



# Government and Nonprofit Collaboration for Systems Change in Africa

**May 20, 2026**

11AM - 12:30PM SAST

## Host



**Shikha Kumar**  
Communications Manager  
The Bridgespan Group

## Bridgespan Speaker



**Ntefeleng Nene**  
Partner  
The Bridgespan Group

## Guest Speakers



**Moussa Diakit **  
Country Support  
Manager  
Amp Health



**Dylan Edwards**  
Director, Business  
Development &  
Partnerships  
Amp Health



**Dr. Rihlat Said Mohamed  
(PhD)**  
Country Support Director  
Amp Health



**Dr. Rhys Johnstone**  
Director of Learning  
Amp Health

# About **Bridgespan**

**The Bridgespan Group** is a global nonprofit consulting and advisory firm that works to build a better world by strengthening the ability of mission-driven organizations, impact investors, and philanthropists to address society's most important challenges and opportunities.



**BOSTON  
NEW YORK**

**JOHANNESBURG  
SAN FRANCISCO**

**MUMBAI  
SINGAPORE**

---

## 2,000+

Engagements with nonprofits, philanthropists, and impact investors between 2020 and 2024

---

## 400+

Employees worldwide

---

## 6

Offices worldwide

# Introduction to Amp Health

- Amp Health helps public-sector health teams and selected partners strengthen the leadership, management, governance, coordination, and learning practices that make delivery possible.
- We work alongside teams to improve how they set priorities, make decisions, use data, track resources, coordinate partners, solve problems, and sustain better ways of working over time.
- Since 2015, Amp Health has partnered with health teams across 18 countries and equipped more than 1,000 people with leadership and management skills. Our work spans malaria, immunisation, community health, disease surveillance, health innovation, adolescent health and wellbeing, non-communicable diseases, tuberculosis, climate-health, and wider health systems strengthening.



**45** health teams supported

**18** countries reached

**1,000+** people equipped with leadership and management skills

---

# Friendly reminders

---



## After today's webinar, we'll send you:

- Webinar recording and slides
- Links to all the resources we mention today



## Use Q&A feature

to submit your questions  
throughout the webinar



## Please complete the post-webinar survey

We value your  
feedback!



# Government and Nonprofit Collaboration for Systems Change in Africa

**May 20, 2026**

11AM - 12:30PM SAST

## Host



**Shikha Kumar**  
Communications Manager  
The Bridgespan Group

## Bridgespan Speaker



**Ntefeleng Nene**  
Partner  
The Bridgespan Group

## Guest Speakers



**Moussa Diakit **  
Country Support  
Manager  
Amp Health



**Dylan Edwards**  
Director, Business  
Development &  
Partnerships  
Amp Health



**Dr. Rihlat Said Mohamed  
(PhD)**  
Country Support Director  
Amp Health



**Dr. Rhys Johnstone**  
Director of Learning  
Amp Health

## AGENDA

### Government and NPO Collaboration for Systems Change

---

Case insight: Country Innovation Platform

---

Panel discussion: Hearing from leaders in the field



# Systems Change – Shifting how a system works, not just what it delivers

Systems change is the deliberate process of shifting policies, practices, resource flows, relationships, and power dynamics to address the root causes of social issues and create a new, more equitable equilibrium

## What is a system?

Interconnected elements that together produce outcomes:

- Policies and regulations
- Institutions (e.g., government, markets)
- Funding and resource flows
- Norms, behaviors, and narratives

*Outcomes persist because the **system is designed that way***

## What system change involves

- Going beyond programs to address **underlying structures**
- Acting across **multiple levers simultaneously**
- Coordinating across **many actors** (government, nonprofits, funders, communities)
- Shifting both **formal systems (policy, funding)** and **informal systems (power, norms)**

Lasting impact requires changing the **system conditions that produce outcomes**, not just improving services within them

