VISION
A prosperous and equitable Africa, fostered by good governance.

MISSION
We partner with governments and local organizations to rigorously identify public service professionals who are committed to practicing and promoting good governance throughout Africa. With our support throughout their career journeys, this diverse network of leaders influences and strengthens their country’s institutions for delivering democracy with excellence, care, innovation, and integrity.

VALUES
We keep our word and act ethically.
We uphold high-quality standards.
We develop collaborative relationships/partnerships that are responsive to country and citizen needs.
We promote effective and inclusive leadership as we help develop public servants who put citizens at the center of their work.
We strive to exceed expectations and we transparently communicate our impact and efficiency to our stakeholders.

Cover photo: Christabel Odonkor, Ghana Cohort V fellow, participating in a training session in 2023.
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Message from the Board Chair

As Emerging Public Leaders approaches the 15th anniversary of our first fellowship program launched in Liberia in 2009, this report of 2023 highlights our journey and achievements. Our initial aspiration was to establish a pan-African network of civil service leaders devoted to good governance; we could have never envisioned all that Emerging Public Leaders has since become. The milestones achieved last year suggest that 2023 will be remembered for being as consequential as our founding in 2009.

In 2023, we witnessed significant achievements across the Emerging Public Leaders network, transformative growth in our country programs, and new leadership for the global organization characterized. We adopted a new strategic plan, which charts a path toward 1,000 Fellows by 2027, ensuring at least 50 percent are women. In Liberia, Ghana and Kenya, our existing programs continued to grow their ranks of Fellows and alumni. Additionally, we laid the groundwork for a fourth program in Malawi, which is set to welcome its first Fellows in 2024. The EPL family has gained recognition for its impact and expertise in cultivating ethical and well-equipped public leaders, increasing participation in international conversations on leadership, sustainable development, accountability and democratic governance, and citizen-centered governance.

Organizationally, Emerging Public Leaders welcomed an expanded leadership team this year including a new Executive Director: exceptional veteran NGO leader, Abigail Kajumba. The Board of Directors and I remain grateful to Caren Wakoli, our lead partner in Kenya, for serving as interim executive director and ensuring EPL’s momentum continued during the transition. New directors based in Accra, Monrovia and Nairobi have joined our Board, enhancing our group of volunteer governors with their talents, energy, experiences, and networks, which have been invaluable to our organization’s growth and evolution.

Finally, I would like to express my deepest appreciation to the entire Emerging Public Leaders network — our Fellows, alumni, mentors, supervisors, trainers, country and global teams, partners, and champions — who continue to inspire and drive our mission forward. With your support, we are advancing ever closer toward a prosperous and equitable Africa, fostered by good governance.

With gratitude,

Betsy Williams
Chair, Board of Directors

Left to Right: Caren Wakoli, former President Ellen Johnson Sirleaf, and Betsy Williams

Photo Credit: Center for Global Development
Liberian Fellows from Cohort X stand in front of a sculpture in Maryland County on their immersion excursion where they meet community members and studied the impact of policy on service delivery.
Message from the Executive Director

I feel privileged to have joined this incredible community of Emerging Public Leaders during the second half of 2023. I am inspired to play my part as we strive towards a prosperous and equitable Africa, fostered by good governance.

As I represent Emerging Public Leaders globally, I am struck by how aligned our small organization’s mission is with the objectives and imperatives of the broader world. Having spent a significant portion of my professional career in my home country of Uganda and more than 20 other African countries, I have seen firsthand how strong leadership can drive progress and change. Achievement of the Sustainable Development Goals adopted by the United Nations depends on inter-country cooperation, certainly, but success also fundamentally relies on individual leaders — from presidents and their ministers, to local directors of essential government services, and to emerging public leaders.

Our alumni and current Fellows are influencing policy and practice at every level, with some aspiring to be their countries’ future heads of state. This could soon become a reality, for instance in Liberia, where our founders’ theory of change has come to fruition. There, alumni of the President’s Young Professionals Program have advanced over the last 15 years from the junior ranks of civil service to senior roles in the new administration including assistant ministers, deputy directors, and directors. Having spent time with our Fellows and alumni in Ghana and Kenya, I know their trajectories are just as promising.

Throughout this report, you will learn more about the impressive people who make up the Emerging Public Leaders network. You will see how we are leveraging our ever-expanding pan-African network for knowledge sharing, innovation, inspiration and impact. With a clearer division of roles and responsibilities, our global and country teams are well-positioned to drive our mission forward. In the year underway, we are strengthening our program’s curriculum, collaborating with alumni to build a mutually rewarding post-fellowship experience, being ever more intentional about women in leadership and inclusion, and establishing new partnerships.

