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**GENERATION NEXT**  
HUMANITARIAN FELLOWSHIP PROGRAM

# GenNext Fellowship ANNUAL REPORT

November 2023

**Recipient Organization/Name:**

Public Health Institute (PHI)

**Activity Name:**

Generation Next Humanitarian Fellowship  
Program (GenNext)

**Geographic Area (WorldwideCountry/Region):**

US/Worldwide

List of documents uploaded into BHA ART module  
in AAMP for the reporting period: PY1 Work Plan,  
Monitoring & Evaluation Plan, Baseline Report,  
PY1 Annual Report

Award number: 720BHA23CA00007

Activity Start and End Dates: February 15, 2023-February 14, 2026

Implemented by Public Health Institute (PHI)

**Dr. David Hausner**  
GenNext Fellowship Program Director

1455 Pennsylvania Avenue, NW, Suite 400  
Washington, DC 20024

301-281-7491  
[dhausner@generationnextfellowship.org](mailto:dhausner@generationnextfellowship.org)

**Rebecca Silva**  
Senior Director of Grants and Contracts

555 12th Street, Suite 600  
Oakland, CA 94607-4046

510-285-5561  
[Rebecca.silva@phi.org](mailto:Rebecca.silva@phi.org)

## Table of Contents

<b>Annex List.....</b>	<b>3</b>
<b>Acronyms.....</b>	<b>3</b>
<b>Reporting Period.....</b>	<b>4</b>
<b>PY1 Program Activities.....</b>	<b>4</b>
Engaging Partners in a Co-Creation Process .....	4
Building Partnerships .....	4
Fostering Linkages with MSIs .....	5
Conducting Outreach and Recruiting Fellows .....	5
Designing the Fellowship Lifecycle .....	6
Developing Performance Management Tools and Procedures .....	7
Planning and Designing Learning Opportunities for Fellows .....	7
Planning, Designing, and Launching Communications Strategies .....	8
Producing Monitoring & Evaluation Plan and Other Deliverables .....	10
Developing Technology Policies and Procedures .....	10
Developing Travel Policies and Procedures .....	11
Onboarding and Orienting Fellows and Advisors .....	11
Tracking Finances and Cost Share .....	12
<b>PY2 Planned Activities .....</b>	<b>12</b>
Planned Recruitment and Outreach Activities .....	12
Start-Up of Second Cohort .....	12
Masked Recruitment .....	12
Performance Management Plan .....	13
IT&A Operations .....	13
Continued Co-Creation .....	13
<b>Annex 1: Fellow Job Description .....</b>	<b>14</b>
<b>Annex 2: Fellowship Roadmap visual .....</b>	<b>18</b>
<b>Annex 3: GenNext Competency Framework .....</b>	<b>19</b>
<b>Annex 4: Indicator Table with progress for reporting period.....</b>	<b>21</b>

## ANNEXES

Annex 1: Fellow Job Description

Annex 2: Fellowship Roadmap visual

Annex 3: GenNext Competency Framework

Annex 4: Indicator Table with progress for reporting period

## ACRONYMS

<b>AANAPISI</b>	Asian American and Native American Pacific Islander-Serving Institutions
<b>BHA</b>	Bureau for Humanitarian Assistance
<b>DEIA</b>	Diversity, Equity, Inclusion, and Accessibility
<b>GenNext</b>	Generation Next Humanitarian Fellowship Program
<b>HBCU</b>	Historically Black Colleges and Universities
<b>HSI</b>	Hispanic-Serving Institution
<b>IT</b>	Information Technology
<b>JD</b>	Job Description
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MSI</b>	Minority-Serving Institution
<b>NASNTI</b>	Native American Serving Non-Tribal Institution
<b>PBI</b>	Predominantly Black Institution
<b>PD</b>	Professional Development
<b>PHI</b>	Public Health Institute
<b>PM</b>	Performance Management
<b>POC</b>	Point of Contact
<b>PY1</b>	Program Year 1
<b>PY2</b>	Program Year 2
<b>RFA</b>	Request for Application
<b>USAID</b>	United States Agency for International Development

## I. REPORTING PERIOD

Midway through the second quarter of FY 2023, USAID/BHA awarded the Public Health Institute (PHI) and its consortium partners – CARE, Global Communities, Project Hope, and Save the Children – the USAID Minority Serving Institutions (MSI) Fellowship Program, now named the Generation Next Humanitarian Fellowship Program (GenNext). To align the program with the US government fiscal year calendar, the first program year of GenNext was from the start of the award on **February 15, 2023, until September 30, 2023**. This report, therefore, delineates the main activities implemented during the first seven and a half months that make up Program Year (PY1).

### Background

During PY1, the program team and consortium designed and co-created systems and processes for the fellowship lifecycle and various components of the program. These will be the essential underpinnings needed to drive the program toward its two main objectives:

1. To increase capacity and support inclusivity for humanitarian careers among diverse Fellows
2. To foster linkages between academic MSIs and US-based humanitarian organizations

## II. PY1 PROGRAM ACTIVITIES

### Engaging Partners in a Co-Creation Process

Wanting to embody the spirit of inclusion that comprises the foundation of the GenNext Fellowship, the program management team embarked on a co-creation process that fostered and ensured participation from all consortium partners in designing the program. Since the team works mostly in a virtual environment, the co-creation process involved various methods, including written communications (emails), virtual (Zoom and Teams) meetings, virtual brainstorming, and polling, and an in-person, two-day meeting. Co-creation was used to develop the program systems, the fellowship curriculum, a new program name and branding, and to begin the process of setting up the host site positions and outreach, especially through social media, for recruitment of the Fellows. Co-creation underlaid most of what was accomplished during this first year of the program, providing the platform for a truly collaborative fellowship program and valuable professional experience for GenNext Fellows.

### Building Partnerships

In our ongoing efforts to expand the program's reach and impact, we launched a Request for Application (RFA) on June 23, 2023, to attract new humanitarian assistance organization collaborators who share our program's mission. While two applications were received, the cost share requirement posed a significant challenge, as many organizations are federally funded. We are actively addressing this hurdle by leveraging USAID's recent reduction in the cost share requirement, which we believe will incentivize a broader spectrum of organizations to engage with us. The shortlisting and informal approval of HIAS by USAID for the upcoming budget period underscores our commitment to diverse and impactful collaborations, and we eagerly anticipate building more dynamic partnerships in the future.

Due to the low response to the RFA, we reached out to potential host organization partners that had initially expressed interest in joining our consortium to find out why they had not applied to the RFA. Their responses were consistently related to time and money constraints: Either they did not have enough time to complete the relatively complicated proposal that we were requesting, or they did not think they had the non-federal budget available to cover the cost share required to participate. In some cases, it was because of both of these reasons.

