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**GENERATION NEXT**  
HUMANITARIAN FELLOWSHIP PROGRAM

# GENNEXT FELLOWSHIP ANNUAL REPORT

OCTOBER 2024

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Public Health Institute (PHI)

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Program (GenNext)

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## ACRONYMS

<b>AANAPISI</b>	Asian American and Native American Pacific Islander-Serving Institutions
<b>AIG</b>	American International Group
<b>AIHEC</b>	American Indian Higher Education Consortium
<b>BHA</b>	Bureau for Humanitarian Assistance
<b>BSAFE</b>	Online Security Awareness Training
<b>CUNY</b>	City University of New York
<b>CWN</b>	Center for Wellness and Nutrition
<b>DEIA</b>	Diversity, Equity, Inclusion, and Accessibility
<b>EAG</b>	Emergency Application Guidelines
<b>GenNext</b>	Generation Next Humanitarian Fellowship Program
<b>HACU</b>	Hispanic Association of Colleges and Universities
<b>HBCU</b>	Historically Black Colleges and Universities
<b>HR</b>	Human Resources
<b>HRIC</b>	Harvard Humanitarian Response Intensive Course
<b>HSI</b>	Hispanic-Serving Institution
<b>HST</b>	Humanitarian Sector Talks
<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>NGO</b>	Non-Governmental Organization
<b>PBI</b>	Predominantly Black Institution
<b>PD</b>	Professional Development
<b>PHI</b>	Public Health Institute
<b>PISA</b>	Pacific Islander Student Association
<b>PM</b>	Performance Management
<b>POC</b>	Point of Contact
<b>PY1</b>	Program Year 1
<b>PY2</b>	Program Year 2
<b>PY3</b>	Program Year 3
<b>RAMP</b>	Risk Assessment & Management Plan
<b>RFA</b>	Request for Application
<b>SACNAS</b>	Society for Advancement of Chicanos/Hispanics and Native Americans in Sciences
<b>TCU</b>	Tribal Colleges and Universities
<b>UN</b>	United Nations
<b>UNC</b>	University of North Carolina
<b>USAID</b>	United States Agency for International Development

## REPORTING PERIOD

This report delineates the main activities implemented during Program Year 2 (PY2), from **October 1, 2023, to September 30, 2024**. Detailed M&E indicator results are reported in Annex 1.

### Background

At the beginning of PY2, the first cohort of Fellows began their placements at their host organizations (CARE, Global Communities, Project Hope, and Save the Children). Throughout the program year, the PHI GenNext team continued to refine communications, outreach, and recruitment plans and activities to recruit, onboard, and orient the second cohort of Fellows and additional humanitarian assistance organizations (American Red Cross, PHI's Center for Wellness and Nutrition, EngenderHealth, Blumont, and Action Against Hunger). Performance management and learning activities that directly interface with Fellows also began. The PHI GenNext team also planned the first annual symposium in PY2, set to take place in early PY3.

## PY2 PROGRAM ACTIVITIES

### Building Partnerships

Early in the reporting period, some GenNext staff attended the InterAction Annual Forum to reach out to many implementing agencies and garner interest in becoming a host partner for the GenNext Fellowship. The effectiveness of this strategy was greatly enhanced by the USAID/BHA Assistant Administrator endorsing the fellowship during her plenary address. This, plus following up with other referrals and making the application process for host organizations much simpler and less time-consuming, generated a substantial list of interested organizations.

After repeated discussions and negotiations around budgets and cost share, host organization partnerships with additional implementing agencies were formed, bringing the total number of host organizations to nine, including PHI. Subsequently, the team submitted the new host organization partners to and received approval from USAID/BHA. A consolidated report from the host partners is included in Annex 2. See Table 1 for a list of GenNext host partners, the cohorts they participated in, and the number of Fellows they host.

**Table 1: GenNext Host Partners with Cohort Participation and Number of Fellows**

Host Partner	Cohort Participation	Number of Fellows
CARE	1 and 2	2
Global Communities	1 and 2	3
Save the Children	1 and 2	6
Project Hope	1	1
American Red Cross	2	2
EngenderHealth	2	2
PHI's Center for Wellness and Nutrition (CWN)	2	1
Blumont	2	1
Action Against Hunger	2	1

In PY2, the GenNext team expanded its outreach to MSIs, strengthening relationships with institutions such as the City University of New York (CUNY) City College, Bowie State University, Virginia Polytechnic Institute and State University (Virginia Tech), Hampton University, Howard University, Tuskegee University, Lincoln University, and the University of North Carolina (UNC) at Pembroke. These and other MSIs have been invited to participate in the first Annual Symposium early in PY3. Table 2 shows a list of organizations and universities/colleges with which GenNext had more extensive meetings to develop relationships and learn how to reach communities of applicants from MSIs that have so far been more difficult to reach.