A year from now, I look forward to reporting on our expansion into Malawi and additional countries, our progress in recruiting and empowering even more women in the civil service, and our deepening impact on systems change throughout Africa. I also anticipate sharing that we have partnered with more funders and supporters of Emerging Public Leaders, in addition to the champions acknowledged in the following pages.

I am deeply grateful for the warm welcome I have received as executive director. An elegant legacy of leadership has guided Emerging Public Leaders since its earliest days, including the impact of Caren Wakoli, interim Executive Director, into the first half of 2023. I will build upon the legacy of former President Sirleaf, and EPL leaders, from whom I have inherited a strong foundation.

I look forward to the journey ahead and thank you all for being part of it.

Warm regards

Abigail Kajumba
Executive Director
Abigail Kajumba speaks to Alumni from Liberia, Ghana and Kenya as the new Executive Director of Emerging Public Leaders.
Throughout 2023, Emerging Public Leaders continued to expand and build on our proven model. At the core, this involves meritocratic recruitment and selection, responsive training, and support for young graduates in Kenya, Liberia, and Ghana to become Africa’s future public leaders - building a pipeline of decision-makers and policy makers committed to excellence, professionalism and good governance.

In total, 132 young public servants (46 percent women) graduated from our fellowships programs in 2023, supported by more than 400 specially trained mentors, supervisors and facilitators in the public and private sectors.

We also expanded our alumni network in each country – connecting, mentoring, and training – as they undertake their work at all levels of the public service, contributing to their departments and communities. These new professional networks are a contribution to critical changes across nations and the continent.

**Our Approach**

1. Meritocratic and transparent recruitment
2. Professional work placement in a key ministry or department
3. Mentorship and professional development support
4. Community service and policy engagement projects
5. Performance management and appraisals
6. Alumni engagement and long term career development

Follows EPL trained, recruited and placed by 2027 women into the civil service across African countries.
At a Glance - 2023

115 young public leaders rigorously selected from 1,554 applications

476 Mentors, supervisors, and facilitators supported Fellows’ career journeys

34 weeks of in-person trainings, and four online learning modules delivered

67 ministries, departments, and agencies hosted Fellows, alongside 10 CSOs and private sector organizations

132 Fellows graduated, joining our Alumni network of 400+ diverse leaders

99% in full-time employment upon graduating

>400 young professionals in a diverse network of leaders

46% women, 6% are people with disabilities

04 public administrations, serving 112 million people, partnering EPL
Africa Overview

In 2023, we continued to support our country partners in the delivery of high quality fellowship programs, alumni networking, capacity building support, and knowledge sharing and learning. Collectively, this network of young leaders is driving change towards strengthening institutions and good governance.

Our data revealed that individually, Fellows excelled in their training and work placements in all three countries. In Ghana, 85% of supervisors reported that government capacity was improved due to the inclusion of Fellows and 99% of Fellows said they were confident in taking on leadership roles.

In Liberia, where elections caused some government processes to slow down, 62% of supervisors still reported an increase in capacity, and 96% ranked Fellows' performance as better than non-Fellows. Liberia also reported that 10% of Fellows are being promoted within two years of graduating from the fellowship which is an indicator of accelerated career progression.

In Kenya, our partner supports young leaders already in-service, and their supervisors reported high levels of satisfaction in their Fellows' performance. 91% of their Fellows surveyed last year said they were committed to remaining in the public service and were actively contributing within their respective ministries, departments, and agencies.

Regional partnerships

Emerging Public Leaders work within a community of partners who contribute to expanded opportunities and excellence in public service. This past year, we formalized partnerships with the African Leadership Academy for Governance Network (AL for Governance), and built on the strong relationship with the People First Community and Teach for All. Our directors and country directors continued to support our regional partner, AAPAM, sharing our knowledge and learning at their annual conference in Lusaka, Zambia.

New country - Malawi

In 2023, our leadership team developed and finalized plans for a new country program launch in Malawi, in partnership with the Mastercard Foundation.

