

**EMERGING
PUBLIC
LEADERS**

G H A N A



2024 ANNUAL REPORT

*"Empowering the next generation
of public service professionals"*



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public service professionals"*

February 2025



The 2024 EPL Ghana Annual Report highlights the remarkable progress and achievements of the Ghana Country Office of Emerging Public Leaders in 2024. It provides an in-depth overview of key initiatives, including the Public Service Fellowship programme, the P.E.A.C.E. Fellowship Project, and the Women on the Rise Project. This report reflects EPL Ghana's commitment to creating impactful leaders, advancing peace and security, and promoting gender equality. The report captures milestones, success stories, and the collective efforts of stakeholders driving sustainable development. With a focus on collaboration, innovation, and impact, the report emphasises EPL Ghana's dedication to empowering the next generation of public sector leaders.

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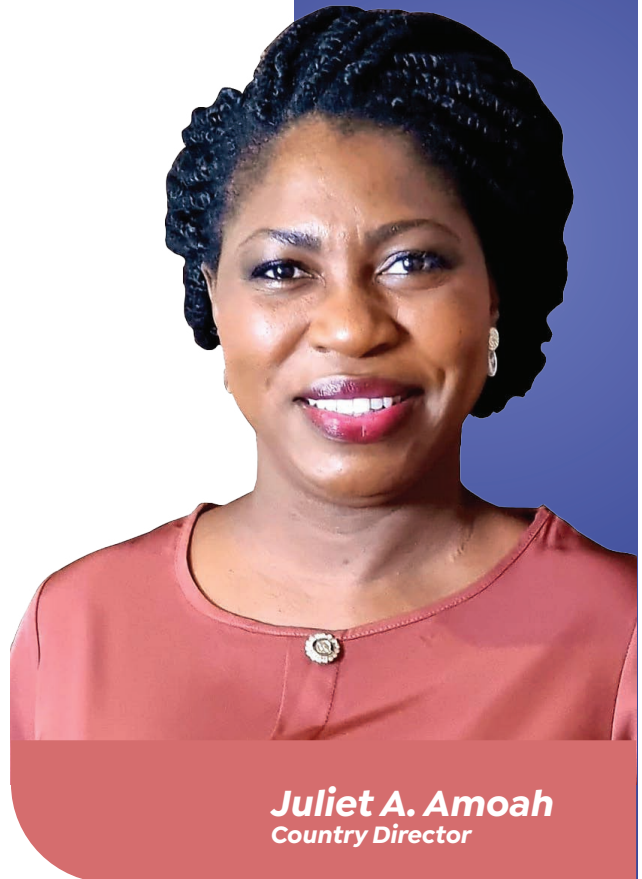
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FOREWORD

The Emerging Public Leaders of Ghana (EPL Ghana) has always been driven by the vision to build a dynamic and ethical public sector workforce capable of addressing today's challenges while ensuring a future that benefits every Ghanaian. This 2024 EPL Annual Report presents remarkable strides made over the past year, providing details of how organisational initiatives have enhanced leadership, innovation, and resilience in the public sector.

EPL Ghana's mission is committed to leadership, which is not confined to positions of power but reflects the ability to inspire, innovate, and create sustainable change. The organisation's designed programmes equip young leaders with tools to become changemakers in governance, policy, and public administration with an extended support to improve systemic public service challenges for a resilient and inclusive public service sector in Ghana. This report reflects achievements and celebrates the collective efforts of the organisation and its partners to ensure the public sector remains inclusive, transparent, and citizen-centred. Public governance challenges require leaders who can adapt, collaborate, and maintain integrity in uncertainty. Initiatives like the Public Service Fellowship have provided young Ghanaians with transformative opportunities to gain hands-on experience, mentorship, and exposure to the tenets of good governance. These experiences have prepared them for meaningful careers and positioned them as advocates for equity, accountability, and ethical leadership. EPL Ghana's commitment to equity and inclusion is evident in its focus on addressing systemic barriers, particularly those women face in the public sector. The Women on the Rise initiative is being implemented to ensure a culture of diversity and empowerment, enabling women to advance into leadership roles and drive transformative change across institutions. Collaboration has been central to the organisation's success. EPL Ghana has



Juliet A. Amoah
Country Director

amplified its impact by strengthening partnerships with government agencies, civil society organisations, and other stakeholders. These partnerships have enhanced programmes effectiveness and strengthened the broader ecosystem of governance and development.

The achievements highlighted in this report show the dedication, resilience, and innovation of fellows, alumni, partners and stakeholders who contributed to the EPL Ghana mission. The collective effort to build a thriving public sector inspires the organisation to reach new heights. As you explore this report, consider the profound impact of leadership that is guided by values, driven by purpose, and committed to the greater good of Ghana. This is the foundation upon which EPL Ghana operates, and the vision will guide the organisation into the future.

INTRODUCTION

Emerging Public Leaders of Ghana (EPL Ghana) is committed to documenting its organisational processes, program milestones and experiences for the purposes of institutional learning, knowledge sharing and impact measurement. The desire to become the best leading not-for-profit in Ghana, advancing and championing the inclusion of youth voice in public service leadership to positively shape misguided perceptions and myths about public service and nation-building is its motivation. This 2024 Annual report further captures the programme outcomes and impact, strategic partnership engagement, information on research publication and contributions to thought leadership around public service effectiveness in Ghana. The report addressed key themes that affect public service leadership and governance. These themes include peacebuilding and security, gender equity and intersectionality, youth in public service governance and strategic partnerships for sustainable organisational development



VISION

To be the force in cultivating a network of ethical, skilled and innovative leaders who drive positive change and promote good governance within the public sector in Ghana.



