1. **Background of the Program**

Emerging Public Leaders of Ghana (EPL Ghana) is a Ghana-based nonprofit that aims to cultivate Ghana’s next generation of public servants. In a public-private partnership with the Government of Ghana, EPL Ghana’s mission is to help the Government deliver on its goals of economic growth and development by improving public sector performance in Ghana through its Public Service Fellowship Program. The Public Service Fellowship is designed to fill the government’s capacity gaps by recruiting young and outstandingly talented Ghanaian graduates and training them to become capable public service leaders. The fellowship provides university graduates with two years of guaranteed employment in government agencies and ministries, where they gain first-hand experience in public policy implementation and government administration. Fellows’ work experience is supplemented by responsive training and mentoring designed to enhance on-the-job performance. Participants build skills, networks, and leadership aptitude they need to become effective civil servants. Simultaneously, the Agencies and Ministries where Fellows serve benefit from their expertise to advance organizational goals.

Emerging Public Leaders was created to build upon the success of the Public Service Fellowship program delivered in Liberia by the President’s Young Professionals Program (PYPP), which has, since 2009, recruited and placed 160 fellows across twenty-five government institutions in Liberia. Today, 80%+ of these Fellows remain employed in Liberia’s civil service, where they have become integral parts of government operations. A 2016 evaluation of the program conducted by Princeton University concluded that the program is fulfilling its mission. Emerging Public Leaders is working to replicate the Public Service Fellowship model in new countries. In 2018, Emerging Public Leaders launched in Ghana. Three years later, EPL’s network of Fellows has grown to 60 Fellows working across 15+ ministries and agencies.

1.1 **Program Components**

Emerging Public Leaders’ Public Service Fellowship consists of 6 program components: i) rigorous application, recruitment, and placement, ii) responsive skills training, iii) performance management, iv) mentorship and supervisory support, v) community engagement, and; vi) alumni engagement and ongoing career development support.

1. Rigorous application, recruitment, and placement
○ Recruitment - Candidates go through a rigorous application process, which includes a blind review process that replaces applicant names with ID numbers. Candidates are evaluated based on a series of tests and multiple interviews. This vetting ensures individuals with the right skills and motivation are selected.

○ Selection - The top twenty candidates are selected for their overall program fit, which includes their strong interest in a career in public service, sense of ethics, critical thinking skills, and leadership potential.

○ Placement - Fellows are assigned to key government ministries and agencies on both a needs and administrative priority basis. In Ghana, we have recruited 60 Fellows since 2018 and have placed them across 15+ institutions, including the Ministry of Finance, Ministry of Health, and Ministry of Gender

2. Responsive skills training: Fellows receive training on a range of soft and technical skills, including leadership and sense of self, effective communication, financial management, and data management. The orientation and training curriculum are designed to fit the priorities and objectives of Fellows’ assigned ministries.

3. Performance management: Public Service Fellows are evaluated semiannually through a 360-degree evaluation involving themselves and their respective supervisors. This helps us to sufficiently identify their strengths and weaknesses and collectively develop plans to improve their overall performance.

4. Mentorship and supervisory support: Each Public Service Fellow is paired with 2 qualified mentors who provide on-the-job support and coaching. One mentor is from the private sector (e.g. development agency, corporate, non-profit) and the other mentor is from the public sector (typically a mid to senior-level civil servant). The selection of 2 mentors is meant to enhance the fellow’s professional development as an entry-level professional. These mentors are invited to join the Fellowship program based on their professional background and desire to mentor youth and embrace the Fellowship’s values. Mentors are ultimately instrumental in shaping the professional development and growth of Fellows over the 2 years.

5. Community Engagement: The Community Engagement component of the Public Service Fellowship program differs according to the country of operation. In Liberia, Fellows embark on immersion excursions, which are week-long programs where they are taken to rural communities outside of Monrovia to learn and see the workings of local governance. In Ghana, Fellows work together to design and complete their own community impact projects on a semi-annual basis.

6. Alumni engagement and ongoing career development support: Post-Fellowship, Public Service Fellows are connected with the broader alumni network across fellowship
programs in Ghana, Liberia, and beyond. They are also provided with tools and resources in order to support their continuous learning and professional development.

2. Project Overview

This project aims to strengthen the mentorship component of our Public Service Fellowship by redefining the mentorship program, including criteria and support for recruiting mentors, creating standardized mentoring guidelines and robust training curriculum to better support the mentors’ and fellow’s professional development, with the goal of creating a topline mentoring experience for our Public Service Fellows across every country program.

This will help Emerging Public Leaders identify potential programmatic gaps and position us to articulate better the Public Service Fellowship’s impact on the fellows and the institutions they serve.

2.1 Current EPL Ghana Mentorship Program Guidelines

Below are the current guidelines provided to mentors:

Overview of the EPL Ghana Mentorship Program

Mentorship is one of the key pillars of the EPL Ghana Fellowship Program. It is a component of the program that aims to build the confidence, leadership capabilities, and self-esteem of the EPL Ghana Fellows so they are able to take control of their own development and career. Mentors (Professionals) will guide the Mentees (EPL Ghana Fellows) in developing their capabilities through providing guidance, emotional support, motivation, and role modeling.