Our Executive Director’s engagements at UNGA 78 in New York with the Office of the President and Cabinet of Malawi, culminated in the signing of an MOU in Lilongwe in November that marked the beginning of a new collaboration to deliver a flagship public service fellowship for young leaders in Malawi. The inaugural cohort is scheduled for September 2024.
Gender equality, diversity, and inclusion

In 2023, our Public Service Fellowship programs in Liberia, Ghana and Kenya increased resources into recruiting more women, people living with disabilities and internally displaced youth. In 2024, we are prioritizing this and working with our partner, the Mastercard Foundation, to make sure we meet our ambitious targets of 70 percent women Fellows in new cohorts by 2027 (currently 46 percent).

In response to feedback from our country partners and women leaders in our alumni network, we also co-created a new Women in Leadership program with our partner in Ghana. Funded by Co-Impact, this two-year pilot - launched in January 2024 - seeks to increase the numbers of women in leadership positions within Ghana's public service and promote gender equality for women and girls in the most marginalized communities.

African governance networks

Emerging Public Leaders was a crucial partner in a series of in-person events designed to foster collaboration and knowledge sharing among prominent youth leadership networks across Africa. Events in Lesotho and Kenya were part of the AL for Governance Network Consortia, a collaboration between Emerging Public Leaders, the African Leadership Academy and the Ellen Johnson Sirleaf Center for Women and Development supported by the Friedrich Naumann Foundation. More than 100 government, civil service and youth activists participated in the events with more planned for 2024.

Leading with impact

A new monitoring and evaluation framework was developed in 2023. We worked with PYPP Liberia, EPL Ghana and the PSELF team in Kenya to better understand and measure the value and impact of our work. Building on years of individual success stories and qualitative understanding, with the support of the leadership team, Emerging Public Leaders will work across countries and programs to understand, adapt, learn from and refine our work to deepen impact and expand our footprint.

Leadership and capacity

Perhaps most importantly, in 2023 Emerging Public Leaders built an outstanding leadership team. Located across the continent, Emerging Public Leaders has the organizational capacity and growing staff to support its ambitious vision and mission. With deep thanks to Caren Wakoli who served as Interim ED from 2022-2023, Emerging Public Leaders welcomed Abigail Kajumba along with several other key staff in 2023.
Country Focus | Ghana

In 2023, Emerging Public Leaders celebrated five years of delivering our flagship fellowship program in Ghana through our partner, Emerging Public Leaders in Ghana, and in close collaboration with the Government of Ghana, the Mastercard Foundation and various public sector partners.

Under the leadership of country director, Juliet Amoah, EPL Ghana hosted a series of events to celebrate this important milestone, and throughout the year, successfully launched a number of new initiatives that diversified and broadened EPL Ghana’s portfolio of public service leadership programs.

Fellowship highlights

The year featured changes; initially a two-year leadership program, in 2023, EPL Ghana shifted to a one-year program for upskilling young professionals for more effective leadership and preparing them for entry to the public system and public administration.

Expanding to the wider public service beyond ministries, was another successful evolution. In 2023, Ghana broadened their placements of Fellows to public service institutions such as the Ghana Commodities Exchange where the program placed four Fellows. The program began working with policy-facing Civil Society Organizations (CSOs) and successfully placed Fellows in at least three CSOs as part of building a critical mass of young people who are influencing government directly and indirectly as duty-bearers in public service agencies.

New programs

2023 was characterized by diversifying into new programs, leading on gender and peace initiatives, including piloting a new women in leadership project with partners Co-Impact and the Office of the Head of Civil Service (OHCS). Announced in 2023, the initiative, Women on the Rise: Tackling Gender Barriers to Women’s Leadership within the Public Sector, seeks to strengthen the Public Service to address gender barriers towards a more systemic change that embraces inclusivity and ensures that no one is left behind.

A gender and empowerment initiative in partnership with the African Women Leaders Network and Women, Media, and Change from August 2023 further demonstrated EPL Ghana’s commitment to gender equity and inclusion.
In December, EPL Ghana also launched the Professionals Engaged Against Conflicts and Endangerment (PEACE) Fellowship Program. A unique partnership with the U.S. Embassy in Ghana and supported by the Foundation for Security and Development in Africa (FOSDA), The PEACE Fellowship is a 12-month program that upskills public sector security professionals to provide critical security services in Northern, Upper East, and North-East regions of Ghana through a series of trainings and community engagements. Additional partners including the Ghana Peace Council, the Ministry of Interior, and other stakeholders within Ghana’s peace and security sector.

**Alumni network**

Throughout the year, in partnership with the Office of the Head of Civil Service (OHCS), EPL Ghana continued to share learning on the recruitment and management of high-performing talent, specifically young professionals. With an increasingly robust understanding of EPL’s methodologies and best practices, in 2023, OHCS remained an invaluable ally in interfacing with the relevant line ministries and absorbing the 20 Fellows from the fourth cohort who graduated despite a hiring freeze. Additionally, OHCS committed to new projects through the Women on the Rise program planned for 2024 and 2025.

