



EVALUATION REPORT

MAY 2025

The Next Hundred Public Health Stewards
(TNH PHS)



Nigeria Program

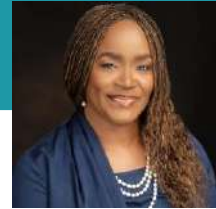
The Next Hundred Public Health Stewards (TNH PHS)

MISSION

- Equipping young professionals with competencies crucial for today's public health practice and the development sector broadly
- Linking young professionals to real time, hands on immersive experiences in the development sector
- Enhancing the employability of African Youth for positions in Public Health programs
- Creating a pipeline of tooled/retooled public health professionals

VISION

Improved Health Outcomes In Africa with Young Public Health Professionals at the front lines, driving and making impact



Foreword by TNH Founder

Across Africa, we are at a defining moment where a burgeoning youth population intersects with immense opportunities to reshape public health systems for the continent. Yet, the challenge remains: how do we intentionally equip this energetic generation to lead, innovate, and build systems that are inclusive, resilient, and future-ready?

The Next Hundred Public Health Stewards (TNH PHS) program is CHESIDS' bold response to this question. **It is a deliberate investment in the capacity and leadership potential of young public health enthusiasts who are passionate but often sub-optimally skilled to navigate the complexities of real-world health challenges.** Over the past four years, the program has grown in reach and recognition and in the depth of its impact. From a modest beginning of three participants to a thriving community of over 100 alumni members, TNH PHS is catalyzing a movement of public health stewards who are stepping up to lead change in Nigeria and beyond.

This evaluation report represents more than an exercise in accountability. It is a reflection of the program's journey, a recognition of its achievements, and a blueprint for what comes next. It captures voices from across the TNH ecosystem: the stewards whose stories inspire us, the faculty whose expertise deepens the stewards' learning experiences, and the immersion partners whose collaboration strengthens the program's impact.

We are proud of the insights this report offers, not just about what has worked, but about how we can do better. **The recommendations herein are a call to action for CHESIDS, our partners, and all who believe in the power of youth leadership in public health.** They remind us that with adequate support, structure, and vision, young public health professionals can drive solutions that are both innovative and deeply rooted in the realities of the communities they serve.

We remain committed to building a pipeline of bold, skilled, and values-driven public health stewards as we look ahead, because when young people lead, health systems are transformed.

Upwards and Onwards !!

A handwritten signature in blue ink that reads 'Charity Usifoh Chenge'.

Charity Usifoh Chenge, MBBS, MPH, MSc, DrPH

Founder, The Next Hundred (TNH)

Co-Founder, Centre for Health Systems Support and Initiatives for Development (CHESIDS)

Co-Founder, Women in Public Health Leadership, Africa (WiPHLA)

Acknowledgments

We extend our sincere appreciation to everyone who contributed to the success of The Next Hundred Public Health Stewards (TNH PHS) Program Evaluation. **This exercise would not have been possible without the support, commitment, and collaboration of our stewards, faculty, partners, and stakeholders.**

We acknowledge the faculty members who generously dedicated their time and expertise to guiding the stewards throughout the program, particularly those who participated in the evaluation process: Dr. Sontyo Jimin, Mr. Aondoaseer Leonard Viashima, Mr. Kenneth Macaulay, Ms. Edith Utaka, Ms. Pamilerin Oluwajuyigbe, Mrs. Aumbur Tonde, Ms. Afa Ikparen, and Dr. Anthony Shamang. Your practical insights and enthusiastic engagement were invaluable to the process.

We are also grateful to our immersion partners for opening their doors and offering the stewards meaningful opportunities to learn, contribute, and grow. We particularly thank the Africa Resource Centre for Excellence in Supply Chain Management (ARC_ESM), GEM Hub Initiative, NOI Polls, Solina Centre for International Development and Research (SCIDaR), Options Consultancy Services, and Technical Advice Connect (TACConnect) for their active involvement in the evaluation and for providing thoughtful, actionable feedback and recommendations.

We recognize the tireless efforts of the CHESIDS team, led by Ashifa Agede. Special thanks to Chidiogo Egbuniwe, Lydia Gara, Marygold Eze-Okoroikpa, Mercy John, and Francis Akor. Your attention to detail, thoroughness, and professionalism ensured a robust and reflective evaluation process.

