



**EMERGING PUBLIC LEADERS**

Empowering the next generation  
of civil service professionals

**STRATEGIC  
PLAN**

**2023-25**



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# FOREWORD

Writing jointly as the founder of Emerging Public Leaders – someone who has been around since the beginning in 2016 – and as the Interim Executive Director – someone with the freshest eyes on the organization – it gives us great pride to present and endorse this strategic plan to guide EPL's operations and impact over the next 18 months.

Like the government ministries in which EPL Fellows serve, this organization plans for the future while remaining alert to shifting dynamics that can accelerate, disrupt or otherwise affect our carefully considered plans. What will serve as our guide throughout this next phase of EPL's journey is our vision of a prosperous and equitable Africa, fostered by good governance and improved public service for all. What will remain constant is our commitment to close partnership with governments and local organizations as we recruit, develop and support a diverse network of leaders who are committed to public service and to practicing and promoting good governance throughout the continent.

Specifically, the strategy that follows aligns to these five organizational goals:

- 1) Build a strong Pan-African network of talented, ethical and driven public servants to enhance good governance and equitable prosperity in Africa
- 2) Build and strengthen institutional capacity for efficiency and effectiveness
- 3) Promote organizational sustainability by diversifying sources of revenue
- 4) Raise the visibility of the work of EPL by telling compelling stories of our impact
- 5) Strengthen EPL's governance system for enhanced innovation and growth

A strategic plan is a roadmap, yes, but it is also a tool for accountability. All of us seek to apply it to our work, whether as staff members, partners or supporters of EPL, share the responsibility of ensuring this plan is followed faithfully over the coming years. As we promote accountability from government, we hold ourselves to similarly high standards. We will routinely report on our progress toward this strategy and on the impact that it facilitates.

We acknowledge the support of EPL partners in Kenya, Ghana and Liberia, our staff, and Donald Mogeni, who led the strategy development process.



**Betsy Williams**  
Founder & Board Chair



**Caren Wakoli**  
Interim Executive Director

# OUR VISION

We envision a prosperous and equitable Africa, fostered by good governance.

# OUR MISSION

Our mission is to partner with governments, local organizations and communities to rigorously identify public service professionals who are committed to practicing and promoting good governance in Africa. With our support throughout their career journeys, this diverse network of leaders will influence and strengthen their country's institutions for delivering government services with care, excellence, innovation and integrity.

# OUR VALUES

**Integrity:** We keep our word and act ethically.

**Excellence:** We uphold high-quality standards.

**Partnership:** We develop collaborative relationships/ partnerships that are responsive to country and citizen needs.

**Citizen-centric Leadership:** We promote effective and inclusive leadership as we help develop public servants who put citizens at the center of their work.

**Accountability:** We strive to exceed expectations and we transparently communicate our impact and efficiency to our stakeholders.



# OUR STRATEGIC PLANNING PROCESS

This strategy was developed with significant inputs from and consultations with EPL Global Board members and staff; country partners in Liberia, Ghana and Kenya; EPL outsourced service providers and consultants; and Public Service Fellowship Program alumni. The strategy also relied on thorough reviews of the 2022 organizational infrastructure assessment reports.



# SUPPORTING PUBLIC SERVANTS TO ACHIEVE SDGs



Emerging Public Leaders works towards achieving the 2030 Agenda for Sustainable Development. In particular, Sustainable Development Goal 16, which seeks to

"promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels."

We also support the principles of effective governance for sustainable development endorsed by the United Nations Economic and Social Council (ECOSOC) in 2018 and the need to strengthen national and local governance capacities to reach the SDGs.

*"A competent and effective public service with well-motivated and professional public servants is at the center of success in implementing government policies and programs related to the 2030 Agenda and the SDGs, including in delivering services to those left furthest behind."*

*-United Nations Department of Economic Affairs, 2020*

# ABOUT EPL AND OUR MODEL

Founded in 2016, EPL creates pathways for young Africans to access meaningful and impactful public service careers through its Public Service Fellowship Program — a two-year training and leadership development program targeted at youth in Africa with the drive and potential to effect positive change in Africa's governance.

Targeting youth aged 18 to 35, the Fellowship Program attracts bright and motivated university graduates and young public service professionals, offering them the tools and support to develop into future leaders within the public sector. The goal is for the Fellows to transition into long-term positions within the public sector upon completion of the requirements of the Fellowship Program, over time creating a life-long network of public servants across an ecosystem of government ministries, departments and agencies in Africa.

The Fellowship Program is built on the foundational success of our partner program, the Liberian President's Young Professionals Program (PYPP), which was created more than 10 years ago. The fellowship has now been expanded into Ghana and Kenya – with significant adaptations to the country contexts. The success of the Fellowship Program in each of these countries depends on the strength of EPL's relationship with its local partners, including the government, based on the recognition that a stronger public service is a key driver of development and prosperity and requires a shift in Africa's public service towards the values of meritocracy, transparency and strong intergenerational leadership. The Fellowship also contributes towards filling a significant gap in strengthening public service in

Africa — a focus area that has been historically overlooked, underfunded or ignored by development institutions, foreign investment and social entrepreneurship.