The cost share requirement has been reduced by USAID, but for some organizations, even a smaller cost share requirement is too large a burden. Even with greater outreach efforts, we may not be able to attract those specific organizations to become host partners, even if they truly wish to be. On the other hand, we think we can address the time barrier by removing the requirement for a full proposal. Starting in the new budget year, we are planning to remove the RFA and corresponding proposal requirement and simply accept expressions of interest along with the necessary documentation that will enable us to develop sub-partner agreements. We believe we will be able to attract more potential host partners to the program this way, resulting in more postings for the second cohort of Fellows.

### **Fostering Linkages with MSIs**

Building linkages between MSIs and humanitarian organizations is the second objective of the program. Doing so will constitute a structural change that opens doors to humanitarian career pathways for students of MSIs. We planned to begin discussions with consortium partners during our in-person co-creation meeting, however, with the need to build the actual fellowship program, we ended up tabling this discussion for another time. We plan to address this area of the program in earnest during the next budget year; we will start by communicating via email to gather information from each partner about any existing relationships with MSIs they have, any ideas they have for building on those relationships, and any ideas for developing relationships with more MSIs.

In the meantime, as part of our recruitment and outreach activities, we have been fostering connections and starting conversations with MSIs by email, virtual meetings, and at several MSI career events. MSIs we have already been in touch with include Bowie State University in Maryland, Trinity Washington University and Howard University in Washington, DC, Northeastern State University in Oklahoma, and Prairie View A&M and Texas Southern University in Texas. We will continue to build on these discussions and hold many more, as we bring our consortium partners into the conversation.

### **Conducting Outreach and Recruiting Fellows**

#### ***Developing Fellow JDs***

One of the first orders of business to address was the development of job descriptions for the Fellow positions. This was necessary for beginning recruitment, which we needed to do as quickly as possible to make up for lost time due to the later-than-expected award of the GenNext Fellowship program. With our consortium partners, we determined it would be most efficient to collectively develop and post a common, generalized job description. This made for a simpler recruitment process, and our partner organizations understood that there would be time during candidate interviews and after candidate selection to hone specific work plans for each of the Fellows. Together, the consortium decided on key competencies that all Fellows should achieve and job duties that they all should perform, such as proposal writing, donor strategy, humanitarian finance, and various humanitarian technical areas, such as Emergency Response, Shelter and Settlements, Food Security, and Water, Sanitation and Hygiene (WASH). See Annex 1 for full job description.

#### ***Advertising JDs***

The positions were advertised widely through social media and through niche sites like Handshake, which targets college students and alumni, diversity.com, workplacediversity.com, blackjobcenter.com, HLP (Hispanic and Latino Professionals Association), hbcuconnect.com, and Professional Diversity Network (providivnet.com), among others. Social media advertisements were made on LinkedIn, Twitter, and Instagram. In addition, the team hosted two webinars, 'Building Tomorrow's Humanitarian Professional, Part 1 and Part 2,' which took place on July 6 and July 10, 2023, respectively. During these sessions, the

host organizations spoke to audiences about the humanitarian assistance field, as well as their organization's specific work.

### **Outreach Events**

The Recruitment and Outreach team attended the HBCU Alliance Career Fair in Houston, Texas, which was attended by students and alumni of Prairie View A&M and Texas Southern University (HBCUs) on June 16. The team also virtually attended Howard University's Career Fair (HBCU) on September 14. A final career fair for the program year took place on September 20 in Tahlequah, Oklahoma, at the Northeastern State University, which is a Native American Serving Non-Tribal Institution (NASNTI).

<b>Outreach Event</b>	<b>Location</b>	<b>Date</b>	<b>Number of Contacts</b>
Juneteenth HBCU Alliance In-Person Career Fair (Prairie View A&M and Texas Southern University)	Houston, TX	June 16, 2023	35
Building Tomorrow's Humanitarian Professional, Part 1	Virtual	July 6, 2023	46
Building Tomorrow's Humanitarian Professional, Part 2	Virtual	July 10, 2023	28
Howard University Career Fair	Virtual	September 14, 2023	5
Northeastern State University Career Fair	Tahlequah, OK	September 20, 2023	18

We received 66 eligible applications for the six positions that were posted; each position received between five and fifteen eligible applications. To be eligible, candidates graduated from a minority serving institution within the last two years and had at least one year of experience. Most candidates actually had three years of experience, which was a combination of work experience, classroom projects, internships, etc. Eligible candidates were shared with the host organizations that in turn selected candidates to be interviewed. Approximately four candidates were interviewed for each of the six available positions, and all were able to select a finalist within the first round.

<b>PY1 Fellowship Applications</b>	
Total applications	158
Total applications from MSI alumni	66
HBCU	25
PBI	1
AANAPISI	20
HSI	11
2 MSI Designations	9

Since the GenNext Fellowship was awarded later than expected, the team was not able to begin recruitment before the end of the 2022-23 school year. The biggest challenge we faced was the timing of the award, which affected being able to reach students who were preparing to graduate. We were on a tight timeline and were unable to plan much with MSIs in advance of graduation. In addition, it took more time than expected to finalize the project name, which caused delays, since we needed a final name to do marketing and outreach.

While timing matters, we learned that social media is a strong tool, as it helped us reach many applicants. We believe that, without a strong social media strategy, we would have had a much smaller pool of eligible candidates. Handshake was also a very important website, as it is the only means by which many academic institutions share job opportunities with their students and alumni. With Handshake, we were able to share the Fellow position advertisements directly with the schools, as well as schedule webinars. Additionally, Handshake allowed us to communicate directly with interested students.

### **Designing the Fellowship Lifecycle**

In the first year of the program, the Performance Management and Learning teams collaboratively designed the fellowship program. They decided that the program would feature a dual-support approach

from the PHI GenNext team: ongoing performance management processes to facilitate the success of Fellows in their placements, coupled with wrap-around learning activities aimed at enhancing the Fellows' understanding of the humanitarian landscape and technical sub-specialties. Continuous performance monitoring by the GenNext team, through regular check-ins and meetings with both the Fellow and the host organization, would occur, culminating in a comprehensive performance evaluation, including a 360 evaluation, at the end of the first year.

During co-creation discussions, the PHI GenNext team and partnering organizations deliberated on fellowship support structures to meet performance objectives, leading to the assignment of both a Mentor and an Advisor at partnering host organizations. The Mentor, a senior figure within the organization, would meet with the Fellow quarterly to discuss career goals, networking, and provide general mentorship. The Fellowship Advisor, a mid- to senior-level professional, would work more closely with the Fellow, overseeing the development of a work plan, assigning projects, monitoring progress, and providing regular feedback. It was agreed that within the first three months, Fellows would devise a work plan with their Advisor to guide their activities throughout the first year and that Advisors were expected to engage in weekly one-on-one sessions with their Fellows.

