

**Bureau for Development, Democracy, and Innovation (DDI), Innovation,
Technology, and Research Hub (ITR)**

**Science and Technology Policy Fellowships at USAID (STPF)
program - 7200AA18C00056**

**2018-2022 FINAL MONITORING,
EVALUATION, AND PERFORMANCE REPORT**



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**ALL NATIVE MANAGED SERVICES,
A SUBSIDIARY OF HO-CHUNK, INC.**

USAID STPF Final Report

Contract Number: 7200AA18C00056

Contract Name: USAID Science & Technology Policy Fellowship (STPF)
Program

Period of Report:

- Contract Management: September 1, 2018 – January 31, 2022
- STPF Program Management: September 1, 2018 – January 31, 2022

Partners:

- United States Agency for International Development (USAID)
- All Native Managed Services (ANMS)
- American Association for the Advancement of Science (AAAS)

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EXECUTIVE SUMMARY

BACKGROUND

In July 2018, All Native Managed Services (ANMS) company, an All Native Group (ANG) company, was awarded a contract, effective 1 September 2018, to procure Human Management services in support of the American Association for the Advancement of Science (AAAS) AAS Science & Technology Policy Fellowship (STPF) Program at the United States Agency for International Development (USAID).

ANMS' collaboration with the American Association for the Advancement of Science organization, in the design, implementation and execution of the technical and operational management elements of the program was essential in effectively implementing a successful program. The AAAS organization has implemented its Science and Technology Policy Fellowship (STPF) program from its initiation through the present.

REPORTING PERIOD COVERED

The total contract period of performance was September 1, 2018, to January 31, 2022.

USAID STPF Contract # 7200AA18C00056
Total Period of Performance (Contract plus All Mods)

Contract/Mod	Action	Contract Length
Award - Year 1 (Base):	Established Base Period: Sep 1, 2018 - Aug 31, 2019	Sep 1, 2018 - Aug 31, 2019
Mod P00004	Exercised Year 2 (Opt Yr. 1): Sep 1, 2019 - Aug 31, 2020	Sep 1, 2018 - Aug 31, 2020
Mod P00009	Extended Year 2 PoP by 12 mos: Sep 1, 2020 - Aug 31, 2021	Sep 1, 2018 - Aug 31, 2021
Mod P00016	Extended Year 2 PoP by 5 mos: Sep 1, 2021 – Jan 31, 2022	Sep 1, 2018 - Jan 31, 2022
Total Period of Performance		Sep 1, 2018 - Jan 31, 2022

The contract was originally planned as a base period from September 1, 2018 to August 31, 2019, and one option period ending on August 31, 2020. Due to the impact of the COVID-19 pandemic on the operational aspect of the program, the contract was subsequently extended, first by 12 months extending the end of the contract to August 31, 2021, and again an additional five months, extending the end of the period of performance to January 31, 2022. This final extension resulted in the transition of Human Management support from ANMS for a subset of employed fellows to a new support contractor in the middle of a Fellowship Program reporting year.

This final report covers both the contract management and the STPF program for the reporting period from inception through the end of the ANMS contract period on January 31, 2022. To maintain Fellowship program year performance tracking integrity, the 2021-2022 Fellowship program year (September 1, 2021–August 31, 2022) will be covered in its entirety in the 2022 annual report by AAAS Fellowship Programs, Inc. (AFPI), a new awardee supporting the implementation of the AAAS Science & Technology Policy Fellowship (STPF) Program at USAID beginning February 1, 2022.

PROGRAM DESCRIPTION

This report provides an overview of the accomplishments and activities over the 2018-2022 American Association for the Advancement of Science (AAAS) Science & Technology Policy Fellowships (STPF) program at the United States Agency for International Development (USAID), contract number 7200AA18C00056. Included are details regarding the management relationship of the three partner organizations and their roles, evaluation of the fellows, overall program, outreach and recruitment, fellow selection, professional development, and program implementation.

The STPF program pursues a vision of public policy informed by science and technology for the benefit of society. This public service professional development fellowship program seeks to connect science with policy and foster a network of science and engineering leaders who understand government policymaking. During the 2018-2022 program years, the Fellowship program saw 133 Fellows at a variety of Offices and Bureaus at USAID.