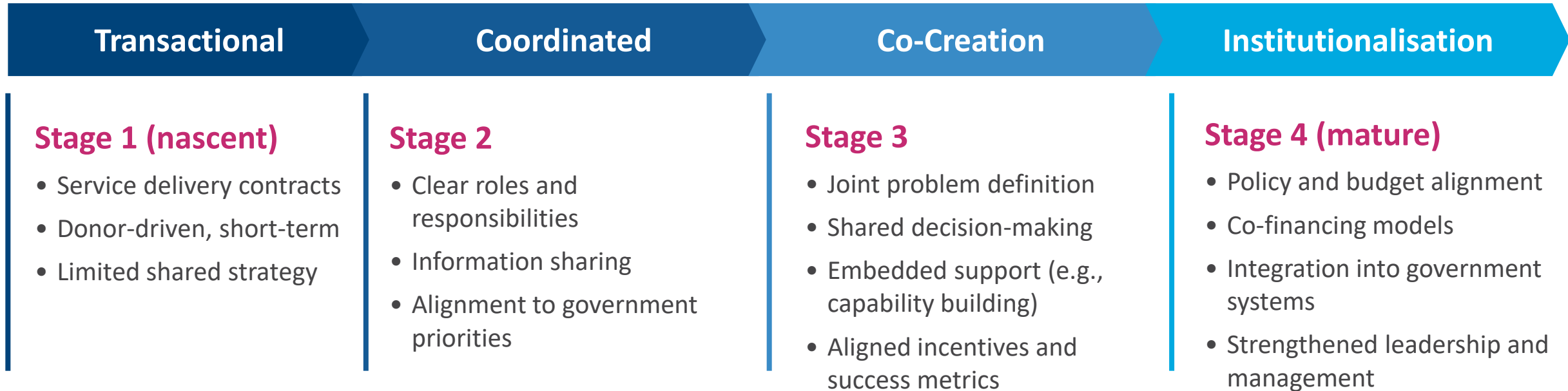
# System change at scale requires government and non-profit collaboration

- Governments are critical as they:
  - Steward core public systems (health, education, climate)
  - Allocate large-scale public resources
  - Set policy, regulation, and accountability mechanisms
  - Provide long-term institutional continuity

- Non-profits play a complimentary role:
  - Closest to communities; surface lived experience and unmet needs
  - Identify failures in the system early
  - Test and de-risk innovations before scale

**Nonprofits identify *what needs to change*. Governments enable *change at scale* through institutionalization within public systems**

# Effective collaboration deepens over time, from transactional engagement to full institutionalisation



**Poll:** Which stage best describes your organisation's current position?

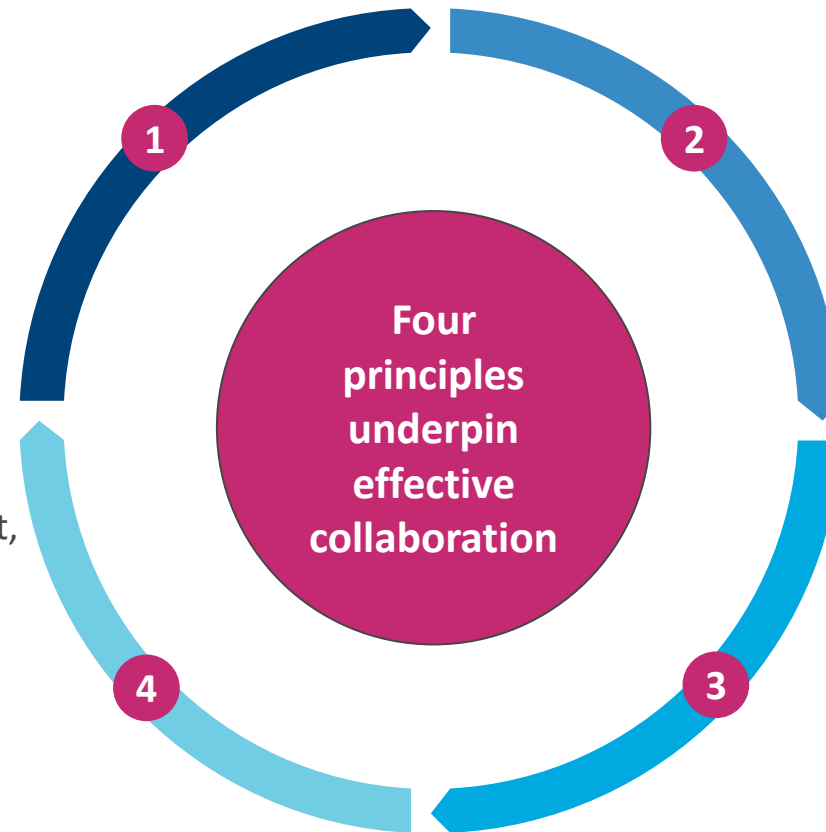
# High-functioning partnerships are defined less by structure and more by alignment across four dimensions