Leadership gatherings including the popular “By the Fireside Chat” events, the new Thought Leaders Arena, and mentorship and coaching opportunities served as cornerstones of the network in Ghana. This included linking activities to global and UN calendars and convening young Fellows from UNFPA’s Young Leaders Program, the YALI program, and other local networks of young Fellows to create convening points for young professionals.

2023 also ushered in the development of more streamlined policies for effective systems and workflow at EPL Ghana. The systems are aimed at improving how work is delivered and enhancing value for money and sustainability. EPL Ghana is also examining further leveraging technology to improve the way that work is delivered, expand the knowledge and skills of alumni through self-paced learning, and for internal application to tighten recruitment processes and enhance data integrity.

**Cohort V Mentorship Spotlight**

For five years, Ghana Fellows have been paired with mentors from both the public and private sectors to provide practical guidance and support. Mentors and supervisors both complete orientation and training alongside the Fellows to provide further of support to our emerging leaders.

- 25 Fellows in Cohort V
- 09 Mentors
- 19 Supervisors across various Civil Society Organizations
Team building is a critical part of Ghana’s week-long orientation to the Fellowship program. After finishing their practical training in Microsoft, ethical leadership in the public sector, and an introduction to EPL, Cohort V hiked through the mountains outside of Accra and bonded as a team of young professionals.
Prince Forson (Cohort V) served as a public relations officer at the Gold Coast Literacy Program, where he won multiple grants for the NGO to expand its programming in the Accra region. Building on his passion for community development and experiences championing the welfare of over 4,000 students at the University of Ghana, he is eager to contribute and recently accepted a position in the civil service.

Esther Spio (Cohort I) attended the United Nations 78th General Assembly sessions as the youngest member of Ghana’s delegation from the Ministry of Finance. Esther exemplifies the agency of young women in government as a member of various committees including the Chief Director’s technical working group on health, UNESCO’s Ghana Heritage Commission, IFCD proposal review committee, and the technical working group for the Vulnerable 20 (V20) group.

Abdul Gafaru Dasana Amin (Cohort III) spoke about the internal and external impact of A.I. and the digitalization of Ghana’s public service on the alumni podcast in 2023. He cited his experience at the Ministry of Finance, sharing how leveraging technology has improved the passport application process, while also improving wellness for public servants like himself.

Deborah Nana Ama Abbey (Cohort V) was honored with the Founders Award in October 2023, recognizing her unwavering commitment to the Fellowship Program, outstanding achievements within her workplace, and her service as her cohort’s ambassador. Deborah serves at the West Africa Civil Society Institute and aspires to become a human rights lawyer to defend the rights of women and children in Ghana.
Launched in 2021, the Public Service Emerging Leaders Fellowship (PSELF) program continues to expand rapidly and distinguish itself as a premier leadership development program for a new generation of ethical young leaders who are prepared to transform Kenya’s public service to overcome inefficiencies and improve public governance. With 112 Fellows now graduated (48% women), PSELF has become EPL’s fastest-growing program.

Fellowship highlights
In 2023, the second cohort of 65 future civil service leaders began their Fellowship training. The 12-month inclusive leadership development program targets young civil servants and is focused on public-sector leadership development, ethics cultivation, and citizen-centered government delivery. PSELF is a tripartite partnership with Kenya’s Public Service Commission (PSC) and Emerging Leaders Foundation-Africa (EFL-Africa).

Through four week-long training segments, developed in collaboration with the Chandler Institute of Governance and delivered throughout the year, Fellows worked diligently with their trainers and supervisors to develop best practices in citizen-centered policy design and strengthen trust in the public sector through ethical leadership.

During the program, PSELF facilitated a blend of hard and soft skills training, incorporated more bootcamp and experiential learning sessions – rather than only lecture-style training – for more effective learning, and undertook continuous evaluation of the program to track progress and areas for improvement. This entailed drawing support from the program steering committee for quality assurance, as well as internal periodic monitoring, evaluation, and learning (MEL) to receive Fellows’ feedback and gauge their growing level of knowledge.

Capstone projects were one of the highlights of the training in 2023 equipping Fellows with practical skills in problem identification and solving, policy formulation, implementation, and follow-up. The projects also offered Fellows practical learning experiences and encouraged
teamwork and collaboration – bringing them together with senior policy makers to present their ideas for policy innovations while exposing them to best practices from Kenya and globally. The aim is to ultimately enhance efficiency and equitable service delivery.

