiatives. I now have a clear vision of where I am going in global health and the confidence to get there.*



**Batsani Showa**  
AAHE/C1/056

*My experience at ABCHealth Academy for Health Entrepreneurs (AAHE) was transformative and highly practical. The program combined expert-led sessions, mentorship, and hands-on learning to provide real-world insights into health innovation and sustainable business models. Learning alongside driven peers strengthened my strategic thinking and confidence, and it reshaped how I approach turning health ideas into scalable, impactful solutions.*



**Elijah Adenuga**  
AAHE/C1/004

*AAHE broadened my horizon and sharpened my thinking on building in regulated health contexts. The sessions, mentors, and peer network helped me translate my idea into a clearer MVP strategy and practical next steps. I highly recommend it.*



**Nkem Nwaturuocha**  
AAHE/C1/171

## Graduants Spotlights & Testimonials



**Titilayo Animashaun**  
AAHE/C1/105

*ABCHealth Academy reshaped how I view my work—helping me clarify my niche, strengthen my brand identity, and see how strategy, MVP thinking, and digital tools can support impact, scalability, and sustainability even in holistic practice. The program gave purpose to my silent growth phase, sharpened my entrepreneurial thinking, and positioned Sidra Natural Wellness to confidently bridge traditional wellness with modern health innovation.*

*As an academic lecturer, I participated in this health entrepreneurship program anticipating new tools, but what I received was a paradigm change. The curriculum combined evidence-based practice and lean innovation to help me turn research into reliable social enterprises. Mentorship from industry experts, as well as cross-disciplinary cooperation, spurred concepts that I now incorporate into my teaching and my own startup. This isn't just training; it's a launchpad for scholar-entrepreneurs.*



**Dr. Abiodun Yetunde  
Oyebolaji**  
AAHE/C1/o66

*The ABCHealth Academy training was an exceptionally rich and perfectly tailored experience. Coming from a background in managing complex infrastructure and territorial development projects, I sought to acquire entrepreneurial skills specific to the digital health sector in Africa. I found in this program a remarkable balance between academic rigor and immediate applicability: each module—from corporate governance and legal frameworks, to MVP and Product-Market Fit, from data-driven decision making to market expansion, through to large-scale leadership and financial strategy—enabled me to structure my strategic thinking.*



**Ange Zeby Goba**  
AAHE/C1/224

*Through the ABCHealth program, I deepened my understanding of human-centered design and innovation in mental health. From ideation to acceleration, I learned and was encouraged to embody the vision of MindAfrik, build the right team, and prioritize users feedback and stakeholder engagement. The program reinforced the importance of clear communication, financial stewardship, and periodic evaluation - all of which I've implemented and still implementing in order to gain mastery of them and to strengthen MindAfrik's impact.*



**Ruth Ijere**  
AAHE/C1/028

## Graduants Spotlights & Testimonials



**Sam Adejoh Okedi**  
AAHE/C1/187

*The ABCHealth Academy for Health Entrepreneurs 2025-Cohort has been a defining and deeply affirming experience in my health entrepreneurial journey. Coming into the program, driven by early personal experiences, including the loss of my wife to breast cancer in 2006 and, a strong desire to build scalable, impact-driven health solutions, I was particularly seeking meaningful learning and strong networks—and the Academy delivered both and more. Through practical, evidence-based sessions, peer learning, and powerful testimonials, the program strengthened my business and innovation skills, sharpened my strategic thinking, and renewed my conviction at a time when I was close to giving up.*

*The ABC Health Academy was a transformative experience that provided clarity, structure, and practical tools for building impactful health initiatives. The mentorship, real-life insights, and supportive community empowered me to lead with confidence and purpose.*



**Adeb Chioma Victory**  
AAHE-25/C1/071



**Olawuwo Afeez Olaide**  
AAHE-25/C1/196

*Participating in the AAHE Cohort 1, 2025 at ABCHealth Academy for Health Entrepreneurs was a deeply enriching experience that strengthened my perspective as a health innovation founder. The program offered practical, Africa-centric insights into health systems, policy, financing, and entrepreneurship, delivered by seasoned industry leaders who understand the realities of building in emerging markets. Beyond the curriculum, the peer learning and collaborative environment were invaluable, creating a strong network of purpose-driven health entrepreneurs.*

