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**GENERATION NEXT**  
HUMANITARIAN FELLOWSHIP PROGRAM

# GENNEXT FELLOWSHIP FINAL REPORT

**June 2025**

**Recipient Organization/Name:**  
Public Health Institute (PHI)

**Activity Name:**  
Generation Next Humanitarian Fellowship  
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 the Generation Next Humanitarian Fellowship program (GenNext), from **February 2023 to February 2025**. Detailed M&E indicator results through September 2024 are reported in Annex 1. Due to the sudden termination of the program, detailed M&E indicators beyond September 2024 are not available.

### Background

The first cohort of Fellows began their placements at their host organizations at the beginning of PY2. The second cohort of Fellows began their placements at their host organizations in the third quarter of PY2. In all, the host organizations included: CARE, Global Communities, Project Hope, Save the Children, American Red Cross, PHI's Center for Wellness and Nutrition, EngenderHealth, Blumont, and Action Against Hunger. At the beginning of PY3, the team began planning and working toward a third cohort of Fellows that would have begun in the third quarter of PY3 but was canceled with the early termination of the program. Additional new host organizations would have included HIAS and International Medical Corps.

Throughout the program, the PHI GenNext team continued to refine communications, outreach, and recruitment plans and activities to recruit, onboard, and orient the Fellows and additional humanitarian assistance organizations. Performance management and learning activities that directly interface with Fellows also took place. The PHI GenNext team also implemented the first annual symposium at the beginning of PY3.

## PROGRAM ACTIVITIES

### Building Partnerships

During the first two program years, 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 relatively simple, generated a substantial list of interested organizations.

After repeated discussions and negotiations around budgets and cost share, host organization partnerships with 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. See Table 1 for a list of GenNext host partners, the cohorts they participated in, and the number of Fellows they hosted.

**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

### Fostering Linkages with MSIs

In PY2, the GenNext team expanded its outreach to universities, 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. Many of these universities participated 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 universities that have so far been more difficult to reach.

**Table 2: Organizations GenNext connected with in PY2**

Institution or Association	Community
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

### Obstacles for Securing Host Partners

The success of GenNext, in large part, was due to being able to offer a sizeable number of fellowships to diverse individuals who would like to enter the humanitarian workforce. Doing so required having as many host organization partners as possible. When initially describing GenNext to humanitarian organizations, there was often excitement and a strong desire to participate. This was observed with our current partners, as well as with a number of others. Organizations in the latter group included HIAS, International Medical Corp, Relief International, Humanity and Inclusion, Habitat for Humanity, Counterpart International, and others. With these named organizations, discussions were extensive, and commitments were close to being made. However, there were obstacles to formalizing these partnerships, including:

- **Cost share:** Most organizations that ultimately declined to become host organization partners did so because of the cost share requirement. Many organizations have limited or no non-federal funds available to contribute to cost

share. This requirement eliminated some promising potential host organizations and also limited the number of Fellows organizations could host.

- **Time:** A few organizations that wanted to join GenNext did not because they did not have enough staff time to dedicate to initial budgeting and planning.
- **Experience of Fellows:** One or two organizations were hoping for more experienced Fellows who would not need the type of internal support that our less experienced Fellows often need. These organizations were not prepared at the time to provide the required level of support.

If future fellowship programs could be implemented without a cost share requirement, we believe many more fellowship opportunities could be offered. This would make GenNext more cost efficient with federal funding due to greater economies of scale.

### Conducting Outreach and Recruiting Fellows

For the purpose of outreach and recruitment of Fellows, the GenNext team participated in 17 external events across the United States, strategically targeting various communities. Six events focused on Hispanic-Serving Institutions (HSI) and populations, 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. USAID also participated to introduce USAID and address participant questions. The first webinar featured presentations from CARE, HIAS, EngenderHealth, and Global Communities. The second showcased Save the Children, PHI’s Center for Wellness and Nutrition, and Blumont. Both webinars included a Fellow to provide insights about the fellowships.

A series of outreach and recruitment events were planned for PY3 across the US. Unfortunately, due to the early termination of GenNext, those events had to be cancelled.