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American Indian Higher Education Consortium (AIHEC)	Native American
Bureau for Indian Education under Department of Interior	Native American
CUNY City College	HSI
Dine College	TCU
Hampton University	HBCU
Pacific Islander Student Association (PISA)	Pacific Islander
University of North Carolina at Pembroke	NASNTI

The success of GenNext, in large part, lies in being able to offer a sizeable number of fellowships to diverse individuals who would like to enter the humanitarian workforce. Doing so requires having as many host organization partners as possible. When initially describing GenNext to humanitarian organizations, there has often been excitement and a strong desire to participate. This has been observed with our current partners, as well as with a number of others that have not yet signed on. Organizations in the latter group include HIAS, International Medical Corp, Relief International, Humanity and Inclusion, Habitat for Humanity, Counterpart International, and others. With these named organizations, discussions have been extensive, and commitments were close to being made. However, there were obstacles to formalizing these partnerships, including:

- A change in the GenNext model could most likely alleviate the first two (and most prominent) obstacles. If the cost share requirement were eliminated, humanitarian organizations without sufficient non-federal funding could rethink their participation and join. Additionally, instead of requiring host organizations to pay the second year of salary and benefits for Fellows, GenNext could cover those costs with award funds.

Then, instead of giving award funds to organizations for administrative, advisory, mentoring, and other support costs, organizations could cover those costs with any funding they choose, whether federal or non-federal. GenNext could then change the formal mechanism by which organizations become hosts. Rather than engaging host partners with onerous subawards that are now required to channel federal funding to them, simpler secondment agreements or memorandums of understanding could be used. This would reduce the administrative burden and associated costs of managing multiple subawards and make having more host organizations with more Fellows a stronger possibility. Finally, this alternative structure would enable PHI to employ the Fellows for their full fellowships, which would alleviate the challenges of changing employers mid-fellowship.

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

At the start of PY2, the six Fellows hired in PY1 began their fellowships while preparations for recruiting the second cohort were already underway. This period coincided with numerous significant events and conferences spanning from October to May 2024.

During the program year, the team participated in 17 external events across the United States, strategically targeting various communities (See Table 3). Six events focused on Hispanic-Serving Institutions (HSI) and populations, while another four events centered on Asian American and Native American Pacific Islander-Serving Institutions (AANAPISI), and the remaining seven focused on Historically Black Colleges and Universities (HBCU). Of these 17 events, 11 were conducted in person. At one event, a host organization partner participated in a panel discussion, taking the opportunity to promote the program. At these external events, a total of 669 individuals interacted with staff in person or virtually.

The GenNext team also hosted two webinars titled “Beyond the Cap and Gown: Embarking on a Career in the Humanitarian Field,” on February 15 and 20, 2024; 55 potential applicants attended. Host organizations provided overviews of their work, and Fellows shared their experiences and reflected on the qualities and skills that have contributed to their success so far. Tica Ferguson, Global Capacity and Leadership Development Division Chief at USAID, introduced USAID and addressed participant questions. The first webinar featured presentations from CARE, HIAS, EngenderHealth, and Global Communities, including insights from Syaffia Sahl, a Fellow with Global Communities. The second showcased Save The Children, PHI’s Center for Wellness and Nutrition, and Blumont, with insights from Kasi Carter, a Fellow with Project Hope.

For a full list of GenNext-hosted and external outreach events, see Annex 3.

### **Advertising Job Descriptions**

Positions for Cohort 2 were promoted through various channels, including social media platforms and college advertising venues like Handshake. Additionally, targeted postings were made on niche sites such as blackjobcenter.com, Diversity.com, Greek Diversity Job Board, HBCU Connect, and the Professional Diversity Network, among

others. LinkedIn emerged as the most effective, with 42% of applicants learning about GenNext positions through this platform. Handshake followed closely behind, accounting for 14% of applications. Other channels such as Instagram, the PHI jobs webpage, the GenNext listserv, and Indeed.com also contributed to applicant outreach.

The recruitment process for the second cohort of Fellows concluded in May, with 349 applications received for 13 positions. There was an average of 11 eligible applicants per position, emerging from an average of 43 total applicants per position. Each position received an average of 7 applicants from an AANAPISI, 3 from an HBCU, and 3 from an HSI. There was only one application from a Predominantly Black Institution and none from Tribal College and Universities.

