



EMERGING  
PUBLIC  
LEADERS

ANNUAL  
REPORT  
2020



# CONTENTS

- 6 About Emerging Public Leaders
  - 9 Our Impact
  - 15 Our Program
  - 25 Our Partners
  - 29 Call for Support
  - 30 Board and Team
  - 31 Financials
- .....



Empowering the  
generation of  
service profess

www.emerging

Empowering the next  
generation of  
service profess

**EMERGING  
PUBLIC  
LEADERS**

Empowering the next generation  
of civil service professionals

## *Friends and supporters of Emerging Public Leaders,*

Over the past year, we have all had to confront new obstacles and losses caused by the global pandemic. Despite the many challenges posed in the last year, Emerging Public Leaders has proved resilient. We have not just persevered in this environment, but found ways to grow and thrive. On behalf of Emerging Public Leaders and our sister organization, the President's Young Professional Program in Liberia, I want to convey my deepest gratitude for your continued support of our organization during this tumultuous year for us all.

When COVID-19 arrived in March 2020, our teams in Ghana and Liberia adapted to operate safely and ensure that our fellows continued to serve the people of their countries. Our newest fellows in Ghana, Cohort 3, were recruited and began their fellowships virtually as orientation transitioned to be entirely online. We are grateful to all our staff and our outgoing Global Program Manager Mariam Badi for the work they did to make safe virtual orientation, training and meetings possible.

Our fellows across cohorts stepped up alongside their colleagues in government to respond to the needs of their respective countries. Whether working remotely or as essential in-person staff, fellows served in critical roles in distributing protective equipment, coordinating quarantine sites and keeping crucial government services operating throughout the emergency. These actions contributed to Ghana and Liberia's largely celebrated responses to the pandemic, demonstrating the importance of the civil service and committed young leaders in government. You will find the stories of these exceptional fellows throughout this report.

Our work continues to grow. Emerging Public Leaders in Ghana deepened its ethical leadership training and the President's Young Professional Program expanded into the private sector. Our Ghana cohort graduated and launched the inaugural alumni network to support their continued career success. We also welcomed the first class in Ghana with gender parity. Our partners, leading publications and conferences have recognized the growth and the success of our model.

The past year — and our resilience in it — have demonstrated how critical our program is to empowering the next generation of Africa's civil service leaders. In the coming year, we are committed to expanding the meritocratic pathway for high-achieving young people to join the public service in order to improve government performance in serving the people of African nations.

We hope you find this report a meaningful account of the incredible impact of Emerging Public Leaders. We are looking forward to continued impact, growth and resilience in the coming year. We celebrate the partnerships that make this work possible and invite future collaboration in our great shared endeavor of building up the African civil service. Thank you for joining us and our fellows on this journey to transform government.

With gratitude,



*Yawa Hansen-Quao*

Yawa Hansen-Quao  
Executive Director, Emerging Public Leaders

## *To our partners,*

For more than a decade, we have worked together to realize the importance of having young, ethical, competent and supported leadership in government. Our work began in Liberia, rebuilding trust during a fragile peace through the President's Young Professional Program. It has strengthened and endured with the founding of Emerging Public Leaders, focused on the importance of leadership in face of political transition, global pandemics, a reckoning with inequality and transnational crises like climate change and the rise of autocracy.

We have never been more confident about the vision and mission of Emerging Public Leaders and we hope that this report, which documents the organization's work during 2020, will convince you of the same.

We founded Emerging Public Leaders recognizing the critical contributions that the PYP Fellows made to help rebuild the country, and then respond to and recover from the Ebola epidemic. To be honest, we thought it would be easy. With a low-cost, high-impact model for investing in local capacity and leadership, the road map to expansion was clear. In fact, the proof of concept came quickly with the launch and impact of Emerging Public Leaders in Ghana. We are grateful to the Government of Ghana and especially to Minister Ken Ofori-Atta at the Ministry of Finance and the Honorable Nana Kwasi Agyekum Dwamena, head of the Civil Service Agency, who helped launch Emerging Public Leaders in Ghana. This past year saw the graduation of our first cohort and we applaud all that they have done and will do. Thank you to the many partners, supervisors and mentors who helped ensure their early success.

*We have never been more confident about the vision and mission of Emerging Public Leaders and we hope that this report, which documents the organization's work during 2020, will convince you of the same.*

Yet, growth is always challenging. The gap between the rhetoric of well-intentioned donors and partners and what happens in practice is wide. For this reason, we also shifted our strategy in 2020 to bring more visibility to this work. We are grateful to our executive director, board of directors, dedicated staff and funders for elevating the importance of investing in government through programs like ours and helping to create a more enabling environment.

It is hard to reflect on 2020 without recognizing the profound impact of the Black Lives Matter movement in the United States and the continued inequality of women's representation in leadership everywhere. In March 2020, we were proud to help launch the Ellen Johnson Sirleaf Presidential Center for Women and Development, and two months later in May we spoke with our fellows about why they, as emerging leaders in Africa, should know and understand America's legacy of racism.