## The Fellowship is centered around six critical components:

**1) Meritocratic recruitment and selection:** EPL utilizes an objective, multi-stage recruitment and selection process, coupling minorities-sensitive recruitment with a blind evaluation process that anonymizes all applications but reflects a mindfulness of inclusivity.

**2) Continuous responsive training:** EPL co-develops with governments and other partners a comprehensive curriculum based on needs and opportunities of each program context, to contribute towards addressing the public service's long-term human capital needs and ensure Fellows are prepared with the technical skills of the future to solve the Africa's most pressing challenges in trade, climate change, democratic governance, conflict and insecurity — among others.

**3) Mentorship and professional development support:** The mentorship component of the Fellowship Program actively fosters intergenerational learning and collaboration, with mentors serving as sounding boards and providing support and coaching as fellows navigate their public service careers. Each fellow is paired with two seasoned professionals outside of their workplace — either one from the public sector and the other from the private sector, or both being from different backgrounds of the public sector.

**4) Community Service:** As part of the Fellowship Program, Fellows gain a better understanding of local governance and build camaraderie as a cohort through participation in community projects in rural communities. Many of the Fellows are from these communities and have the opportunity to interact with community leaders and the civil service in local and regional governments.

**5) Performance management:** At the start of the Fellowship Program, Fellows create leadership development plans, which help them envision what they expect to accomplish in their public service careers and throughout the Fellowship Program. EPL also employs a structured performance management system to account for the individual workplace performance of each Fellow and their areas for growth.

**6) Alumni engagement & career development support:** Drawing on its cohorts across various country programs, EPL is developing a robust alumni network and related associations to foster long-term engagement, commitment and peer support towards continued public service, helping to also mitigate early career stage attrition of alumni from the public service to other sectors of employment. Through this alumni network, Fellows can continue to receive EPL and peer-driven career guidance and continuous professional development opportunities to equip them to continue to thrive in public service.



By 2027, EPL aims to have recruited, placed and trained a total of 1,000 Fellows, at least 50 percent women, into the civil service across six African countries. These Fellows will be contributing towards building effective public service and service delivery, strengthening democracy and influencing policies towards addressing some of Africa's most critical socio-economic and political challenges.

# OUR CONTEXT: THE EVOLVING PUBLIC SERVICE IN AFRICA

Public satisfaction with state performance in the delivery of basic public services such as educational, medical, administrative and rule of law, security, and household amenities is low. Similarly, Africa's young<sup>1</sup> demographic continues to demand meaningful results towards jobs and employment creation, food security, shared security, health outcomes and climate change mitigation. This places Africa's public service front and center in delivering services, needs and impacts citizens in Africa need.<sup>2</sup>

However, despite decades in pursuing and implementing public service reforms, the public service in many countries across Africa continues to struggle to achieve the fundamental changes required to respond to the ever-changing needs and demands of citizens across the continent.<sup>3</sup>

## Africa's public service is characterized by the following broad challenges:<sup>4</sup>

- Significant capacity deficits and perceived lack of gender equality, diversity and inclusion
- Public employees constitute almost one third of paid employment on average. However, the cost of public employees in Africa is higher than other regions.

<sup>1</sup> Today, more than 60% of Africa's population is under the age of 25. By 2030, young Africans are expected to constitute 42% of global youth.

<sup>2</sup> Mo Ibrahim Foundation (2018), Public Service in Africa.

<sup>3</sup> <https://www.institute.global/insights/politics-and-governance/why-we-need-whole-new-take-public-service-delivery-africa>

<sup>4</sup> Mo Ibrahim Foundation (2018), Public Service in Africa.

- Public employees are better educated than their counterparts in the private sectors, but the private sector is younger than the public.
- Recruitment and advancement are often informed by political and personal ties – rather than merit.
- Challenges of retaining and building talent are often exacerbated by brain drain.
- Significant integrity deficits with corruption in the African public sector, among the highest at global level.
- Widespread political interference that impacts results.
- Lack of civil servants trained in effective public policy development and implementation to increase access to public services for poor communities.



# WHAT HAVE WE LEARNED?

## Iterate for Purpose and Context

In continuously evolving contexts, we acknowledge that our leadership development model needs to be adaptive, flexible, responsive and fit-for-context. As such, we will continue to promote iteration of our model in collaboration with our country-level partners. The recent iterations of our model in Kenya, which involved selection of Fellows from within the public service, and EPL Ghana's adoption of the "Career Direct Assessment Tool," offer good illustrations of the co-creation that we will promote with our partners in order to improve and advance our approach.

## Ensure Inclusion in Fellows Selection and Recruitment

EPL's selection and recruitment of Fellows will continue to be sensitive to the diverse demographic (e.g. ethnic, gender, age, religious, racial and people with disabilities) and other socio-cultural characteristics prevalent within the countries of operation. Ultimately, this will contribute towards ensuring the inclusion and representation of different groups within the public service.