### **Implementing the Fellowship Lifecycle**

GenNext features 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 Fellows' understanding of the humanitarian landscape and technical sub-specialties. Continuous performance monitoring through regular check-ins and meetings with both the Fellow and the host organization culminated in a comprehensive performance evaluation at the end of the first year of the fellowship.

In PY2, GenNext implemented the full cycle of the Performance Management plan, including workplan development, check-ins with Fellows and Advisors, and an end-of-year performance evaluation. During the first and third quarters, Fellows and their host organization Advisors completed check-in surveys, after which the Fellow, Advisor, and GenNext Supervisor met to discuss the workplan draft, how the placement was going, future plans, and any questions. Check-ins facilitate monitoring the fellowship experience and garner qualitative insight for all ongoing fellowships. Feedback was largely positive during check-ins in the reporting period. In the last quarter, each Fellow received a 360-feedback survey and completed an annual evaluation reflecting their accomplishments in the first year of their placement. Meetings with Fellows and host organizations continue on an ad hoc basis to support both parties in performance challenges, issues of work-life balance, and other needed support.

### **Onboarding Fellows and Host Organizations**

After feedback from the first cohort, which had a three-day orientation, GenNext extended the second cohort's orientation to two full weeks: one week of in-person learning, including various panels made up of Cohort 1 Fellows, USAID, and representatives from host organizations, and one week of remote training, largely focused on HR compliance and giving Fellows an introduction to the field of humanitarian assistance. The second GenNext cohort attended orientation in mid-June 2024 and started with their host organizations later that month. The first few weeks at the host organizations focused largely on orienting Fellows to their organizations and roles. In the first few months, GenNext's role was to reinforce the lessons from orientation and guide Fellows in their new placements, particularly to assist in navigating between PHI and their host organizations.



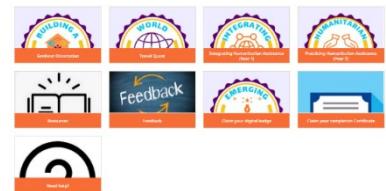
To help host organizations to support junior professionals and to address challenges faced in onboarding the first cohort of Fellows, GenNext set up a specific Host Organization Orientation for host organizations and Advisors of the second cohort in early June 2024. The team also developed a Host Organization Handbook that gives an overview of the program and documents best practices for managing and mentoring GenNext Fellows.

## Learning Operations and Planning

In PY2, GenNext focused on several key administrative and operational activities for learning and professional development support for the Fellows:

- **Fgxgrqr lpi 'Vj g'Mc{ c'l gpPgzvNgctplpi 'F cuj dqctf :**

Kaya is a free global learning platform that offers accessible, high-quality, and contextually relevant learning opportunities for the humanitarian sector. *The GenNext Humanitarian Learning and Leadership Program* is a closed learning platform within the Kaya system that uses interactive learning to facilitate the Fellow engagement.



- **Fgxgrqr lpi 'Vj g'Ngctplpi 'Rqrle{ :** GenNext developed a learning policy to provide clear and standardized guidance for Fellows to access their individual learning funds.
- **Fgxgrqr lpi 'Vj g'Ogpvqt'cpf 'Ogpvgg'l wf gdqgmu:** The GenNext team developed guidebooks for GenNext Fellowship Mentors and Mentees to clarify roles and manage expectations.

## Implementing Learning Activities

Learning activities designed for Fellows aim to address the eight [GenNext Core Humanitarian Competencies](#) and range from individual to cohort-based learning and include asynchronous and synchronous, virtual, and live opportunities. See below for descriptions of the diverse set of learning activities that were delivered in PY2.

### Humanitarian Sector Talks

Humanitarian Sector Talks (HST) are quarterly sessions hosted by the GenNext consortium partners. They are led by experienced professionals who share their personal stories and perspectives, enriching the content and fostering connections with the Fellows. The goal of HST is to provide Fellows with a high-level overview of various topics in a dynamic and interactive manner. There were three HSTs in PY2:

- *The Humanitarian Landscape: USAID Perspectives from DC and the Field* (December 2023, USAID/BHA)
- *Safe and Accountable Programming* (February 2024, Global Communities)
- *Health Within the Context of Humanitarian Assistance* (July 2024, Project Hope)

### GenNext Connects

GenNext Connects is a monthly (first 6 months) / bi-monthly (thereafter) safe space for Fellows to interact as peers, provide support to, and learn from one another. This space



is used to discuss relevant topics that support the development of essential skills and enable Fellows to speak candidly about and seek feedback on issues or concerns that may arise at work. Topics discussed by both cohorts over the last year include:

- Preparing for Your Fellowship
- Managing the Newness & Navigating Overwhelm
- Travel Lessons Learned
- Leveling Up in 2024: Celebrating the skills that we have and identifying the skills that we need!
- Boundary Setting in the Workplace
- Effective Communication
- Travel & Forming Authentic Connections in the Workplace
- Imposter Syndrome by any other word is “Bravery”
- Networking: Posture, Pitches, and Presentation

### ***Fellow Trainings***

To complement and reinforce what the Fellows are learning at work, the GenNext team, along with the consortium partners, designed a learning plan that includes several key trainings. The following trainings were completed by all Fellows in PY2:

#### Asynchronous Learning

- [Build a Better Response](#)
- [UN BSAFE](#)
- PHI AIG Travel Training
- PHI Travel Booster

#### Synchronous Learning

**2023 InterAction Annual Forum (October):** GenNext Fellows attended the 2023 InterAction Annual Forum, which brings together organizations, change-makers, and executives from the public, private, and NGO sectors to create a cross-sector conversation that provides solutions to pressing global challenges. In addition to being introduced to the range of issues, they also had the opportunity to meet Sarah Charles, Deputy Administrator for BHA.



GenNext Fellows meet Sarah Charles (second from left), Assistant to the Administrator for USAID/Bureau of Humanitarian Assistance

**Harvard Humanitarian Response Intensive Course (HRIC):** In April 2024, Cohort 1 went to the HRIC course in Cambridge. This two-week on-site intensive opportunity helped Fellows gain familiarity with the primary frameworks in the humanitarian field and focus on practical issues that arise in the field. Fellows returned more self-assured in their roles and their understanding of the humanitarian assistance sector.



Daniel and his team prepare for the three-day field simulation exercise.

The most exciting part of the course was the simulation, which pushed me out of my comfort zone and required me to apply the knowledge gained during the learning sessions, as well as my prior knowledge from my fellowship. I had the opportunity to collaborate with and learn from professionals with diverse backgrounds. Overall, interacting with brilliant individuals and people doing incredible work in different parts of the world was the highlight of my experience.

-Daniel Ryan, 2023 Fellow

## Productivity Practices Training and Follow-up Coaching Session (June & September):

In June, Fellows participated in a Productivity Practices training facilitated by Productivity Coach, Lindsay Satterfield. During this half-day session, they discussed strategies for being both productive and effective in the workplace. The second session allowed Fellows to bring their real workplace challenges and successes to share and discuss with each other as a group.

## Mentorship

During the second half of PY2, efforts focused on clarifying expectations and strengthening the mentor-mentee relationship. A guide was developed for Cohort 2 to help Fellows navigate discussions with their mentors. Separate virtual orientations for mentors and mentees reinforced key information and addressed questions.

## Planning, Designing, and Launching Communications Strategies

Throughout PY2, GenNext continued to implement Communications campaigns to increase GenNext's visibility, utilizing consistent strategic messaging to target audiences through promotional platforms including the GenNext website, social media, and via direct messaging to subscribers of the GenNext listserv.

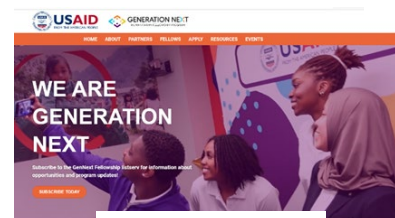
## Engagement Platforms

GenNext Communications continued to increase followers across social media, the GenNext website, and listserv by driving and influencing internet traffic. Social media toolkits were created for all partners to support major announcements, ensuring consistent and cross-promoted messaging. The GenNext website features intuitive navigation, engaging videos, and interactive visuals of Fellows, enhancing the user experience. A new password-protected "Health and Safety Tips for Travel" section provides Fellows with essential guidance and resources for safe travel abroad. The website also serves as a key gateway for introducing GenNext to target communities and recruiting potential applicants.



Social Media Toolkit

In PY2, the GenNext website had 16,647 unique visitors, compared to 3,051 in PY1 and 35,680 pageviews, compared to 9,693 in PY1; the average session duration was slightly under one minute. There was a bounce rate of 52% percent.



GenNext Website

## GenNext Videos

New promotional videos were produced to provide a visual platform to introduce current Fellows, outline the objectives of the program, and illustrate different perspectives from host organizations and Fellows on why they chose to be a part of the program. All videos are shared with target audiences via GenNext social media platforms, direct mail to the GenNext listserv, and on the GenNext website.

## GenNext Newsletter

*The GenNext Connection* was launched in PY2. It is a vibrant, mobile-friendly newsletter serving as a key communication tool for host organizations, Fellows, USAID/BHA, GenNext staff, and others. This quarterly publication highlights outreach efforts, webinars, learning activities, and Fellows' professional development. The feature "GenNext Fellows Go the Extra Mile" shares Fellows' firsthand accounts of attending in-person workshops abroad. These articles also appear on GenNext's social media and website.