We are genuinely optimistic about 2021 and beyond. With support from new partners, the President's Young Professional Program and Emerging Public Leaders will have the security they need to deepen their engagement, expanding to new sectors and subnational support. In Kenya, we look forward to our new partnership with the Kenyan Public Service Commission and Emerging Leaders Foundation.

Emerging Public Leaders is successfully adding to its network of highly trained young public sector leaders with the skills and capacity to drive their countries' growth and development. With a vision for 1000 fellows across the continent by 2023, we are approaching a tipping point of people-first development that ensures good governance, more resilient healthcare systems, economic inclusion and access to essential services.

We hope you, our friends and partners, will continue to support our work when it matters the most. Thank you.

Sincerely,



Ellen Johnson Sirleaf  
Global Board Co-chair,  
Emerging Public Leaders



Betsy Williams  
Global Board Co-chair,  
Emerging Public Leaders

# About Emerging Public Leaders

At Emerging Public Leaders, we believe that investing in the success of Africa's public service, by investing in its people and institutions, is to invest in Africa's future. Through our public service fellowship program, alumni community, strategic partnerships with civil service agencies and thought leadership with peer organizations, we work to increase demand for strong, competent and ethical leaders in government by recruiting and nurturing young talent across Africa to make meaningful change and contributions in their countries. By competitively recruiting, training and mentoring a critical mass of talent into Africa's public service, we aim to improve government performance, strengthen democratic leadership and accelerate inclusive growth in the countries where we work. This is our big, ambitious goal. This is our theory of change.

Our approach is modeled off the programmatic success and outcomes of Liberia's President's Young Professionals Program (PYPP). Established by former President of Liberia Ellen Johnson Sirleaf and Betsy Williams, and governed by a board of directors, PYPP has seen the vast majority of its alumni remain in Liberia's civil service in increasing leadership roles across sectors.

In Ghana, nearly 60 fellows have been placed across 18 ministries and agencies including the Office of the Vice President. In both countries, these fellows are supporting transformative solutions to pressing issues and contributing to a pan-African network of leaders with increased capacity for cross-border cooperation on shared, regional issues, including the COVID-19 crisis.

## The public service fellowship program has six components:



**Meritocratic,  
competitive  
and inclusive  
recruitment**



**Selection and  
intentional  
placement in  
public service**



**Responsive  
training  
aligned with  
government  
priorities**



**Mentorship,  
supervision and  
performance  
management**



**Community  
engagement  
and immersive  
learning**



**Continuous  
career  
development  
and alumni  
opportunities**

Inclusive recruitment is a hallmark of this work. Emerging Public Leaders' intentionally broad outreach aims to cross socio-economic, ethnic, educational and gender lines. We believe inclusive, diverse government performs better, contributes to improved service delivery and creates links across sectors. We work hard to bring a gender lens to everything we do and the 2020 Ghana cohort is an example of that effort, with gender parity in a workplace where women still struggle to reach leadership roles. We've seen that such diversity strengthens and improves the public services provided by ministries and agencies and sustains coordinated interventions across the civil service.

Fellows are deliberately placed in the government's most critical offices, providing administrative, analytical, operational and strategic support on some of the most urgent challenges in governance and policy — responding to the COVID-19 pandemic, developing creative solutions to climate change, addressing social inequalities, increasing quality and access to government services and pushing forward economic growth. We know that the most competent groups of public servants, those that share knowledge and learn the most from each other, are diverse, inclusive and representative of the population of their countries. This is why we recruit from outside national capitals and invest in graduates from multiple areas of study.

The foundation of all our work at Emerging Public Leaders is a firm belief that investing in government matters and that a professional, energized and committed civil service is a necessary condition for good governance and economic development. We're working to fill the continent's future leadership pipeline with a corps of professionals who are dedicated to and capable of establishing and maintaining ethical standards, and supporting regulations and policies that will spur a thriving business environment to attract investment and encourage economic growth.

*Since EPL-Ghana began in 2018:*

**52** total fellows  
have been  
placed in



**18** government  
institutions



**58%**  
Men

**42%**  
Women



**50**  
supervisors



**48**  
mentors



**Fellows come from  
all 16 regions of Ghana**





03

EMERGING PUBLIC LEADERS

EMERGING PUBLIC LEADERS

www.emergingpublicleaders.com

We are of





Africa's next generation  
civil service leaders

# OUR IMPACT

# Leadership in Response to COVID-19

Emerging Public Leaders was founded on the conviction that having strong, effective, trusted and ethical public servants is essential — especially in times of crisis and uncertainty. This theory was borne out when PYPP Fellows were seconded by their ministries to the Ebola Incident Management Team where they played a pivotal role in managing logistics and other administrative activities during the Ebola pandemic. It was proven again this past year as governments and public servants battled the COVID-19 pandemic. Through their competency, skills and hard-earned trust, our network of more than 160 public service fellows demonstrated the profound positive impact that committed and professional civil servants have during moments of national crisis.