Role of EPL Ghana Mentors

- Take a long-range view of mentees’ growth and development;
- Provide advice, guidance, and feedback; share their experience and expertise as appropriate; act as a sounding board for mentees’ ideas and future goals;
- Offer encouragement to help mentees believe in themselves and their leadership and professional capabilities;
- Create a paradigm shift in how mentees think and act;
- Empower mentees to become changemakers within the Ghanaian public service;
- Be a “truth-sayer” - push mentees to take risks when appropriate; help mentees consider and weigh potential consequences of decisions and actions to avoid the pitfalls and predictable surprises that may occur;
- Identify resources that will help mentees with personal development and growth, such as recommending books, workshops, or other learning tools;
- Encourage mentees to join networking organizations and facilitate introductions.

Tenure of Mentorship
1. Mentors will be assigned to a select number of mentees (maximum of 3) for a period of two (2) years.
2. Mentors who have less than 3 mentees assigned to them may be given new mentees when EPL Ghana recruits a new cohort.

EPL Mentorship Program Modalities

1. **Mentor-Mentee matching**
   a. Mentors will each be assigned a maximum of 3 mentees;
   b. Mentors are paired with Fellows based on Fellows’ preferences (Fellows are given the bios of mentors and are allowed to identify their top 2 choices).

2. **Frequency of interactions**
   a. Mentors must meet with their mentees at least once every three (3) months, and keep those appointments faithfully;
   b. Mentees should have access to their mentors via pre-agreed communication platforms (e.g. WhatsApp, Email, Facebook, etc.).

3. **Reporting (Monitoring & Evaluation)**
   a. Mentors and mentees will be responsible for reporting their progress to EPL Ghana every six (6) months.

The Mentoring Process

1. **Initial Meeting**
   o Explain the purpose of the mentoring relationship
   o Format of the meetings and how they will work
   o What you (the Mentor) will commit to and your role
   o Expectations of the mentor and mentee

2. **Mentoring Sessions**
   o Discuss the EPL Fellows experiences
   o Identify objectives and areas of development
   o Identify strengths and achievements
   o Set targets for future actions and create opportunities for mentees to gain experience

3. **Moving On**
   o Review and sign off on objectives
   o Help the mentee identify the next steps
   o Self-reflection and review on the effectiveness of the relationship for both parties

Benefits of Being an EPL Ghana Mentor

1. Opportunities for mentors to raise their profile through facilitating seminars, workshops, discussions through the EPL network
2. Partake in EPL Ghana sponsored trainings for professional development
3. Networking opportunities
4. Access to resources as part of the EPL network
5. Opportunity to make a positive impact in the lives of talented Ghanaian youth
Reporting

1. **Mentor**
   Mentors will be required to report on their successes chalked as well as challenges encountered
   o This includes an evaluation of their relationship with their mentee

2. **Mentee**
   Mentees will be required to provide updates on their relationship with their mentors
   o This includes an evaluation of their progress as a result of their mentorship relationships

3. **Scope of Work**
   The main deliverables of this project will include:

   1. **Create Diagnostic report with recommendations on how to improve mentorship program**
   2. **Design Criteria, Selection, and Matching Methods for Mentorship Program**
   3. **Design 2 Reference Guides for Mentorship Program**
      a. Reference guide-book to help new mentors build an effective mentorship relationship
      b. Reference guide-book to help new mentees build an effective mentorship relationship
   4. **Design a 1-day orientation and curriculum for 4 training workshops for mentors (5 days total)**. The orientation would take place at the beginning of each fellowship cycle, and trainings would take place semiannually to offer coaching and mentoring skills for mentors.
      a. Training topics could include, but are not limited to:
         i. Developing a growth mindset within youth
         ii. Gender-specific approaches in mentoring
         iii. Preparing young people for workplace success
         iv. Program-relevant topics (i.e., lessons specific to mentor youth in public service)
   5. **Facilitate 1-day training session for mentors led by the Consultant/Firm**. The subsequent trainings would be subsequently carried out by the EPL Ghana team every 6 months.
   6. **Create an outlined list of prospective workshops and events for mentorship program over 24 months**
   7. **Develop criteria and tools to evaluate the mentorship program annually**
4. **Intended Goal of the Project:**
The project explicitly targets the mentoring component of the Public Service Fellowship model. The goal is to understand better how the mentorship program: 1) influences fellows’ skills acquisition, 2) could be improved to deliver stronger outcomes for fellows, 3) can be modified to suit other country programs, and; 4) could be adopted by the larger public sector as an essential capacity-building tool for personal and professional growth of public servants.

5. **Submission Instructions:**
A detailed proposal and budget outlining expenditures taken to conduct the project between April - May 2021 should be sent to Mariam Badi, EPL Program Manager, at mariam@emergingpublicleaders.org by **Wednesday, March 10, 2021**, using the subject line “Consultant/Firm Name - EPL GHANA MENTORING”

The proposal should include:
1. Consultant/Firm Profile
2. CVs
   - CV of Project Lead
   - CVs of all team members indicating relevant experience (if applicable)
   - 1 - 2 sample relevant past working samples by Consultant/Firm
3. Summary of Relevant Experience
4. Project Plan
   A. Overall Objectives
   B. Related Previous Work
   C. Work Plan and Timeline
5. Budget
   - Itemized descriptive budget of costs. Proposal budgets should be within the $18,000 - $20,000 range. Please identify any budget assumptions and articulate the value for money of the proposed approaches.

6. **Questions**
Questions on the scope of work should be sent to info@emergingpublicleaders.org, with the subject line: “SoW Questions - EPL GHANA MENTORING”