GenNext Newsletter

## Brand Awareness

To build GenNext brand awareness, GenNext incorporated creative designs and branded collateral for promotional outreach. Fellows were outfitted with GenNext-branded backpacks, polo shirts, hoodies, hats, and other materials in a "GenNext-customized Swag Box" to help them serve as GenNext influencers.



GenNext-branded backpack

## Customizing Technology Policies and Procedures

GenNext focused on ensuring the delivery of essential hardware and software to Fellows at their host organizations, managing the process of Fellows requesting and acquiring office supplies in accordance with the relevant budget, and administering, updating, and maintaining staff systems and data environment. This involved items such as laptops with configured software, monitors, docking stations, and peripherals. GenNext worked closely with host organizations as Cohort 2 began, ensuring that all necessary equipment and services were provided and well-functioning.

## Travel Support

During the reporting period, eight Fellows took ten international trips to Turkey, Rwanda, Uganda, Ecuador, Honduras, Kenya, and Thailand, with additional travel planned for PY3 to South Africa, England, and Guatemala.

For Cohort 2, GenNext advised host organizations to wait three months before scheduling travel to help Fellows settle into their roles, resulting in smoother experiences than Cohort 1 had.

To improve travel processes, GenNext implemented the following:

- Streamlined Approval: Finalized an online Travel Request Form and updated the Travel Policy for clarity.
- Enhanced Training: Provided refresher sessions for Cohort 1, updated orientation for Cohort 2, and held one-on-one reviews covering travel policies, approval processes, and expenses.
- Vendor Support & Budget Tracking: Established partnerships with travel vendors and developed a dashboard for tracking travel budgets.

GenNext also launched a travel training program to build Fellows' skills in business travel, featuring a gamified badge on the Kaya platform.

For duty of care, GenNext shared country-specific travel resources, required trip logistics details, and Travel Security Awareness Training.

In line with USAID's [Emergency Application Guidelines \(EAG\)](#), GenNext helped host organizations complete twelve [Risk Assessment and Management Plans \(RAMPs\)](#) during this period.

### Tracking Finances and Cost Share

By the end of the budget period (PY2), GenNext had expended \$3,447,226.51 in federal funding. From October 1, 2023 – September 30, 2024, GenNext spent \$2,893,873.65 in federal funding. The total cost share raised from the beginning of GenNext through September 30, 2024, is \$59,649. The cumulative expenditures amount to \$3,506,875.51 from the program's beginning until September 30, 2024.

## PLANNED ACTIVITIES

### Recruitment and Outreach Activities

The program will only host two cohorts of Fellows, so there are no additional planned recruitment events. However, the GenNext team continues to attend outreach events, as the budget allows, to continue to build awareness of the humanitarian assistance field and to foster linkages between MSIs and humanitarian organizations. See Annex 4 for a list of outreach events that GenNext might attend in PY3.

### Learning

Learning activities planned for PY3 include:

*For Consortium Partners:*

- Mentor survey and check-in

*For Fellows:*

- Support Cohort 1 with their specialty track courses in Fellowship Year 2
- Identify coach vendor for Fellows
- Continue to support Fellows with individual and cohort-based learning

### **Performance Management**

GenNext will review PM tools to streamline processes and make PM more useful for Fellows, incorporating lessons learned from the first cohort. The annual evaluation will be more robust for Cohort 2, and the 360° survey, which proved not to be useful, will be eliminated. The Host Organization Handbook will be adapted for Fellows. GenNext will continue to refine processes and tools for host organizations and Fellows as needed to reduce observed confusions.

### **Fellow Employment Transition**

GenNext started the employment transition process approximately two and half months before the first cohort of Fellows' end dates. While these Fellows were ultimately hired on time, there were a few delays with getting Fellows' offers together at the host organizations that GenNext intends to avoid for the second cohort. Going forward, GenNext will develop guidance for host organizations in the form of an infographic that reviews key timelines, expectations, and agreements about the process (e.g., that host organizations will likely need to grade the positions in advance, that they have already agreed not to re-interview the Fellows, salary details, etc.) to avoid delays in the future. Additionally, to avoid surprises, GenNext will develop a guide covering key concepts for Fellows about the transition.

### **IT&A Operations**

Immediately in the first month of PY3, GenNext will focus on the planning, event coordination, project management, and content development for the first Annual Symposium. Throughout the year, GenNext will continue to maintain, support, and administer all necessary IT and other systems for staff and Fellows.