We extend our deepest gratitude to the Board of Trustees of Centre for Health Systems Support and Initiatives for Development (CHESIDS) for your leadership and ongoing commitment to nurturing the next generation of public health leaders. Your belief in the potential of young professionals remains the cornerstone of this transformative initiative.

Special appreciation to Dr. Charity Usifoh-Chenge, Co-Founder of CHESIDS and Founder of the TNH- PHS, for her strategic guidance and visionary leadership.

Together, we are building a future where young professionals are equipped and empowered to lead, innovate, and strengthen health systems across Nigeria and the African continent.

Executive Summary- Nigeria Program

Nigeria's public health system faces a dual challenge: a shortage of skilled health professionals and a growing youth population grappling with unemployment. In response, CHESIDS launched the Next Hundred Public Health Stewards (TNH-PHS) program in 2021 to fill the critical knowledge, skills and experience gap among young public health enthusiasts. The program positions the participants to support or lead public health initiatives both within their communities and in Nigeria at large.



Having achieved its 9th cohort, TNH-PHS has trained 107 young professionals through a modular program combining a 3-day orientation with a 3-month field immersion. **This evaluation assesses the program's impact, effectiveness, and scalability.**

– Executive Summary

A mixed-methods evaluation revealed that:

- ✓ 34% of alumni secured paid roles in public health—**twice the national youth employment rate of 17.3%**— and 10% became self-employed, reflecting strong entrepreneurial potential.
- ✓ Pre- and post-training assessments across Cohorts 7–9 showed a 52% increase in technical knowledge, with **stewards reporting improved confidence, leadership capacity, and advocacy skills.**
- ✓ **Immersion partnerships facilitated real-world exposure**, but only 13% of stewards were retained post-immersion, with 22% citing limited engagement or structured work during placements.
- ✓ **Applications grew from 7 in Cohort 1 to 408 in Cohort 8, indicating strong demand and increasing credibility.** However, alumni networks and WhatsApp, both powerful potential channels, remain under-leveraged for recruitment and mentorship.
- ✓ **Alumni strongly desired continued engagement, mentorship, and networking beyond the program’s initial 3-month timeline.**

The TNH-PHS model is proven, in demand, and replicable!

The TNH-PHS program is producing skilled professionals and cultivating a new generation of public health leaders rooted in community, innovation, and systems thinking. With continued investment, TNH-PHS can evolve into a national pipeline for Nigeria’s health workforce and a replicable model for Africa.



Background

Africa has one of the youngest populations in the world, with a median age of approximately 19 years.

Nearly 60% of its population is < 25yrs, and by 2030, the continent will be home to nearly 42% of the world's youth.

This demographic shift presents both opportunities and challenge



The 2020 Africa No Filter report shows approximately 75% of young Africans are highly motivated to become entrepreneurs if they can access capital. However, many also express a preference for stable employment. Limited job opportunities remain a barrier to employment and career growth.

In Nigeria, despite various government programs aimed at youth development, youth unemployment remains a growing concern. According to Q3 2023 data from the Nigeria Bureau of Statistics, the youth unemployment rate increased from 15.5% in Q2 to 17.3% in Q3.

Youth engagement is also crucial in the health sector. The 2022 Africa New Public Health Order outlines a strategic roadmap for improving health outcomes and strengthening health security across the continent. Young people can play a vital role in achieving these objectives as active partners and change agents. Reimagining youth engagement in public health is essential for addressing Africa's health challenges and ensuring a healthier future. Their energy, creativity, and commitment can drive innovation and contribute to building resilient healthcare systems..

Background continued...

However, despite their enthusiasm, many young public health enthusiasts lack the necessary knowledge and skills to address pressing health concerns effectively. In response to this challenge, the Centre for Health Systems Support and Initiatives for Development (CHESIDS) pioneered The Next Hundred Public Health Stewards (TNH-PHS) Program, an initiative designed to equip young public health enthusiasts with the competencies needed to drive impactful change in the health sector.

Similarly, experienced professionals require continuous capacity-building to catalyse innovation within health systems. Investing in the training and positioning of the next generation of public health professionals is not just an option; they must take centre stage and contribute meaningfully in shaping and strengthening public health systems in Nigeria and across Africa.