*My experience at the ABCHealth Academy has been truly transformative. The programme provided deep insights into health entrepreneurship, strengthened my strategic thinking, and equipped me with practical tools needed to refine and scale my business. Each session from market validation to business modelling and investment readiness was led by experienced faculty who shared real-world perspectives that reshaped how I approach impact, sustainability, and innovation. The Academy has not only expanded my knowledge but also connected me to a community of passionate health entrepreneurs who are committed to solving Africa's most pressing health challenges.*



**Zorbari Stephen**  
AAHE/C1/168

# Graduants Spotlights & Testimonials



**Zipporah Adigun**  
AAHE/C1/008

*The journey from a bold idea to a viable proof of concept, successful investor pitches, market entry, and long-term sustainability demands guidance from those who have truly walked the path and continue to lead in the African and global health ecosystem. This is precisely what ABCHealth Academy provided for me and my health entrepreneurship venture. Through the diets, I gained not only theoretical knowledge but invaluable practical wisdom and hands-on business expertise from seasoned mentors. Today, I am fully equipped and deeply committed to applying these insights intentionally, relentlessly to transform my business and contribute to an equitable, innovative African health sector.*

*AAHE was a game-changer. Hands-on workshops gave me real-world skills that instantly boosted productivity. Approachable trainers made learning enjoyable & impactful, turning complex concepts into daily, actionable strategies I still use.*



**Israel Aponjolosun**  
AAHE-25/C1/015

*The ABCHealth Academy for Health Entrepreneurs provided practical, outcome driven training that directly strengthened my ability to scale a maternal health startup. During the program, I gained measurable clarity on business modeling, market strategy, and partnership development, enabling me to refine SerielleHealth's value proposition and growth roadmap for the next 12 to 36 months. The mentorship and peer learning also improved my leadership confidence and decision making, positioning me to pursue strategic partnerships and funding opportunities while maintaining a strong focus on improving maternal health outcomes in Nigeria.*



**Michael Kolade Sunmoni**  
AAHE-25/C1/218

*This program came at a defining moment in my journey as a founder. It did not just teach me how to grow a company - it helped me reconnect with the deeper purpose behind AskCare FemTech: saving women's lives through early prevention. Gaining exposure to other African markets expanded my vision far beyond my initial boundaries and strengthened my determination to build a scalable, locally manufactured solution for cervical cancer screening and treatment. The mentorship, peer community and shared struggles reminded me that I am not walking this path alone, and that every step forward brings us closer to a future where no woman dies from a preventable disease.*



**Dr. Aïssatou Diallo**  
AAHE/C1/127

## Graduants Spotlights & Testimonials



**Professor Ashiyat Akodu**  
AAHE/C1/012

*ABCHealth Academy gave me the opportunity to learn and relearn the unanswered questions about CerviTech. I had a wonderful experience learning from experts in the field of entrepreneurship, and I am happy to be part of the 2025 cohort. Special thanks go to Dr. Mories Atoki and the entire ABCHealth academy team for putting this accelerator program together.*

*Participating in the ABC Academy for Health Entrepreneurs has been an enriching and empowering journey. The Academy exposed me to diverse perspectives on health entrepreneurship, how to tell my brand story, and deepened my understanding of how innovative health solutions can be built and scaled. The structured curriculum, experienced facilitators, and peer learning environment made this program both practical and inspiring.*



**Timilehin Olajutemo**  
AAHE-25/C1/193.



**Eferire Victoria Sodje**  
AAHE-25/C1/057

*As an alumna of the ABCHealth Academy for Health Entrepreneur, Eferire Victoria has learnt how to combine strong clinical expertise with practical skills in planning, collaboration, innovation, and sustainability to promote preventive care, women's health, and community development aligned with SDG 3: Good Health and Well-being. Thank you ABCHealth for being a such a great to platform to learn.*

*The ABCHealth Academy for Health Entrepreneurs is a truly outstanding program with a well-structured and elaborate curriculum, rich resources, and practical study materials. Each module was a masterclass in its own right, thoughtfully delivered across the three progressive stages (Ideation, Accelerate, and Growth) and designed to build real-world, scalable health ventures. The facilitators were high-profile professionals drawn from diverse sectors including healthcare, finance, law, technology, consulting, and development, bringing deep industry insight and global best practices into every session. This program is, without doubt, equivalent to a world-class MBA in Healthcare Entrepreneurship and Venture Building.*