For a full list of GenNext-hosted and external outreach events that were attended, see Annex 2. For a full list of GenNext planned outreach events that were cancelled after GenNext was suspended, see Annex 3.

### Advertising Job Descriptions

Fellowship positions 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 generated 349 applications that were 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 Colleges and Universities.

### **Implementing the Fellowship Lifecycle**

GenNext featured 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 facilitated monitoring the fellowship experience and garnered qualitative insight for all ongoing fellowships. Feedback was largely positive during check-ins in the reporting period. 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 continued 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**

In the spirit of continuous improvement, after feedback from the first cohort, which had a three-day orientation, GenNext extended the second cohort's orientation to two full weeks. The orientation included 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 early career 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:

- **Developing the Kaya GenNext Learning Dashboard:** 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* was a closed learning platform within the Kaya system that used interactive learning to facilitate the Fellow engagement.
- **Developing the Learning Policy:** GenNext developed a learning policy to provide clear and standardized guidance for Fellows to access their individual learning funds.
- **Developing the Mentor and Mentee Guidebooks:** 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 aimed to address the eight [GenNext Core Humanitarian Competencies](#) (see Annex 4) and ranged from individual to cohort-based learning and included asynchronous and synchronous, virtual, and live opportunities. See below for descriptions of the diverse set of learning activities that were delivered to Fellows.

#### Humanitarian Sector Talks

Humanitarian Sector Talks (HST) were quarterly sessions hosted by the GenNext consortium partners. They were led by experienced professionals who shared their personal stories and perspectives, enriching the content and fostering connections with the Fellows. The goal of HST was 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 was 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 was used to discuss relevant topics that supported the development of essential skills and enabled Fellows to speak candidly about and seek feedback on issues or concerns that may have arisen at work. Topics discussed by both cohorts included:

- 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 were learning at work, the GenNext team, along with the consortium partners, designed a learning plan that included several key trainings. The following trainings were completed by all Fellows:

### Asynchronous Learning

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

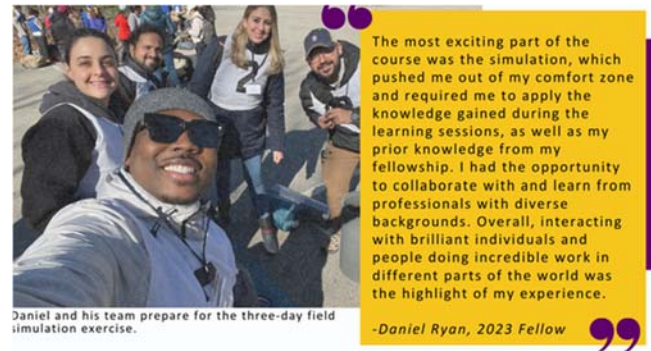
### Synchronous Learning

**2023 InterAction Annual Forum (October):** GenNext Fellows attended the 2023 InterAction Annual Forum, which brought together organizations, change-makers, and executives from the public, private, and NGO sectors to create a cross-sector conversation that provided solutions to pressing global challenges. In addition to being introduced to the range of issues, they also had the opportunity to meet USAID’s Assistant 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. Cohort 2 was scheduled to attend this training, however, this opportunity was cancelled due to the early termination of GenNext.



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

Fellows participated in a Productivity Practices training facilitated by a Productivity Coach. 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.

Training opportunities were planned to continue for Cohorts 1, 2, and after onboarding, 3, throughout the full fellowship periods. However, due to the early termination of GenNext, all training opportunities came to an abrupt halt along with the fellowship program.

## Planning, Designing, and Launching Communications Strategies

Throughout the program, GenNext implemented 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 increased 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 featured intuitive navigation, engaging videos, and interactive visuals of Fellows, enhancing the user experience. A new password-protected

### Social Media Toolkit



### GenNext Website



“Health and Safety Tips for Travel” section provided Fellows with essential guidance and resources for safe travel abroad. The website also served as a key gateway for introducing GenNext to target communities and recruiting potential applicants.