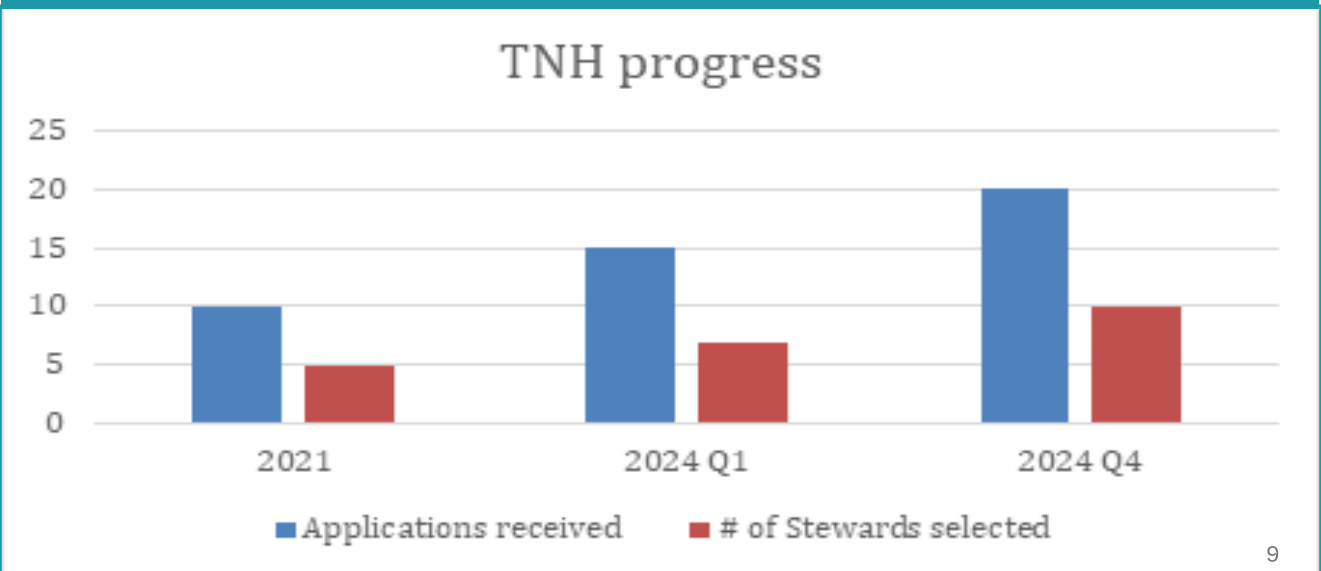
Introduction

The Next Hundred Public Health Stewards (TNH-PHS) program was launched to address Nigeria’s critical public health workforce gap by empowering young professionals with the skills and experience, and mentorship needed to drive tangible community impact.



TNH-PHS has trained 107 stewards across 9 cohorts, enabling immersion and job placements in leading health organizations and tooling alumni to design community health programs and advocate for policy changes.

Since its inception, TNH PHS has grown significantly—from just 3 applications and fellows in 2021 to 408 applications in Q1 2024 and 107 fellows by Q4 2024.



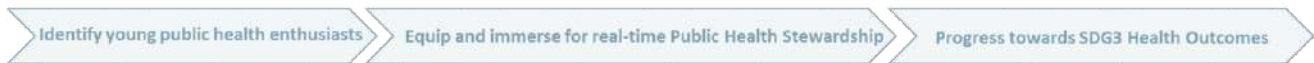
Introduction

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Theory of Action for TNH PHS

Accelerating improvements in health outcomes by building a pipeline of young public health stewards equipped in promoting, designing and executing ‘real-time’, ‘on-ground’ public health initiatives



By ...