Fellows on the STPF program learned how federal agencies affect national policy, and how their host office works and communicates with other offices and USAID Missions. This program provided scientists and engineers a unique opportunity to become imbedded in a host office's team, learning how to work with government policies, regulations, research, and programs. Fellows often collaborated with other offices and outside agencies and perform TDYs to USAID Missions overseas. Unfortunately, however, COVID-19 curtailed travel starting in the spring of 2020, and through the program years covered in this report and into the new fellowship year. Fellows were also instructed to telework during this time.

From data collected during site visits, Year-End reporting, meetings and other interactions with the fellows and their Mentors, the program has provided USAID host offices with exceptional support. This includes outstanding performance leading programming and research, providing training, and assisting with analysis among other activities. The fellows have proven themselves to be experts in their fields and provided needed expertise. Fellows stated that they believed the fellowship offered a host of opportunities to gain experience and learn, provided science policy training, and transformed their career. COVID-19, however, limited opportunities for traveling and working abroad for many fellows. This was a major source of disappointment to many Fellows as the opportunity for field work was a key part of their plan to contribute to the program. Fellows appreciated program staff support, noting that the level of service provided was unique on the STPF program compared to other fellowships.

The Fellowship was managed by a partnership of organizations with the following roles:

- USAID managed the contract and provided funding
- All Native Managed Services employed the fellows, provided benefits, submitted and managed security clearances, cost/general reporting, managed Fellows' timesheets, planned travel support, and managed the AAAS subcontract
- AAAS administered the program, provided professional development opportunities, outreach, facilitated placement selection, and ensured good standing with the AAAS STPF

To monitor Fellows' progress, site visits were conducted with the USAID host office mentor, AAAS and ANMS program management during the fellowship year. These included the opportunity to:

- Highlight successes and/or review concerns with either/both parties
- Provide an opportunity to check in with the Fellow
- Allow direct feedback from both the Fellow and the USAID Mentor

- Discuss fellowship objectives and the Fellowship Impact Plan

DESCRIPTION OF PROGRAM ACTIVITIES DURING THE REPORTING PERIOD

What follows is an overall description of the major activities by Task Area during the contract, and the significance of these activities, including success stories, important findings, lessons learned, best practices, etc.

PART I: OVERVIEW OF MAJOR ACTIVITIES BY TASKS

Task 1: Management of Relationship with AAAS and USAID

ANMS, AAAS, and USAID worked together as a partnership on the AAAS STPF program. ANMS was the third-party employer that hired, on-boarded, and provided all employment related management support to the fellows participating in the fellowship. This included salary, benefits, managing clearances, approving timesheets and travel costs, back-end office support, etc.

ANMS coordinated funding between USAID and AAAS, monitors program costs, handled employee issues, assisted with travel itineraries and the travel & training approval process, provided benefits to the fellows, etc. Funding and contractual flow down language were provided via a subcontract with AAAS.

Throughout the program, the USAID Contracting Officer's Representative (COR), USAID Activity Manager, ANMS Senior Program Manager and AAAS Program Manager maintained constant communications and a strong working relationship. A breakdown of the USAID-ANMS-AAAS Relationship is below:

USAID (Host Agency):

- Managed contract with ANMS to employ Fellows
- Provided funding to cover the costs of the Fellowship year to ANMS (stipends, Travel, Other Direct Costs)
- Designated a USAID direct hire Mentor/Supervisor who provides tasks/duties to the individual Fellows
- Provided badges, workspace, work equipment, etc.

ANMS (Institutional Contractor):

- Manages subcontract to AAAS (funding flow-down from USAID)
- Provides salary, benefits, travel assistance, etc., to fellows
- Approves timesheets and travel costs
- Manages all official employment related matters

AAAS (Fellowship Program Directors):

- Coordinates all technical and programmatic elements of Fellowship to include:
 - Orientation (First-year participants)
 - Professional Development
 - Fellow and mentor reporting (Fellowship Impact Plan, Mid-year and Year-end Fellowship reports, Year-end Mentor report)
 - Liaise with fellows' mentor/supervisor at USAID (Site visits, expectations,

placement)

- Recruitment: Outreach, Engagement & Communications
 - Selection & Placement of applicants
- Sets Fellowship terms and ensures good standing with the AAAS STPF