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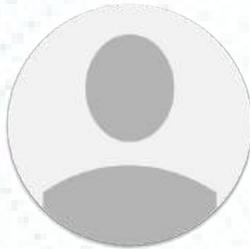
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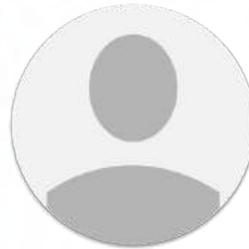
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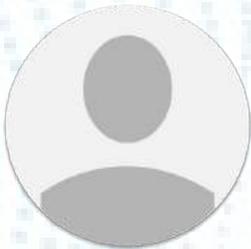
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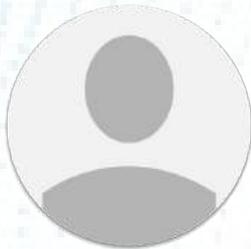
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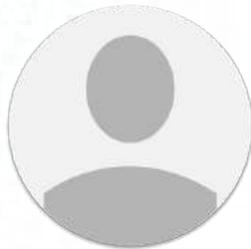
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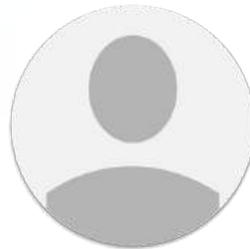
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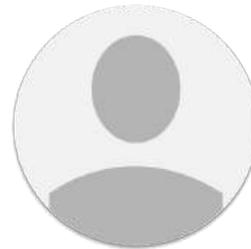
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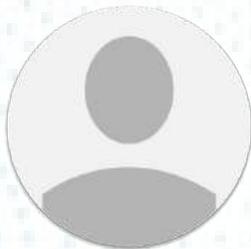
**Nkrumah Isaac**  
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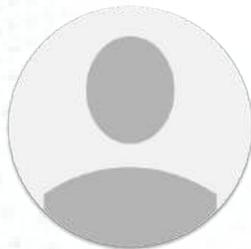
**Odetola Olawale**  
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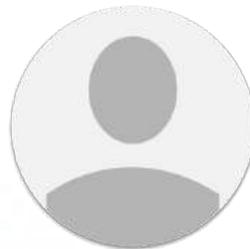
**Odudu Vincent**  
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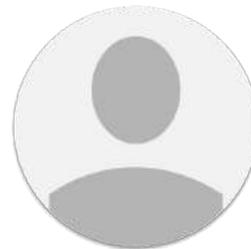
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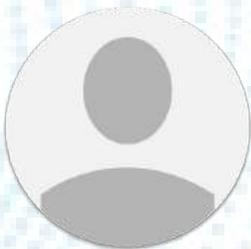
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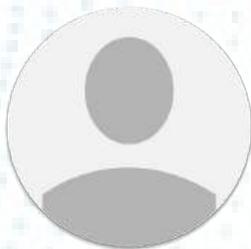
**Osho Mercy**  
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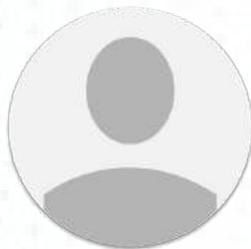
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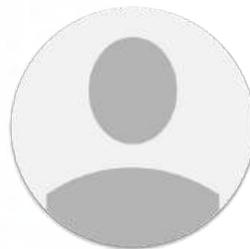
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**Aderoju Favour**  
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**Ibrahim Taiwo**  
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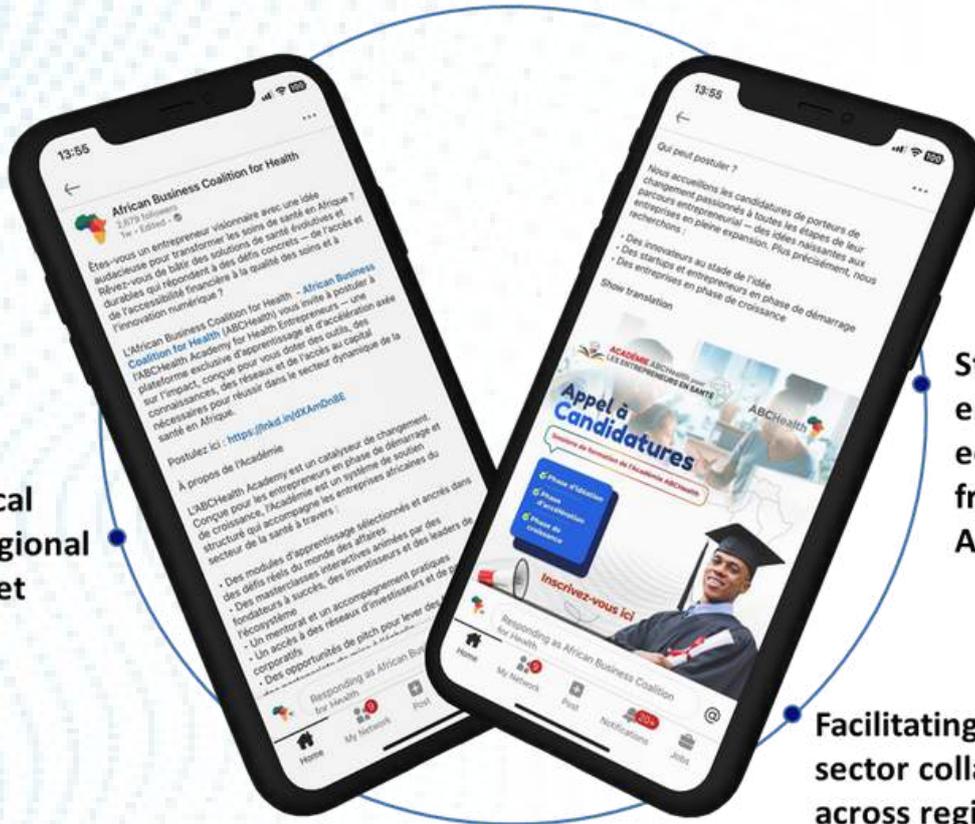