- Equitably identifying Young Public Health enthusiasts
- Improving their understanding of real time, on-ground public health issues
- **Enabling immersion in real time public health practice**
- **Honing hands-on their knowledge and skills in public health practice**
- Amplifying the voices of young people in public health

We will have:

- More young people in public health moving into and thriving in leadership positions across African countries
- Increased **representation, agency and leadership of young people** in govt and non-govt institutions with public health mandates/missions
- More young people in public health with supported (mentorship, networking storytelling) **to improve leadership effectiveness in public health and health systems**
- More public Health institutions/organizations adopting practices that enable and retain **young people in meta-leadership roles** (authority and influence)

Leading to:

- More **young people in public health leadership shaping, influencing and catalyzing improved health outcomes** across African countries
- More **young people** in public health leadership **accelerating the emergence of more resilient health systems** across African countries
- More **young people** in public health leadership **leading pandemic preparedness & responses** across African countries

Driving momentum towards: Resulting in:

- Declines in Maternal Deaths
- Declines in Under-5 Deaths
- Improved access to sexual and reproductive health-care services
- Improved access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

Progress towards achieving SDG3 targets



TNH-PHS has trained 107 stewards across 9 cohorts, enabling immersion and job placements in leading health organizations and tooling alumni to design community health programs and advocate for policy changes.

Introduction continued...

This evaluation was conducted to ensure the program’s alignment with its mission, assess its effectiveness in delivering transformative outcomes and identify opportunities for growth.

By analyzing feedback from participants, combining qualitative insights (e.g., success stories, challenges) and quantitative metrics the evaluation highlights strengths such as hands-on immersion experiences and gaps like post-program engagement.

Findings will guide strategic refinements to program approach while amplifying success stories to attract more partners and funding towards scaling the program’s reach.



Evaluation Methodology

Evaluation Objectives

1. To examine if the goals and objectives set out for TNH PHS are being met
2. To identify elements of TNH PHS that need to be continued, modified or discontinued
3. To identify lessons learned, best practices and recommendations.



The evaluation employed a mixed methods approach to assess the implementation and outcomes of the TNH PHS program

An in-depth review of relevant documents was conducted, including TNH-PHS reports, stewards' reports, stewards' testimonials, TNH-PHS training modules, and global reports on youth engagement. This review offered contextual understanding and informed the design of the data collection tools.

An online survey was sent to 107 alumni who participated in the program, with 48 responses (see Annex A1 for Survey Questions).

Focus group discussions were conducted with 7 stewards, spread across the 10 cohorts.

Key informant interviews were conducted with 8 subject matter experts and 6 immersion partners to offer expert insights into the design, implementation, and perceived outcomes of the program.

For the online survey, alumni were contacted using multiple communication channels. They were contacted via email through the TNH-PHS database and invited to participate voluntarily. Additionally, outreach was extended through alumni networks, including the alumni WhatsApp group, to maximize participation.

Respondents were purposively selected based on their familiarity with and proximity to the TNH-PHS program. A list of proposed respondents was generated and used to guide selection.

Study Limitations- The survey had a 45% response rate, however the Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs), which provided richer, and in-depth insights. Future evaluations will benefit from a higher response rate to the quantitative instrument.



Results

The evaluation was conducted to ensure the program’s alignment with its mission, assess its effectiveness in delivering transformative outcomes, and identify opportunities for improvements and scale potential . By analyzing feedback from participants, combining qualitative insights (e.g., success stories, challenges) and quantitative metrics, the evaluation highlights strengths such as hands-on immersion experiences and gaps like post-program engagement.

Findings will guide strategic refinements to the program approach while amplifying success stories to attract more partners and funding towards scaling the program’s reach.

Assessment areas

Key questions answered



Impact

- To what extent has the program achieved its objective of building a pipeline of public health stewards? - employment rates?
- How effective is the program in equipping public health stewards with the necessary skill sets?



Operations

- How can we improve the steward application and screening processes?
- How effective is the capacity building program – How does it compare to similar programs? How effective and comprehensive are the program modules? How do we improve immersion and post immersion support?