Task 2: Employ the Fellows and Provide Benefits

- Incoming fellows started employment with All Native Managed Services (ANMS) September 1, 2020.
- Renewing fellows' employment was continued from the previous contract, and step increases were granted to fellows' salaries as applicable
 - There were no interruptions in service or benefits for continuing fellows
- Employee paperwork, including offer letters, background checks, W-2 forms, and benefit enrollment forms, were successfully completed during or before the orientation week
- Fellows were given a combined (USAID and ANMS) employee orientation on Monday, August 31, 2020, virtually. This orientation included:
 - Introductions to ANMS, AAAS, and USAID organizations and staff
 - Understanding the working relationship between USAID, AAAS, and ANMS
 - USAID 101 - Making the Most of Your Fellowship at USAID
 - Working with your USAID Supervisor
 - Fellow to Fellow: Tips for Working at USAID
 - Process for requesting travel approvals and funding and how to book travel
 - Process for submitting expense reports and advance requests
 - Process for timekeeping and reporting leave and personal time off
 - Information on the metro benefit allowance and on using Metro SmarTrip cards for metro transit transportation
 - Key points of contacts to refer to during the fellowship
 - Q&A Sessions
- The ANG Employee Handbook and updated Fellowship Handbook supplement were provided to the fellows before this Orientation. These handbooks provide information regarding ANMS company policies, procedures, and workplace expectations, and the AAAS STPF Fellowship Program, including (but not limited to):
 - Employment with ANMS
 - The Fellowship Renewal Process
 - Work Relationship with USAID Mentor and Fellow
 - Travel Approval, Expense Report, and Advance request process
 - Hosting office assignments and work they will experience during the program
 - The Fellowship Impact Plan which sets goals to focus on their contributions, learning, and impact during the program
 - Site visits - check-ins with the fellow on their progress that give their mentor an opportunity to ask questions and clarify any misunderstandings
 - Participating in professional development opportunities throughout the program
 - Compensation and Benefits (Timesheets, Pay Periods, Vacation, Sick Leave, etc.)
 - Equipment provisions and use for the fellows (laptops, cellular phones, etc.)
 - Compensation to the fellows. Training is provided to the fellows for reporting their time and leave (vacation and sick leave)
 - Points of Contact for USAID, ANMS, AAAS and a Glossary of Terms used throughout the Handbook

- As an employee the fellows receive training and support planning their domestic and foreign business travels. Dedicated staff and resources are available to ensure their safe departure and return.
- The Fellows are provided points of contact information to assist them in their work assignments and employment with ANMS. When this changes, notifications are sent to all fellows, USAID, and AAAS.

Benefits Provided to the Fellows Include:

- Standard Employee Benefits
- Vacation Leave
- Sick Leave
- Military Leave
- Monthly Metro Allowance
- Travel and Professional Development Allowance
- Twice Monthly Pay Periods
- COBRA Benefits
- Family Medical Leave Act (utilized for Maternity Leave)
- Fellowship Extension Due to LWOP/LOA

Task 3: Facilitate Security Clearance for Fellows:

- All Fellows in the 2020-2021 Fellowship Year were required to initiate investigations for a Secret Level Clearance or USAID Facility Access/Public Trust.
- Secret Clearances were initiated by ANMS Security, and Facility Accesses were initiated by USAID Administrative Management Services (AMS) teams in the fellow Host offices.
- A monthly status report was provided to USAID on clearance and facility access progress.
- The fellows received the following security training as applicable: Insider Threat PowerPoints, SF312 Training and Instructions, and New Hire Indoctrination. When they completed these, employees received a certificate of completion.
- For security awareness and education, the fellows received a daily email on Security Tips from our Security Department (from distributions by the National Security Institute, Inc.).
- ANMS's Facility Security Officer and team submitted the necessary badging paperwork for USAID on-site work upon being granted the necessary Secret clearance and as needed by USAID.
- As the end of the contract drew near, ANMS' Facility Security Officer worked diligently to monitor the status of all Fellows who had not yet received their clearance and maintain contact with the Central Adjudication Facility at Fort Meade, MD. In the days leading up to the transition, all Fellows received their Secret clearance.

Task 4: Monitor & Evaluate the Fellows and Overall Program

Data Collection and Reporting Requirements

Data was collected for the requirements listed in Subtask 4A (monitoring and evaluation plan for tracking the performance of individual Fellows) and & Subtask 4B (monitoring and evaluation plan to track program performance) through a variety of methods. These included:

- Annual Employee Performance Evaluations measuring job performance elements, including communication, analytical and job-related skills.