When the Ghanaian government ordered a national shutdown and required workers to transition to remote work, many fellows were deemed essential personnel. Despite the potential health risks, they came into the office and ensured that basic functions and emergency responses continued. In the Ministries of Health, Finance, and Railway Development these fellows oversaw the purchase and distribution of essential items to vulnerable communities, supported the coordination of emergency financial measures, participated in contact tracing and assisted their supervisors in crisis response. Four first-year fellows were recognized as critical staff, an uncommon designation, underscoring their value to their ministries.



## A NETWORK OF PEERS

Emerging Public Leaders Fellows from Ghana at a 2020 networking gathering. Having a network of civil service peers creates support and encourages collaboration across government institutions.



Whether working remotely or in the office, Emerging Public Leaders Fellows responded to the needs of the country during this crisis. For example, Vasco Ayere Avoka, in his second year at the Ministry of Health, volunteered for contact tracing efforts. With a background in computing and analytics, Vasco helped synthesize the data, shaping policy at a critical time. During the peak of the lockdown, Irene Osei-Owusu, in her third year at the Ministry of Finance, coordinated quarantine sites for travelers arriving in Ghana and negotiated with hotels and food vendors for a fair price for the returning Ghanaians undergoing quarantine. Irene's on-the-ground negotiations saved the government money while covering the costs of returning for Ghanaians during the pandemic, allowing the unspent cedis to be used in other life-saving programs.

⋮ *Whether working remotely or in the office, Emerging Public Leaders*  
⋮ *Fellows responded to the needs of the country during this crisis.*

Salman Mohammed, placed in the Ministry of Foreign Affairs, met at the airport shipments carrying test kits, ventilators and face masks from the United Nations and arranged their transportation within Ghana, cutting down the backlog of COVID-19 testing. Overall, whether remote or in-person, the fellows across Ghana's ministries ensured basic operations continued for critical public service delivery despite the shutdown and pandemic, including updating computer systems, approving government loans and overseeing the deployment of community health workers.

Many PYPP Fellows had first-hand experience of a public health crisis from witnessing or participating in Liberia's Ebola response. Among the lessons Liberia learned were to prioritize, instill, and foster basic management and problem-solving skills in civil servants and to institutionalize culture, policies, and processes that support free thinking. The government also realized that having local capacity during a crisis means investing in it before the next crisis hits.

The investment in PYPP Fellows allowed them to step up and respond to COVID-19 outbreaks, pivoting from work that was disrupted by public health restrictions. Dr. Ibrahim Ajami, PYPP Class VI, and Dr. Moses Ziah II, PYPP Class VII, volunteered alongside six other young doctors to treat COVID-19 patients at 14 Military Hospital in Margibi, in Montserrado County. Having been part of Liberia's response to Ebola as medical students, Ibrahim and Moses were well positioned to provide care and share information with government colleagues and community leaders and helped lead Liberia's quick and effective preventive and proactive efforts.

In both countries, fellows rose to the challenge of the pandemic by sharing trusted information, volunteering time and providing supplies, distributing masks and coordinating large quarantine sites. As the world looks toward the future, we are confident that this EPL network of public servants will be part of the critical fabric of a pan-African response to new challenges and opportunities that arise.

*In 2020, we launched* a measurement and evaluation study to learn from Emerging Public Leaders in Ghana and ongoing work in Liberia, building on the impact study conducted for PYPP in 2016 by Princeton Institute for Innovation in Society. The Ghana evaluation, conducted by Dr. Joe Taabazuing and MacCarthy K. Honu-Siabi at the Ghana Institute of Management and Public Administration with technical support from Professor Dan Honig of Johns Hopkins School for Advanced International Studies, demonstrates early progress towards our programmatic goals. While there are more data points to be analyzed and our learning from the evaluation is just beginning, these early results suggest we are building a positive cycle of leadership.

The report found:

### **Fellows demonstrate high levels of performance**

- Supervisors scored, on average, the performances of the majority (~70%) of the fellows as either outstanding or exceeding expectations across the following skill areas: administration, knowledge of work, communication, teamwork, decision-making and problem-solving, independent action, job knowledge, leadership, managing change and customer responsiveness.
- The other 30% of the fellows scored by their supervisors met expectations and none performed below expectations or unsatisfactorily.
- 73% of supervisors asserted that the performance of staff with the EPL programme is higher than that of staff not with the program.
- More than 75% of EPL supervisors affirmed that the performance of EPL Fellows increased across their first year.

### **Our training program provides value**

When we surveyed the fellows:

- More than 90% of respondents indicated that they learned additional skills that could improve their personal capacity to work better.
- More than 90% of respondents indicated that EPL's capacity building and training courses are still very useful and relevant.

- More than 80% of respondents indicated that the training content was useful to their career aspirations.
- A majority registered an increase in their knowledge on how to be an effective leader in government.

### **Fellows are making an impact**

- Over 80% of supervisors agreed that the EPL fellows assigned to their units contributed towards strengthening the organizational capacity of their ministry or other institution.
- 100% of supervisors linked the prospect of organizational culture change to the sustained presence of the EPL program.