### **Travel Support**

GenNext will continue to provide global operations support to ensure smooth travel planning and execution for Fellows. Some of the specific areas of support include:

- Developing Travel Only Agreements for Fellows who continue to use their GenNext travel budgets after transitioning to their host organization
- Developing additional travel resource guides and making them available online
- Monitoring Fellows' progress in their travel training and awarding digital travel badges through the Kaya learning platform
- Collaborating with host organizations to develop RAMPs for new countries
- Continuing to offer one-on-one travel training sessions for Fellows who have not traveled yet or require additional support

### **Host Organization Partner Planned Activities**

Key planned activities for host organization partners are outlined in Annex 2.



## ANNEX 1: Indicator Table with Progress on Indicators for Reporting Period

### Status of Generation Next Performance Indicators, PY2

INDICATOR	TARGET	PY1 RESULT	PY2 RESULT	SUMMARY
<b>Intermediate Result (IR)/Objective 1: Increase capacity and support inclusivity for humanitarian careers among diverse Fellows</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	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>	PY1-2: 75% PY3-4: N/A	100%	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 PY2-4: 75%	N/A	89%	Target exceeded
<b>1.2.3: Percent of Fellows who were 'moderately satisfied' or 'very satisfied' with GenNext's learning events</b>	PY1: N/A PY2-4: 75%	N/A	100%	Target exceeded
<b>1.2.4: Percent of Fellows who consider learning offerings to be 'somewhat professionally relevant' or 'very professional relevant'</b>	PY1: N/A PY2-4: 80%	N/A	100%	Target exceeded
<b>S-IR 1.3: Fellows complete fellowship with new technical, leadership, and professional skills to grow and pursue working in the humanitarian assistance sector</b>				
<b>1.3.1: Percent of Fellows who feel satisfied with their GenNext fellowship experience</b>	PY1: N/A PY2-PY4: 80%	N/A	100%	Target exceeded
<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 PY2-PY4: 80%	N/A	100%	Target exceeded
<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 PY2-PY4: 80%	N/A	100%	Target exceeded
<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 PY3-PY4: 80%	N/A	N/A - will report after Cohort 1 completes fellowship	N/A
<b>S-IR 1.4: Fellows complete fellowship with sense of empowerment and inclusion in the professional humanitarian assistance space</b>				
<b>1.4.1: Average composite empowerment and inclusion rating by Fellows about their host organization placements</b>	PY1: N/A PY2: 2.75 PY3-4: 3	N/A	3.6	Target exceeded
<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>				

2.1.1: Number of outreach and recruitment events conducted	PY1: 10 PY2: 15 PY3: 4	5	19 total: 7 HBCU career fairs; 5 HSI career fairs; 3 AANAPISI career fairs; 2 GenNext webinars; 2 large annual conferences for Hispanic and Native American populations	Target exceeded
2.1.2: Number of people from MSIs reached via outreach/recruitment events	PY1: 200 PY2: 500 PY3: 200	132	724	Target exceeded
2.1.3: Number of MSIs that participate in outreach/recruitment events	PY1: 4 PY2: 20 PY3: 15	7	7	Target not met
<b>S-IR 2.2: MSIs and partner humanitarian organizations convened at fellowship learning and networking events</b>				
2.2.1: Percentage of participants at annual fellowship symposium who rated the symposium as, 'useful' or 'very useful'	PY1-2: N/A PY3: 80%	N/A	N/A - symposium held in early PY3	N/A
<b>S-IR 2.3: Sustained information-sharing and communication systems established between humanitarian organizations and MSIs</b>				
2.3.1: Number of MSIs that actively engage with GenNext, either directly or via GenNext communications platforms	PY1: 4 PY2: 8 PY3: 12	7	11	Target exceeded
2.3.2: Percentage of GenNext partnering humanitarian organizations that engage in communications/ information-sharing with MSIs	100% (all project years)	100%*	100%**	Target met

\* We were only able to survey 2 of our 4 partnering organizations for PY1.

\*\* We were able to survey 7 of our 9 partnering organizations for PY2.



## ANNEX 2: Consolidated Report from GenNext Host Organization Partners, PY2

### *Highlights and Accomplishments from Reporting Period*

#### **Onboarding and Integration**

The successful onboarding of several new Fellows was marked by a structured integration process, which included mentorship and training tailored to enhance their engagement within their teams. Existing Fellows were transitioned into new roles, allowing them to leverage their experience while continuing their development within the organization.