- There are two separate evaluations – one for the employee to measure their own performance, and one that will be discussed with the employee’s Supervisor Mentor
- Learning surveys during the fellowship year and summarize results annually. Reporting data was pulled from the following:
 - Beginning of Year Report (BYR) (first-year fellows only)
 - Post-Orientation Report (POR) (first-year fellows only)
 - Fellowship Impact Plan (FIP)
 - Mid-Year Report (MYR)
 - Year-End Report (YER) (host and fellow)
- Managing the Fellows’ progress reporting process
- Submitting an annual report to hosting agencies and/or other funders that summarizes activities of the fellowship year
- AAAS provided standard Mid-Year and Fellowship-End Reviews of Fellows
- Reviewed Fellows’ resumes, accomplishments during the Fellowship, and conducted site interviews with the Fellow and their USAID Mentor Supervisor

Site Visits

All Native Management Services (ANMS) in coordination with American Association for the Advancement of Science (AAAS), put together the Monitoring and Evaluation Plan for the overall project. AAAS and ANMS Program Managers conducted annual site visits with first-year and second-year Fellows and their host office point of contact/advisor (as feasible with the host office POC/advisor) once per year. These site visits included questions designed to gauge how the Fellow is performing in the role, and what, if anything, could be done to reach the goals of both the Mentor and the Fellow. The site visits included a review of progress (to check in with the fellow to see how they are doing, flag potential problems, highlight successes, and offer advice or suggestions), discussion of future goals and expectations, input on fellowship operations and professional development programming, and other topics as needed, to ensure that the fellow obtained the full benefit of the fellowship experience. Site visits were conducted virtually in the 2020-2021 program year due to COVID-19 restrictions.

After the fellow submitted their approved Fellowship Impact Plan (FIP), the fellow’s STPF program manager scheduled a site visit with the fellow and the fellow’s official mentor. Site visits for renewal fellows began as early as October. Site visits for first-year fellows began in November.

The site visits fulfilled multiple functions. They provided an opportunity for the program manager to check in with the fellow to see how they were doing, flag potential problems, highlight successes, and offer advice or suggestions. It also afforded the official mentor an opportunity to ask questions and provide feedback on the STPF program and clarify any misunderstandings. Each site visit lasted about an hour and generally consisted of three parts. The first two parts involved the mentor and generally lasted about 30 minutes, to be judicious in the request for the mentor’s time, but they could go longer if the mentor desires. Part 1 of the site visit is a meeting, lasting 10-15 minutes, between the AAAS program manager and the official mentor(s), without the fellow present. This provided an opportunity for the mentor to be candid about expressing concerns or accolades about the fellow and his/her work and obtain feedback from the program manager. The second part of the meeting was a three-way conversation, again 10-15 minutes long, among the mentor, the fellow and the STPF program manager, focusing on the fellow’s FIP. In addition, the program manager asked about the fellow’s attendance at professional development events and often discussed renewal options, depending on the fellows’ circumstances.

The third part of the site visit was a meeting, typically lasting about 15 minutes, between the program manager and the fellow without the mentor(s) present. This enabled the fellow to discuss with the program manager matters that he or she would not be comfortable discussing in front of the mentor or that do not concern the mentor(s). During the site visit the program managers noted any topics for follow-up. While there is one formal site visit during the year, additional meetings could be arranged at the request of the mentor or fellow. Overall, the site visits provided quite positive feedback from the fellows and their host office mentors. The following Site Visit Questions for the 2020-2021 Fellowship year are provided as representative example of the question sets used within the Site Visits during the course of the contract.

AAAS Science & Technology Policy Fellowships

Site Visit Report

Fellow: _____ Phone: _____

Mentor(s): _____ Phone: _____

Date: _____ Location: _____

Meeting with Mentor(s) (10-15 minutes)

1. Feedback on Fellow's Performance

- a. The fellow is fully integrated into the office.**
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

- b. The fellow's scientific input is evident in office work.**
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

- c. The fellow's policy input is evident in office work.**
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

- d. What is your satisfaction with the fellow's performance?**
Very satisfied
Satisfied
Neither satisfied nor unsatisfied
Unsatisfied
Very unsatisfied

Request feedback on performance issues, especially addressing challenges, observations, or areas of improvements.

2. AAAS Program Overview

Briefly describe the selection process (applications, reader reviews, Selection Committee reviews to determine finalists), and the placement process.