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 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 were 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 was a vibrant, mobile-friendly newsletter serving as a key communication tool for host organizations, Fellows, USAID/BHA, GenNext staff, and others. This quarterly publication highlighted outreach efforts, webinars, learning activities, and Fellows’ professional development. The feature “GenNext Fellows Go the Extra Mile” shared Fellows’ firsthand accounts of attending in-person workshops abroad. These articles also appeared 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 and Impact

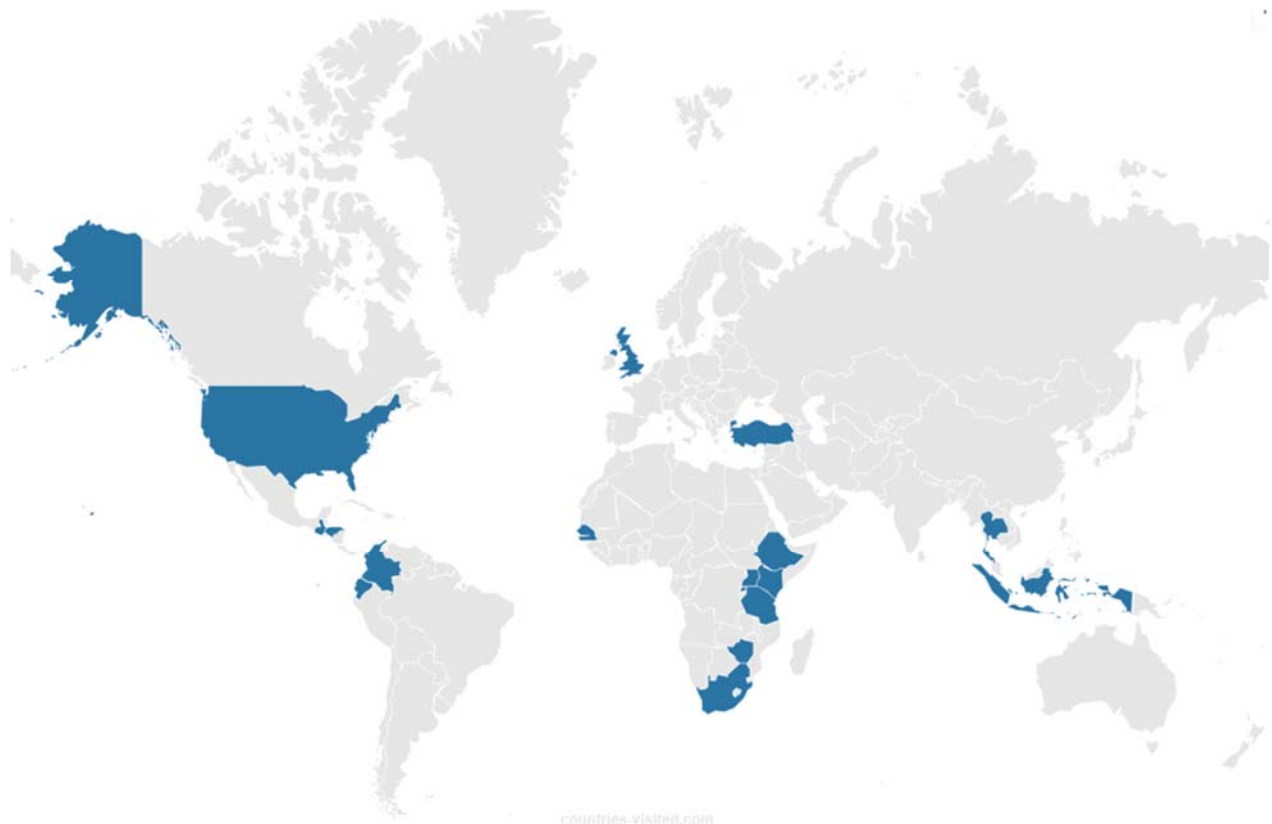
During the program, Fellows traveled to Colombia, Ecuador, England, Ethiopia, Guatemala, Honduras, Indonesia, Kenya, Rwanda, Senegal, South Africa, Tanzania, Thailand, Türkiye, Uganda, and Zimbabwe. (See Figure 1).

Learning from experience, GenNext advised host organizations to wait three months before scheduling travel for the Cohort 2 Fellows to help them 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.