### **Fellows are in demand**

- Demand for fellows in some ministries far exceeds current allocations of fellows. At its current size of 20 fellows per year, EPL is currently unable to adequately meet ministerial demand while ensuring an equitable distribution of fellows and benefits across participating government agencies and offices.
- For instance, the Ministry of Finance wanted between 8-15 fellows during our first year, but were only assigned 4.
- The study found that EPL could benefit from an expanded pool of recruits.



# Fellow Spotlights

## Mmabila Deborah Azika (2019-2021)

Mmabila was deemed critical staff during the pandemic and she continued to show-up to the office to support the Ghanaian economy and people despite the risk of COVID-19. She works assessing the credit risk of state-owned enterprises to ensure their liabilities do not pose fiscal risk to the government and the Ghanaian people. Using the framework for assessing credit risk in the utility sector as a base, she created specific frameworks for assessing risk in other sectors including in education and the services industry. Her accounting prowess has not only been recognized by her supervisors, but also by the Institute of Chartered Accountants, Ghana, which named her the Best Student in Management and Overall Best Level 2 Student.



## Rita Osei Adjei (2019-2021)

As a fellow in the Ministry of Health, Rita Osei Adjei has drafted new human resources policies for health workers. The ministry has struggled to attract and retain health workers in the more rural sectors of the country, with many of the workers requesting reposting to the urban areas. Rita worked with a team to develop and launch new policies to ensure the remote areas can have access to health workers. Through her time as a fellow, Rita has been able to see the positive impact of her work on her country and people.



## Clement Quaye (2019-2021)

Clement Quaye is on a mission to implement a digital shift within the Ministry of Energy. During his time at the ministry, he has successfully migrated his directorate's activities onto the cloud to improve collaboration. He has also eliminated redundancies and streamlined processes by implementing digital solutions such as a correspondence tracking system, digital analysis of data on national projects and streamlining internal/external collaborations. He has built strong relationships in the ministry, and successfully leveraged change management processes to bring his entire team into the digital revolution.











# OUR PROGRAM

*Emerging Public Leaders Public Service Fellowship* is set apart from other youth leadership efforts in Africa with its focus on public service career development. We seek not only to place public service fellows in positions across government, but also to ensure that they are provided with the architecture of support, including the skills, knowledge and supervision necessary to lead and fundamentally transform civil service across the continent. The program is designed to give them every support they might need for success.

This begins with orientation, designed to introduce the newest cohort to the public service workplace through initial and ongoing monthly training, designed in partnership with Ghana Civil Service Training Center (GCSTC), and as a responsive curriculum with PYPP Liberia.

In 2020, Emerging Public Leaders in Ghana integrated a strong component of ethical leadership through staff certification in the “Giving Voice to Values” curriculum. This training is aimed at deepening fellows’ understanding of unethical behavior, both personal and professional, encouraging them to avoid false justification and developing a clear sense of purpose in public service. Using a case-study training model, we hope to expand this training to Liberia and beyond. Led by GCSTC, other core training components include: financial management, office administrative and software skills, policy design, program analysis and, increasingly, the use of technology and data to drive decision-making. The training is designed to be responsive to current events and emerging issues.

In addition to this core training curriculum, Emerging Public Leaders places equal focus on supervision and support. We understand that without sufficient support in place, fellows will not be able to advance as far or as successfully; they might even find themselves unable to complete the program. Our model matches fellows with mentors and provides monthly responsive trainings to ensure they are connected to the networks they need to succeed in complex government bureaucracies.

Over time Emerging Public Leaders has recognized there are other barriers impacting the inclusivity of our recruitment and the success of fellows. In 2018, we began to provide housing support to participants who are not from Accra and had a hard time finding secure housing. We believe this is a critical component to promote geographical and socioeconomic diversity. This has the added benefit of creating group camaraderie and community.

In 2020, with the onset of the COVID-19 crisis, we understood that our first priority had to be keeping participants and staff safe and well. We also implemented basic mental health talks for the fellows, as they faced the pandemic’s unprecedented challenges. These kinds of opportunities build resilience into our program and guard against potential attrition. Our program, initially centered on people-to-people interactions, was quick to go virtual.

We continued our “fireside chats” virtually, inviting a range of local or international leaders to meet with the fellows to pass on their knowledge and experience, providing a unique opportunity for fellows to speak with mentors and leaders from around the globe. This included former Ambassador to Liberia and former U.S. Assistant Secretary of State for African Affairs Linda Thomas-Greenfield and former Liberian President Ellen Johnson Sirleaf; Abigail Burgesson, special projects manager at African Women's Development Fund and Prince Acquaye, international associate at ENSAfrica, one of the largest law firms in Africa, both of whom serve on our board; many members of Ghana Association of Former International Civil Servants; and Selorm Adadevoh, CEO of MTN Ghana.

This past year we also launched our alumni program which will be led and managed by alumni themselves. The goal is to carry the vision and values of Emerging Public Leaders past graduation, continuing to accelerate career growth and professional opportunity. We know that future fellows will benefit from and be inspired by this growing network of leaders, who we believe will have an impact in Ghana for decades to come.