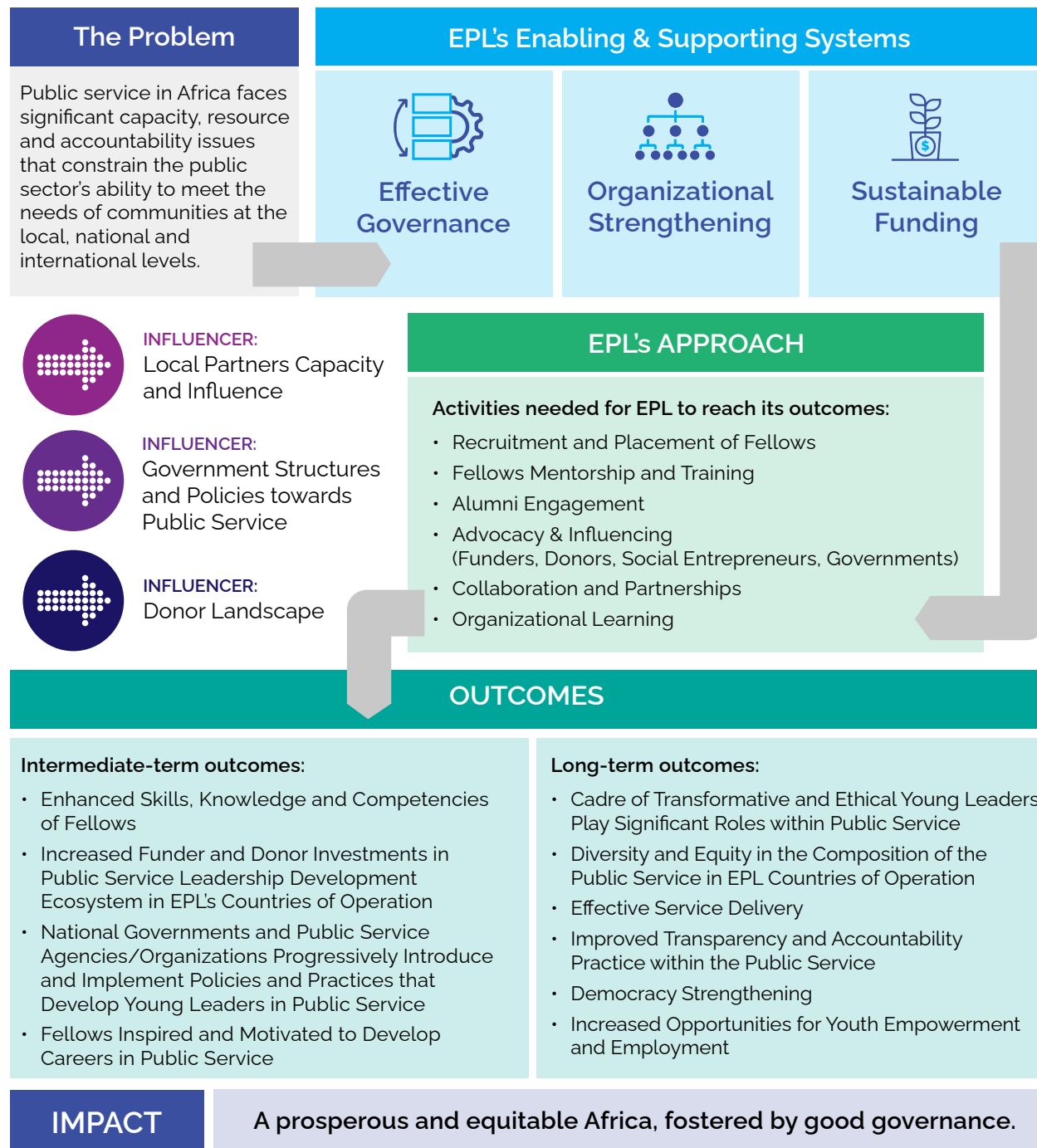
EPL's selection and recruitment of Fellows will continue to be sensitive to the diverse demographic and other socio-cultural characteristics prevalent within the countries of operation. To date, 45 percent of all Fellows have been women, and EPL is committed to increasing this.

# PROGRESS TO DATE

## EPL has made real impact

- Through its continued partnership with EPL, the **President's Young Professionals Program** (PYPP) in Liberia, PYPP has placed 185 Fellows in Liberian ministries and agencies, and public and private sector organizations and 72 percent of them remain in the civil service.
- The **Fellowship Program in Ghana**, launched in 2018, identifies, recruits, trains and places high-achieving university graduates in fulfillment of the National Service Scheme (NSS). Since its launch, the program has placed 80 fellows across various ministries. 75 percent of them remain in the civil service.
- Through a partnership between the Kenya Public Service Commission and local implementing partner, Emerging Leaders Foundation (ELF), the **Public Service Emerging Leaders Fellowship** (PSELF) was launched in Kenya in 2021. One hundred and sixteen Fellows have so far been recruited into the Fellowship Program and undergone training. All the Fellows in Kenya were already serving in the public service at the time of recruitment.
- **45 percent** of all Fellows to date have been women (Ghana: 39 percent, Kenya: 51 percent, Liberia: 45 percent).