A challenge that the PHI GenNext team and host organizations faced in the creation of the fellowship structure was the notion of rotations. To establish a robust foundation for the Fellows, the team initially conceptualized the first year of the fellowship program to incorporate rotations aimed at instilling foundational humanitarian skills. The intention was for Fellows to have the opportunity, in their second year, to delve into an area of particular interest, involving more extended overseas and in-country travel. However, the challenge arose as only a few organizations could accommodate this specific rotational format. In response, a decision was made to adopt a more flexible approach. While not every Fellow will experience structured rotations, the revised plan ensures that each Fellow will engage closely with various teams within their host organizations, facilitating the acquisition of similar valuable experiences.

See Annex 2 for a visual representation of the fellowship structure in the form of a road race graphic, where the numbered markers represent the quarterly check-ins, and the finish line represents “graduation” from the program and the Fellow’s future humanitarian career.

## **Developing Performance Management Tools and Procedures**

During the reporting period, the Performance Management team (PM) developed a set of tools to support Fellows in their fellowship placements. Tools include an annual work plan template, an annual evaluation template, and a list of questions for the quarterly check-ins with the PM team. The annual work plan template consists of objectives and activities, and the Fellow and their Advisor will work together to develop the Fellow’s year-long work plan. This document is due to GenNext by the end of the first quarter and is the topic of the first quarter check-in. For the second quarter, the Fellow and GenNext support team meet directly. At the end of the third quarter, the annual evaluation process begins. PHI will conduct a 360 evaluation; the Fellow will evaluate their own performance; GenNext and the Host Support team will meet to discuss the individual Fellow performance; and then the Fellow, GenNext, and the host organization will meet to review the evaluation.

## **Planning and Designing Learning Opportunities for Fellows**

### ***Development of the Learning Program***

During PY1, the Learning team partnered with the GenNext consortium partners to design the learning and professional development (PD) program for the Fellows. The co-creation meeting was a key space to gather feedback on concepts and on the preliminary draft of the competency framework. The meeting also generated several new ideas that enriched and enhanced the proposed learning program.



### ***Development of the Competency Framework***

To facilitate the Fellows' exposure to a core set of competencies across their varied roles and technical areas, the GenNext Early Career Humanitarian Competency Framework was developed. (See Annex 3) This framework was adapted from the STAR Fellowship Global Health Competency Framework and [the CORE Humanitarian Competency Framework](#). The GenNext Competency Framework takes into consideration the expectations of an early career humanitarian professional and was informed by the priorities and direction of the sector according to both the funder and consortium partners.

### ***Fellow Trainings in the Humanitarian System (Prof. Development and Learning Activities)***

In addition to key informant interviews and a desk review, a survey was administered to partners to identify key learning experiences that would contribute to critical exposure and educational content that would sufficiently prepare the Fellows professionally. Once the list was generated, partners prioritized and discussed the activities they deemed most important. A broad list of PD activities, trainings, and resources were chosen, to provide Fellows with optional content to support their growth and learning.

### ***Development of Cohort-Based Learning Plan for Program Years 1 & 2***

Once the prioritized list of key learning activities was identified, activities were strategically linked to the competency areas to ensure the GenNext PD plan was holistic. Thereafter, vendors were contacted, and a cohort-based learning plan was developed for years 1 and 2 of the fellowship. The goal of the cohort-based learning experiences is to provide foundational knowledge and skills development to the entire cohort to ensure that they are well equipped to launch into a humanitarian career. Engaging in these activities as a cohort aims to foster connection and facilitate learning, which is often accelerated within the context of a group.

### ***Development of Humanitarian Sector Talks Schedule***

Another topic discussed during the co-creation process was technical talks. The initial idea was to expose the Fellows to a range of technical sub-specialties that they may not engage with in their day-to-day roles. After extensive discussion, the consortium determined that these talks should not only be technical in nature but also include key content/topics and emerging issues within the sector and relevant to humanitarian assistance program implementation. Consortium partners indicated the areas in which they had identified staff that could present on the topics, and a schedule was developed. These sessions will be delivered quarterly by an experienced professional who can enliven the content and connect with the Fellows by sharing their own stories.

### ***Development of GenNext Connects Schedule***

To leverage the cohort and provide support to Fellows transitioning into their roles, PHI designed GenNext Connects. This is a monthly safe space for Fellows to interact as peers, provide support to, and learn from one another. This hybrid space will be used to discuss relevant topics that support the development of essential skills as well as serve as an open platform to candidly speak about and seek feedback on issues or concerns that may arise at work. The first GenNext Connects was held on the last day of Fellows' orientation, and the Fellows expressed appreciation for the platform. It was agreed that at least once a year, GenNext Connects would aim to meet in person.

## **Planning, Designing, and Launching Communications Strategies**

### ***Choosing a Project Name***

Communications ("Comms") worked closely with USAID/BHA to create a new name for the MSI Program. After an open brainstorming session, which included the PHI GenNext team, USAID and our host partner organizations, a total of 31 interesting and unique name options were voted on via an online



poll to determine the top four choices. Comms then shared those top four options with a total of 18 college students and recent graduates, as a focus group, to see which names resonated best with the Gen Z target audience. Of the four options, “Generation Next Humanitarian Fellowship Program” received 56% of the vote and was determined the overall winner. In addition, our internal group voted for an accompanying tagline, and “*Building Tomorrow’s Humanitarian Professional*” was chosen.

### ***Choosing a Logo***

Once the name was determined, Comms collaborated with a professional graphic artist to render an accompanying logo and icon that would visually depict the brand identity and appeal to our young professional target demographic with a memorable, distinctive, and unique style and color scheme.

### ***Brand Awareness***

With a concentration on strengthening brand identity and engagement, Comms developed brand collateral to increase visibility and recognition of the GenNext Fellowship Program within the targeted communities. Comms produced a one-page flyer and other branded collateral, outlining the mission, goals, and purpose, as well as how to apply for fellowship positions. Fellows were outfitted with GenNext-branded hats, polo shirts, hoodies, backpacks, passport holders and other branded materials, mailed to them in a “GenNext-customized Swag Box”, to serve as our GenNext Influencers while wearing/carrying the branded items.

### ***Social Media Toolkit***

For key GenNext Fellowship program announcements, Comms created two Social Media Toolkits, which were shared with USAID, PHI Central, and each host partner organization to promote two separate GenNext announcements. The first announcement was a formal introduction of the GenNext program with key messages and facts about the program and its purpose, mission, and goals. The second announcement commemorated World Humanitarian Day with a direct tie-in to amplify the GenNext Fellowship Program. The toolkits included background information, photos, and language to assist recipients with relevant posts, visuals, and hashtags to push from each of their social media accounts to help promote the GenNext Fellowship Program to their followers.