### **Inaugural Cohort of Emerging Public Leaders Graduates**

On September 29, 2020, fellows from all three Emerging Public Leaders cohorts in Ghana gathered together for the first time alongside our staff, their family members and distinguished guests at the Ministry of Foreign Affairs and Regional Integration to celebrate the first cohort's completion of the program. For the Cohort 3 fellows, it was the first opportunity to gather all together after a virtual orientation and look forward to what they would accomplish in the next two years. For the 18 graduating Cohort 1 fellows and the Ghana team, it was an opportunity to look back and celebrate the incredible accomplishments of the past two years. The inaugural fellows serving across ten ministries developed national budgets at the Ministry of Finance, designed programs to rescue children from forced labor and created analytics to help Ghana's National Health Service identify contacts of citizens impacted by COVID-19.

While the fellows and other Ghanaian guests celebrated together in person, special guests joined via Zoom due to COVID-19 travel restrictions to celebrate the fellows' accomplishments. President Ellen Johnson Sirleaf, former President of Liberia and co-chair of the Emerging Public Leaders Global Board commended the graduating class saying, "We have seen firsthand over the past two years how many of you have stepped up to take initiative within your placements, the program, and within your communities as the pioneering class. You are defining what success looks like for this program. It is my hope that you all will carry on and will continue to break through barriers."

Other special guests included Hon. Mohammad Habibu Tijanni, deputy minister of Foreign Affairs and Regional Integration; Selorm Adadevoh, CEO of MTN Ghana; Dora Dei Tumi, principal of the Civil Service Training Center; Ing. Brockechief, director of the Office of the Head of the Civil Service; H.E. Damptey Bediako Asare, ambassador of Ghana to Kenya; H.E. Harold Agyeman, director of administration; and Betsy Williams, founder of Emerging Public Leaders.

We are committed to supporting their careers to do great things in Ghana and the world.



# Ghana Cohort 3



**Abdul Gafaru Dasana Amin**  
*Ministry of Finance*



**Albert Osei**  
*Department of  
Urban Roads*



**Anita Akowah Panful**  
*Ministry of Finance*



**Hanifa Abdulai**  
*Ministry of Education*



**Hocket Apersil**  
*Ministry of Agriculture*



**Jennifer Amuah**  
*Ministry of Finance*



**Priscilla Kafui Fugar**  
*Ministry of Finance*



**Steffast Smith**  
*Office of the Head of  
Civil Service (OHCS)*



**Suad Ahmed Salihs**  
*Office of the Head of  
Civil Service (OHCS)*



**Bright Buernor Kpalam**  
*Ministry of Education*



**Christian Yao Amegavi**  
*Ministry of Energy*



**Fidelis Kwadwo Nkomah**  
*State Interests and  
Governance Authority (SIGA)*



**Joycelyn Ohene Agyekum**  
*State Interests and  
Governance Authority (SIGA)*



**Juliana Oheneba Okorm**  
*Office of the Vice President*



**Love Ntumy**  
*Ministry of Education*



**Vannesah Kafui Kporha**  
*Ministry of  
Roads & Highways*



**Yakubu Husein Pumaya**  
*Ministry of Lands &  
Natural Resources*



**Zing Yinpang Bavi Micah**  
*Ministry of Roads & Highways*



# President's Young Professional Program

*Our civil service leadership program* is modeled after the example of the President's Young Professional Program (PYPP) in Liberia. Now supporting its ninth cohort of public service fellows, PYPP has helped more than 163 young Liberians to launch and sustain their civil service careers.

In 2020, PYPP built on its leadership model by expanding into new sectors, including private business and civil society. This includes Stanley Michael Oppong, Leo Klah Wilson, and Stanley H. Sheriff who were placed at Conex Group J.V. Ltd., a company working to build a petroleum refinery in Liberia, and Wuolo Payegar placed at Liberia Cement Corporation, the oldest producer of cement in the country. Peace Thor Mahteh-Boyee was placed with NAYMOTE Partners for Democratic Development, a civic education and political accountability organization, where she is working with other civil society organizations and learning how they can partner with government. Although this is a departure from PYPP's public service focus, we believe placing fellows in positions outside of the government will create stronger cross-sector collaboration and success. Programmatically, these fellows will work alongside their peers through training, mentorship, supervision and community events.

The alumni network is one of the biggest strengths of PYPP. There are currently 140 alumni who have gone through the fellowship. One alumnus, from Class VI, Emmanuel Ticonti Tutu Swen is currently the assistant minister of mines at the Ministry of Mines and Energy. He joined the Ministry of Mines and Energy as a PYP. He was key to creating order and new resources for his ministry as a fellow. He spent a weekend creating an internal filing system out of files that were disorganized and confusing. After noticing that the shared information about leased mines was limited and in some cases inaccurate, he developed a new template for reporting on mineral deposits that is still used today. His work did not go unnoticed, soliciting consistent praise from his bosses and supervisors, and ultimately earning him the appointed position as the assistant minister of mines.