All the topics covered throughout the training recorded an average increase of 70% in knowledge and newly acquired skills.

As part of fostering co-creation with Kenya’s Public Service Commission, PSELF continued to engage the Fellows’ direct supervisors as integral stakeholders and contributors to the success of the PSELF program. PSELF engaged Fellows’ supervisors through: briefing meetings on the schedules; objectives, segments, and expected outcomes; leadership seminars on providing effective workplace support; and training and information sessions on models of mentorship.

Alumni network

Emerging Public Leaders alumni network provides networking opportunities with peers in Ghana and Liberia and supports Kenya’s most promising young public servants for future leadership roles. Once Fellows graduate from their national programs, they join the regional network of alumni as well as their national associations for on-going career development and peer engagement.

As a partner, Emerging Public Leaders undertook some workplace site visits to assess Fellow and Alumni experiences. In May 2023, EPL Founder and Board Chair Betsy Williams accompanied the Kenya team on site visits to alumni and Fellows at their respective workstations to engage with them and their supervisors on the impact of the fellowship program in their areas of work. They visited the Public Service Commission (PSC), the Jomo Kenyatta International Airport (JKIA), and the Westlands Subcounty Children’s Office. Following the visits, PSELF and EPL made several recommendations towards improving the effectiveness and sustainability of the program. This included increasing awareness about the program among supervisors and other staff, establishing more alumni engagement activities, ensuring an even more diverse mix of facilitators, improving motivation and work environments, and encouraging collaboration among Fellows, alumni, and staff.

By the Numbers: PSELF Cohort II

<table>
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<th>By the Numbers: PSELF Cohort II</th>
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<tr>
<td>1,174 Applications Received</td>
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<tr>
<td>889 Completed Essays (indicating high interest and dedication)</td>
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<tr>
<td>Gender Balance</td>
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<tr>
<td>48% Women 52% Men</td>
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<tr>
<td>Diversity</td>
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<tr>
<td>31 Ministries, State Departments, and Agencies Represented by Applicants</td>
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<tr>
<td>9% of Fellows are Persons with Disabilities (3% increase from the previous cohort)</td>
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<tr>
<td>46 out of Kenya’s 47 Counties Represented by Fellows</td>
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<tr>
<td>65 Fellows in Cohort II (up from 51 in Cohort I)</td>
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<td>4 Online Training Modules</td>
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International Youth Day brought together Fellows and alumni in Kenya to participate in tree-planting initiatives in Kirinyaga and Kajiado counties. Our Kenyan partner encourages young leaders to work towards a sustainable future through their jobs in the civil service, as well as community engagement initiatives like these where they planted more than 600 trees.
Fellows Spotlight

**Korodi Ekadeli (Cohort II)**
received the prestigious Chevening Scholarship 2023-2024 and will join SOAS University of London to pursue a master's in international studies and diplomacy. Korodi serves as an Immigration Officer at the Department of Immigration and previously worked as an intern in the political and diplomatic secretary unit at the Ministry of Foreign Affairs.

**Aphyline Turfy (Cohort I)**
secured a prestigious scholarship to pursue a master's degree in international development at the Hebrew University of Jerusalem in Israel. She received the scholarship after graduating from the fellowship program and the various leadership development opportunities it provided. Aphyline served in the public service as a clinical psychologist for the Ministry of Health at Jaramogi Oginga Odinga Teaching and Referral Hospital.

**Beryl Oyieno and Christine Ngeywo (Cohort I)** are probation officers at the Jomo Kenyatta International Airport (in centre above). Both alumni have exhibited a proactive approach at their workplace, engaging with the community and handling referrals beyond their docket. Their supervisor commended their work ethic and positive contributions.

**Josephine Wahome (Cohort II)** is a human resources management officer in the public service. In 2023, Josephine contributed significantly to developing structures for new ministries. She affected positive change in her departments through excellent work performance and recognized the need for increased awareness of the fellowship program among supervisors to widen the impact of young leaders.
Country Focus | Liberia

Since 2009, our partner in Liberia, the President’s Young Professionals Program (PYPP), has recruited and equipped more than 210 women and men from all 15 counties with the necessary skills and resources to excel in public service and leadership.