**Figure 1: Map of Countries where Fellows Traveled and Worked**



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.

Some illustrative examples of the work completed, and impact achieved by Fellows during their international travel experiences included:

- **Rwanda:** The Fellow supported the work of the local NGO, Society for Family Health, with a pilot launch of a nutritional screening tool called a middle upper arm circumference (MUAC) Z-score tape to assess the nutritional levels and malnutrition risk in children based on the mass of the arm. Another Fellow worked with the humanitarian nutrition team to enhance the training of frontline nutrition and health facilitators.
- **South Africa:** The Fellows participated in the Sexual Violence Research Initiative Forum and explored interventions, risks, challenges, and breakthroughs regarding gender-based violence, especially violence against women and children. They had the opportunity to present research on the needs of survivors of sexual violence in humanitarian settings based on findings from work done in Yemen. Another Fellow participated in a multi-country workshop to understand the local needs related to climate disasters in Zimbabwe, Zambia, Madagascar, and Malawi.
- **Uganda:** The Fellow participated in a resource mobilization workshop to strengthen the humanitarian strategies over the next five years. The focus was on creating a more streamlined, efficient, informed, and unified resource mobilization approach to maximize humanitarian impact.
- **Kenya:** The Fellow participated in a Training of Trainers designed to enhance the protection, empowerment, and safety of girls affected by migration and displacement. Through collaboration within a multinational team, the training curriculum was revised and improved and female, community-based facilitators were trained to deliver skills to girls of all ages.
- **Honduras and Ecuador:** The Fellow worked with local teams to provide health support, such as conducting triage, providing water and hygiene kits, and creating safe spaces for migrants from all over the world, including Afghanistan, China, Benin, and Uzbekistan.
- **Türkiye:** The Fellow participated in the launch of a new humanitarian program that was being implemented in Northwest and Northeast Syria. The multisectoral program was focused on food assistance, nutrition, water, sanitation and



hygiene, shelter and settlements, and health protection, among other essential services needed for supporting displaced people.

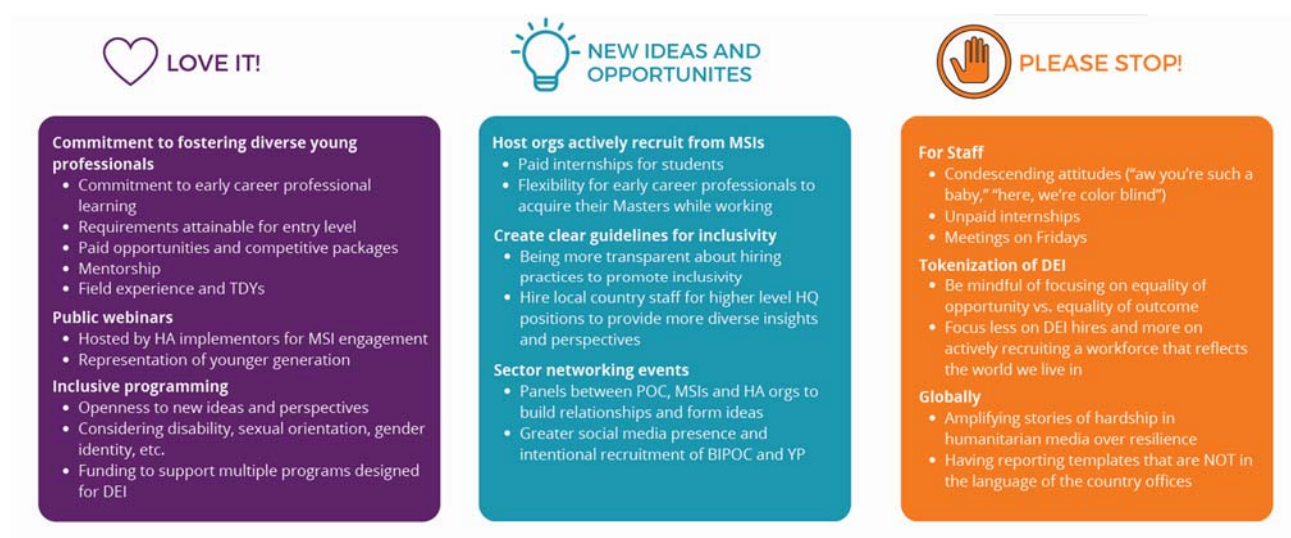
- **Guatemala:** The Fellow supported implementation in remote sites of a program that provided multipurpose cash assistance, shelter, and economic recovery to the most vulnerable populations, such as people with disabilities, children under 5 years old, and the elderly.