## Clarity of Roles

- Distinct but complementary roles across actors
- Avoid duplication and gaps across the ecosystem
- Reflects broader systems view of multiple interdependent actors

## Alignment of incentives

- Shared success metrics across government, nonprofits, and funders
- Alignment of:
  - Political incentives
  - Funding flows
  - Performance systems
- Critical for shifting power and resource flows, a core element of systems change



## Government Ownership

- Government leads agenda-setting and decision-making
- Nonprofits support—not substitute for—state capability
- Enables durability beyond individual programs or funders

## Long-term engagement

- Systems change is non-linear and long-term
- Requires:
  - Patience
  - Adaptive learning
  - Continuous collaboration across actors
- Short funding cycles undermine sustained change

## AGENDA

Government and NPO Collaboration for Systems Change

---

**Case insight: Country Innovation Platform**

---

Panel discussion: Hearing from leaders in the field



# The Country Innovation Platform enables local innovators to improve health outcomes in Ghana

The Country Innovation Platform (CIP) is a government-led model for health innovation in Ghana

## Focus Area



### Maternal and newborn health

The goal is to contribute to the Ghanaian health ecosystem by testing innovative solutions from across Africa that have the potential to improve maternal and newborn health outcomes and to establish an ongoing, country-led platform for investing in local health innovators.

## Objectives

- 1 Strengthens rural maternal and newborn services
- 2 Embeds innovation solutions in public systems
- 3 Shifts innovation from donor-driven to government-owned
- 4 Builds long-term institutional capacity for innovation

## Partners



# Embedded support helps government build the capability to lead innovation

## How the CIP works – five key steps:



Government leads on problem and solution selection, and integration of innovations within existing health systems

GCC provides proven, rigorous processes for innovation selection and grant management, and funding for innovators

# Amp Health's embedded Management Partner supports government ownership and facilitates engagement between partners

---



Strengthens **leadership and management** within GHS



Improves **coordination and decision-making**



Supports the formation of new **Innovation Desks** nationally and regionally



Advocates for durable **innovation governance systems**



Facilitates **role clarity and engagement** between partners

# Trust develops through repeated, structured engagements, standing meetings, co-led reviews, and transparent processes

---

1 Regular structured engagement



2 Embedded MP as a “translator” in early stages



3 Transparent decision-making processes



4 Clear innovation integration pathways



5 Consistent embedded support strengthens confidence



# System-level impact requires aligned action from NPOs, governments, and funders



## Considerations for NPO leaders:

Align with government priorities

Invest in long-term partnership, not short pilots

Strengthen, rather than replace, government systems

Expect patient, thorough and iterative systems work



## Considerations for government partners

Designate leadership for innovation governance

Maintain clear, documented processes

Engage consistently with NPO support

Use innovation to advance system reforms



## Considerations for funders

Support government-led models

Fund capacity and governance, not only pilots

Encourage embedded support roles within ministries

Prioritise sustainability and integration

## AGENDA

Government and NPO Collaboration for Systems Change

---

Case insight: Country Innovation Platform

---

**Panel discussion: Hearing from leaders in the field**



# Panel Discussion

---



**Dylan Edwards**

Director, Business Development &  
Partnerships  
Amp Health



**Moussa Diakité**

Country Support Manager  
Amp Health



**Dr. Rihlat Said Mohamed  
(PhD)**

Country Support Director  
Amp Health

# Stay Connected:



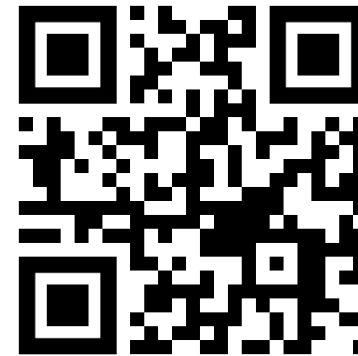
[Publications@Bridgespan.org](mailto:Publications@Bridgespan.org)



[www.bridgespan.org/newsletters](http://www.bridgespan.org/newsletters)



[@BridgespanGroup](https://twitter.com/BridgespanGroup)



For more information on Amp Health, scan the QR code or visit: <https://bio.site/amphealth>