Fellowship highlights

In collaboration with PYPP and the Civil Service Agency, Emerging Public Leaders supports Liberian Fellows through a two-year fellowship program that combines intensive training, supervision, and mentoring with a full time professional work placement that leads to employment in the civil service.

In the last year, the Fellows attended training sessions focused on effective leadership skills, budgeting and management, with 90% of our partner-employers rating these as satisfactory for quality, usefulness, relevance and formal education activities. An advanced excel session for the tenth cohort, which 24 Fellows attended, was also rated highly as it helped them with critical formulas that can simplify their work.

In 2023, Cohort XI conducted its first community service project with women traders from Wroto as part of project initiatives to empower Fellows to contribute to local development. The engagement was aimed at equipping the women with basic financial literacy knowledge to help improve their businesses and customer service. As part of sustaining the fellowship and ensuring timely placements and recruitment, PYPP collaborated with over 13 entities during this period. These collaborations provided crucial technical guidance and opened avenues for partnerships in placements and employment opportunities, involving regional and national entities such as Bridge Liberia, Liberia Electricity Corporation, The Nature Compact Liberia, and Kids Educational Engagement Project.
Zambia, as part of the 42nd AAPAM Round Table Conference, contributed to the proposal for Monrovia, Liberia as the location for a young professionals’ conference. Ciata Stevens d’Almedia, PYPP’s Executive Director, serves as Vice President (West Africa) of the Young Professionals Network of AAPAM.

**Supporting democracy**

As PYPP approaches a milestone year in 2024 - the fifteenth anniversary of the program’s inception under President Sirleaf - Liberia is celebrating a peaceful transition of power following presidential and legislative elections in 2023.

PYPP undertook activities to strengthen the capacity of Fellows and alumni as agents for peace during and after the election – in addition to providing training on best practices in public leadership and sharing important voter information with their communities. Post election, the Liberia team will engage the new administration and ensure that the program remains a continued priority.

PYPP’s Executive Director contributed to a four-day event “Building Resilient Societies in Africa through Effective Governance and Public Administration: An Imperative for the Realization of the SDGs and Agenda 2063 Aspirations.” Emerging Public Leaders’ strong showing at the event, which took place in Livingstone.

**Diversity and inclusion**

Recruitment for Cohort XII, in partnership with the Mastercard Foundation, also commenced in 2023 with an emphasis on attracting and recruiting more women candidates. The program introduced an affirmative approach to the recruitment process to proactively recruit more women and persons with disability (PWDs). The approach is intended to give women confidence during the entire process and help increase the percentage of women in Cohort XII while also ensuring diversity and inclusion to increase representation and ensure sustainability.

PYPP engaged the relevant government entities and local partners to explore further opportunities for collaboration in recruiting more young people living with disabilities. The National Commission on Disability agreed to review PYPP calls for applications and advise on inclusivity; conduct training on sign language and effectively engage with the PWD community. PYPP also initiated discussions with the African Methodist Episcopal University’s student disability lab, exploring a potential partnership and is already receiving support from the university president.

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After traveling to the remote Maryland County and visiting William V.S. Tubman University, PYPP staff improved the recruitment process for potential Fellows from universities outside of Monrovia in response to their staff and students’ feedback. Due to a lack of critical infrastructure, applicants from the farthest county from the capital often experienced multiple delays in paperwork processing when sending documents through the mail.
Darwosu Borbor (Cohort XI) graduated from the Cuttington University Schools of Graduate and Professional Studies in June 2023, with a Master of Science in public health. Previously, she was a research assistant volunteer with the REDRESS project at the Ministry of Health, where she collected data through the District Health Information System (DHIS) and followed up on cases at health facilities that were not reported in the system. Darwosu continues to serve and drive innovation at Liberia’s Ministry of Health.

David Kemah Jallah (Cohort XI) is currently pursuing a master’s in security studies: Global Peace, Human Rights, and Terrorism at Cavendish University, Uganda (distant learning). David previously served as an administrative assistant for the International Student Affairs and Services Department at the China University of Mining and Technology, where he coordinated all international student affairs activities. He continues to serve at Liberia National Commission of Arms.

Emmanuel Dwalu (Cohort VIII) presented at the 8th Scientific Conference of the African Field Epidemiology Network in Mombasa, Kenya. Emmanuel’s presentation focused on the prevalence of substance use disorder and associated risk factors among mental health patients at the E.S. Grant Mental Health Hospital in Liberia. He is an epidemiologist in the Division of Infectious Disease and Epidemiology at the National Public Health Institute.