MISSION

To equip young Ghanaians with the knowledge, skills and support network to become effective strengthening agents of change in Ghana's public sector



VALUES

- Partnership
- Integrity
- Value-based leadership
- Excellence
- Transparency
- Sustainability

OVERVIEW EPL GHANA PROGRAMME AND PROJECTS

The Public Service Fellowship (PSF) run by EPL Ghana since 2018 fosters diverse, inclusive and meritocratic recruitment in the public sector, ensuring equal representation across gender, religion and social backgrounds. The fellowship work-integrated approach offers valuable experience, mentorship, professional networking, preparing fellows for sustainable careers. The Alumni benefit from long-term support through active alumni networks and ongoing engagement with EPL Ghana. The P.E.A.C.E Fellowship is a project that engaged 100 public sector professionals in Ghana in

online symposiums on peace-building. Fellowship enhances security-civilian relationships and contributes to a resilient community peace structure. EPL Ghana's Women on the Rise project - "Tackling Gender Barriers to Women's Leadership" aims to improve gender inclusion. Through a Gender Diversity Taskforce and peer networks, this initiative supports female leaders, promotes workplace diversity, and advances equitable opportunities across public service leadership.



CHAPTER ONE

EMPOWERING TOMORROW'S LEADERS FOR A THRIVING PUBLIC SECTOR

PUBLIC SERVICE FELLOWSHIP

Emerging Public Leaders (EPL) Ghana's one-year Public Service Fellowship (PSF) recruits talented, young Ghanaian graduates committed to addressing public sector challenges. Targeting young people aged 22-32 years, the Fellowship bridges the gaps in education and public service, fostering skills and integrity to drive positive transformation.

2018 —————> TILL DATE

40+ Partnering Institutions

including Ghana's Public and Civil Service and Civil Society Organisations

Trained
140 Fellows
From 9 Regions

YEAR
2023

25

Fellows recruited

14
Males

11
Females

YEAR
2024

35

Fellows recruited

19
Males

16
Females



To improve the recruitment process, EPL Ghana developed its website to improve access and incorporated scenario-based questions for more comprehensive evaluations. These improvements supported smooth, more informed and highly engaged fellowship experience. This meritocratic approach is to build a capable, diverse pool of public sector professionals ready to address Ghana's pressing needs. Further, this approach clarifies that partnerships with inclusive institutions are essential for diversity and accessibility.

DEEP DIVE RESIDENTIAL TRAINING

Emerging Public Leaders (EPL) Ghana organised quarterly Deep Dive training as intensive residential sessions to equip PSF fellows with essential skills for excelling in public sector roles. From January 2024, **6** deep dive sessions were organised for Fellows. The training was conducted to deliver specific, impactful knowledge and skills enabling Fellows to manage workplace dynamics effectively and confidently oversee projects.

These trainings and sessions are grounded in EPL Ghana's core curriculum, blended instruction, case studies and practical exercises around selected themes on resilience, project management, communication, the world around us and integrity to foster personal and professional growth. The training enhanced Fellows' competencies and provided a space for collaborative networking, reinforcing bonds within the PSF community.

KNOWLEDGE SHARING

EPL Ghana is dedicated to building the next generation of public service leaders through knowledge sharing events that facilitate engagements between fellows and active professionals. The "By the Fireside" (BTF) Chats are significant initiatives under the Knowledge Sharing components, where experts engage Fellows on specific themes, sharing insights from their personal and professional experiences. BTFs foster intergenerational knowledge between Fellows and professional to strengthen EPL Ghana's brand as a leadership convener within Ghana's public service. In 2024, **4** By the Fire Side (BTF) chats were successfully conducted, featuring **2** esteemed guest speakers. Ms. Abigail Kajumba, Executive Director of Emerging Public Leaders (Global), engaged Fellows and Alumni on the theme "How to Influence Decision-Making for Good Governance." Dr. Stella Agyenim-Boateng, Vice Chairman of the Public Services Commission, addressed vital public sector career issues through her book "100 Career Nuggets-Keeping it Punchy."

Additionally, **2** training sessions were held in-house. The managers educated Fellows

on the policy aspect of Community Service (Community Immersion Projects). These gatherings contributed to community growth through network with professionals. The Thought Leaders Arena (TLA) is a platform where Fellows and Alumni discuss emerging issues in Ghana's public sector and provide solutions through this intellectual platform. These dialogues empower Fellows to navigate their public service careers with resilience and excellence.

These activities highlighted the importance of structuring discussions on pertinent challenges and establishing platforms for alumni engagement. They also ensure meaningful and lasting impact on the current fellows, alumni and the broader public service network, which enhance the relevance and effectiveness of future programming.

KNOWLEDGE MANAGEMENT PLATFORM

In 2024, EPL Ghana launched the "Fellowship Experience Solution," an innovative online platform designed to enhance the management of fellowship activities, alumni engagement, and programme operations. The digital platform was developed to streamline EPL Ghana's processes by providing a centralised space for programme delivery, milestone tracking, and professional development support for Fellows. This comprehensive online platform yet to be

operational, will enhance Fellowship management, improve engagement with current Fellows and alumni, programme delivery and operational efficiency.

By leveraging technology, EPL Ghana will improve communication and ensure a vibrant network of public sector professionals committed to sustainable development and governance excellence.

COHORT FIVE COMMUNITY IMMERSION

The 5th Cohort of Fellows embarked on a vital community immersion project in Mepe, Volta Region, from 16 April 2024 to 3 May 2024. The exercise was conducted to address policy gaps and provide support to communities affected by the 2023 Mepe floods. In addition, this initiative assessed existing disaster response policies and provided educational support to final-year Junior High School students.

The policy engagement on the flooding identified critical policy gaps hindering

effective disaster recovery and facilitating dialogues between policymakers and community members. This project highlighted EPL Ghana's dedication to ethical leadership, resilience building, and community-focused policies. It emphasised integrating socio-cultural factors into planning, addressing implementation gaps and fostering grassroots involvement. Further there is the need for trust-building and clear communication to ensure accurate data collection for impactful programme design.