Sustainability

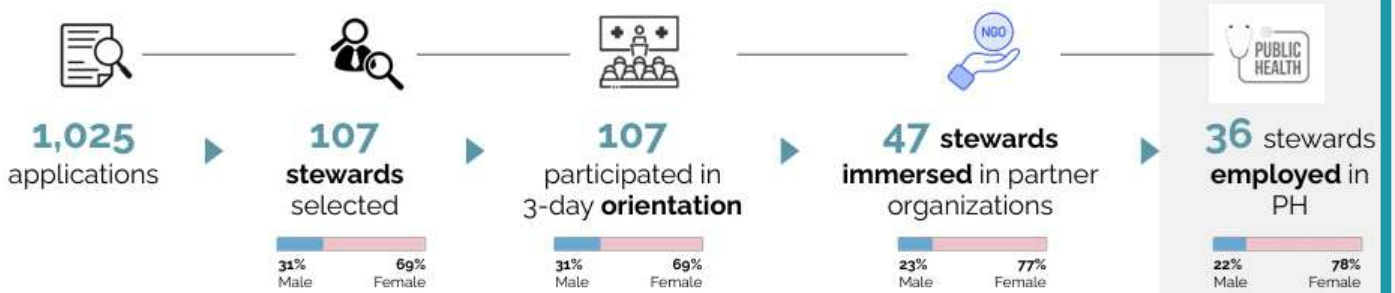
- Is there potential to scale?
- What additional partnerships, or resources could be established to strengthen the sustainability of the TNH-PHS program?



Results continued...

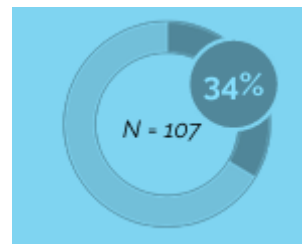
Did the TNH-PHS program improve employment outcomes?

The TNH-PHS program journey over the last 9 cohorts between 2021 and 2024 ...



1.1 Employment Outcomes

34% of stewards secured paid public health roles post-program, outperforming Nigeria's youth unemployment rate of 17.3% (Q3 2023).



1.2 Skill Development & Confidence Building.

Pre/post test results for Cohorts 7–9 show significant improvements (Cohort 7: +52%, Cohort 8: +46% and Cohort 9: +40%)

Testimonials highlight gains in Proposal writing, Advocacy, Professional networking and Exposure to public health programming.

1.3 Female Dominance

Out of the 107 stewards, 67% are female, and 76% who were immersed are gainfully employed. This shows great female dominance in the program.

1.4 Career Advancement

Several alumni secured internships, jobs, or continued in roles with immersion organizations.

Notable job placements include roles in CHESIDS, GEM Hub Initiative, and other partners.

2. Program Operations

2.1 Recruitment and Awareness

Applications increased from 7 (Cohort 1) to 408 (Cohort 8), indicating growing credibility.

Results continued...

Did the TNH-PHS program effectively transfer skills to participants?

Pre and post-test scores_last 3 cohorts

48 stewards were asked to "kindly share 1 key success in your career that you can attribute to TNH-PHS" – Analysis of responses



"I got my first internship which landed me my first job and now I'm a professional in the space."

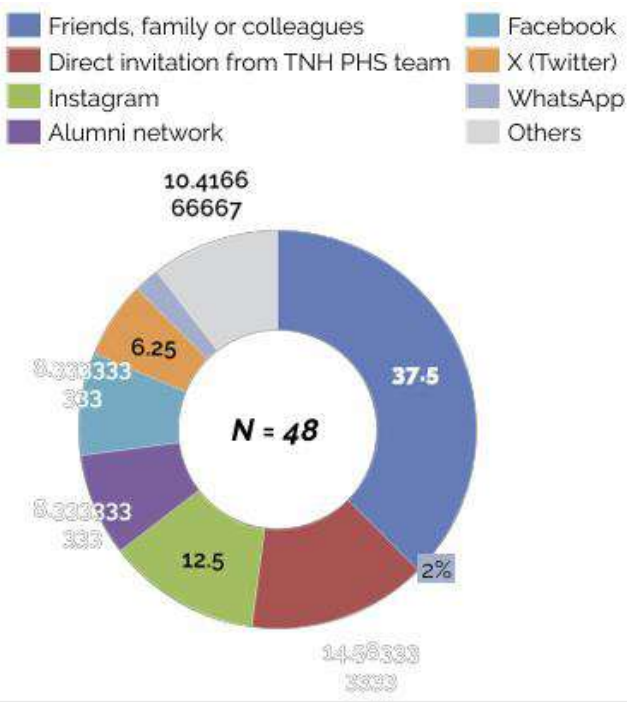
Cohort 4

"Mentorship from experienced facilitators"

Cohort 9

What channels are effective for awareness and how do we optimize?