## PYPP *by the numbers*

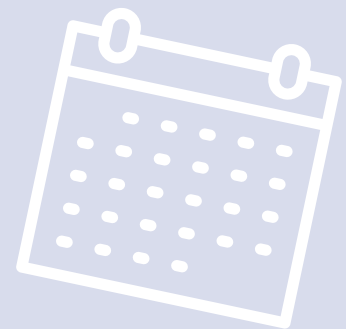
**9** classes of fellows

**23** fellows in Cohort 9

**140** alumni in both public and private sectors

**5** placements in the private sector

**1** in a civil society organization



**A decade of impact**

# President's Young Professionals Program Class IX



**Peace Thor Mahteh Boyee**  
*NAYMOTE*



**Klayjue N. Tukon**  
*Ministry of Education*



**Richard L. Kolleh**  
*Ministry of Agriculture*



**Jerry D. Mulbah**  
*Environmental  
Protection Agency*



**Aloysius Zinnah Momo**  
*Ministry of Agriculture*



**Yolaine K.  
Waka-Metzger**  
*National Public Health  
Institute of Liberia*



**Mo-Anna G. Jeuronlon**  
*National Public Health  
Institute of Liberia*



**Vasco M. Garwo I**  
*Ministry of Health*



**Meeko M. Kenkpen**  
*Ministry of Health*



**Ramatu Goanue**  
*Ministry of Health*



**Charles T. Caine**  
*Ministry of Health*



**G. Mackie Cole**  
*Ministry of Justice*





**J. MacMillian Vaye**  
*Ministry of Finance &  
Development Planning*



**Christian Togbah**  
*Ministry of Finance &  
Development Planning*



**Samukai M. Sarnor**  
*Central Bank of Liberia*



**Abigail F. Coker**  
*Ministry of Lands, Mines &  
Energy*



**Facia Sherman**  
*Ministry of Justice*



**Leo K. Wilson**  
*Conex Petroleum  
Group of Companies*



**Stanley H. Sheriff**  
*Conex Petroleum  
Group of Companies*



**Stanley M. Oppong**  
*Conex Petroleum  
Group of Companies*



**Angelica S. Perry**  
*Land Authority*



**Wuolo T. Payegar**  
*CEMENCO*



**James T.K. Duma**  
*Ministry of Mines & Energy*

# PYP Fellow Spotlight

## Mildred Silikpoh

When Mildred Silikpoh first heard about the President's Young Professionals Program she was immediately interested, although she was unsure if she would be selected since she did not have any connections or contacts with the program. However, since PYPP promotes a meritocratic pathway into the civil service, Mildred's notable resume and hard work during university impressed the selection committee and she was chosen to join the program. The process boosted her confidence and inspired Mildred to apply for a prestigious public health fellowship at Trinity College in Dublin and a position with the World Bank — both of which she received. Now back at the Ministry of Health, where she served as a PYP, Mildred is working with Liberia's community health volunteer workforce to ensure quality care, including reproductive and maternal health care.



## Albert Samukai

Albert first served as a PYP with the President's Delivery Unit in the Office of the President of Liberia, and was later assigned at the Ministry of Education under then-Minister George Werner, who began critical education reforms and created new resources for the ministry by vetting teacher payrolls. Today, Albert is the chief of staff and senior advisor to the Hon. Minister Ansu Dao Sonii where he works to support the Liberian Education Access Project (LEAP) and create the next national education plan. He works alongside fellow PYPs Abraham Dagher, now director for administration and coordinator for partnership schools program, and Leah Tomah-Zinnah, who manages statistics, monitoring and evaluation for the ministry. Minister Sonii, who serves on the board of PYPP thanked the program for holding the torch of public service saying that it is, "a noble initiative of making efficient younger generation leaders." He said that where PYPs like Albert have been placed, the quality of the work speaks for itself. In short, Minister Sonii said, "They have kept the lights on."









EN JOHNSON SIRLEAF  
SIDENTIAL CENTER FOR  
MEN AND DEVELOPMENT



OUR PARTNERS



# Ministry of Finance, Ghana

Emerging Public Leaders works to motivate emerging talent into government by creating incentive career opportunities and providing support to public service leaders who are working to ensure Africa's growth and development by creating and implementing the policies to support it.

This is especially true in the Ministry of Finance, which has been one of our strongest partners in Ghana. From the beginning, the Honorable Minister Ken Ofori-Atta championed the program, providing early support to the concept, agreeing to host the largest number of fellows in the inaugural cohort and investing time and resources to ensure its success.

In our first year, the Ministry of Finance was hoping to welcome 15 fellows, but we were only able to place four. Since then, we've expanded our pool to 16 fellows working at the ministry, with an additional eight alumni who were retained and promoted to new roles at the end of their fellowship. This cohort includes Esther Emmanuella Spio, who is currently working in the Resource Mobilization and Economic Division, and Fuseini Hamdallah, placed in the office of the chief director, where he developed an automatic system to generate reports that greatly increasing the division's output and effectiveness by tracking internal communication.