Check in SF: Did the mentor complete the Agency Survey on the Placement Process? (Y / N)

Request feedback on the selection and placement process.

3. Mentor Role & Expectations

Highlight the benefits of hosting a fellow. Share the Expectations Document. Describe the mentor's role and the agency liaison's role. Describe Program Manager's Role.

4. Preparing for 2021-22

Describe placement process timeline:

- *Applications due November 1, 2020*
- *Selection Committees choose finalists, February-March 2021*
- *Interview Week, April 12-26, 2021.*

Is office likely to pursue a fellow in the 2021-2022 fellowship year? (Y / N / Unsure / N/A)

Is mentor willing to serve on an upcoming Selection Committee? (Y / N / Unsure / N/A)

What physical, biological, medical, engineering, or social science disciplines are most useful to your office?

Meeting with Mentor(s) and Fellow (10-15 minutes)

1. Review Fellowship Impact Plan and solicit additional mentor feedback.

- a. **Does it include Fellow's broad goal for the year? What does fellow hope to achieve after 12 months?**
- b. **What contributions do the mentor and fellow expect the fellow to make? What valuable skills/experience do they bring to the table?**
- c. **What policy areas does the fellow want to learn during the fellowship?**
- d. **Does the work portfolio reflect the policymaking exposure the fellow expected?**

2. Professional Development

Provide mentor with copy of PD calendar and describe STPF year-long program.

- a. **The office makes time for fellow participation in STPF professional development events.**
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
- b. **The fellow will have opportunities for outreach or making presentations.**
Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree
- c. **Has the fellow participated in affinity groups? (Y / N / Unsure / N/A)**
- d. **What personal/professional skills does the fellow want to develop? How can the Program Manager and mentor help?**

3. Renewal/End of Fellowship

Explain the renewal process: Mentor and fellow will each receive an email at the five-month mark (generally mid-February) with a link to a form to complete about renewing for next year. The mentor and fellow should take time to discuss renewing the fellowship before completing the form.

For renewal fellows: Highlight the Good Standing checklist, including reports required and exit procedures to leave in good standing.

4. Important Dates

Career Summit—January 2021

Year-End Summit & Sendoff—August 2021

Mid-Year Report—Due mid-March

Year-End Report—Due mid-August

5. May I answer any other questions about the Science & Technology Policy Fellowships?

Meeting with Fellow (15 minutes)

1. Feedback on Fellowship

a. What is your satisfaction with the work portfolio?

Very satisfied
Satisfied
Neither satisfied nor unsatisfied
Unsatisfied
Very unsatisfied

b. How likely would the fellow recommend his/her mentor for future fellows?

Very Likely
Likely
Neutral
Not Likely
Very Unlikely

c. The fellow understands science's role in policymaking through the work in this office.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

d. The fellow recommends this office.

Strongly Agree
Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

Solicit feedback of holistic fellowship experience (is the fellow satisfied with the work, placement, professional development opportunities).

2. Identify challenges and stumbling blocks to success, explore solutions

3. Do you have any other questions about the fellowship?

2018-2019 Site Visit Schedule

Placement Bureau	Office	Site Visit Date
Bureau for Global Health	Office of Policy, Programs, and Planning	11/29/2018
Bureau for Global Health	Office of Maternal and Child Health and Nutrition	11/29/2018
Bureau for Global Health	Office of Policy, Programs, and Planning	11/29/2018
Bureau for Global Health	Office of Infectious Disease	12/11/2018
Bureau for Global Health	Office of Infectious Disease	12/11/2018
U.S. Global Development Lab	Center for Digital Development	12/17/2018
U.S. Global Development Lab	Center for Digital Development	3/20/2019
U.S. Global Development Lab	Center for Digital Development	3/20/2019
Bureau for Global Health	Office of HIV/AIDS	3/21/2019
Bureau for Global Health	Office of Infectious Disease	3/21/2019
Bureau for Global Health	Office of HIV/AIDS	4/22/2019
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	4/23/2019
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	4/23/2019
U.S. Global Development Lab	Center for Digital Development	4/24/2019
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Center of Excellence on Democracy, Human Rights and Governance	4/29/2019
U.S. Global Development Lab	Center for Development Research	4/29/2019
U.S. Global Development Lab	Program and Strategic Planning Office	4/29/2019
Bureau for Economic Growth, Education, and Environment	Office of Global Climate Change	5/2/2019

Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	5/6/2019
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	5/6/2019
Bureau for Global Health	Office of Infectious Disease	5/13/2019
U.S. Global Development Lab	Center for Digital Development	6/19/2019
U.S. Global Development Lab	Center for Development Research	7/15/2019
Bureau for Global Health	Office of Maternal and Child Health and Nutrition	7/16/2019
Bureau for Economic Growth, Education, and Environment	Forestry and Biodiversity Office	7/18/2019
U.S. Global Development Lab	Center for Development Research	7/23/2019

2019-2020 Site Visit Schedule

Placement Bureau	Office	Site Visit Date
Bureau for Economic Growth, Education and Environment	Office of Global Climate Change, Analysis, Innovation, and Demonstration Division/Sustainable Landscapes Team	11/12/2019
U.S. Global Development Lab	Program and Strategic Planning Office	11/12/2019
Bureau for Economic Growth, Education and Environment	Office of Gender Equality and Women's Empowerment	11/14/2019
Bureau for Global Health	Office of Policy, Programs, and Planning, Data Analytics Hub	11/20/2019
U.S. Global Development Lab	Center for Development Research, Research Partnerships for Development	11/20/2019
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace, Technical, Learning, and Planning, Division, Food Security Technical Team	12/2/2019
U.S. Global Development Lab	Center for Development Research	12/5/2019
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	DRG/L (Center of Excellence on Democracy, Human Rights and Governance, Learning Division)	12/5/2019

Bureau for Global Health	Office of Population and Reproductive Health (PRH) Research, Technology and Utilization Division (RTU) Biomedical Team	12/6/2019
Bureau for Economic Growth, Education and Environment	Energy and Infrastructure Office	12/10/2019
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace, M&E Team	12/10/2019
Bureau for Food Security	Office of Country Strategies and Implementation	12/18/2019
Bureau for Resilience and Food Security (RFS)	Policy and Analysis Office	12/18/2019
Bureau for Economic Growth, Education and Environment	Forestry and Biodiversity (FAB) Office	12/19/2019
Bureau for Asia	Technical Service Office - Environmental Security and Resilience Team	1/6/2020
Bureau for Economic Growth, Education and Environment	Energy and Infrastructure Office	1/9/2020
U.S. Global Development Lab	Center for Digital Development, GeoCenter	1/10/2020
U.S. Global Development Lab	Center for Digital Development, Strategy & Research Team	1/13/2020
Bureau for Food Security	Agriculture Research and Policy, Research Division	1/13/2020
Bureau for Food Security	Agriculture Research and Policy, Research Division	2/18/2020
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	2/18/2020
U.S. Global Development Lab	Center for Development Research	3/6/2020
U.S. Global Development Lab	Center for Digital Development, GeoCenter	3/13/2020
Bureau for Africa	Office of Sustainable Development (SD)/Conflict, Peacebuilding, and Governance Division (CPG)	3/16/2020
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Center of Excellence on Democracy, Human Rights and Governance, Human Rights Division	3/19/2020

Bureau for Economic Growth, Education and Environment	Office of Land and Urban, Land Team	3/31/2020
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2020-2021 Site Visit Schedule

Bureau	Office	Site Visit Date
Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure Biodiversity Team	10/27/2020
Bureau for Asia	Technical Service Office - Environmental Security and Resilience Team	11/5/2020
Bureau for Resilience and Food Security (RFS)	Center for Nutrition	11/5/2020
Bureau for Humanitarian Assistance (BHA)	Office of Technical Programming Quality, Division of Monitoring, Evaluation and Learning, Monitoring and Evaluation team (TPQ/DMEAL/MEL)	11/9/2020
Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub (ITR); Research Policy Team	11/10/2020
Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure (EEI); Green Cities Team	11/18/2020
Bureau for Global Health (GH)	Office of Population and Reproductive Health (PRH), Research, Technology and Utilization Division (RTU), Biomedical Team	11/18/2020
Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	11/19/2020
Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure, Energy Team	11/20/2020
Bureau for Development, Democracy, and Innovation (DDI)	Environment, Energy and Infrastructure (EEI), Land and Resource Governance (LRG) Team	11/20/2020
Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub, Research Programs Team	12/7/2020
Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	12/7/2020
Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality, Risk Analysis Division, FEWS NET team (TPQ/RAD)	12/7/2020
Bureau for Humanitarian Assistance (BHA)	Office of Field and Response Operations, Supply Chain Management Division	12/8/2020