#### **Eqvtdwldqpu'vq'Rtqlgewu'cpf 'Vtclpki**

Throughout the reporting period, Fellows displayed a strong commitment to their roles by actively participating in meetings and collaborating with colleagues. They contributed significantly to the development of key resources, such as online capability statements and comprehensive proposals aimed at securing funding from various donors. Additionally, Fellows organized workshops and training sessions that facilitated knowledge sharing and skill enhancement across their teams.

#### **16 r cevhwilpklcvkxgu**

A range of impactful initiatives was implemented, including conducting data analysis that informed the development of monitoring and evaluation dashboards. This work supported ongoing projects and laid the groundwork for future programming. Fellows demonstrated adaptability and problem-solving skills, particularly when engaging in high-stakes projects, such as sustainable development bids and health programming in regions facing humanitarian challenges.

#### **Vtclpki 'cpf 'UmltF gxgrqr o gpv**

Fellows engaged in extensive training, completing essential modules on topics such as inclusive teamwork, data protection, and organizational protocols. Their participation in workshops and training sessions not only improved their understanding of organizational processes but also equipped them with the necessary skills to support project management and strategic planning effectively. Many took the initiative to lead discussions and facilitate team meetings, showcasing their growing leadership capabilities.

#### **Hlgrf 'Cuuk po gpw**

Significant field assignments allowed Fellows to provide direct support to communities and gather critical data for ongoing initiatives. They participated in health and protection services for vulnerable populations, conducted needs assessments, and contributed to program reporting. These experiences enriched their understanding of regional priorities and enhanced their ability to deliver effective humanitarian responses.

## **Eqrɛdɔtɛvɔp'ɛpf 'Ego o wplecvɔp**

Effective communication strategies were employed to keep teams informed about funding opportunities and ongoing initiatives. Contributions to internal newsletters and reports highlighted the efforts of the Fellows and promoted transparency within the organization.

## **Challenges**

- **Vgco 'Rrɛego gpv'Kiuvgu**<One Fellow faced ongoing difficulties with team placements, having been reassigned multiple times due to unmet expectations. This situation required considerable time and resources from advisors and staff to facilitate transitions, ultimately leading to a critical final placement decision. The Fellow is now on a new team and seems to be doing well. Regular check-ins are scheduled to support the Fellow for success.
- **Fgrɛ{ gf 'Ci tggo gpw**<The absence of a signed agreement between partner organizations posed significant risks and challenges, potentially threatening the continuation of the fellowship program. Most of the partner organization agreements are now in place, although there are still a couple that are working out the final details.
- **ɪpuvwwɔpɛrɪNgctɪpi 'Ewtɔg**<New Fellows reported difficulties related to understanding organizational processes, terminologies, and navigation of various platforms. This learning curve can be particularly steep for those entering the fellowship program, making early adjustment periods challenging.
- **Qpdɔtɛf ɪpi 'ɛpf 'T go qvɔ'Y qtnɪCf luvvɔ gpw**<Several Fellows encountered obstacles during their onboarding processes, including scheduling conflicts and the difficulty of building connections in fully remote working environments. This challenge is exacerbated when teams operate primarily online, hindering relationship-building opportunities.
- **Ego r rɔz'VcunɪOcpɛi go gpw**<Early career Fellows are grappling with the complexities of task prioritization and time management. Balancing training with operational needs has proven difficult, requiring more support and guidance to help them adjust effectively.
- **Hɪgrɪ 'VtɛxgrɪT kumu**<While adapting well to their roles, one Fellow faced challenges associated with field travel in regions with security concerns. This required careful planning, including risk assessments and the implementation of safety protocols, to ensure safe operations during site visits.
- **Gpeqwtɛi ɪpi 'ɛ'ɪ tqy vj 'Oɪpf ugɔ**<There is a recognized need for fostering confidence among Fellows to engage with challenging tasks and to ask questions freely. Building this mindset is seen as crucial for their development and effective participation in projects.

- **Uwr r qtvkxg'Uwtwewtgu** Feedback indicated a necessity for more structured support during the initial phases of the fellowship. Organizations plan to enhance onboarding processes by providing additional information and coaching for advisors to assist Fellows in navigating their new environments.

## **Plans for Next Six Months**

### **Travel and Field Engagements**

- Two Fellows are scheduled to travel to South Africa for a conference focused on gender equality in October, providing an opportunity to engage with experts in the field and gain insights into best practices.
- Additional travel is planned for program operations rotations in various regions, allowing Fellows to gain practical experience in humanitarian operations. These trips aim to enhance on-the-ground understanding and support program initiatives.
- Field visits to various program sites will be organized to improve operational efficiency and support monitoring and evaluation (M&E) activities.