### ***Website***

Comms launched a new [GenNext Fellowship website](#) which features intuitive navigation features and enhanced site functionality. The website format guides visitors to “take action” with direct links embedded throughout each page for applying for fellowship opportunities and learning more information about the program. Looping videos and visual imagery featuring our new GenNext Fellows are shown on the landing page as well as in interactive photos throughout. Comms provided a separate tool on the Resource section of the website specifically for Fellows (password protected) titled, “Health and Safety Resources”, which is composed of several tips and direct links to guide Fellows to pertinent information to keep them safe when traveling abroad.

### ***Website Analytics***

From the launch of the GenNext website on June 30, 2023, to the end of the reporting period, we have had 3,051 unique visitors, 9,693 page views, with an average session duration of 48 seconds and a bounce rate of 36 percent.

### ***Promotional Platforms***

Comms continues to propel the GenNext Fellowship brand image and awareness through consistent strategic messaging to target audiences through promotional platforms which include the GenNext website, social media platforms (LinkedIn, Instagram, Twitter, and Facebook), and via direct mail to subscribers of the GenNext listserv. As of September 30, 2023, the GenNext Fellowship listserv had over 1,660+ subscribers.

### **Video Production**

Comms has produced three GenNext Fellowship videos: the first features students and representatives from our host organizations answering the question, “What is the role of a Humanitarian?”. The second video was created to provide a visual platform to formally introduce the first cohort of GenNext Fellows, and the third includes a compilation of interviews with Fellows and our host organization partners to outline the objectives of the program and the different perspectives from each group on why they chose to be a part of GenNext. The videos were shared via our GenNext social media platforms, direct mail to our GenNext listserv, and on the GenNext website, where they are currently posted for visitors to view.

### **Producing Monitoring & Evaluation Plan and Other Deliverables**

The three most significant Monitoring and Evaluation (M&E) activities that took place during PY1 were the development of the M&E Plan, the Baseline Report, the PY2 Work Plan, and this PY1 Annual Report. In addition, surveys for Fellows and partnering organizations were drafted (to be carried out later in PY2), and a brief survey on Fellows’ experience of their three-day orientation was created and distributed, and the feedback was analyzed in order to make improvements to the second cohort’s orientation experience.

The challenges we faced centered on the M&E Plan. Since the nature of implementing a fellowship program is inherently process-oriented, it was challenging to identify effective outcome indicators for Objective 1 (*Increase capacity and support inclusivity for humanitarian careers among diverse Fellows*). To address this, we created sub-indicator 1.3 (*Fellows complete fellowship with new technical, leadership, and professional skills to grow and pursue working in the humanitarian assistance sector*), which focuses on the outcome of professional development of the diverse group of Fellows.

### **Developing Technology Policies and Procedures**

In PY1 of the GenNext project, IT & Admin’s (IT&A) focus was to research and develop or acquire core technology systems and requisite hardware for use by project staff and the incoming cohort of Fellows, while considering and adhering to the allocated budget for these startup activities. IT&A gathered input on projected necessary specifications and collaborated with partner organizations on determining the most efficient jurisdiction of support roles and duties for the first cohort’s first fellowship year. With this research and information as a guide, IT&A made proposals and purchases for office, email, and cloud data collaboration and storage software and acquired hardware and peripherals for use on the project. IT&A also configured access and security protocols while concurrently developing adjoining policies for use.

Having familiarity with most of the project staff, the remote work environment, and prior experience with expected Fellow workload, most research, development, and acquisition of necessary software, hardware, and systems could be accurately estimated. The most challenging aspect for IT&A was balancing the disparate policies, protocols, and needs of several different host organization partners. This required several different channels of collaboration and understanding of existing systems and structures of numerous IT departments. Our co-creation sessions proved integral in allowing us to present an idea of possible best practices to be developed and allow our partners to give feedback and ask questions in real time. Ultimately, a flexible approach was considered most accommodating, and varying levels of support sharing and duty jurisdiction were worked out. This will continue to be a delicate balance and will require careful consideration moving forward. Particularly, the scalability of the approach will need to be reviewed with the prospect of new partner organizations in future project years.

A crucial aspect of a highly collaborative but diffuse project structure is to quickly identify relevant counterpart personnel within partner organizations and work to foster those relationships. Going forward,

in consideration of how to scale these developed systems and approaches, communication and time management will be key in making sure our cohorts have the necessary equipment and support in place when needed. IT&A took lessons on the importance of this from our collaboration sessions and subsequent work with host organization IT and project management staff.

### **Developing Travel Policies and Procedures**

The development of travel processes and communication pathways began with a comprehensive data collection phase at PHI. During this phase, we thoroughly assessed various aspects of travel, with a particular focus on legal and logistical considerations that were pivotal during Fellow orientation. As discussions progressed, supplementary documents were thoughtfully shared by partners for review and inclusion, leading to the enhancement of our travel process.

To ensure a user-friendly and compliance-driven approach, we set up key traveler accounts, such as Concur and AIG, during orientation. A central travel request form was introduced to serve as a hub for capturing traveler information, travel details, and important security and health consideration. Travelers are requested to confirm their understanding, after which the host organization provides their approval and concurrence. Subsequently, a designated individual oversees the final approval of travel plans and associated expenses at PHI. In addition, a dedicated webpage has been created to provide key details to travelers, addressing intersectionality of culture, identity, health, and safety while abroad. This webpage can be accessed through our consortium's website, along with links to key websites for additional resources.

For international trips, we have incorporated an additional layer of review through PHI Central Operations, emphasizing security and compliance. This carefully designed protocol aims to create an organized and streamlined process across our consortium, with a strong focus on empowering Fellows as they travel.

### **Onboarding and Orienting Fellows and Advisors**

#### ***Fellow Orientation***

In late September, the first cohort of Fellows attended a three-day, in-person program orientation held at Save the Children's DC office. The purpose of this orientation was manifold: to ensure Fellows understood the program structure and expectations, to ensure a smooth hiring process by the Public Health Institute, to help foster connections between the Fellows, to introduce Fellows to Program and Host Organization staff, and to produce media content for the program (photos, videos, etc.). The first day was focused on giving Fellows an overview of the program design and expectations around performance management and learning opportunities. Representatives from USAID/BHA, Sable Badaki and Gabe McLemore, spoke as a two-person panel, highlighting their experiences in the humanitarian space and with the Agency, the importance of diversity in humanitarian programming, and tips for success in a humanitarian career. On the second day, Fellows received training on booking and submitting travel requests, as well as learning the importance of branding; building a personal brand; and becoming a GenNext brand ambassador. There was also a second panel that featured representatives from each host organization, followed by a short mixer where Fellows could meet both representatives from their own host organizations and network with the others.