Major awareness channels include friends, family, and colleagues: 38%, Instagram: 13%, Alumni network: 8% (low, with room for improvement), and WhatsApp: 2% (underutilized despite platform popularity).



Instagram (13%) outperformed Facebook (8%) and X/Twitter (6%), suggesting visual platforms resonate more with the target audience (likely younger demographics).

Only 8% heard via alumni signaling room to strengthen alumni engagement for referrals (e.g., alumni ambassador programs, alumni network with regular updates, mentorship roles, and referral incentives).

WhatsApp (2%) is underused despite its popularity in Nigeria. Leveraging WhatsApp groups or broadcasts could enhance reach. Amplify Word-of-Mouth - Launch a referral rewards program (e.g., incentives for participants who recruit others)



Develop a strategy for alum engagement and retention
Optimize social media engagement - encourage social media shares (e.g., "Share your TNH PHS journey" campaigns).
Conduct follow-up surveys to identify hidden channels (e.g., university partnerships, job boards).

Results contd...

What profiles typically gets admitted and what profiles are more likely to be successful?

Profile analysis of the stewards (N= 100 stewards)		Immersion rates
Public Health	27	52%
Health Sciences	25	48%
Social sciences & Psychology	12	42%
Economics & management	7	43%
Tech & computer science	5	40%
Education & counselling	4	25%
Other fields	20	40%



Public Health and Health Sciences dominate the cohorts, suggesting that the program prioritizes these fields



Dominant profiles - Public Health Hybrids: MPH + Health Economics/Global Healthcare Management; Computer Science candidates with health sector internships



Less dominant profiles - General Microbiology/Biochemistry without advanced degrees; Candidates in "Other Fields" (e.g., Theatre Arts) with no clear health sector link.

Results continued...

What did we learn from the gender and inclusion analysis?

Of the 48 alumni who responded to the evaluation survey, **33 identified as female** and 15 as male. **Employment outcomes were slightly higher among female stewards (36%)** compared to male stewards (30%).

Additionally, women reported higher satisfaction with mentorship experiences, while men reported slightly more substantial gains in applying technical skills. These insights suggest that gender-responsive strategies further enhance inclusivity and effectiveness.



What did we learn about the 3-day orientation curriculum ?

Subject matter experts consistently noted the value of the current curriculum in foundational public health topics. However, many recommended incorporating modules on project management, data visualization tools (DHIS2, Tableau), AI in public health, and health financing reforms (e.g., Sector-Wide Approaches - SWAp).

Stewards also recommend extending the duration of the orientation from 3 days to 5-7 days

Next Steps: Given the limited timeline before cohort 10, for a start, existing modules will be updated with key recommendations such as adding health financing reform (e.g SWAp in Nigeria) into our already existing module on financing in public health. A steward orientation is scheduled for Q3 2025.

Results continued...

How else can we improve the 3-day orientation?



Working well

Interactive sessions and **expert facilitators** are highly praised.

Modules on leadership, advocacy, and public health financing resonate with participants.

Alumni highlight the orientation's role in **building confidence and networking**

Reported gaps

Short duration (3 days) leads to rushed sessions (“Some sessions felt rushed” – Cohort 3)



Theoretical/Didactic focus with limited hands-on practice before immersion.



Long gaps between orientation and immersion reduce knowledge retention.



Recommendations

Extend orientation days to about 5-7 days to allow deeper exploration of topics

Integrate practical exercises (e.g., proposal drafting, data analysis) and or **field visits** into initial capacity building plan

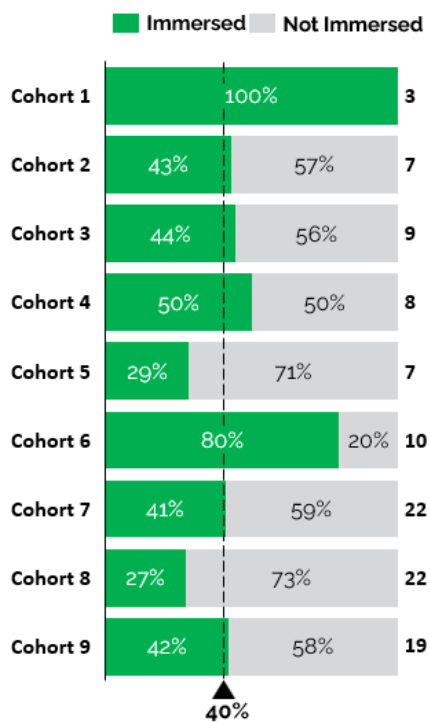
Align immersion timelines closer to orientation to maintain momentum.