# EPL'S THEORY OF CHANGE: OUR CONTRIBUTION TO THE CHANGES WE WANT TO SEE



# OUR GOALS AND STRATEGIC PRIORITIES

## GOAL ONE | Building a Pan-African Network

We will build broader awareness of our work in the public service space in Africa. We will also seek to partner with Africa-based partners and agencies to further the work of EPL and to pursue joint opportunities to leverage our collective strengths to positively impact the next generation of public service leaders across the continent.

GOAL	INDICATIVE ACTIVITIES	MILESTONES (BY 2025)
<b>Build a strong Pan-African network of talented, ethical and driven public servants to enhance good governance and equitable prosperity in Africa</b>	<p>Establish a framework for country scale-up and selection</p> <p>Sign agreements with key strategic partners, i.e. international NGOs, local organizations, etc.</p> <p>Align with regional economic blocs and pan-African organizations such as the African Development Bank and African Union in our programming for collaboration</p> <p>Hold annual alumni gatherings to facilitate cross-border learning and collaboration</p> <p>Support Fellows to take part in strategic international fora</p> <p>Hold annual conferences and symposiums in collaboration with like-minded institutions</p>	<p>EPL deepens its work in Ghana, Kenya and Liberia – and scales up to at least two new countries by 2025. These countries may include Malawi, Sierra Leone and Côte d'Ivoire</p> <p>Increased number of co-created activities and programs with peer agencies and multi-lateral institutions</p>

## GOAL TWO | Strengthening Technical and Institutional Capacity

Over the past year, we have been diligently working to understand our organizational capacity needs. During this strategy period, we will prioritize building an infrastructure with the right people, systems and processes to support our financial growth and expansion goals. This will enable us to seize key strategic opportunities when they arise and ensure sustainability for EPL's work. We will continuously review and update our organizational policies to ensure EPL offers a conducive and desirable working environment for staff and partners.

GOAL	INDICATIVE ACTIVITIES	MILESTONES (BY 2025)
<b>Build and strengthen institutional capacity for efficiency and effectiveness in the running of the organization</b>	<p>Facilitate meritocratic recruitment of talented and driven professionals at all levels of the organization</p> <p>Develop detailed HR policies and procedures manual to ensure that EPL's employee-related practices such as pension scheme, medical cover and annual leave are fair and consistent across the board</p> <p>Support professional development and staff capacity strengthening pathways</p> <p>Review EPL's organizational policies to assess introduction of new policies that reflect EPL's values and the cultural contexts in which it works</p> <p>Facilitate organizational learning, reflection and exchanges</p> <p>Develop a detailed internal monitoring and evaluation framework</p> <p>Standardize finance and other financial management processes and practices</p>	<p>EPL attracts and retains quality staff to support its rapid financial growth and expansion goals in the medium term</p> <p>All EPL staff have access to outlined annual professional and capacity development opportunities</p> <p>EPL has clear and consistent policies that inform staff recruitment, performance management, benefits and remuneration</p> <p>EPL has a detailed monitoring, evaluations and learning framework (separate from but informed by the specific ME&amp;L projects currently occurring) for EPL's work</p>

## GOAL THREE | Diversified Fundraising

We have been successful at attracting significant donor and funder resources through the initiative of board members. To sustain this impressive growth in revenue, we will be guided by a desire to deliver on the priorities of our programmatic strategy. We will also develop fundraising and communication strategies to complement our programmatic strategy. Our main fundraising priorities will include: diversify our donors and funders, building a healthy reserve fund, and building the internal staff capacity to acquire and manage resources. To strengthen our work with partners, we will develop criteria and procedures for approving grants either to EPL's local partners or to Fellows and alumni.

GOAL	INDICATIVE ACTIVITIES	MILESTONES (BY 2025)
<b>Promote organizational sustainability by diversifying sources of revenue for the organization</b>	<ul style="list-style-type: none"> <li>Conduct stakeholder consultations in targeted communities to understand local, sub-national, national and regional priorities</li> <li>Prepare pitch decks</li> <li>Maintain an updated grant pipeline</li> <li>Identify and schedule meetings with potential partners and pre-position EPL using data and evidence of impact</li> <li>Develop concept and proposal templates</li> <li>Respond to relevant calls for proposals</li> <li>Hold donor roundtables with a diverse group of donors and funders to highlight EPL's work</li> <li>Produce and distribute regular newsletters</li> <li>Pay for membership to relevant fundraising platforms, i.e. Devex, Funds for NGOs etc.</li> <li>Engage board members more broadly in fundraising and networking</li> <li>Develop a grant-making policy</li> <li>Build and set aside a reserve fund as a long-term safety net</li> <li>Support country partners to find/raise sustainable funding directly to promote their organizational resilience and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>EPL has tested and analyzed various approaches and integrated those strategies into a fundraising plan/strategy to achieve its financial goals</li> <li>EPL's fundraising process is integrated with financial administrative systems, decision-making, and is monitored and adjusted on an ongoing basis.</li> <li>EPL has a broad funding base consisting of various sources (donors and funders); no one source contributes more than 25% of the total annual revenues</li> <li>EPL funds a declining percentage of in-country partners' funding and program needs</li> </ul>