#### ***Mentor/Advisor Orientation***

In the final weeks of September, GenNext conducted Mentor/Advisor Orientations. These hour-long virtual sessions aimed to provide Mentors and Advisors with a comprehensive understanding of the Fellowship design, as well as program expectations for Fellows, Advisors, and Mentors. The orientations covered topics such as the work plan and quarterly check-in process, the program calendar, and

expectations regarding the management and mentoring of Fellows, including meeting frequency expectations. The goal was to address any remaining questions and concerns. Originally, GenNext had planned a group session to allow host organizations to ask questions and potentially learn from one another. However, due to scheduling conflicts, three separate orientations were held instead.

### Tracking Finances and Cost Share

By the end of the first budget period (PY1), we expended \$548,344.64 in federal funding. To date, we have not formally secured any cost share contributions, although we have secured several commitments for cost share that will be realized in later budget periods.

## III. PY2 PLANNED ACTIVITIES

Naturally, there are numerous program activities planned for PY2, as shown in the PY2 Work Plan. As expected, many of the activities carried out in the first year of the project will continue into the second. Below are some additional details on program activities that are new or more specific to PY2.

### Planned Recruitment and Outreach Activities

To ensure we recruit a diverse and talented pool of applicants for selection of the second cohort of Fellows, the PHI GenNext team will continue to attend various career fairs and conferences in person and virtually. Below are the activities planned thus far, though this list will grow with time.

Outreach Event	Location	Date
Hispanic-Serving Institutions Virtual Career Expo	Virtual	October 12, 2023
National Diversity in STEM Conference	Portland, OR	October 26-28, 2023
Hispanic Association of Colleges and Universities (HACU)	Chicago, IL	October 28-30, 2023
Hampton University Career Fair	Hampton, VA	November 15-16, 2023
University of North Texas Career Fair	Virtual	November 16, 2023
Information Table at Bowie State University	Bowie, MD	December 6, 2023
Alabama A&M University Career Fair	Virtual	December 12, 2023
Texas State University Career Fair	Virtual	January 18, 2024
Florida A&M University Career Fair	Tallahassee, FL	January 24, 2024
Virginia Tech Career Fair	Blacksburg, VA	February 14-15, 2024

### Start-Up of Second Cohort

Discussions are underway regarding a potential start date for the second cohort of Fellows in June 2024. This proposed timeline outlines key steps in the process, with recruitment slated to take place during January 2024. Candidate resumes are scheduled to be shared with partnering organizations on January 31, followed by selection of candidates to interview by February 7. Interviews are planned to occur from February 8 to 21, with offer notifications beginning on February 28 and extending through March 1. The subsequent phase involves the completion of hiring paperwork.

### Masked Recruitment

While the understanding was that the applications were mainly from minorities, we did not mask resumes, aside from the applicant's contact information. For the second cohort, we plan to mask candidates' names and schools they attended to ensure an earnest masked recruitment process and to decrease bias.

### Performance Management Plan

In the next reporting period, Performance Management intends to implement the PM plan. Since the first cohort of Fellows did not start their fellowships until the end of PY1, no PM processes were implemented during the reporting period. PM will monitor areas of confusion for Fellows and host organizations and make refinements to PM tools as needed.

### **IT&A Operations**

A particular project already underway late in PY1 that will continue in PY2 is the wholesale upgrade of internal components of laptops for improved multitasking. IT&A will also work with Generation Next project staff on collaboration tools, to include software and specialized applications for conferencing, messaging, and calendar coordination between staff and Fellows as they begin their work.

### **Continued Co-Creation**

The co-creation process will continue in PY2. In the context of M&E, it will involve engaging with current and prospective partners to obtain valuable input and secure commitment on the M&E Plan. Additionally, Fellows' feedback on their three-day orientation experience will be used to plan the second cohort's program orientation. Efforts will also be directed toward refining annual surveys based on feedback.

### ***DEIA Committee***

The consortium partners began discussion about the formation of a Diversity, Equity, Inclusion, and Accessibility (DEIA) committee during the co-creation in-person meeting towards the end of PY1. The team plans to formally form the DEIA committee during PY2 with the purpose of supporting the Fellows in their positions in the host organizations and helping to address any DEIA issues that may arise that detract from them being able to work in safe and brave spaces.

### ***Annual Symposium***

The GenNext team plans to hold an annual symposium for Fellows. This will either occur during PY2 or very early in PY3. Planning for the symposium will be done during PY2 together with all consortium partners.

## ANNEX 1: FELLOW JOB DESCRIPTION

### GENERATION NEXT HUMANITARIAN FELLOWSHIP PROGRAM

#### JOB DESCRIPTION

**FELLOWSHIP TITLE:** Humanitarian Assistance Fellow HOST

**ORGANIZATION:** *[Your organization]*

**LOCATION:** Hybrid (remote and in-person) in Washington DC (*or your desired office location*)

**DURATION:** Two-year fellowship program

**EMPLOYMENT:** Year 1- Placed at *[your organization]* as a PHI employee; Year 2- Employed by *[your organization]*

**TRAVEL:** May vary between 3-8 weeks in Year 1 with PHI and possibly longer in Year 2.

**WAGE:** Full pay range for this position: \$20.54 to \$28.39 per hour. The wage for this position is \$24.04 per hour.

#### FELLOWSHIP OPPORTUNITY DESCRIPTION

##### Introduction:

Generation Next Humanitarian fellowship is seeking [Minority Serving Institution](#) (MSI) graduates to become the next generation of humanitarian professionals.

This two-year Fellowship aims to create a unique avenue for graduates of Minority Serving Institutions to enter the humanitarian field and develop the skills and the networks necessary to establish a longlasting career.

The Fellows will be placed at *[your organization]*, a major international humanitarian organization based in the U.S. They will gain a foundational understanding of the humanitarian sector by being exposed to both the operational/support functions and the technical sub-fields that comprise the profession. The fellow will develop a core set of technical and professional skills needed to pursue a career in humanitarian assistance.

The Fellows will have an opportunity to develop, learn and explore the humanitarian sector while working with the sector's leading organizations. Fellows will learn firsthand while exploring the full gamut of departmental functions and considerations as it relates to humanitarian assistance programs (donor strategy, policy, fund administration, international humanitarian protocols, humanitarian finance, program design, and proposal development) and have the opportunity to learn and develop in one of the humanitarian sectors of intervention (e.g., Food Security, Water, Sanitation and Hygiene (WASH), Shelter and Settlements, Emergency Response, and Nutrition). Fellows will also participate in research, analysis, report writing, and other duties related to Humanitarian Assistance programming while developing their understanding of the humanitarian sector and related competencies.