END-OF-FELLOWSHIP GRADUATION

On 16 July 2024, EPL Ghana held the graduation of its 5th Cohort of Fellows at the British Council Ghana Auditorium, Accra. The graduation ceremony held to honour the Fellows' achievements, transition them into the EPL Alumni Network (EPLAN), build connections for continued growth and promote a collective commitment to ethical governance in Ghana hosted the **100 participants**, with keynote speaker Mr. Bernard Avle, renowned Ghanaian Broadcast Journalist and representatives from partner institutions across the country.

This event reinforced EPL Ghana's role in building a network of dedicated professionals, equipping alumni to champion positive change in public service. With their induction into the Alumni Network, these graduates are now positioned to influence governance and inspire future generations in Ghana's public sector. Having a strong Alumni Network promotes professional development and reinforces EPL Ghana's community, indicating the importance of sustained support beyond the Fellowship experience.



TRANSFORMATIVE LEADERS DRIVING INNOVATION, SUSTAINABLE CHANGE, AND IMPACTFUL NETWORKS

Transformative contributions of EPL Ghana's alumni, embody resilience and sustainability in leadership across diverse sectors. As champions of ethical and competent public service, they exemplify the core values of EPL Ghana by driving innovation, ensuring sustainable change, and creating meaningful impact in their communities and beyond. Through collaborative initiatives, professional growth, and continued commitment to public service excellence, EPL Ghana alumni contribute to addressing the country's most pressing challenges. Their resilience and dedication to sustainable development reflect EPL Ghana's overarching goal of nurturing leaders who uphold integrity, equity, and inclusivity, ensuring long-term progress and systemic change for future generations.

THOUGHT LEADERS ARENA

Following the Akosombo Dam spillage and the subsequent community disaster, EPL Ghana's Alumni Network (EPLAN) hosted a Thought Leaders Arena (TLA), one of the knowledge-gathering activities on 6 July 2024, to discuss identified policy gaps findings from policy and community engagement with the people of Mepe in the Volta Region. The objective of the TLA was to promote non-partisan dialogue and contribute to establishing a policy environment for informed discourse and developing actionable strategies to address the Mepe community's immediate and long-term needs. The EPL Ghana Board Room event convened government representatives, academia, and young leaders.

The TLA received significant media coverage, with **10** stories published, elevating EPLAN's profile and enhancing EPL's social media presence. The meaningful stakeholder dialogue increased awareness of Mepe's challenges and strengthened collaborations with government agencies. The event provided a framework for future policy discussions. The TLA demonstrated the impact of policy research in real-world challenges, offering a model for future discussions focused on community resilience and policy implementation. Integrating Fellows and Alumni as panellists enhanced knowledge-sharing and policy analysis, highlighting the value of intergenerational dialogue. Early stakeholder engagement and a multi-channel media strategy broadened coverage, demonstrating the importance of diverse communication approaches in policy discussions.

EPL GHANA 2024 NATIONAL ALUMNI GATHERING

EPLAN held an event in at Aqua Safari from 20 to 21 December 2024, which brought together EPLAN community. The gathering provided an environment to build connections, celebrate shared milestones, review strategic documents and envision future possibilities. The Alumni networking event is based on EPL Ghana's commitment to nurturing a strong, engaged and supportive Alumni network. By creating opportunities for connection, collaboration and mentorship, the organisation creates a sustained impact culture where Alumni are empowered to support each other and contribute to the organisation's broader vision of public sector excellence and leadership development. As part of the event, the EPL Ghana Alumni Strategic Plan, 2024-2025 and Constitution were reviewed to ensure alignment with evolving goals, enhance governance structures and strengthen the Alumni network's impact. The review facilitates accountability, relevance and a shared vision for sustainable growth.

During the event, a stronger sense of unity emerged within the Alumni network, promising a groundwork for future partnerships and initiatives. Alumni expressed deep appreciation for the platform to reconnect, exchange ideas, and inspire one another. The 2024 Alumni gathering reaffirmed EPL Ghana's dedication to building an enduring and impactful Alumni community. By promoting collaboration, encouraging mentorship and driving collective growth, the gathering situated the Alumni network as a vital pillar in advancing the organisation's goals and fostering leadership excellence.

GLOBAL ALUMNI GATHERING IN KENYA

The inaugural EPL Ghana Alumni Network (EPLAN) gathering was held in Nairobi, Kenya from 4 to 6 March, 2024, marking a significant step toward reinforcing pan-African public service leadership. The purpose of the gathering was to unify EPLAN across Africa, promote knowledge exchange, and strengthen a pan-African leadership network. EPL Ghana's delegation, led by Country Director, Juliet A. Amoah, showcased achievements from the "Public Service Fellowship" programme, which has trained over **150** Fellows across public service, civil society, and women's agency enhancement. At the event in Nairobi, Ghana highlighted advancements, particularly in gender parity and public sector security training.

The Ghana delegation presented a comprehensive public service training model integrating theory, practice, case studies, and project management. The delegation highlighted successes in gender mainstreaming and innovative fundraising, while alumnus Husein Pumaya's election as co-president of the EPLAN emphasised Ghana's leadership. Ghana's integrated training approach, combining theory with practical skills, effectively prepared fellows for public service. The cross-country collaboration enhanced programme effectiveness, with Ghana's insights on security training benefiting other national initiatives.

CHAPTER TWO

BUILDING RESILIENT COMMUNITIES THROUGH SKILLED AND COMMITTED PEACEKEEPING



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DCOP Raymond Adofiemi, Regional Commander of the Upper East Police Regional Command, leading field exercise as part of the key training for the EPL Ghana-US Embassy P.E.A.C.E. Fellowship Project.