## Annual Symposium

In October 2024, in Washington, DC, GenNext hosted its very first Annual Symposium, entitled, “Generation Next Fellowship: Building Tomorrow’s Humanitarian Professional.” Based on universal feedback from all who attended, the event was tremendously successful. It featured a compelling mix of insightful talks, vibrant networking opportunities, and thought-provoking panel discussions, leaving attendees inspired and motivated to become agents of change within their respective fields.

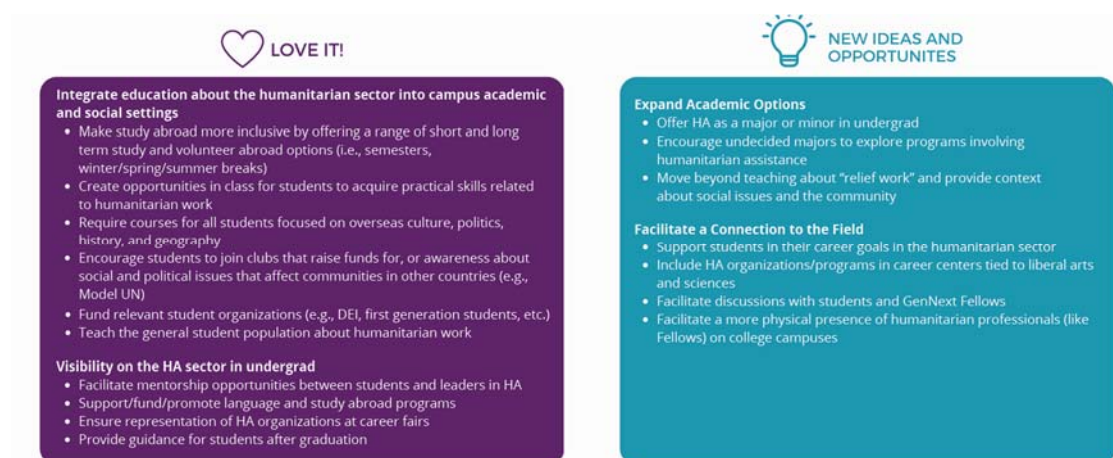
Participants included the 19 GenNext Fellows, the GenNext program team, plus representatives from all the humanitarian organization host partners, thirteen universities, and USAID. Following a keynote address by the Assistant Administrator of the Bureau of Humanitarian Assistance, sessions included discussions with the Fellows about their experiences with their host organizations, collaborations among humanitarian organizations and universities, how to engage more humanitarian organizations and universities, and envisioning a more active, inclusive, participatory humanitarian experience (see Figures 2 and 3).

**Figure 2: Ideas for Greater Inclusivity within Humanitarian Organizations**





**Figure 3: Ideas for Greater Humanitarian Inclusivity within Universities**



Throughout the Symposium, networking among the attendees provided an engaging atmosphere and an incredible opportunity for meaningful connections and valuable exchanges. Many attendees found it to be an ideal platform for expanding their networks, gaining fresh perspectives, and fostering relationships that will lead to future collaborations.

### **Cohort 3 Planning**

Following the successful and impactful launch and implementation of the first two cohorts of Fellows, the GenNext team began planning for a third cohort of Fellows. Two additional humanitarian host partners were recruited to the program, including HIAS and the International Medical Corps. Twelve new fellowship positions with the current and new partners were secured and outreach and recruitment efforts had begun. Based on learnings from the first two fellowship cohorts, revisions were in process for the performance management and learning support that would be given to the new cohort. Outreach and recruitment for the Fellows would have taken place between January and April, 2025, and orientation and onboarding of the Fellows would have taken place in June or July, 2025. Unfortunately, before any of these activities could have begun in earnest, GenNext was ordered by the new presidential administration to suspend and then terminate activities early. (See Annex 3 for planned but not executed outreach and recruitment events).