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# Anglophone Africa

ABCHealth Academy for Health  
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# 2026

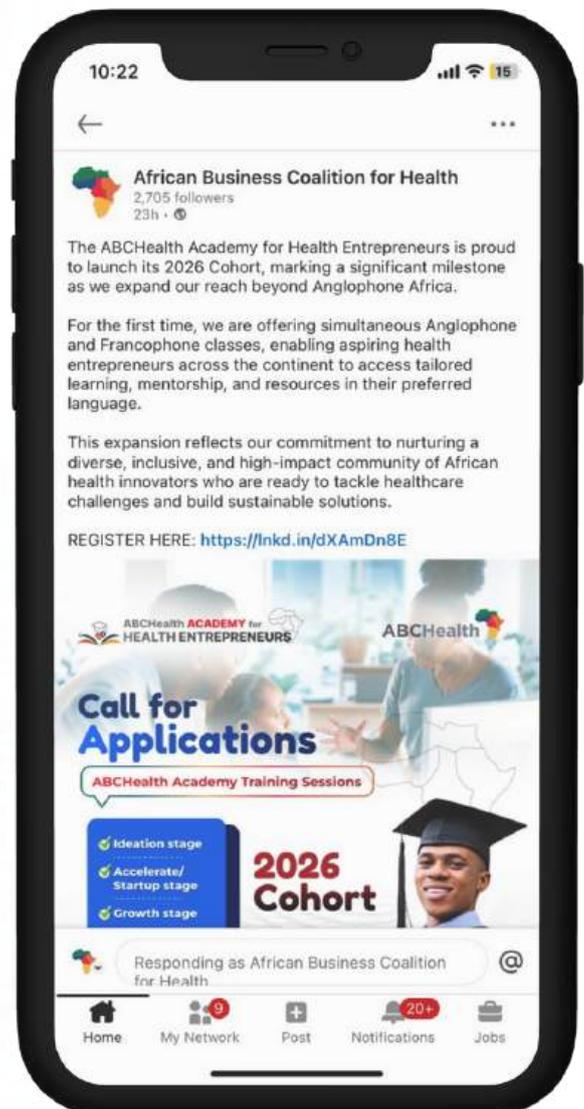
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ABCHealth **ACADEMY** for  
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## Future Outlook

Looking ahead, the ABCHealth Academy for Health Entrepreneurs is positioned to evolve into a pan-African enterprise development platform that deliberately reflects the continent's linguistic, market, and health system diversity. Building on its structured, stage-based model, the Academy's future outlook is anchored in deepening scale, strengthening ecosystem integration, and expanding its geographic and linguistic reach—most notably through a strategic expansion into Francophone Africa.

The planned expansion into Francophone countries represents more than a geographic broadening; it signals a shift toward a truly continental model of enterprise support. By delivering simultaneous Anglophone and Francophone cohorts, the Academy aims to reduce language-based access barriers to high-quality enterprise development support, while fostering cross-regional learning and collaboration among health entrepreneurs operating in distinct but interconnected markets. This bilingual approach will be complemented by context-specific content that reflects differing regulatory environments, health financing structures, and market dynamics across West, Central, and parts of North Africa, ensuring relevance without compromising technical rigor.