##### Reporting structure:



The Humanitarian Assistance Fellow will receive technical and professional direction from a host organization representative, who will serve as their day-to-day Mentor. In addition, the Fellow will be coached, trained, and supported by industry experts providing career and technical guidance.

### **Essential Duties and Outcomes:**

The duties and outcomes listed below are examples of what the Fellows may be exposed to during their Fellowship. Specific responsibilities will be shared in a Scope of Work.

#### **Outcome 1: Develop foundational skills in humanitarian assistance support departments:**

- Support teams in the design and development of donor proposals.
- Support country teams and the organization in identifying and analyzing new funding opportunities.
- Support humanitarian finance, emergency preparedness, monitoring and evaluation, procurement, and operations departments in the development of standard operating procedures, training, information gathering, research and analysis.

#### **Outcome 2: Develop technical humanitarian assistance programming skills:**

- Support program start up, implementation, and close out, while learning key donor requirements.
- Assist with coordination and submission of program deliverables.
- Write/update content for background briefs, talking points, fact sheets, and communications materials.
- Support country and technical teams in research, reporting and coordination.
- Contribute to information gathering, research, and analysis.
- Represent host organization in Humanitarian working groups discussions and share findings.
- Participate in donor and international community fora, learning events, and content specific meetings.

#### **Outcome 3: Develop humanitarian assistance field experience:**

- Develop skills in backstopping program teams and providing implementation support to incountry teams.
- Collaborate with field teams to create data dashboards or other communication briefers that showcase program achievements and results.
- Travel and support in-country teams as needed.

### **LEARNING OUTCOME:**

At the end of the fellowship, the Fellows will develop a presentation that reflects their new skills and knowledge that contributes to the organization's humanitarian efforts, showing their ability to be



reflective, coordinate with colleagues and analyze complex situations to be presented at the annual symposium.

In addition, at the end of the program, they will:

- Develop an understanding of the range of career paths and technical areas (sectors of intervention) within humanitarian assistance.
- Develop an understanding of the humanitarian architecture, systems, and processes.
- Identify and leverage a broad network of peers and mentors within the humanitarian assistance field to enhance peer support learning and professional development.
- Develop or strengthen leadership, communication, collaboration, and interpersonal skills.
- Develop or strengthen technical knowledge of specific humanitarian assistance sectors based on Organizational core competencies, project management, knowledge management, business development and monitoring and evaluation.

## FELLOWSHIP REQUIREMENTS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

### Minimum Qualifications

- Bachelor's degree from a federally recognized [minority serving institution](https://www2.ed.gov/about/offices/list/opec/ides/2023eligibilitymatrix.xlsx) with no more than 2 years post-graduation (for a list of Minority Serving Institutions, follow this link: <https://www2.ed.gov/about/offices/list/opec/ides/2023eligibilitymatrix.xlsx>)
- At least one year of combined experience to include volunteering at civic, social or non-profit organizations, internships, research projects, and school projects among others.

### Other Qualifications

- Demonstrate collaborative interpersonal skills to work across a variety of cultures and with remote team members.
- Strong oral communications and written skills.
- Ability and willingness to travel internationally.
- Must be able to pass a background check required for this position.
- **US citizenship or US permanent residency required.**

### Additional skills (*preferred*)

- Proficiency in another language is strongly preferred.

## ADDITIONAL INFORMATION

The Fellow will be placed at [Your organization] for the full two years of the Fellowship. They will be employed by PHI and eligible for their benefits during Year 1 and will be employed by [Your organization] and eligible for their benefits during Year 2.



You can find information and benefits about the organization by following this link: [your organization] link.

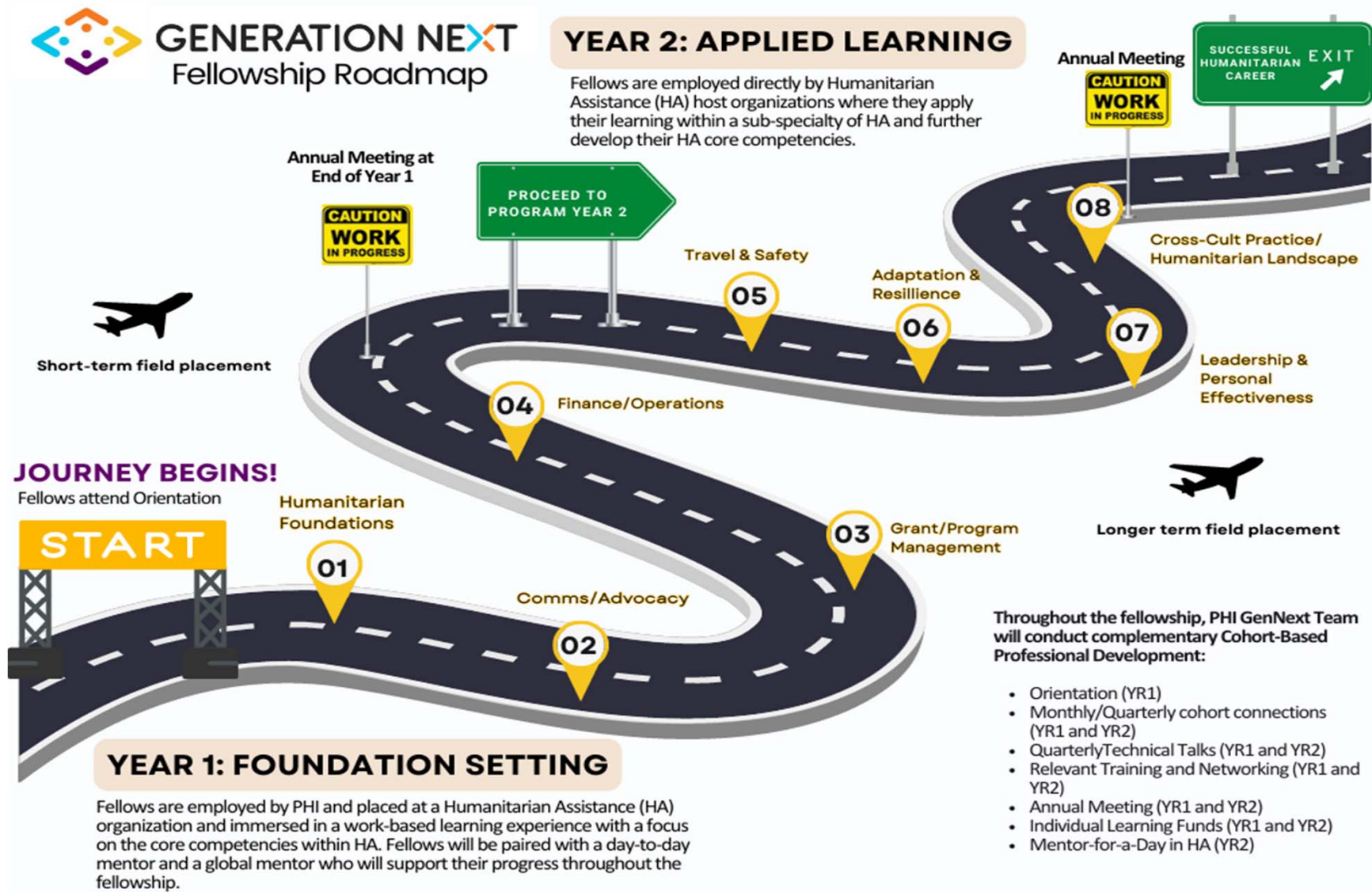
For a list of Minority Serving Institutions follow this link:

<https://www2.ed.gov/about/offices/list/ope/ides/2023eligibilitymatrix.xlsx>

## APPLICATION INSTRUCTIONS

1. Select the organizations you would like to be placed and apply. Applications to multiple organizations are welcome.
2. Submit an updated resume demonstrating work history including school projects, volunteer, internship work etc.
3. Submit a 500-word essay on '***Your most meaningful achievements and how they relate to your field of study and future goals.***' This essay should be included on your resume as an additional page.

# ANNEX 2: FELLOWSHIP ROADMAP VISUAL



## GENNEXT FELLOWSHIP COMPETENCIES (1)

DOMAIN	HUMANITARIAN CONTEXTS, PRINCIPLES & STANDARDS	HUMANITARIAN RESPONSE MANAGEMENT	ACHIEVING RESULTS	ADAPTIVE & RESILIENT
OUTCOME	Understands operating contexts, key stakeholders and practices affecting current and future humanitarian interventions	Demonstrates an understanding of and ability to respond to a Humanitarian crisis	Accountable for own work and uses resources effectively to achieve lasting results	Adapts to pressure and change to operate effectively within humanitarian contexts
COMPETENCIES	<b>UNDERSTANDS HUMANITARIAN CONTEXT &amp; APPLIES HUMANITARIAN STANDARDS &amp; PRINCIPLES</b> <ul style="list-style-type: none"> <li>Understands own, organization's and other's role within the humanitarian system</li> <li>Understands the principles and standards that guide the international Humanitarian system (SPHERE)</li> <li>Understands the humanitarian ecosystem and the wider environment that shapes its functioning</li> <li>Demonstrates understanding of coordination mechanisms within the humanitarian landscape.</li> <li>Understands organizational systems and processes (behind the scenes work) needed to achieve humanitarian impact.</li> <li>Understands donor engagement, donor rules, donor guidance for proposals and reports. (donors, organizations, ways of working).</li> <li>Understands gender, diversity and inclusion dimensions of humanitarian situations</li> <li>Uses power responsibility in line with accountability principles and standards with humanitarian work</li> </ul>	<b>MANAGES PERSONAL SAFETY &amp; SECURITY FOR CRISIS AFFECTED PEOPLE</b> <ul style="list-style-type: none"> <li>Pays attention to safety of crisis affected people and other key stakeholders</li> <li>ID and communicate risk &amp; threats and mitigates these for self and organization by complying with safety and security protocols set by organization</li> <li>Applies ethical and professional principles that guide humanitarian response to crisis</li> <li>Addresses practical issues that arise in the field, such as personal and team security, rapid assessments, application of minimum standards for food security, shelter, WaSH</li> </ul> <b>PARTICIPATES IN CLUSTER BASED RESPONSES</b> <ul style="list-style-type: none"> <li>Works effectively in organizational teams for proposals and reports.</li> <li>Engages with a wide range of local and non-state actors to create common priorities for a service delivery plan.</li> <li>Applies operational approaches to relations with interagency in humanitarian settings</li> <li>Utilize coordination systems for data collection, management &amp; reporting</li> </ul>	<b>ENSURES PROGRAM QUALITY &amp; IMPACT</b> <ul style="list-style-type: none"> <li>Understands project/program management life cycle</li> <li>Actively participates in the design and ongoing monitoring/ maintenance of effective projects and programs</li> <li>Uses available resources and ensures the timely completion of deliverables</li> </ul> <b>MAINTAINS PROFESSIONALISM</b> <ul style="list-style-type: none"> <li>Takes responsibility for own work and impact on others</li> <li>Plans, prioritizes, and performs tasks well and under pressure</li> <li>Maintains ethical behavior in accordance with relevant Codes of Conduct.</li> <li>Shows awareness of internal and external influences that affect performance.</li> <li>Effectively communicates full workload and schedule</li> </ul>	<b>ADAPTIVE</b> <ul style="list-style-type: none"> <li>Remains focused on goals and objectives and goals in a rapidly changing environment</li> <li>Adapts calmly to changing situations and constraints</li> <li>Recognizes personal stress and takes steps to reduce it</li> <li>Remains constructive and positive under stress and tolerate difficult and challenging environments</li> </ul>
PD & LEARNING	<ul style="list-style-type: none"> <li><a href="#">Harvard Humanitarian Response Intensive</a></li> <li><a href="#">Interaction Annual Forum</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Harvard Humanitarian Response Intensive</a></li> <li><a href="#">Building a Better Response</a></li> <li><a href="#">UNDSS BSAFE Training</a></li> <li><a href="#">Safety and Security Training.(Organization-based)</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">USAID Rules &amp; Regs (Humentum)</a></li> <li><a href="#">Project Management For Development Professionals (PMD Pro)</a></li> <li><a href="#">An Introduction to Proposal Writing and Report Writing.(Save)</a></li> <li><a href="#">Technical Talk</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Harvard Humanitarian Response Intensive</a></li> <li>GenNext Connects</li> <li>Field Based Travel (TDY)</li> </ul>