THE PROFESSIONALS ENGAGED AGAINST CONFLICT AND ENDANGERMENT (P.E.A.C.E.) PROJECT

The P.E.A.C.E. Fellowship is a 12-month programme that trains young professionals in Ghana's public sector to be effective peacebuilders. Through online symposiums, **100+** participants enhanced their conflict prevention skills. Fellows, from agencies such as the Ministries of Local Government, Defense and Interior, developed conflict skills.

PARTNERSHIP DRIVE IN NORTHERN GHANA

The team conducted a partnership drive across Ghana's Northern, Upper East, and Northeast Regions. The objective of the drive was to forge alliances with key security agencies, including the Ghana Armed Forces, Ghana Police Service, Ghana Immigration Service, Ghana National Fire Service and Ghana Prisons Service, while also increasing awareness about the EPL Ghana's flagship programme, the Public Service Fellowship (PSF) and the P.E.A.C.E Fellowship recruitment process, which focus on diversity and inclusion. **3** Town Hall meetings engaged **137** participants, including youth groups, resulting in active involvement. Media coverage, from Savannah Radio in Tamale and Wale FM in Walewale, significantly enhanced awareness of EPL Ghana's programmes, enriching stakeholders' understanding.

Community ownership of the P.E.A.C.E project was evident, suggesting potential for sustainable impact. Peacebuilding initiatives are already being implemented and EPL Ghana is strengthening partnerships and aligning activities with regional stakeholders, such as Operation Bambo in Bolga, Upper-East Region to maximise effectiveness. Through proactive engagement and media interactions, collaborative partnerships with stakeholders was established, with PSF admission of Cohort 6, having a balance of males and females fellows from diverse background and across the regions.

ONLINE TRAINING FOR P.E.A.C.E. FELLOWS

The Fellowship convened **4** online training sessions in 2024. The sessions, which used a reflective learning approach, equipped Fellows with knowledge of peace and security trends, approaches, challenges and opportunities.

A total of **298** Fellows were drawn from at-risk communities in northern Ghana to share and understand peace and security trends, approaches, challenges and opportunities in a reflective learning format. EPL Ghana recruits Fellows and professionals to reach and engage community influencers, youth and other vulnerable groups in at-risk communities. Also, in collaboration with the Foundation for Security and Development in Africa (FOSDA), a comprehensive training on 'Human security' was held for our P.E.A.C.E Fellows.

DEEP DIVE TRAINING OF P.E.A.C.E. FELLOWSHIP

A deep dive training was held to enhance the capabilities of P.E.A.C.E. Fellows. These in-depth residential trainings was held in Tamale and Bolgatanga, where PEACE Fellows were equipped with essential technical and soft skills crucial for promoting peace. The training built the Fellows' capacity in comprehensive knowledge and competencies critical for practical peace-building efforts. A total of **25** P.E.A.C.E. Fellows from across all key security agencies in the select at-risk communities engaged in interactive discussions and group presentations, delving into key topics such as human security frameworks, conflict prevention and analysis, mediation techniques and emotional intelligence. Most significantly, the training facilitated direct engagement with critical stakeholders, including representatives from the U.S. Embassy in Ghana and the Foundation for

Security and Development in Africa (FOSDA). This interaction allowed Fellows to gain deeper insights into project objectives and stakeholder expectations, further enriching their learning experience. Collaborating with the Upper East Regional Commander, DCOP Raymond Adofiemi has significantly improved communication and participation among all security service commands.

GROUP COACHING SESSIONS

In May 2024, group coaching sessions commenced for P.E.A.C.E Fellows. Led by internationally certified coach Rev. Patrick Otioku Boadu, the programme included two virtual group sessions, individual exercises and one-on-one support, focusing on behaviour change, communication strategies, leadership dynamics and conflict resolution. The coaching aimed to enhance professional skills and improve relationships between security personnel and civilians. Fellows gained insights in power dynamics and emotional intelligence, fostering personal growth and effective community engagement. The sessions empowered Fellows to develop tailored strategies for peacebuilding and community stewardship, motivating them for future challenges. Incorporating breakout sessions and case studies in training facilitates participatory learning and knowledge retention.

COMMUNITY IMMERSION EXERCISE

From September 2024 to October 2024, the second and third phases of the P.E.A.C.E Fellowship Community Immersion activities commenced in Bawku, Bolgatanga, Chereponi, Bunkurugu-Yoyo, Nanton and Gushegu. Supervised by EPL Ghana community liaisons, the Fellows engaged directly with community leaders and members, applying knowledge and skills from training. In total, **44** communities were reached, allowing the Fellows to gain insights into community unrest, its causes, and the dynamics between security services and civilians. Through the community immersion, collaborative partnerships with stakeholders were established, encouraging community commitment to peace efforts and creating Peace Committees comprising youth volunteers. These committees served as peace ambassadors to promote initiatives, maintain security and address the long-standing land and chieftaincy disputes prevalent in the districts.

CHAPTER THREE

ADVANCING EQUITY THROUGH INSIGHT, POLICY, IMPACT, AND ACCOUNTABILITY



GENDER MAINSTREAMING AND INTEGRATION

EPL Ghana has made significant progress in integrating gender into its organisational programming and systems and mainly through the Public Sector Fellowship (PSF) and P.E.A.C.E Fellowship and Women on the Rise projects. Gender inclusion and diversity have been prioritised in policies, including the EPL Ghana Safeguarding Policy and in the recruitment processes, which have become gender-responsive. Also, the organisation has developed, a Gender Curriculum to educate and empower fellows, alumni, partners, and stakeholders to foster an inclusive public sector environment.