Results continued...

3 MONTHS IMMERSION: How do we improve immersion experience and retention rates?

While the immersion experience is one of the program's most celebrated components, 22% of stewards experienced limited engagement during placements. Interviews with immersion partners suggest two root causes: insufficient pre-placement orientation for host organizations and **immersion periods that are too short to ensure full integration.**

Immersion rates by cohort (N = 107)



- An average on 40% of stewards were immersed with partner organizations

- ~22% of respondents reported experiencing inactivity, disorganization, or insufficient engagement during the immersion - *"We stayed in the office for 2-3 hours daily with no real work. Only two stewards did fieldwork once."* – Cohort 9

- Mismatch between stewards' skills and organizational needs** negatively impacts immersion rates and stewards' immersion experiences

Recommendations

- Vet partner vetting to affirm active projects, organizational needs and structured roles for stewards
- 14% of stewards suggested **extending the immersion period (to 6 months)** to enhance the experience and deepen learning
- Expand the immersion partner base** consider adding partnerships with HealthTech firms to boost stewards' retention
- Explore innovative models **to diversify retention opportunities** and program reach. Consider expansion to Kaduna and Borno

Sustainability

The TNH-PHS program has strong potential to scale, but strategic adjustments are critical to ensure quality and sustainability

Factors supporting Scalability

A. Proven Demand

- Stewards: High youth interest in public health careers (evidenced by growing cohort applications).
- Partners: Organizations like Solina and Options Consulting consistently seek skilled stewards.

B. Replicable Framework

- Modular 3-day orientation and 3-month immersion model can be adapted to new regions (e.g., Lagos, Kaduna).

C. Alumni Network as a Growth Engine

- Alumni (e.g., retained stewards) can mentor new cohorts or lead regional chapters.

D. Existing Partnership

- Strong NGO/government relationships (e.g. CHESIDS collaborations) provide a foundation for expansion.

Barriers to scaling

A. Funding Dependency

- Reliance on donor grants limits expansion. "Without stable funding, scaling risks program quality." (Cohort 5 Steward).

B. Inconsistent Immersion Quality

- Mismatches between stewards and organizations (e.g., idle time) could worsen at scale.

C. Geographic Reach

- Current focus on Abuja/Kano excludes other regions with public health workforce gaps.

D. Post-Immersion Support Gaps

- Weak alumni engagement reduces retention in the public health sector.

Sustainability continued...

The TNH-PHS program has strong potential to scale, but strategic adjustments are critical to ensure quality and sustainability

Strategic Moves to Enable Scale

A. Diversify Funding (*Short term: 1- 3 yrs*)

Develop multiple income streams (e.g., fee-based consultancy services led by alumni, paid consultancy projects led by alumni; Alumni Impact Fund donations, mentorship commitments etc.).

B. Standardize Quality Assurance (*Short term: 1- 3 yrs*)

Create a partner vetting toolkit and steward skill-matching algorithm.

C. Expand Regionally (*Short term: 1- 3 yrs*)

Launch in 1–2 new states (e.g., Lagos, Rivers) with local NGOs/universities.

D. Strengthen Alumni Infrastructure (*Short term: 1- 3 yrs*)

Build a digital platform for mentorship, job matching, and micro-projects.

E. Position as a Public Health Workforce Hub (*Long term: 5yrs+*)

Modify business model and expand our value chain to supply skilled professionals to NGOs, government, and global health partners. *E.g Offer "TNH-certified stewards" as a branded talent pool for partners.*













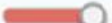



Partner with govt agencies and academia to position TNH-PHS as a national talent pipeline without being compromised by bureaucratic tapes














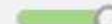




Recommendations

To strengthen feasibility, impact, alumni engagement and retention?