Bureau for Resilience and Food Security (RFS)	Center for Water, Security, Sanitation & Hygiene	12/10/2020
Bureau for Policy, Planning and Learning (PPL)	Office of Learning, Evaluation, and Research	12/11/2020
Bureau for Development, Democracy, and Innovation (DDI)	Center for Democracy, Human Rights and Governance (DRG Center), Counter-Trafficking in Persons (C-TIP)	12/11/2020
Bureau for Global Health (GH)	Office of HIV/AIDS, Systems and Program Sustainability Division	12/14/2020
Bureau for Global Health (GH)	Office of HIV/AIDS, Research Division	12/15/2020
Bureau for Development, Democracy, and Innovation (DDI)	Gender Equality and Women's Empowerment Hub, Gender-Based Violence Team	12/15/2020
Bureau for Humanitarian Assistance (BHA)	Office of Technical Programming Quality, Public Health and Nutrition Division, (TPQ/PHN/NUT)	12/16/2020
Bureau for Resilience and Food Security (RFS)	Center for Nutrition	12/16/2020
Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	12/18/2020
Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy, & Infrastructure (EEI); Biodiversity Team	12/21/2020
Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub; Technology Division; Strategy & Research Team	1/6/2021
Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure; Forestry and Sustainable Landscapes Team	1/6/2021
Bureau for Development, Democracy, and Innovation (DDI)	Gender Equality and Women's Empowerment Hub, Learning Integration and Advisory Services Team	1/11/2021
Bureau for Resilience and Food Security (RFS)	Program Office	1/12/2021
Bureau for Resilience and Food Security (RFS)	Center for Nutrition	1/12/2021
Bureau for Resilience and Food Security (RFS)	Program Office	1/13/2021
Bureau for Development, Democracy, and Innovation (DDI)	Inclusive Development Hub, LGBTI Team	1/15/2021
Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	1/19/2021
Bureau for Global Health (GH)	Office of HIV/AIDS, Health Workforce Branch/ Division for Systems and Program Sustainability	1/21/2021

Bureau for Resilience and Food Security (RFS)	Policy and Analysis Office	2/1/2021
Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub; Research Division; Research Policy Team	2/2/2021
Bureau for Africa	Office for Sustainable Development	2/2/2021
Bureau for Africa	Office of Sustainable Development (SD)/Conflict, Peacebuilding, and Governance Division (CPG)	2/19/2021
Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub, GeoCenter Team	2/26/2021

2021-2022 Site Visit Schedule (Fellows Employed by ANMS)

Placement Bureau	Office	Site Visit Date
Bureau for Development, Democracy, and Innovation (DDI)	Center for Democracy, Human Rights and Governance (DRG Center)	11/8/2021
Bureau for Resilience and Food Security (RFS)	Center for Nutrition	11/10/2021
Bureau for Policy, Planning and Learning (PPL)	Office of Learning, Evaluation, and Research	11/16/2021
Bureau for Humanitarian Assistance (BHA)	Office of Technical Programming Quality	11/18/2021
Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	12/2/2021
Bureau for Africa	Office for Sustainable Development	12/2/2021
Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub	12/6/2021
Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub	12/8/2021
Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub	12/8/2021
Bureau for Global Health	Office of Infectious Disease	12/15/2021
Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality	12/17/2021
Bureau for Conflict Prevention and Stabilization	Center for Conflict and Violence Prevention	12/20/2021
Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality	12/20/2021
Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	12/21/2021
Bureau for Development,	Innovation, Technology, and Research Hub	1/10/2022

Democracy, and Innovation (DDI)		
Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality	2/4/2022

Summary of Site Visits

Site Visits generally provided the following feedback, to include, but not limited to:

- Raising issues of concern that had not been addressed before
- Reviewing progress, discussing fellows' contributions to their host office, and considering how best to utilize their expertise in the host office and host office partners
- Answering questions and providing feedback on the fellowship, working with government policy, and how to work at and integrate into the USAID host office
- Reflecting, and sometimes, refocusing efforts to better support the host office
- Discussing getting first year fellows up to speed in a host office
- Reviewing and updating the FIP

Based on the information in Table 1, host offices noted having a significant impact to the work the fellows performed. Responses indicated that fellows were highly integrated into the host office's team, and that without their work, projects and tasks could not have been finished. Host offices benefited from hosting a fellow, and fellows brought needed expertise and technical know-how to their teams.