## GENNEXT FELLOWSHIP COMPETENCIES (2)

DOMAIN	COMMUNICATION AND ADVOCACY	TECHNICALLY COMPETENT (IN KEY HA AREA)	LEADERSHIP & PERSONAL EFFECTIVENESS	CROSS-CULTURAL PRACTICE IN THE HUMANITARIAN LANDSCAPE
OUTCOME	Develops and maintains collaborative and coordinated relationships within stakeholders and staff	Cultivates an ability to understand & apply knowledge and skills within a selected technical area at a level required of individuals pursuing a career in humanitarian aid	Demonstrates an understanding of self, humanitarian values and principles and works to achieve results in complex situations	Demonstrates an ability to work effectively within diverse cultural settings and across local, national, and international sociopolitical landscapes while having an awareness of the unique cultures, values, roles, and expertise of humanitarian actors.
COMPETENCIES	<b>LISTENS WELL &amp; WORKS EFFECTIVELY WITH OTHERS</b> <ul style="list-style-type: none"> <li>Contributes positively in team to achieve program objectives</li> <li>Communicates regularly and responsibly using suitable channels and technologies with consistent messaging</li> <li>Understands multi country communication and working in a global system</li> <li>Communicates complex information clearly and in ways that reflect organizational values as well as respect for the perspective of the audience.</li> <li>Actively participates in networks to access and contribute to good practice</li> <li>Effectively communicates and collaborates with mentors and supervisors</li> </ul>	<b>DEVELOPS TECHNICAL KNOWLEDGE IN HUMANITARIAN SUB-FIELD</b> <ul style="list-style-type: none"> <li>Identifies a technical area to focus on[Technical Area]</li> <li>Understands relevant matters pertaining to [Technical Area]</li> <li>Analyzes and describes a key issue within a humanitarian technical area and formulate key action to respond.</li> <li>Collaborates and contributes substantially as directed to the planning, design, analysis and implementation of [Technical Area] programs.</li> </ul>	<b>DEMONSTRATES SELF AWARENESS</b> <ul style="list-style-type: none"> <li>Shows awareness of strengths and limitations and impact on others</li> <li>Demonstrates understanding of personal skills and how they complement</li> <li>Identifies skills gaps and actively works to address them</li> <li>Seeks and reflects on feedback to improve performance</li> </ul> <b>APPLIES CRITICAL JUDGEMENT</b> <ul style="list-style-type: none"> <li>Analyzes and exercises judgment in challenging situations in the absence of specific guidance</li> <li>Demonstrates initiative and suggests creative improvements and better ways of working</li> <li>Demonstrates tenacity to achieve results</li> </ul>	<b>DEMONSTRATES CULTURAL AWARENESS</b> <ul style="list-style-type: none"> <li>Defines the impact of sociocultural norms and historical events on local policies and the political and humanitarian landscape.</li> <li>Adapts behavior to other cultural norms when appropriate for the situation.</li> <li>Uses techniques or practices to mitigate own implicit biases.</li> <li>Develops proficiency in a foreign language (optional)</li> </ul> <b>SAFETY &amp; SECURITY</b> <ul style="list-style-type: none"> <li>Understands and effectively applies travel policies and security protocols</li> <li>Understands epidemiology of common morbidity and mortality among travelers and examines key prevention, safety, and travel medicine principles and services to contextualize risks and maintain wellness.</li> </ul>
PD & LEARNING	<ul style="list-style-type: none"> <li><a href="#">InterAction Annual Conference</a></li> <li>GenNext Connects</li> </ul>	<ul style="list-style-type: none"> <li>GenNext Technical Talks</li> </ul> The Humanitarian Landscape, Protection, Health, Mental Health & Well-being, Food Security & Nutrition, Water, Sanitation & Hygiene, Shelter and Safe & Accountable Programming	<ul style="list-style-type: none"> <li>GenNext Connects</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Travel Booster</a></li> <li><a href="#">Field-Based Safety &amp; Security_(Host Org)</a></li> <li><a href="#">Country Specific Safety &amp; Security_(Host Org)</a></li> <li>Field Based Travel (TDY)</li> </ul>

## Annex 4: Indicator Table with progress for reporting period

Status of Generation Next Performance

Indicators, PY1

INDICATOR	PY1 TARGET	PY1 RESULT	SUMMARY
<b>Intermediate Result (IR)/Objective 1: Increase capacity and support inclusivity for humanitarian careers</b>			
<b>Sub-Intermediate Result (Sub-IR) 1.1: Fellows identified, recruited, and placed at host organizations</b>			
<b>1.1.1: Percent of fellowship positions filled by graduates of MSIs</b>	100% of open positions	100% of open positions	Target met
<b>S-IR 1.2: Fellows continuously supported throughout their fellowships to enhance success in their fellowships</b>			
<b>1.2.1: Percent of Fellows who were ‘moderately satisfied’ or ‘very satisfied’ with GenNext’s onboarding and orientation support</b>	PY1: 75%	100%	Target exceeded
<b>1.2.2: Percent of Fellows who were ‘moderately satisfied’ or ‘very satisfied’ with GenNext’s mentoring</b>	PY1: N/A	N/A	N/A
<b>1.2.3: Percent of Fellows who were ‘moderately satisfied’ or ‘very satisfied’ with GenNext’s learning events</b>	PY1: N/A	N/A	N/A
<b>1.2.4: Percent of Fellows who consider learning offerings to be ‘somewhat professionally relevant’ or ‘very professional relevant’</b>	PY1: N/A	N/A	N/A
<b>S-IR 1.3: Fellows complete fellowship with new technical, leadership, and professional skills to grow and pursue</b>			
<b>1.3.1: Percent of Fellows who feel satisfied with their GenNext fellowship experience</b>	PY1: N/A	N/A	N/A
<b>1.3.2: Percent of Points of Contact from host organizations who believe their Fellows have gained important skills related to professional success in the humanitarian industry</b>	PY1: N/A	N/A	N/A
<b>1.3.3: Percent of Fellows who believe they have gained important skills related to professional success in the humanitarian industry</b>	PY1: N/A	N/A	N/A
<b>1.3.4: Percent of Fellows who, upon completion of their fellowship, plan to pursue a career in or related to humanitarian assistance</b>	PY1: N/A	N/A	N/A

<b>S-IR 1.4: Fellows complete fellowship with sense of empowerment and inclusion in the professional humanitarian</b>			
<b>1.4.1: Average composite empowerment and inclusion rating by Fellows about their host organization placements</b>	PY1: N/A	N/A	N/A
<b>Intermediate Result (IR)/Objective 2: Foster linkages between academic MSIs and US-based Humanitarian Organizations</b>			
<b>S-IR 2.1: Outreach conducted with MSIs</b>			
<b>2.1.1: Number of outreach and recruitment events conducted</b>	PY1: 10	5	Target not met
<b>2.1.2: Number of people from MSIs reached via outreach/recruitment events</b>	PY1: 200	132	Target not met
<b>2.1.3: Number of MSIs that participate in outreach/recruitment events</b>	PY1: 4	7	Target exceeded
<b>S-IR 2.2: MSIs and partner humanitarian organizations convened at fellowship learning and networking events</b>			
<b>2.2.1: Percentage of participants at annual fellowship symposium who rated the symposium as, 'useful' or 'very useful'</b>	PY1: N/A	N/A	N/A
<b>S-IR 2.3: Sustained information-sharing and communication systems established between humanitarian organizations</b>			
<b>2.3.1: Number of MSIs that actively engage with GenNext, either directly or via GenNext communications platforms</b>	PY1: 4	7	Target exceeded
<b>2.3.2: Number of GenNext partnering humanitarian organizations that engage in communications/information-sharing with MSIs</b>	100% (all project years)	100%*	Target met

\* We were only able to survey 2 of our current 4 partnering organizations.