Gloria Korto Zazay-Dole (Cohort VII) was selected to join the 2023 cohort of the Mandela Washington Fellowship on the public management track and was placed at Bridgewater State University. She was placed at the Public Procurement and Concessions Commission (PPCC), where she currently serves as the director of human resources. Additionally, Gloria represents the PPCC on the National Integrity Forum, where she serves as the technical committee chairperson. She aspires to establish a policy think tank that will contribute to the drafting of laws, policies, and regulations to reflect global trends and best practices geared towards sustainable development.
As part of efforts to expand the program to new countries and co-design placement programs with non-governmental organizations, in 2023, Emerging Public Leaders signed an MoU with the government of Malawi. The development of a program plan and budget for Malawi is underway.

Our model, when implemented with strong support from regional partners and in close collaboration with the government to properly contextualize the curriculum, is proven to positively impact youth inclusion in the public sector. As we press forward toward our strategic goals of supporting programs in six countries by 2027, we continue to engage stakeholders at every level for possible entry into new countries across West, East, and Southeast Africa. We have consulted with partners in Sierra Leone and Zambia as prospective countries in 2024 and look to gather more insights on country-specific assessments and recommendations for potential regional knowledge partners.
Emerging Public Leaders has an established track record of performance management for both the institution and the Fellows. Data is also collected from Fellows, supervisors, mentors, and staff associated with the program. Reporting on standard indicators in a collective Monitoring, Evaluations and Learning (MEL) framework to leverage cross-country learning and innovation; each regional team maintains autonomy over its MEL practices. Teams have at least one full-time staff member to carry out monitoring of key activities in close coordination with program officers, country directors, and our Director of Programs and Learning.

In 2023, we held an inaugural MEL workshop facilitated in collaboration with Professor Mark Johnson of The New School, and consultants Folorunso David, Golda Keng, and Nduulwa Kowa. The workshop provided an overview of partner expectations and training focused on MEL best practices. Additionally, staff and partners participated in multiple sessions during the annual retreat to ensure a comprehensive understanding of key objectives in grant-related monitoring activities.

To achieve one of the goals of EPL Strategic Plan 2023-2025, we have supported the building and strengthening of institutional capacity to monitor programs efficiently and effectively. We also developed a ToR for MEL to engage consultants or partners in developing a MEL Strategy and framework that will serve as Emerging Public Leaders’ guide in all works related to MEL. This will ensure knowledge is managed, results are tracked and utilized to build evidence to communicate our impact as well as used for advocacy and resource generation purposes.

Measuring Impact

Julianne Njeri Kiorgo, PSELF Cohort II, shares her group's work during the second cohort’s training in Kenya. Fellows are trained on policy design processes in preparation for their capstone projects where they draft policies on critical issues and develop them in collaboration with senior policy makers and decision makers in their departments for potential adoption.
Network Highlights

President Sirleaf visits PSELF Fellows - Nairobi, Kenya
In March, we were honored to co-host with our Kenyan partner, a visit from H.E. former president of Liberia, Ellen Johnson Sirleaf where she engaged with PSELF Fellows prior to their graduation.

Ibrahim Governance Weekend - Nairobi, Kenya
Our global and country directors and alumni attended the Ibrahim Governance Weekend where we engaged in events and discussions focused on leadership, ethics and good governance in Africa.

SDG Summit and UNGA 78 - New York, USA
In September, our executive director and alumni facilitated meetings and advocated for the greater inclusion of young people, especially women and individuals with disabilities, in public service and governance.

Networking youth leaders - Maseru, Lesotho
Our programs director participated in this first AI for Governance Networks Consortia meeting to maximize collaboration between leading youth in governance organizations.

Engaging East African public sector leaders - Nairobi, Kenya
ELF-Africa, our Kenyan partner, hosted the second consortia meeting aimed to address ongoing governance challenges and discuss ways to broaden the ecosystem’s impact.

High level signing of MOU - Lilongwe, Malawi
A new country partnership was announced with the Government of Malawi in November 2023. Madame Colleen Zamba, Secretary to the President and Cabinet, and other government representatives were at the official ceremony.

Directors present at AAPAM’s annual roundtable - Lusaka, Zambia
Emerging Public Leaders was honored to speak to 2023’s theme, “Building Resilient Societies in Africa through Effective Governance and Public Administration.” We shared knowledge around values of ethics and innovation in public sector leadership. Our Liberia director advocated for increased inclusion of young leaders, especially young women and individuals with disabilities.
Financial Highlights

US$4m support from an Anonymous Foundation was recognized in FY21, and has supported regional and country program costs across multiple years.

### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation Support</td>
<td>$2,200,119.00</td>
</tr>
<tr>
<td>Individual Contributions</td>
<td>$350,996.00</td>
</tr>
<tr>
<td>In-Kind Contributions</td>
<td>$104,833.00</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$2,655,948.00</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Service</td>
<td>$2,547,537</td>
</tr>
<tr>
<td>General &amp; Management</td>
<td>$765,725</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$25,860</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$3,339,122</td>
</tr>
</tbody>
</table>

### Program Services

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSELF-Kenya</td>
<td>$697,337</td>
</tr>
<tr>
<td>EPL Ghana</td>
<td>$521,340</td>
</tr>
<tr>
<td>EPL Global</td>
<td>$1,632,196</td>
</tr>
<tr>
<td>PYPP Liberia</td>
<td>$488,249</td>
</tr>
<tr>
<td>Total Program Services</td>
<td>$3,339,122</td>
</tr>
</tbody>
</table>

Full audited accounts, available as a pdf on the website
Governance and Leadership

Board of Directors

Betsy Williams  
Board Chair

Abigail Burgesson

Christabel E. Dadzie

Emmanuel Lubembe

Melissa Bukuru

Michelle D. Gavin

Sharmi Surianarain

Todd Johnson

T. Nelson Williams

H.E. Ellen Johnson Sirleaf  
(former President of Liberia);  
Chair Emeritus

Abigail Kajumba  
Executive Director of Emerging Public Leaders

Caren Wakoli  
Executive Director of Emerging Leaders Foundation – Africa

Ciata Stevens d’Almeida  
Executive Director of President’s Young Professionals Program

Juliet Amoah  
Country Director of Emerging Public Leaders of Ghana

Irene Wairimu  
Director of Finance and Operations of Emerging Public Leaders

Penelope Mawson  
Director of Sustainability and Communications of Emerging Public Leaders

Richard Okai  
Director of Programs and Learning of Emerging Public Leaders
Partners

Thanks to our donors and partners
Emerging Public Leaders would like to thank our partners, most notably the Mastercard Foundation, for their invaluable and unwavering commitment towards building a network of highly trained young public leaders across Africa with the skills and capacity to drive their countries to new levels of meritocracy, good governance, and efficient service delivery.

Partners
Mastercard Foundation
William and Flora Hewlett Foundation
Bill & Melinda Gates Foundation
Anonymous Foundation
Talbott and Carter Simonds Foundation

Champions
A. Angela Lancaster and Cantwell F. Muckenfuss III
Betsy Williams and Tom Moore
Jake Elliot Blumenthal and Kara Nortman
Michelle D Gavin
Sarah Scheening
Todd Johnson
Our Anonymous Donors

In-Kind Support

Established in 2016, Emerging Public Leaders (EPL), is recognized as a tax-exempt organization under section 501(c)(3) of the Internal Revenue Code (Tax ID: 81-5294637). Contributions to organizations with 501(c)(3) status may be tax deductible.
About Emerging Public Leaders

Emerging Public Leaders has grown steadily since 2009, when Africa’s first woman to be elected president, Ellen Johnson Sirleaf, launched a program to attract top graduates into Liberia’s civil service. With a mandate to rebuild the country after decades of civil war, this initiative would address the severe lack of young people and professional skills in her administration. The President’s Young Professionals Program was established and proved so successful that similar Public Service Fellowship programs were initiated in Ghana, Kenya, and most recently Malawi.

Emerging Public Leaders was established in 2016 as an independent non-profit in the United States to help guide this expansion, attract new partners and funders, and provide oversight across multiple country jurisdictions — guaranteeing non-political affiliation, while working closely with civil service recruitment departments and national training partners. With significant adaptations based on the country’s context, each Public Service Fellowship program is carefully co-created with government partners, youth leadership and civil society organizations with deep knowledge of the country and region.

Maintaining our strong roots in women in leadership, Emerging Public Leaders looks to the future with four African women directors pursuing our collective mission of a prosperous and equitable Africa, fostered by good governance. As we deepen and build extensive networks of young leaders in individual public administrations and connect them regionally; the potential for systems change, and sustainable impact towards stronger institutions supported by greater youth inclusion, has never been greater. If you share our goals, we invite you to join us in our mission.

Photo credits: EPL Ghana, Centre for Global Development, PYPP, EPL/Clique Pictures, Government of Malawi, ELF-Africa, AL for Governance, and AAPAM.