



Unlocking the most powerful lever for **sustained impact**.

Governments manage trillions of dollars in public funds and are responsible for the health, education, and well-being of billions of people. Yet, too often, this immense power for good remains unrealized because **public institutions are shackled in a range of structural issues that constrain their delivery effectiveness**.

At the same time, there are over **100 million public servants worldwide**, many of whom possess the purpose and deep knowledge to lead change—an under-leveraged force for good that can elevate the impact of public institutions. GEN is built to inspire, equip and empower these government champions in continuously and sustainably **driving greater impact from within their institutions**.

Our ambition is to:

Empower 4,000+ public servants	Catalyze 500+ reforms	Reach 500+ million people with more effective services
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by 2035



The GEN Model & Vision for **Large-Scale Impact**

Our model is designed to deliver maximum impact for every dollar, offering a more leveraged and sustainable alternative to traditional technical assistance. **GEN implements a globally networked, AI-enabled and government-led reform accelerator through two interconnected components:**



In a unique, hands-on process, **champions identify a deep structural issue that constrains service delivery**, selecting problems based on their potential to unlock large-scale impact and a clear focus on ROI. This includes a careful assessment of whether the right political authorization and capabilities are available, ensuring champions are picking the most important and solvable issues. They then problem-solve and design solutions around it.

The Incubator

A six-month, in-person cohort journey for 30+ mid- to senior-level public servants from multiple ministries. The journey is designed to equip champions with the **inspiration, technical expertise, soft skills, mentorship, and community** needed to drive reform.



The Empowerment Lab

A continuous, **AI-powered online platform that provides public servants with curated resources, self-paced masterclasses, peer exchanges, and expert networks.**

Critically, this is not a new training platform; rather, it is designed to aggregate the best-in-class, relevant resources and partners into a single, one-stop-shop for champions. This platform **enables continuous learning before, during, and after the Incubator**, and it will be key to driving down costs and enhancing scalability over time.



The **Impact** We Drive

GEN is built on a clear **theory of change** that prioritizes impact and sustainability over traditional, top-down technical assistance (TA).

Unlike conventional TA, which often **imposes external solutions and creates dependency**, our model empowers civil servants to drive their own reforms. We don't just provide advice; we trust in the deep, on-the-ground knowledge of government champions, **equipping them with the tools to build their own leadership and problem-solving muscles**.

This unique empowerment approach leads to **two powerful and linked outcomes**:

1 Sustainable, Systemic Reforms that reach over **500 million** people:

We focus on incubating reforms that tackle systemic challenges from the inside. These are not one-off projects but are feasible, context-specific solutions that are more likely to be institutionalized and scaled nationally because they are owned and led by the government champions themselves. Our ambition is to catalyze more than 500 such reforms by 2035.

2 A Generation of Transformational Leaders, with a goal of empowering **4,000** public servants:

We equip public servants with the skills, confidence, and networks to become long-term agents of change. These leaders will go on to design new reforms, mentor peers, and embed a culture of performance in their institutions, ensuring our impact outlasts any single project or electoral cycle.



This approach aims to replicate large-scale, sustained impacts like these examples of what's possible when policy reform is done right:

Education

By designing a performance-based transfer system, Peru's Ministry of Education improved learning outcomes by

10-17% for 4.5 million children

in just two years. This reform has been institutionalized, delivering sustained impact.

Health

Nepal's Ministry of Health adopted a nationwide, evidence-based intervention for newborn cord care that reduced neonatal mortality from

33 to 21 per 1,000 live births

and saved an

estimated 12,000 newborn lives

Governance

In Assam, India, open contracting reforms protected an estimated

6.5 million people

from floods by redirecting

95% of the state's

flood-control budget to the most vulnerable districts.





Proof of Concept: GEN's First Cohorts

GEN launched its first cohort in Uganda in mid-2025, anchored by the Ministry of Public Service, with 34 champions from six ministries. The cohort graduated in December 2025, with strong leadership representation including the Deputy Head of Public Service. Reform teams are now moving from design into early implementation – tackling challenges from teacher deployment to budget accountability and refugee coordination.

Building on this momentum, GEN expanded to Latin America with a cohort of 31 public servants from Colombia and Ecuador, drawn from national, regional, and municipal institutions. The cohort graduated in March 2026, with teams working on reforms across early childhood development, education, citizen security, public finance, and financial inclusion.

In January 2026, GEN welcomed a third cohort in Morocco, with 25 public servants from national institutions working on five reform priorities, including school dropout. Delivered in partnership with local organizations, these cohorts are producing government-owned solutions to real governance bottlenecks – with early evidence of reform traction and cross-ministry collaboration in each context.

Building for Sustainability

GEN is built to be **financially self-sustaining and cost-effective** through several key drivers:

- 1 **Leveraging Existing Resources:** Our empowerment approach ensures we leverage existing government teams and resources instead of relying on expensive external technical assistance.
- 2 **Strategic Integration of AI:** The strategic integration of AI in the reform design process means we can realistically pressure down the cost of a reform design from hundreds of thousands of dollars to less than \$50K in the next 3 years, a price point that is far more affordable for governments.
- 3 **Locally-Embedded Model:** Our locally-embedded model leverages established local partners to facilitate reform, who have the networks, knowledge, and trust to drive success.
- 4 **Cohort Cost-Sharing:** Our cohort approach means that the fixed costs of reform facilitation are spread across 8-10 reforms, significantly reducing the cost per reform.

We project that by 2035, **40% of our operations will be funded directly by governments**, ensuring the model's long-term viability and reinforcing government ownership.

The Way Forward

In 2026, GEN is expanding to new countries, including Malawi, while accompanying second cohorts in **Uganda, Colombia, and Ecuador** – driven by strong government and funder demand. Morocco's first cohort will graduate this year, and GEN is in active discussions to launch in at least two additional countries.



In partnership with:



Learn more at gen-global.org