In 2024, the PSF programme achieved greater inclusivity by recruiting a Fellow with visual impairment and **4** mothers into Cohort 6, a significant improvement from the previous year where there was no Fellow with disabilities and only a mother participated in the PSF Fellowship

programme. The Fellowship has become increasingly accessible and supportive of women with children and aiming to attract more female applicants. While organisation has established a solid gender balance, ongoing efforts are essential to enhance diversity and inclusivity through targeted recruitment and support systems for underrepresented groups. By prioritising gender equality and inclusivity, organisation promotes a more equitable environment, ensuring all perspectives are recognised and addressed.

WOMEN ON THE RISE PROJECT

EPL Ghana trains and mentors ethical young professionals in the public sector, focusing on gender inclusion and diversity through its initiative dubbed Women on the Rise, “Tackling Gender Barriers to Women’s Leadership with the Ghana Public Sector.” This two-year project (2024-2025) contributes to dismantling patriarchal systems and discriminatory practices that hinder young women's leadership. EPL Ghana collaborates with the Office of the Head of Civil Service (OHCS) and key partners to support female leaders and achieve Sustainable Development Goal 5. The following activities were undertaken under this project;

1. GENDER-BASED ASSESSMENT

EPL Ghana assessed gender-related outcomes to identify programme bottlenecks and potential improvements, which was to enhance evidence-based decision-making for strategic actions and boost the organisation’s gender index. The assessment evaluated EPL’s recruitment practices, fellow selection processes, and programme planning for gender inclusion effectiveness. It also analysed public service organisations where fellows are placed to identify barriers and opportunities for gender advancement and develop a Gender Mainstreaming and Intersectionality Scorecard.

The Gender Scorecard provided a practical tool for assessing and promoting gender inclusion across EPL’s programmes and placement organisations. It also strengthened insights into current gender barriers and informed targeted recruitment and programme design improvements. EPL Ghana is committed to regular assessments and data-driven insights to identify gender-based challenges and nurture an inclusive environment. Collaborating closely with partner organisations has enhanced understanding and promoted a culture of gender equity.

2. 2024 INTERNATIONAL WOMEN’S DAY CELEBRATION

In March 2024, EPL Ghana collaborated with the Ministry of Gender, Children and Social Protection (MoGCSP) to celebrate the 2024 International Women's Day on the theme "Invest in Women, Accelerate Progress". The theme highlighted the need to raise awareness about the

existing disparities hindering the realisation of gender parity. EPL Ghana participated in the “Equity Walk” to show support and advocate for gender equality and women’s empowerment, contribute to a meaningful cause and positively impact communities and society. Over **500** people participated in the Equity Walk, symbolising a collective commitment to advancing gender equality and creating a more inclusive and equitable society where women can thrive without constraints. This collaborative effort reflects the dedication of EPL Ghana to effecting meaningful change and empowering women to achieve their aspirations. Other institutions involved were the United Nations Ghana, OHCS, security agencies, civil society organisations/non-governmental organisations and the second cycle schools.

This event united partners to raise awareness about gender equality issues, showcasing a commitment to an inclusive society and advanced gender equality, reflecting EPL Ghana’s mission to empower women and drive meaningful societal change.

3. CIVIL SERVICE WEEK CELEBRATION

In April 2024, EPL Ghana joined OHCS to celebrate the 2023 Civil Service Awards and the 2024 Civil Service Week, a significant occasion to recognise and celebrate the dedication and contributions of civil servants to national development. The event’s theme was “Combating Threats to Sub-Regional Peace and Security: Perspectives of the Civil Service”. This event held at the Civil and Local Government Staff Association, Ghana (CLOGSAG) Auditorium provided a platform for ministries, departments, and agencies to showcase impactful policy initiatives and innovations. EPL Ghana participated actively, presenting the Public Service Fellowship programme, and the P.E.A.C.E. Fellowship, and Women on the Rise projects during the Policy Exhibition Fair. Through this event, EPL Ghana, the only Non-Governmental Organisation at the Policy Fair, highlighted innovative approaches, especially advocating for women’s rights, and fostering collaboration with the Office of the Head of the Civil Service. All **28** ministries and their agencies participated in the Policy Exhibition Fair.

The event included strengthened policy innovation and the promotion of gender inclusivity. EPL Ghana’s presence facilitated knowledge-sharing and encouraged evidence-based policy-making, supported by technical and advocacy materials. Lessons included the value of rigorous research and stakeholder engagement for policy reforms, and the importance of improving visibility with enhanced materials and presentation strategies. The event provided EPL Ghana with networking opportunities and elevated its profile within the civil service, helping to boost connections for future partnerships.

4. 2024 RISE WOMEN CONFERENCE

The Rise Women Conference, hosted by EPL Ghana from 13 to 14 August 2024, at Labadi Beach Hotel in Accra, had over **100** stakeholders, including UN representatives, public and private sector officials, CSOs/NGOs, academia and media. Centred on the theme “Empowering Women for Economic Transformation: A Path to Gender Equality and Inclusivity,” the conference featured solidarity messages, panel discussions on poverty alleviation, financial inclusion, and institutional strengthening, and presented academic papers focused on accelerating gender equality and women’s economic empowerment.

The diverse panellists from institutions such as the UNRCO, UNDP, UN Women, MoGCSP, University of Ghana, University of Cape Coast, Kwame Nkrumah University of Science and Technology and individual experts discussed issues that address women's challenges, emphasising tailored approaches for urban and rural women. For urban women, support programmes were proposed to enhance skill-building, while rural women-focused included improved access to quality education. The conference also advocated for accessible financial resources, proposing initiatives like a Women's Bank to support entrepreneurial efforts in the informal sector. The MoGCSP was urged to implement legislative frameworks post-Affirmative Action Bill enactment, with support from civil society and the OHCS. Stakeholders were supportive of EPL Ghana in organising the event and emphasised the importance of addressing these recommendations and issues in the Communique to achieve Sustainable Development Goal 5 and improve gender equity within Ghana’s public and private sectors.