## GOAL FOUR | Strengthening Communication

In the past, we have communicated our work primarily through our website, social media, news media and our annual report. We will develop a bold and comprehensive communication plan to align internal and external messages about EPL's compelling mission and work and allow EPL to tell a cohesive story. We will invest in in-house communications capacity to address internal and external communication needs and ensure we use our monitoring and evaluation data to communicate and demonstrate our evidence of impact. Our communication will include advocacy to funders and other stakeholders. EPL will identify and highlight the consequences and implications of minimal investments in public service capacity and demonstrate why broader investments, in addition to EPL, are so critical to solving Africa's most pressing problems.

GOAL	INDICATIVE ACTIVITIES	MILESTONES (BY 2025)
<b>Raise the visibility of the work of EPL by telling compelling stories of our impact</b>	<ul style="list-style-type: none"> <li>Develop a comprehensive communication strategy and plan</li> <li>Invest in strategic communication tools and software, i.e. cameras, StreamYard, podcast tools, etc.</li> <li>Use ME&amp;L data/evidence to communicate impact and evidence of impact</li> <li>Conduct research and produce policy briefs</li> <li>Write newsletters and articles for in-country and international media and platforms to highlight EPL's work</li> <li>Strengthen EPL's capacity to produce more creative and impactful newsletters</li> <li>Set up podcast and Facebook/YouTube Live monthly sessions to raise awareness on the place and importance of public service</li> <li>Produce merchandise for Fellows, alumni, staff, board and other stakeholders</li> <li>Collaborate with strategic organizations for greater sustainability of EPL's work, i.e. to do joint fundraising and implementation of aspects of the program</li> <li>Set up and collaborate with other like-minded organizations to host African Public Sector Awards to recognize great and improved public service</li> <li>Set up a fund to promote innovation in public service, i.e. African Public Sector Innovation Fund (APSIF)</li> </ul>	EPL progressively recognized as a thought and practice leader in the field of public service capacity-strengthening in Africa

## GOAL FIVE | Strengthening Governance

EPL has within its board membership a group of talented and widely experienced individuals who have propelled the organization through its start-up phase to its current growth. As the organization matures and recruits equally talented staff, we will make a clear distinction between the role of the board and management, ensuring that the board is involved in high-level strategy, fundraising and governance whilst enabling management to lead on organizational operations. We will also continue to develop effective communication and accountability systems that provide greater autonomy to country-level boards to make decisions that are fit for their operational contexts and circumstances.

GOAL	INDICATIVE ACTIVITIES	MILESTONES (BY 2025)
<b>Strengthen EPL's governance system, i.e. the Board and management, for enhanced innovation and growth of the organization</b>	<p>Convene periodic board retreat</p> <p>Build capacity of board members through training</p> <p>Convene regular and predictable board meetings</p> <p>Ensure effective documentation and filing of board papers, minutes and reports for future reference and record purposes</p> <p>Create a consistent, effective process for recruiting and onboarding new directors, including the development of a streamlined, user-friendly board handbook.</p> <p>Develop a board succession plan</p> <p>Strengthen board committees and ensure regular committee meetings ahead of full board meetings</p> <p>Establish and strengthen the management team</p>	<p>EPL adopts and implements governance and other infrastructure improvements that explicitly outline and clarify the role of EPL's Board, board committees in relation to the Executive Director, national boards and management</p> <p>EPL recruits and onboards new members to its Board and transitions to a non-founder Board Chairperson</p>

# SCOPE AND SCALE

We will give more attention to building organizational infrastructure, strengthening systems and establishing shared management practices globally alongside our country partners. We will also continue to deepen our work in Ghana, Kenya and Liberia through:

- Exploring opportunities to recruit more fellows
- Working with in-country public policy facing and research institutions to develop contextualized programs
- Extending the EPL Fellowship Program to devolved governments, independent commissions, other arms of government, regional/intergovernmental bodies
- Introducing a mid-career Fellowship Program
- Building capacities of public service commissions
- Developing training content aligned with major issues such as climate and gender justice, digital transformation and improved public health

We will ensure that our expansion to other countries is more proactive, informed and remains strategically aligned. We will strive to expand to at least two countries over the next three years. Specifically, expansion to new countries will be informed by a structured and formal process that will include assessment of:

- Presence of public service reform measures that have taken place or are being prioritized by respective countries (determined on the basis of reviewing country development plans, vision documents, etc.)