### **Participation in Conferences and Networking:**

- Opportunities will be identified for Fellows to attend public conferences, symposiums, and relevant events to strengthen their understanding of humanitarian trends and enhance professional networks.
- External webinars and seminars will be promoted to support continuous learning and development.

### **Skill Development and Training:**

- Educational Enhancements:
  - Upcoming training programs include the completion of the Harvard Humanitarian Response Intensive Course by several Fellows in early 2025, aimed at strengthening their foundational knowledge of humanitarian work.
- Professional Development Initiatives:
  - Plans are in place to enhance Fellows' capabilities in coordination roles, leading to opportunities for leadership and advanced data management training to improve data analysis and reporting tasks.
  - Mentorship opportunities and workshops will be provided to support ongoing professional growth.

### **Project Implementation and Support:**

- Fellows will take on specific initiatives, including the creation of knowledge management tools to enhance organizational efficiency and improve logistics management skills.
- There will be a focus on increasing involvement in business development activities, including participation in proposal writing and background research on funding opportunities.

- Continuous hands-on support will be provided for program implementation, particularly in refining M&E processes and program design.

#### **Strategic Initiatives / Support for Organizational Strategies:**

- Key roles will involve contributing to the refresh of organizational strategies through research and stakeholder engagement, aligning initiatives with broader goals.
- Assistance will be provided for project design and proposal development for funding opportunities in climate adaptation, integrating findings into actionable plans.
- Resource mobilization workshops are scheduled for early 2025, where Fellows will be involved in planning and facilitation.

#### **Internal Collaborations / Cross-Departmental Rotations:**

- Intra-departmental rotations are planned to provide exposure to various teams and initiatives, particularly in response to humanitarian crises, ensuring a well-rounded experience.
- Efforts will be made to engage with different units within the organization to broaden understanding of functions and foster interdepartmental relationships.

#### **Ongoing Communication and Coordination:**

- Continuous learning sessions will facilitate knowledge sharing, emphasizing task prioritization and time management.
- Structured check-ins using standardized agendas and task tracking tools will be implemented to improve communication and accountability.

### ANNEX 3: GenNext-Hosted and External Outreach Events in PY2

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HSI Career Collaborative (HSI)	virtual	October 12, 2023	5
SACNAS (HSI and Native American)	Portland, OR	October 16, 2023	101
HACU (Hispanic Association of Colleges and Universities)	Chicago, IL	October 28-30, 2023	60
Hampton University (HBCU)	Hampton, VA	November 15-16, 2023	13
University of North Texas (HSI)	virtual	November 16, 2023	4
Bowie State University (HBCU)	Bowie, MD	December 6, 2023	32
Alabama A&M University (HBCU)	Virtual	December 12, 2023	6
Texas State University (HSI)	Virtual	January 18, 2024	5
Florida A&M University (HBCU)	Tallahassee, FL	January 24, 2024	70
Morehouse College (HBCU)	Atlanta, GA	February 6, 2024	37
Virginia Tech (AANAPISI)	Blacksburg, VA	February 14, 2024	53
Beyond the Cap and Gown: Embarking on a Career in the Humanitarian Field (Part 1)	virtual webinar	February 15, 2024	30
Beyond the Cap and Gown: Embarking on a Career in the Humanitarian Field (Part 2)	virtual webinar	February 20, 2024	25
University of Puerto Rico-MAYAGÜEZ CAMPUS (HSI)	Mayaguez, PR	February 22-23, 2024	86
Adelphi University (AANAPISI)	Garden City, NY	February 27, 2024	60
University of Texas in Austin (HSI)	Austin, TX	February 28, 2024	65
University of Alaska, Anchorage (AANAPISI)	Anchorage, AK	March 6, 2024	20
Morgan State University (HBCU)	Baltimore, MD	March 15, 2024	40
North Carolina A&T (HBCU)	virtual	September 12, 2024	12

## ANNEX 4: Potential Outreach Events for PY3

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Advancing Indigenous People in STEM (AISES)	San Antonio, TX	October 3-5, 2024
Lincoln University	Lincoln University, PA	October 9, 2024
Northeastern State University	Virtual	October 10, 2024
Portland State University	Portland, OR	October 14, 2024
University of California, Santa Cruz	Santa Cruz, CA	October 16, 2024
HBCU Connect	Virtual	October 23, 2024
Florida International University	Virtual	October 29, 2024
University of North Texas	Virtual	November 20, 2024
2025 AIHEC student conference	Rapid City, SD	March 8, 2025
Pacific Islander Student Alliance	TBD	Late March 2025
Asian and Pacific Islander in Higher Education (APAHE)	Oakland, CA	April 9-11, 2025