5. INAUGURATION OF THE NATIONAL GENDER DIVERSITY TASKFORCE

The National Gender Diversity Taskforce, inaugurated on 17 October, 2024, marks a crucial step toward breaking gender barriers in Ghana’s public sector. Initiated under the Women on the Rise project, this taskforce is led by the OHCS and supported by EPL Ghana, with funding from Co-Impact. The task force advocates for gender-inclusive policies, monitoring progress in leadership roles, and empowering women to increase participation in decision-making in Ghana, which is currently less than 30 percent. The task force is chaired by the OHCS. It has **6** member representatives from the Ministry of Gender, Children and Social Protection, the Ministry of Finance, the Ministry of Health, the Ministry of Education and the Ministry of Local Government and Rural Development.

In December 2024, an orientation workshop for **45** participants was held at the Pempamsie Hotel in Cape Coast, Central Region. The participants were taskforce members and Gender Desk Officers from various MDAs. The task force will drive systemic change by strengthening partnerships, raising awareness, and fostering gender diversity at all levels within Ghana's public sector.

6. VALIDATION OF THE ACTION PLAN – NATIONAL GENDER STRATEGY

EPL Ghana was the only civil society, not-for-profit organisation, invited by the OHCS to participate in a validation meeting for its rapid institutional gender assessment. The meeting targeted the OHCS and two ministries: the MoH and the MoGCSP.

By engaging in the rapid institutional gender assessment, EPL Ghana contributed to identifying and addressing gender gaps within key public institutions. This partnership enhances organisational capacity to advocate for gender-responsive practices, inform policy recommendations, and develop impactful Gender Action Plans and scorecards. Additionally, collaborating with OHCS, MoGCSP, and MoH strengthened cross-sector relationships, ensuring a unified approach to mainstreaming gender across the Civil Service and advancing equity-driven institutional reforms, aligning with EPL Ghana's commitment to fostering systemic change and sustainable progress. The draft Gender Action Plans and Scorecards were finalised, establishing benchmarks for tracking gender responsiveness.

As a follow up to the validation, in May 2024, a gender mainstreaming and institutional development training was held for **25** key staff of OHCS, MOH and MoGCSP at the Pempamsie Hotel, Cape Coast, Central Region. The training to strengthen staff commitment to gender equity was crucial for reinforcing and sustaining gender mainstreaming efforts across public sector institutions.

7. ADVANCING EVIDENCE-BASED PROGRAMMING

EPL Ghana is committed to generating new evidence to inform its programming, emphasising gender equity and inclusivity in Ghana's public sector. The organisation's structured research agenda supports evidence-based policy and programme improvements by assessing recruitment processes, leadership development, workplace culture, and gender dynamics. This agenda drives strategic decisions that foster inclusivity and diversity, enabling EPL Ghana to track progress, adapt strategies and create impactful programmes. Key publications include:

- **Workplace Dynamics and Employee Job Performance in the Public and Private Sectors:** This study assessed workplace factors such as flexible working hours, occupational stress and job autonomy that influence performance and identified areas for improvement. Outputs included a technical brief and three factsheets, which were shared with over **200** partners and stakeholders at the 2024 Civil Service Week Policy Fair.
- **Youth Perceptions of Public Sector Careers:** An Analysis of Motivation and Deterrents: This research assessed motivations and barriers affecting young people's views on public sector careers, contributing insights for youth employment policies.
- **Breaking Barriers:** Empowering Women to Attain Higher Leadership Heights: This article advocates for systemic change to promote women's leadership, reaching over **300** stakeholders.

EPL Ghana's research initiatives drive advocacy and ensure evidence-based programming for sustainable impact.

8. POLICY INITIATIVES: DRIVING EQUITY AND RESILIENCE

EPL Ghana places immense value on policy engagement, review, coordination and implementation to align its programming with national and local policies, fostering equitable and inclusive development. Through strategic policy initiatives, EPL Ghana demonstrates its commitment to advancing sustainable solutions that address systemic challenges and create meaningful impact. Key achievements include:

1. **Development of the Safeguarding Policy:** This policy represents a proactive step to ensure a safe, inclusive environment free from harm and discrimination. It prioritises the protection of women and girls, introducing confidential reporting mechanisms and continuous training to adapt safeguarding measures. The policy reinforces EPL Ghana's commitment to equity and sustainable development.

- 2. Policy Assessment on Mepe Disaster:** Following the 2023 Akosombo Dam spillage, EPL Ghana's Fellows assessed the disaster's impact in Mepe, Volta Region, identifying policy gaps in water, sanitation, health, education, and housing. The resulting report, disseminated to key stakeholders, emphasise the need for enhanced government action and disaster preparedness to build community resilience.
- 3. Review of the 2015 National Gender Policy:** EPL Ghana collaborated with the MoGCSP to review and update the policy. The review proposed strategic recommendations to combat systemic barriers, improve women's access to services and leadership, and promote gender equality, advocating for sustainable change across Ghana.

These initiatives highlight EPL Ghana's dedication to shaping policies that promote equity, inclusivity, and resilience.

9. ACCOUNTABILITY AND TRANSPARENCY

EPL Ghana's Strategic Plan (2023-2029)

Developing EPL Ghana's 2025-2029 Country Office Strategic Plan stems from the need to align its programming with evolving national and global priorities, ensuring sustained impact and relevance. It addresses gaps identified in previous interventions and integrates lessons learned to strengthen the organisation's approach to ensuring ethical leadership, gender equity, and peacebuilding. The plan provides a clear framework to guide resource allocation, collaboration with partners, and monitoring progress. By aligning with the EPL Global Strategic Plan and the UN 2030 Agenda, it ensures EPL Ghana's initiatives remain targeted, sustainable, and aligned with global efforts to achieve inclusive development.