Felicia Gyamfi Ashley, technical advisor for human capital and administration and a strong mentor to several fellows, explains that the values and the mindset that public servants bring to the job can be even more important than technical skills (though, she added, that EPL fellows certainly come prepared to do the work). She sees value in Emerging Public Leader's commitment to ensure fellows are committed to ethical



Emerging Public Leaders Fellows and staff meet with Ghana's Finance Minister Hon. Ken Ofori-Attah



behavior and bring a bold, achievement-focused attitude to the job. According to Felicia, our recruitment and training programs help ensure that the right people are selected for the fellowship and start ready to make a difference. In her role, Felicia works with the heads of offices and ministry supervisors to ensure fellows have challenging assignments from the beginning and that they're given the space to innovate. "I ask, 'How do we notch up their curiosity and ensure they are part of the team right from the beginning?'" she said.

Doris Dzidzonu, head of the debt and risk management group in the Ministry of Finance's Treasury and Debt Management Division, said of fellow Mmabila Deborah Azika, "She was up to the task from day one, is a great team player and works wherever necessary regardless of the pressure of the job."

Mmabila assesses the credit risk of state-owned enterprises. Her accounting prowess has been recognized by her supervisors and by the Institute of Chartered Accountants, Ghana (ICAG), which named her the best graduating candidate of 2021. Between 2020 and 2021, she has received six prestigious awards from the ICAG.

As seen in Liberia, where an influx of PYP Fellows to its Ministry of Finance helped to ensure an on-time budget and the introduction of a new financial management system, these young leaders will continue to catalyze the development of progressive policies ensuring sound financial management, increase local resource mobilization, provide fiscal support to most vulnerable, and contribute to inclusive economic development and growth.

---

## **PARTNER SPOTLIGHT: Chandler Foundation**



Emerging Public Leaders is grateful to have the support and partnership of the Chandler Foundation, an organization that understands the critical necessity of partnering with social investors and social purpose organizations to help build a movement for higher-impact philanthropy. For Emerging Public Leaders, that means understanding the impact of investing in the bedrock of government, our civil servants, to ensure good governance.

This year, the Chandler Foundation featured President Ellen Johnson Sirleaf, co-chair of Emerging Public Leaders, and Yawa Hansen-Quao, the organization's executive director, in its Social Investor Magazine. Both articles highlight the importance of investing in inclusive leadership to create the partnerships and talent needed locally, and in public service, to scale innovation and support positive improvements in delivery of social services including health, education, financial access and good governance. The article amplifies how investments in organizations like Emerging Public Leaders can help ensure that other philanthropic interventions are sustainable and able to effectively scale.

In 2019, the foundation launched the Chandler Institute of Governance (CIG), to further its commitment to empower public service leaders and officers with the skills needed to thrive and invest in the building blocks of successful, ethical and transparent governance at all levels of public service.



---

## **PARTNER SPOTLIGHT: People-First Development**

Thinking differently about leadership and partnerships is core to Emerging Public Leaders' mission. During a year where business was not usual, we invested in shaping conversations around donor investments, strengthening and improving service delivery and rethinking government for resilience and response. Emerging Public Leaders was honored to join an organic and diverse coalition of practitioners, funders and thought leaders to explore and develop a "people-first" approach to economic development. The model begins to outline a paradigm shift away from intervention-led approaches toward prioritizing investing in people and developing learning networks and opportunities at the local level.

Yawa Hansen-Quao joined Wendy Kopp, founder of Teach for All, and a dynamic panel for an early session at Concordia University, entitled "Case for Change: Unlocking sustained outcomes with a 'people-first approach to development.'" She shared that Emerging Public Leaders' merit-based pathway for young civil servants offers a model of how to develop a new leadership pipeline, which is foundational for people-driven development. We look forward to continuing the conversation with the people-first community and our peers in the year to come.



---

## **PARTNER SPOTLIGHT: The Amujae Initiative at the Ellen Johnson Sirleaf Presidential Center for Women and Development**

On International Women's Day 2020, Emerging Public Leaders was proud to celebrate the launch of the Amujae Initiative, the flagship program of the Ellen Johnson Sirleaf Presidential Center for Women and Development (EJS Center). The EJS Center was founded in 2018 by former President of Liberia and co-chair of Emerging Public Leaders' Global Board of Directors, Ellen Johnson Sirleaf, to serve as a catalyst for political and social change across Africa, amplifying the voices of women and girls in all spheres of life by increasing the representation of women in public service leadership roles. EPL Global Board Co-chair Betsy Williams was a founding board member of the EJS Center.

The Amujae Initiative aims to shift the landscape for women in public leadership in Africa, moving from a culture of tokenism to one that truly values women leaders. To achieve its mission, the Amujae Initiative seeks to enhance the capacity of women in public leadership, embolden and support women as they navigate career paths in public leadership, strengthen ties among a capable, growing network of women public leaders in Africa and positively influence public perception of women's leadership across the continent.