- Local implementing partner capacity and availability — determined based on formal partner capacity assessment and demonstrable experience working on themes relevant to EPL's programmatic strategy
- Country enthusiasm and political support for public service strengthening through adoption/promotion of EPL's model and approach
- Potential to complement other relevant public service leadership development initiatives
- In-country partnerships and connections — for instance relationships with a variety of stakeholders and donors, and knowledge of the political, economic, social and policy context

The Executive Director will gather information on these criteria during country scoping trips, through desk research, consultations with stakeholders and participation in various meetings. The board, or its designated committee, will be responsible for decision-making and approval of expansion decisions.



# WORKING WITH FELLOWS AND ALUMNI

We will continue to build and provide our alumni with opportunities for growth and development beyond their tenure as Fellows. We will provide opportunities for alumni and Fellows to be part of the global mission of EPL throughout their career journeys. We will also link the Fellowship training to other forms of professional development as may be appropriate to individual Fellows and alumni. We will be more deliberate and intentional in exploring a more holistic approach to developing responsible Fellows. To reinvigorate the EPL Alumni Network in the three countries of operation, we will specially seek to introduce and institutionalize:

- A new Alumni Training Series targeting the continuous professional development of Alumni
- An annual Outstanding Alumni Award in recognition of EPL alumni continuing the most impactful and purpose-driven engagement within the public service
- An annual Alumni Get-together as a platform to bring alumni from all countries to share and reflect on their personal journeys and experiences

More importantly, we will strive to achieve gender equality in our Fellowship program as a contribution to building gender equity within Africa's public service by growing the ratio of women in the Fellowship from the current 45 percent to 50 percent in 2025.



# MEASURING IMPACT AND LEARNING

Our current monitoring, evaluations, and learning (ME&L) practice is informed by a consolidated logical framework and a theory of change. We recognize that our ME&L practice and capacity needs to be strengthened to ensure that EPL is capable of demonstrating the impact of its work in a more robust manner. To reach this goal, we have developed a unified theory of change. An accompanying results framework, which outlines specific monitoring indicators that will track outputs and outcomes aligned with the results chain in our unified theory of change, will also be developed. The goal of our approach to ME&L will be to understand the extent to which EPL and our country partners are achieving, and ultimately will have achieved, our programmatic targets, as well as to learn and make data-informed decisions.

We commit, therefore, to developing a monitoring, evaluation and learning framework based on this strategy and that includes: a results framework, an ME&L monitoring plan, formal accountability feedback mechanisms, an evaluation plan, and a dissemination and learning plan.

COMPONENT	DESCRIPTION	PURPOSE
Results Monitoring	A compendium of indicators and target milestones	Periodic monitoring of EPL achievement of outputs, outcomes and impact
Grant Monitoring	Set of monitoring procedures and processes for all EPL grants individually and as a portfolio	Inform implementation decision-making
Evaluation, Dissemination and Learning	Country-level evaluations and external evaluations	Periodic assessment and analysis of grants and EPL's country-level operational model, leading to a comprehensive evaluation of EPL's effectiveness
Dissemination and Learning	Production of reports, other evaluation products and dissemination activities for sharing data and information generated through ME&L activities	Provides opportunities to learn from and use evidence gathered through monitoring and evaluation

EPL, working alongside its partners, will contribute to the overall impact goal of a prosperous and equitable Africa, fostered by good governance. The Theory of Change (ToC), as depicted in the visual on page 9, reflects our current understanding of the pathways of change required to create an environment where the overall impact goal is met. Key program inputs are brought together through a set of interconnected enabling strategies to achieve change.

Key inputs for influencing change will involve competitive recruitment and placement of Fellows coupled with providing opportunities for continuous mentorship and further training of Fellows. Structured alumni engagement processes will also be adopted to maintain and nurture relationships with previous Fellowship graduates to build a strong professional network. EPL will develop alumni engagement strategies well before Fellows graduate. This will help to build more effective relationships and long-term networks. Using evidence from our work, EPL will also seek to influence the young leadership development ecosystem by pursuing advocacy and influencing of major funders, donors, social entrepreneurs and governments to prioritize support for young leadership development initiatives. EPL will also promote collaboration between different government ministries and departments, at various levels, as well as among multi-lateral and international organization, civil society and the private sector working in the young leadership development space. This will facilitate joined-up and well-informed planning and delivery, and foster mutual understanding of issues and needs, and ultimately a shared goal/vision. Learning and evidence for scale-up will be strengthened within the organization as well as across the sector.

### **The inputs and the approaches together are expected to facilitate an environment whereby the following conditions are possible:**

- Increase in the number of Fellows trained
- Increase in the number of Fellows retained within the public service
- Improved diversity and gender equality in the proportion of Fellows recruited, trained and retained within the public service
- Increased resourcing interventions and programs supporting young public leaders

Our understanding is that the inputs will contribute to the intermediate outcomes through a dynamic process that involves one or more strategies acting as an enabler of change.