Themes	Recommendation	Ease of implementation	Impact
Program awareness channels	Leverage WhatsApp groups or broadcasts could enhance reach		
	Amplify Word-of-Mouth - Launch a referral rewards program (e.g., incentives for participants who recruit others)		
	Optimize social media engagement - encourage social media shares (e.g., "Share your TNH PHS journey" campaigns)		
	Conduct follow-up surveys to identify hidden channels (e.g., university partnerships, job boards)		
Steward profile	Target High-Performing Fields: Prioritize Public Health and Health Sciences for future cohorts		
3-day orientation curriculum	Review all existing modules to ensure content is up-to date		
	Expand data management module to include Data Analytics for Public Health - Tools: Excel, DHIS2, Tableau. Include practical's		
	Add new modules on project management, professional networking, AI in public health, soft skills, and public health entrepreneurship		

Themes	Recommendation	Ease of implementation	Impact
3-day orientation	Extend orientation days to about 5-7 days to allow deeper exploration of topics		
	Integrate practical exercises (e.g., proposal drafting, data analysis) and or field visits into initial capacity building plan		
	Align immersion timelines closer to orientation to maintain momentum		
3 months immersion	Conduct partner vetting/alignment discussions to ensure active projects and structured roles for stewards		
	Conduct immersion partners needs analysis and prioritize stewards' recruitment to align skills with organizational gaps. This should be done before each cohort recruitment		
	Extend the immersion period (to 6 months) to enhance the experience and deepen learning		
	Expand the immersion partner base - In addition to public health partners consider partnering with HealthTech firms (ehealth, CMS etc.) to boost tech health stewards' retention (0% of health tech stewards are retained)		
	Replicate IdevPro's Kano model in other states to diversify retention opportunities and program reach. Consider expansion to Kaduna and Borno		

To inform the roll out of recommendations and to optimize scarce resources, the recommendations having both high impact potential and high ease of implementation are **categorized into 'must do', 'can do' and 'nice to do'**. The 'must do' category will be given the most attention while the 'nice to do' category will be given least attention.

Recommendations continued...

To strengthen feasibility, impact, alumni engagement and retention?



Themes	Recommendation	Ease of implementation	Impact
Post immersion support	Develop a strategy for alum engagement and retention		
	- Launch a Structured Mentorship Program - Pair stewards with mid-career public health professionals for 6-month mentorship cycles. Professionals can be sourced from immersion partners as part of the immersion program		
	- Revitalize the Alumni Network - Host quarterly alumni convenings (virtual/physical) for networking, collaboration, and advocacy. E.g. Alumni-led webinars on trending public health topics or experiences		
	- Offer Advanced Skill-Building Modules for un-immersed/interested stewards: Develop a post-immersion training hub with free/cost-subsidized courses. Partner with platforms like Coursera for certifications		
	- Track Long-Term Outcomes - Conduct annual impact surveys to monitor alumni career progression and program satisfaction. (Similar to uni. career impact reports)		
Sustaining impact	Reposition as a Public Health Talent Pipeline - Prepare to transition into a HR capacity/consultant-producing firm to supply skilled professionals to NGOs, government, and global health partners. E.g. Offer 'TNH-certified stewards' as a branded talent pool for partners		
	Diversify Funding Streams - Develop revenue-generating services e.g., paid consultancy projects led by alumni; Launch a structured Alumni Impact Fund donations, mentorship commitments		

Themes	Recommendation	Ease of implementation	Impact
Sustaining impact	Expand Strategic Partnerships with Government and other global Health orgs such as WHO, USAID, or Gates Foundation		
	Standardize Quality Assurance: Create a partner vetting toolkit and steward skill-matching algorithm		
	Expand Regionally: Launch in 1-2 new states (e.g., Lagos, Rivers) with local NGOs/universities		
	Strengthen Alumni Infrastructure: Build a digital platform for mentorship, job matching, and micro-projects		

To inform the roll out of recommendations and to optimize scarce resources, the recommendations having both high impact potential and high ease of implementation are **categorized into 'must do', 'can do' and 'nice to do'**. The 'must do' category will be given the most attention while the 'nice to do' category will be given least attention.

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The Next Hundred Public Health Stewards (TNH PHS)

*Building a future where young professionals
are equipped and empowered to lead,
innovate, and strengthen health systems
across Nigeria and the African continent*