In parallel, the Academy is expected to deepen its engagement with regional health ecosystems by strengthening partnerships with investors, development finance institutions, regulators, and large healthcare operators. Future cohorts will increasingly benefit from structured deal-preparation pathways, curated investor exposure, and opportunities to pilot or scale solutions within public and private health systems. This evolution reinforces the Academy's role not only as a capacity-building platform, but as a bridge between early-stage innovation and deployable, system-aligned enterprises.

Over time, the Academy will also place greater emphasis on data-driven decision-making, impact measurement, and long-term enterprise resilience. As participating businesses progress through the Ideation, Acceleration, and Growth stages, the Academy's support architecture is expected to integrate more advanced tools for performance tracking, health impact assessment, and strategic growth planning. This will enable enterprises to demonstrate both commercial viability and measurable contributions to health outcomes—an increasingly critical requirement for attracting blended finance and institutional capital.

The future trajectory of the ABCHealth Academy is defined by its ambition to institutionalize a continent-wide pipeline of investment-ready, system-relevant health enterprises. Through expanded linguistic inclusion, deeper ecosystem linkages, and a continued focus on lifecycle-driven enterprise development, the Academy is positioned to contribute meaningfully to stronger private sector participation, improved health system performance, and sustainable economic value creation across Africa.



# Acknowledgements

The African Business Coalition for Health (ABCHealth) extends its profound appreciation to its visionary leadership—Alhaji Aliko Dangote, President, Dangote Industries Limited and Co-Founder, ABCHealth; Mr. Aigboje Aig-Imoukhuede, Chairman, Access Corporation and ABCHealth; Ms. Zouera Youssoufou, Managing Director/CEO, Aliko Dangote Foundation and Board Member, ABCHealth; and Dr. Mories Atoki, Chief Executive Officer, ABCHealth for their strategic guidance, and sustained commitment to advancing private sector-led solutions for resilient and inclusive health systems across Africa. Their collective stewardship has been instrumental in shaping the ABCHealth Academy for Health Entrepreneurs as a credible enterprise development platform that responds to real market, financing, and system-level gaps within Africa's healthcare ecosystem. Through deliberate governance, policy engagement, and ecosystem convening, the Board's leadership continues to anchor the Academy's mission to strengthen investment readiness, enterprise performance, and long-term sustainability for health businesses operating across diverse African markets.

ABCHealth also acknowledges, with deep gratitude, its Impact and Institutional Partners whose collaboration has been central to the Academy's delivery and outcomes. We sincerely thank SYNLAB, our Impact Partner, for its commitment to supporting enterprise development and strengthening diagnostic and healthcare service delivery capacity across the continent. We equally recognize the Innovation and Technology Management Office (ITMO), University of Lagos, for its institutional partnership and technical contributions, which reinforced the Academy's emphasis on innovation governance, commercialization pathways, and applied enterprise development. In addition, we acknowledge AFRETEC for its strategic support in advancing technology-enabled entrepreneurship and reinforcing the Academy's alignment with digital innovation, market scalability, and cross-border relevance.

We extend our sincere appreciation to the Academy's Faculty members/ Facilitators, whose expertise, dedication, and rigorous engagement formed the backbone of the programme. Through structured learning sessions, practical frameworks, and real-world insights, the facilitators guided participants across the Ideation, Acceleration, and Growth stages—strengthening business fundamentals, deepening understanding of health market dynamics, and advancing investment readiness. Their commitment to applied learning, mentorship, and constructive challenge ensured that participants were equipped not only with knowledge, but with the discipline and strategic clarity required to build resilient and scalable health enterprises.

ABCHealth further acknowledges the High-Level Speakers at the Academy's induction and graduation ceremony, alongside our partners and ecosystem collaborators, whose thought leadership and strategic perspectives set the tone for the cohort. Their contributions underscored the importance of aligning entrepreneurship with health system priorities, regulatory realities, and sustainable financing models. We also thank all partners who supported the Academy through technical input, visibility, and engagement, as well as the participants whose commitment, intellectual rigor, and openness to learning enriched peer exchange and collective growth throughout the programme.

We warmly congratulate all Graduands of the ABCHealth Academy for Health Entrepreneurs. Your successful completion of the programme reflects not only technical competence, but resilience, discipline, and a clear commitment to building impactful health enterprises. As you transition into the next phase of your entrepreneurial journeys, we are confident that the skills, networks, and strategic insights gained through the Academy will position you to contribute meaningfully to health system strengthening, job creation, and improved health outcomes across Africa.

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