In 2020, our Executive Director Yawa Hansen-Quao was honored by becoming a member of the inaugural cohort of Amujae Leaders alongside other accomplished African women leaders with backgrounds in law, government, business, education and activism, brought together by their common purpose to serve their countries and advocate for fellow women.

# Call for Support

*The EPL Leadership Circle* is an exclusive community of donors who share in Emerging Public Leaders' passionate dedication to improving civil service performance in Africa. Leadership Circle members commit to providing sustainable tax-deductible gifts to help Emerging Public Leaders further expand its work across Africa and sustain and deliver its Public Service Fellowship program in Liberia, Ghana and beyond. Please consider becoming a member of the Leadership Circle.

## Emerging Public Leaders

### *Individual Funders:*

Kofi Bonner  
Melissa Bukuru  
Moses Cofie  
Christabel Dazie  
Christine Elder  
Michelle Gavin  
Tim Hanstad  
Ellen Johnson Sirleaf  
Todd Johnson  
Alice Lancaster  
George Owusu  
Minh Thu Pham  
Brooks Robinson  
Witney Schneidman  
Sharmi Surianarain  
Noam Szpiro  
Ruth Warren  
Betsy Williams  
Connie and Sankey Williams  
Mabel Wilson

### *Institutional Partners:*

Chandler Foundation  
Covington & Burling *(in kind)*  
Ecobank *(in kind)*  
Hess Family Foundation  
Mailman Foundation  
Mastercard Foundation  
MTN Foundation *(in kind)*  
Mulago Foundation  
Open Society Foundation  
Sigrid Rausing Trust  
Tecovas Foundation

### *Government Funders*

Government of Canada  
*(in kind)*  
Government of Ghana

## President's Young Professionals Program

### *Individual Funders:*

Pierre Hauser & Abigail Disney  
Betsy Williams

### *Government Funders*

Government of Liberia  
USAID Liberia





# Board and Team

## Emerging Public Leaders

### *EPL-Global Board Members*

H. E. President Ellen Johnson Sirleaf  
Betsy Williams  
Witney Schneidman  
Michelle Gavin  
Melissa Bukuru  
Sharmi Surianarain  
Todd Johnson  
Christabel E. Dadzie

### *EPL-Global Team*

Yawa Hansen-Quao  
Andrew Levi  
Alejandra Ona  
Mariam Badi

### *EPL-Ghana Board Members*

Dr. Esi E. Ansah  
Dr. Samuel (Sammy) K. Bonsu  
Christabel E. Dadzie  
Daniel Y. Nti  
Abigail Burgesson  
Michelle Gavin  
Prince Acquaye

### *EPL-Ghana Team*

Moses Cofie  
Elizabeth Ofori  
Percy Frimpong  
Kwasi Amankwah Amagyei  
Maxwell Amuzu

## President's Young Professional Program

### *PYPP Board Members*

Dir. General James Thompson  
Minister Samuel Tweah  
T. Nelson Williams  
Minister Ansu Sonii  
Dir. General Jordan Sulonteh  
Betsy Williams  
Julius Saye Keh-nel  
Dr. Rose Macauley  
Massa Crayton  
Saah C. N'Tow  
Dr. Niveda Ricks

### *PYPP Team*

Hh Zaizay  
Sadia G. Stubblefield  
N. Charles Wilson

## Emerging Leaders Foundation Kenya

Caren Wakoli

# Financials

2020

	EPL Global	EPL Ghana	Total	PYPP
<b>INCOME</b>				
<b>Government Contributions</b>	\$ -	\$ 100,000	\$ 100,000	\$ 212,800
<b>Foundations and Private Sector</b>	\$ 240,000	\$ 468,903	\$ 708,903	\$ 101,691
<b>Individual Contributions</b>	\$ 15,472	\$ -	\$ 15,472	\$ -
	<b>\$ 255,472</b>	<b>\$ 568,903</b>	<b>\$ 824,375</b>	<b>\$ 314,491</b>
<b>EXPENSES</b>				
<b>Program</b>	\$ 344,446	\$ 231,543	\$ 575,989	\$ 236,617
<b>Operations</b>	\$ 87,913	\$ 145,344	\$ 233,257	\$ 56,095
<b>Fundraising &amp; Development</b>	\$ 30,935	\$ -	\$ 30,935	\$ -
	<b>\$ 463,294</b>	<b>\$ 376,887</b>	<b>\$ 840,181</b>	<b>\$ 292,712</b>

# EMERGING PUBLIC LEADERS

Empowering the next generation  
of civil service professionals

## **PYPP LIBERIA**

Airfield Road,  
Opposite Airfield-New Road Junction,  
Sinkor, Monrovia, Liberia

## **EPL-GHANA**

No.19 Oleander Street,  
East Legon-Accra, Ghana

## **EPL GLOBAL**

110 13th Street NW, Suite 800,  
Washington, D.C., United States of America

[www.emergingpublicleaders.org](http://www.emergingpublicleaders.org) • [www.pyppliberia.org](http://www.pyppliberia.org)



emerging-public-leaders