### **Tracking Finances and Cost Share**

By the end of the program, GenNext had expended \$4,863,408 in federal funding. The total cost share raised by the end of the program was \$463,543.

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

<b>Outreach Event (MSI type)</b>	<b>Location</b>	<b>Date</b>	<b># of Contacts</b>
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 3: Planned but not Executed Outreach Events for PY3

<b>Outreach Event</b>	<b>Location</b>	<b>Date</b>
Portland State University	Portland, Oregon	1/27/2025
University of California, Santa Cruz	virtual	1/29/2025
University of Maryland-Baltimore County	Baltimore, MD	2/7/2025
Spelman College	Atlanta, GA	2/11/2025
Morehouse College	Atlanta, GA	2/12/2025
Virginia Tech	Blacksburg, VA	2/12/2025
Morgan State University	Baltimore, MD	2/13/2025
George Mason University	Fairfax, VA	2/18/2025
University of North Carolina - Pembroke	North Carolina	2/19/2025
University of Washington- Seattle	Seattle, WA	2/20/2025
Tuskegee University	Tuskegee, AL	2/25/2025
Howard University	DC	2/26/2025
Rutgers University-Newark	Newark, NJ	2/26/2025
Hampton University	Virginia Beach, VA	2/26/2025
University of Washington-Seattle	virtual	2/27/2025
University of Hawaii-Manoa	Honolulu	3/5/2025
Chaminade University	Honolulu	3/6/2025
2025 AIHEC student conference	Rapid City, SD	3/8-12/2025
CUNY City College	New York	3/13/2025
PISA-Pacific Islander Student Alliance	Seattle, Washington	3/21-23/2025
University of Washington, DC	DC	3/20/2025
Lincoln University	PA	3/20/2025
Kean University	Union, NJ	3/24/2025
APAHE National Conference	Oakland, CA	4/9-11/2025
Morgan State University	Baltimore	4/10/25
Fort Lewis College	Durango, CO	4/10/25



## ANNEX 4: GENNEXT FELLOWSHIP COMPETENCIES (1)

DOMAIN	HUMANITARIAN CONTEXTS, PRINCIPLES & STANDARDS	HUMANITARIAN RESPONSE MANAGEMENT	ACHIEVING RESULTS	OPERATIONS & LOGISTICS
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	Understands organizational policies and effectively implements travel, logistics, procuring office and equipment and accesses professional development in order to carry out professional humanitarian duties.
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>ACCESSES &amp; UTILIZES TRAVEL, LEARNING, SECURITY &amp; OTHER PROGRAM RELATED GUIDANCE EFFECTIVELY</b> <ul style="list-style-type: none"> <li>Recalls the requirements for business travel as outlined by the GenNext Program</li> <li>Understands procurement and PD policy and procures supplies and accesses training as needed</li> </ul> <b>UNDERSTANDS BUDGETARY PLANNING AND EXPENSE MANAGEMENT OF FEDERALLY SPONSORED ACTIVITIES</b> <ul style="list-style-type: none"> <li>Adheres to Federal laws and regulations in the planning and submission of travel documentation.</li> <li>Conversant with federal travel regulations in relation to approval processes, transportation, per diems, and allowable expenses.</li> </ul> <b>PLANS &amp; EXECUTES BUSINESS TRAVEL</b> <ul style="list-style-type: none"> <li>Understand essential steps for business travel planning, takes accountability to plan and execute business travel successfully</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>Complete Travel Badge</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>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>ADAPTS TO PRESSURE &amp; CHANGE EFFECTIVELY</b> <ul style="list-style-type: none"> <li>Remains constructive and positive under stress and tolerates difficult and challenging environments</li> <li>Takes steps to reduce personal stress</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</b> <ul style="list-style-type: none"> <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>	GenNext Humanitarian Sector Technical Talks (HSTs) Topics: 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> <li><a href="#">Harvard Humanitarian Response Intensive</a></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>