### **The four interlinked intermediate outcomes will then achieve six long-term outcomes in the following ways:**

- Developing a cadre of transformative and ethical young leaders who will play significant roles within public service
- Achieving diversity and equity in the composition of the public service in EPL countries of operation
- Promoting effective service delivery for communities in need of essential services
- Improving transparency and accountability practice within the public service
- Strengthening democracy and good governance
- Develop further opportunities for youth empowerment and employment

**In order for EPL's Theory of Change to be upheld, a number of assumptions are made at different levels of implementation. These include:**

- Stable social and political environment maintained
- Government policy for recruiting and promoting young leaders is driven by merit (rather than by political motives)
- There are respected champions amongst politicians and other decision makers to support Emerging Public Leaders
- EPL program evidence and communications are sufficiently robust to influence policy and resource decisions that favor EPL

## LEARNING

We will be driven by learning from what we do, and how we do it, to maximize our impact within constantly evolving operational contexts. We will promote individual learning, team learning, organizational learning and inter-organizational learning with effective feedback loops and mechanisms. Key will be learning from the country teams and partners, who are at the frontline in understanding how EPL might influence desired change, achieve impact and scale within their contexts.

## FUNDING

We have received a diversity of funding since we started our operations in 2016. We will aim to achieve our fundraising milestones by investing in the people and resources required to meet them. We expect that mid-2023 we will have a dedicated in-house EPL staff leading our finance, fundraising, communication and ME&L functions. We expect this will boost our fundraising capabilities especially if the efforts of these functions are leveraged and integrated with the broad expertise of our board members.

The board and management will maintain a risk register that is regularly reviewed at the organizational and program level to ensure risks are mitigated or avoided.



# EPL STRATEGY IMPLEMENTATION PLAN

## GOAL ONE | Building a Pan-African Network

**Build a strong Pan-African network of talented, ethical and driven public servants to enhance good governance and equitable prosperity in Africa**

ACTIONS REQUIRED	RESPONSIBILITY	IMMEDIATE	MID-TERM	LONG-TERM
Establish a framework for country scale-up and selection	Board	✓		
Sign agreements with key strategic partners, i.e. international NGOs, local organizations etc	Management		✓	
Enlist regional economic blocs and Pan-African organizations such as the African Development Bank and African Union in our programming for collaboration	Management			✓
Hold annual Alumni gatherings to facilitate cross-border learning and collaboration	Management	✓		
Conceptualize and introduce the Outstanding Alumni Award	Management	✓		
Support fellows to take part in strategic international fora	Management	✓		
Hold annual conferences and symposiums in collaboration with like-minded institutions	Management		✓	

## GOAL TWO | Build and strengthen institutional capacity

**Build and strengthen institutional capacity for efficiency and effectiveness in the running of the organization**

ACTIONS REQUIRED	RESPONSIBILITY	IMMEDIATE	MID-TERM	LONG-TERM
Facilitate meritocratic recruitment of talented and driven professionals at all levels of the organization	Board & Management	✓		
Develop detailed HR policies and procedures manual to ensure that EPL's employee-related practices such as pension scheme, medical cover and annual leave are fair and consistent across the board	Board & Management	✓		
Undertake regular staff appraisals, job description reviews, and competency assessments to inform professional development and staff capacity strengthening pathways	Management		✓	
Review EPL's organizational policies to assess introduction of new policies that reflect EPL's values and the cultural contexts in which it works	Board	✓		
Facilitate organizational learning, reflection and exchanges	Management		✓	
Develop a detailed internal monitoring and evaluation framework	Management	✓		
Standardize finance and other financial management processes and practices	Management	✓		

## GOAL THREE | Promote organizational sustainability

**Promote organizational sustainability by diversifying sources of revenue for the organization**

ACTIONS REQUIRED	RESPONSIBILITY	IMMEDIATE	MID-TERM	LONG-TERM
Develop a detailed fundraising strategy	Management	✓		
Prepare pitch decks	Management	✓		
Maintain an updated grant pipeline	Management	✓		
Identify and schedule meetings with potential partners and pre-position EPL using data and evidence of impact	Management	✓		
Develop concept and proposal templates	Management	✓		
Respond to relevant calls for proposals	Management	✓		
Hold donor roundtables with a diverse group of donors and funders to highlight EPL's work	Management		✓	
Pay for membership to relevant fundraising platforms i.e. Devex, Funds for NGOs, etc.	Management	✓		
Engage board members more broadly in fundraising and networking	Management & Board	✓		
Develop a grant-making policy	Board	✓		
Build and set aside a reserve fund as a long-term safety net	Board	✓		
Support country partners to find/raise sustainable funding directly to promote their organizational resilience and sustainability	Management		✓	