EPL Ghana's 2025-2029 Country Office Strategic Plan aligns with the EPL Global Strategic Plan and the UN 2030 Agenda, particularly Goals 5 (Gender Equality) and 16 (Peace, Justice, and Strong Institutions). The Strategic Plan supports tracking programme indicators, ensuring impactful outcomes. It strengthens ethical leadership through the PSF programme, enhances peace and security through the P.E.A.C.E. Fellowship, and advances gender equity with Women on the Rise, empowering women for leadership and systemic change to drive sustainable development.

CHAPTER FOUR

BUILDING LASTING PARTNERSHIPS, SUSTAINABLE IMPACT, AND CLEAR CONNECTIONS

In 2024, EPL Ghana took a proactive approach to strengthen the organisation's role in advancing public sector reform and sustainability. Recognising the power of shared-value partnerships, the organisation set out to build alliances that would not only support EPL Ghana's programming but also enhance project effectiveness and long-term viability. This strategic focus elevated EPL Ghana's presence on a national level, establishing it as a trusted and influential partner in public sector transformation.

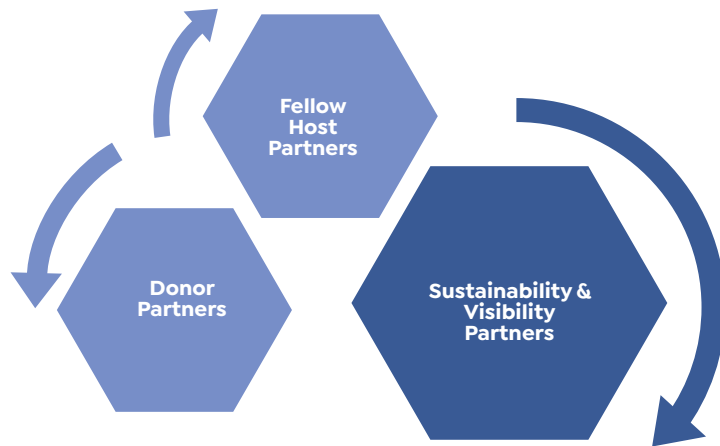
To gain broader recognition, and diversify funding streams, EPL Ghana developed a targeted partnership structure centered on legitimacy and institutional resilience. By collaborating with the OHCS, the Public Services Commission, and the Civil Service Training Center, EPL Ghana solidified its role as a vital contributor to strengthening Ghana's public sector systems.

These partnerships yielded impactful achievements. Through strategic alliances, EPL Ghana not only bolstered its reputation but also created a pathway to national scaling of its impact. Key institutional partnerships enhanced the organisation's credibility and reach, securing its place as an essential actor in the public sector ecosystem.

Aligned with EPL Ghana's objective to establish itself as a legitimate and foremost partner for strengthening ethical leadership in the public sector, EPL Ghana forged partnerships using the following three-prong approaches:

- (1) Identify and build Partnership with PSF host organisations across the 16 Regions of Ghana for a sustainable Fellow's receiving pipeline
- (2) Build strong and mutually beneficial partnership with Grantmakers and Donors both locally and internationally
- (3) Partner media houses, influencers and public figures to increase Visibility

ILLUSTRATION 1: EPL GHANA'S PARTNERSHIP TYPES



Core Partnership Values

- Shared Value & Impact
- Transparency & Trust
- Innovation & Iterative

Categories of Partners

- 1. Grantmaker and Donor Partnerships:** This year EPL Ghana successfully forged partnerships with key grant makers including the US Embassy, Co-Impact and Global Affairs Canada. Partnership maintenance and donor stewardship are key hallmarks of EPL Ghana's working relationship. EPL Ghana is focused on cultivating relationships with new donors that can provide institutional/core funding for EPL Ghana



Partnerships with US Embassy Ghana on the Professionals Engaged Against Conflicts Endangerments (P.E.A.C.E) Project

2. Organizational Sustainability and National Scale Partners: EPL Ghana has built long-standing partnerships with key institutions to foster the sustainability of Ghana's Public Service Fellowship (PSF) and that aside older partners, the OHCS and the Civil Service Training Center (CSTC), the organisation indicated a strong relationship with the Public Service Commission (PSC) and the Office of the Head of Local Government Service in Ghana.



Gender Taskforce inauguration - Collaborating with the Office of the Head of Civil Service to strengthen gender equity, equality and inclusion in Ghana's Public Service.

3. Fellow Hosting/Engagement Partners: These partners are typically the organisation's projects and Fellow-host organisations who have worked with EPL Ghana since 2020 by accepting the PSF fellows. These partners are key public sector or policy-facing CSOs across Ghana. They include NORSAAC, WACSI, GCX, Penplusbytes, GLOWA and FOSDA, Ghana Police Service, National Peace Council; NCCE, Ghana Immigration Service, etc.

ROUNDTABLE MEETING: EXPLORING DIVERSIFIED FUNDING MODELS FOR FINANCING PUBLIC SECTOR FELLOWSHIP PROGRAMME IN GHANA

On November 7, 2024, EPL Ghana convened a roundtable discussion at Labadi Beach Hotel, Accra. The event gathered **18** diverse stakeholders from **14** institutions, including Civil Society Organisations (CSOs), Corporate Foundations, and Development Agencies, to discuss different funding approaches for sustaining public service fellowship programmes. The discussion under Chatham House rules offered a secure setting for candid dialogue and discourse on donor priorities, resource mobilisation strategies, and collaborative opportunities. Key outcomes included enhanced understanding of donor expectations, improved awareness of funding challenges, and established frameworks for future collaboration among participating organisations. Participants indicated their priority areas for further partnership engagement.