## GOAL FOUR | Strengthening Communication

**Raise the visibility of the work of EPL by telling compelling stories of our impact**

ACTIONS REQUIRED	RESPONSIBILITY	IMMEDIATE	MID-TERM	LONG-TERM
Develop a comprehensive communication strategy and plan	Management	✓		
Invest in strategic communication tools and software, i.e. cameras, StreamYard, podcast tools, etc.	Management	✓		
Use ME&L data/evidence to communicate impact and evidence of impact	Management	✓		
Conduct research and produce policy briefs	Management		✓	
Write newsletters, articles for in-country and international media and platforms to highlight EPL's work	Management		✓	
Strengthen EPL's capacity to produce more creative and impactful newsletters	Management		✓	
Set up podcast and Facebook/YouTube Live monthly sessions to raise awareness on the place and importance of public service	Management		✓	
Produce merchandise for Fellows, alumni, staff, board and other stakeholders	Management		✓	
Collaborate with strategic organizations for greater sustainability of EPL's work, i.e. to do joint fundraising and implementation of aspects of the program	Management		✓	
Set up and collaborate with other like-minded organizations to host African Public Sector Awards to recognize great and improved public service	Management			✓
Set up a fund to promote innovation in public service i.e. African Public Sector Innovation Fund (APSIF)	Management			✓

## GOAL FIVE | Strengthening Governance

**Strengthen EPL's governance system, i.e. the Board and management, for enhanced innovation and growth of the organization**

ACTIONS REQUIRED	RESPONSIBILITY	IMMEDIATE	MID-TERM	LONG-TERM
Convene periodic board retreat	Board	✓		
Build capacity of board members through training	Board	✓		
Convene regular and predictable board meetings	Board	✓		
Ensure effective documentation and filing of board papers, minutes and reports for future reference and record purposes	Board	✓		
Create a consistent, effective process for recruiting and onboarding new directors, including the development of a streamlined, user-friendly board handbook.	Board	✓		
Develop a board succession and transition plan	Board	✓		
Strengthen board committees and ensure regular committee meetings ahead of full board meetings	Board	✓		
Establish and strengthen the management team, ensuring effective feedback loops and communication with the EPL Global Board	Board	✓		

# ANNEX 1: LANDSCAPE ANALYSIS

This section lists some of the organizations and partners that could be beneficial for EPL's organizational learning, program development (joint funding, expansion) as well as providing complementary opportunities for EPL Fellows and alumni. This list is not exhaustive and identifies organizations and partners with footprints in Africa. Thus, other partners and organizations who have part of EPL's growth and development should be considered alongside the potential partners identified below.

ORGANIZATION	AREAS OF OPERATION	POSSIBLE AREA OF COLLABORATION
Mo Ibrahim Foundation	Continental	Program Development Research Organizational Learning
Nelson Mandela School of Public Governance – University of Cape Town	Continental	Alumni Professional Development Program Development Research
Africa Leadership Academy	Continental	Fellow and Alumni Professional Development Program Development
Young African Leaders Initiative (YALI) – U.S. Department of State	Continental	Organizational Learning Fellow and Alumni Professional Development
European University Institute (Young African Leaders Programme)	Continental	Alumni Professional Development
Obama Foundation	Global	Program Development Organizational Learning
Uongozi Institute	Tanzania	Expansion Organizational Learning Program Development
MountainTop Fellowship Program	Continental	Organizational Learning Program Development
Paradigm Initiative (Digital Rights Fellowship)	Cameroon, Kenya, Nigeria, Senegal, Zambia and Zimbabwe	Fellows and Alumni Professional Development Organizational Learning
Youth Hub Africa	Nigeria, Uganda, Kenya, Ethiopia, and Ghana	Fellows and Alumni Professional Development Organizational Learning Program Development
Leap Africa	Nigeria, Burundi, Rwanda, Uganda, Ghana, Tanzania, Kenya, Zambia, South Sudan, The Gambia, Malawi, Cameroon, Côte d'Ivoire	Fellows and Alumni Professional Development Organizational Learning Program Development
Coady Institute Global Youth Leaders Programme	Continental	Fellows and Alumni Professional Development Program Development

ORGANIZATION	AREAS OF OPERATION	POSSIBLE AREA OF COLLABORATION
Eisenhower Global Fellowship Program For Innovative Leaders	Global	Fellows and Alumni Professional Development
British Council Future Leaders Connect	Egypt, Kenya, Morocco, Nigeria, Tunisia	Fellows and Alumni Professional Development Program Development
Africa Leadership Institute Archbishop Tutu Fellowship Programme For Young African Leaders	Continental	Fellows and Alumni Professional Development Program Development
World Economic Forum Global Leadership Fellows	Global	Fellows and Alumni Professional Development Program Development Organizational Learning
Tony Blair Institute for Global Change	Global	Organizational Learning
People First Community (Teach For All)	Global	Program Development Organizational Learning
Ellen Johnson Sirleaf Presidential Center for Women and Development	Continental	Fellows and Alumni Professional Development  Program Development Research
Apolitical	Global	Fellows and Alumni Professional Development  Program Development
Corps Africa	Ethiopia, Ghana, Kenya, Malawi, Morocco, Nigeria, Senegal, Rwanda, and Uganda	Program Development  Organizational Learning
Futurelect	Southern Africa, East Africa	Fellows and Alumni Professional-Development  Organizational Learning



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