This roundtable significantly contributed to EPL Ghana's programming by ensuring strategic partnerships and enhancing resource mobilisation strategies to sustain the public service fellowship programmes.

*Collaboration with Northern Regional
Placement Partners for our Public Service
Fellows*



LAUNCH OF SOCIAL MEDIA CHANNELS

EPL Ghana expanded its digital footprint by launching dedicated social media channels on LinkedIn, Instagram, Facebook, Twitter, Medium, YouTube, and TikTok. These **7** platforms have broadened EPL Ghana's reach, showcasing the PSF programme, the P.E.A.C.E Fellowship, and Women on the Rise projects. The launch of the social media channels enhanced EPL Ghana's digital presence, connecting with audiences passionate about ethical leadership, public sector transformation and community development. By increasing project visibility, EPL Ghana has influenced key stakeholders and supported public service initiatives.

Over **200** posts were made featuring diverse content types like tweets, carousels, videos, stories, reels, and blog articles, highlighting the organisation's impactful initiatives, significantly boosting engagement and visibility. Other achievements in coverage and visibility included high engagement on PSF and P.E.A.C.E recruitment content and an impactful whiteboard animation video for PSF awareness. A gender diversity carousel was used to promote the 2024 Rise Women Conference, with a content strategy, enhanced media quality, and reach across platforms. Using mixed media formats like videos, animations, and stories significantly boosted engagement and attracted varied audiences. For EPL Ghana ongoing, engagement with key stakeholders through social media is essential for sustaining interaction, gathering valuable feedback and fostering long-term interest in EPL Ghana's initiatives.



CHAPTER FIVE

EMPOWERING OPERATIONS WITH PRECISION AND INTEGRITY

STRENGTHENING FINANCIAL FOUNDATIONS

The Finance and Administration team at EPL Ghana is a pillar of the organisation's financial health and operational efficiency. The department's core objective is to enhance EPL's operational efficiency through accurate, transparent, and timely financial and administrative support, enabling EPL Ghana to fulfil its mission effectively.

The department, which oversees financial planning, budgeting, and reporting, ensures that all EPL programmes are supported through transparent and effective fund management. The team also manages procurement, compliance and risk management, among other things, while providing critical administrative support that facilitates smooth operations across departments. Significant achievements for the year included enhancing financial stewardship, supporting grant and donor compliance, and optimising procurement and resource allocation to streamline costs.

CAPACITY BUILDING

In 2024 the organisation prioritised staff capacity building, delivering top-notch development programmes and ensuring continuous learning. Through initiatives like "Thinking Thursday," the department established a platform for knowledge sharing, innovation, and collaboration, enhancing staff skills and ensuring EPL Ghana remains a dynamic, efficient, and forward-thinking organisation.

Financial literacy training empowered staff to manage resources effectively, enhancing accountability. EPL Ghana has adapted financial tools over the years as its operations evolve. This scalable process ensures compliance and responsiveness, ensuring a resilient and agile finance and administration framework within EPL Ghana.

The experience in 2024 highlighted the need for continued investment in resources and staff development to bolster the department's support across programmes.

OUR PARTNERS



OFFICE OF
THE HEAD
OF THE CIVIL
SERVICE



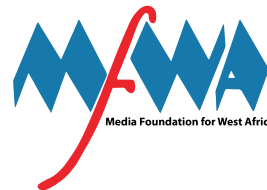
**NATIONAL PEACE
COUNCIL**



REPUBLIC OF GHANA



MINISTRY OF FINANCE



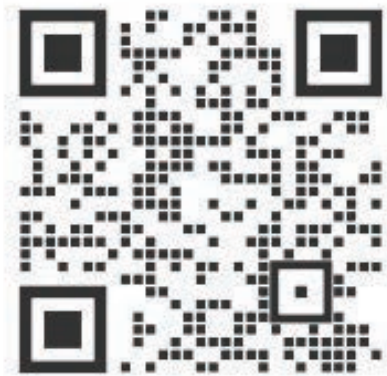
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LIST OF ACRONYMS

ACEPA	Africa Centre for Parliamentary Affairs
AWLN	African Women Leadership Network
CSO	Civil Society Organisations
CSTC	Civil Service Training Center
EPL	Emerging Public Leaders of Ghana
EPLAN	EPL Ghana Alumni Network
GCX	Ghana Commodity Exchange
GEA	Ghana Employment Agency
GES	Ghana Education Service
GLOWA	Global Action for Women Empowerment
MFWA	Media Foundation for West Africa
MESTI	Ministry of Environment, Science, Technology and Innovation
MIDA	Millenium Development Authority
MoF	Ministry of Finance
MoGCSP	Ministry of Gender, Children and Social Protection
MoH	Ministry of Health
NGO	Non-Governmental Organisations
NORSAAC	Northern Sector Action Awareness Centre
OHCS	Office of the Head of Civil Service
P.E.A.C.E	Professionals Engage Against Conflicts and Endangerment
PSC	Public Service Commission
PSF	Public Service Fellowship
TLA	Thoughts Leaders Arena
WACSI	West African Civil Society Institute
YBF	Youth Bridge Foundation
YEF	Youth Endowment Fund

QR CODES



Support EPL Ghana by sponsoring services, materials, or other activities for Fellowship participants. Help us reduce the overall cost of our events and services.



PHOTO GALLERY

















CONCLUSION

At EPL Ghana, we remain committed to identifying, training, and mentoring the next generation of Ghana's public sector leaders. Through our work, we continue to shape a future where governance is driven by skilled, ethical, and forward-thinking professionals.

Your support plays a crucial role in this mission. By investing in these talented young leaders, you contribute to building a stronger, more effective public service for Ghana.

Join us in empowering the next generation of changemakers. Make a contribution today and be part of the movement shaping Ghana's future.



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**EMERGING
PUBLIC
LEADERS**

G H A N A