Table 1. Data from Host Office End of Year Survey (Total of 42 USAID responses)

The Host Office End of Year Survey is an optional survey. This survey, along with all other program surveys, were updated after the 2018-19 program year to add depth allowing richer responses and data. Additionally, starting with the 2019-2020 program year a greater emphasis on encouraging offices to complete the survey was undertaken resulting in growing completion rates. Comparative data for the 2019-2020 and 2020-2021 program years are listed below. Unfortunately, only one USAID office completed the year-end survey in the 2018-2019 program year, and data from that survey is included below for reference.

Scale
1 = "Strongly Disagree" 2 = "Disagree" 3 = "Neither Agree or Disagree" 4 = "Agree" 5 = "Strongly Agree"
1 = "Poor" 2 = "Fair" 3 = "Good" 4 = "Very Good" 5 = "Excellent"

Question	2019-20 USAID Average (14 Responses)	2020-21 USAID Average (28 Responses)	Difference
The fellow's contribution has had a meaningful impact on the work done by my office.	4.93	4.79	-0.14
The fellow's general scientific and technical skills have added value to the work of my office. (e.g., research methods, analytical abilities).	4.79	4.79	0.00
The fellow's specific disciplinary knowledge has added value to the work of my office. (e.g., a cancer biologist working on cancer policy).	4.29	4.46	0.17
The fellow had the necessary knowledge and abilities to work on assigned tasks of the office.	4.50	4.71	0.21
The fellow took on valuable tasks or projects that would not otherwise have been completed.	4.93	4.82	-0.11
There was a good fit between the fellow's interests and expertise and my office's needs.	4.86	4.89	0.03
Average of Performance Rating	4.71	4.93	0.22

Question	2018-2019 USAID Average (1 Response)
My office benefited from the presence of a fellow.	5
Has the fellow satisfactorily completed their assignments?	100% Yes
Would you recommend that other offices in your agency host STPF fellows?	100% Yes

Task 5: Develop Transition Plans

As the Institutional Contractor, ANMS was responsible for the proper contract oversight and management. This included working with the AAAS and the USAID team to ensure contract option year executions and extensions were properly managed to the benefit of the USAID, AAAS and the Fellows in the program.

In accordance with Contract Subtask 5A and B, ANMS previously prepared a Transition Out Plan to have been executed in August 2021, based on the original contract end date of August 31, 2021, following an initial one-year extension was granted, allowing minimal changes to and no interruption in program operations. The contract was extended a second time from September 1, 2021, through January 31, 2022.

This final extension was used to plan and conduct a smooth transition from ANMS to AAAS Fellowship Programs, Inc. (AFPI) at the end of January 2022. AFPI had been established in 2015 to employ participants in AAAS fellowship programs like the Science & Technology Policy Fellowship Program (STPF). As the end of the ANMS contract approached, ANMS submitted an addendum to the original transition plan with the new end of contract date of January 31, 2022.

During the last two weeks of January 2022, ANMS effectively transitioned all Fellows to AFPI with no interruption in their participation in the program, including the proper hand-off of Fellows' security clearances to the AFPI Facility Security Officer.

During the last 10 days of the transition to AFPI, ANMS provided daily email "transition updates" to all Fellows, including the latest information on benefits, transferring insurance, 401k accounts, equipment return, retaining access to payroll and personal information files and more.

This constant contact with the transitioning Fellows ensured a smooth seamless and orderly transition to AFPI. One area identified for improvement in the future is ensuring employees are aware of the date on which their email accounts would be inactivated. When ANMS realized the confusion around this, ANMS offered additional access for a brief period of time to ensure a smooth transition.

Task 6: Implement the Science and Technology Policy Fellowship Program

The cycle for the STPF domestic program runs from 1 September through 31 August annually. The activities used to administer the 2020-2021 program are outlined below.

2020-2021 SCIENCE & TECHNOLOGY POLICY FELLOWSHIPS CYCLE CALENDAR

Items in red were key dates for agencies

Date	Task
Oct 1 2020	Deadline for second-year Fellowship Impact Plans (FIP) to AAAS (for September 1 start fellows)
Nov 1 2020	Deadline for first-year Fellowship Impact Plans (FIP) to AAAS (for September 1 start fellows)
Nov 1 2020	2021-2022 Application Deadline
Nov-Mar 2020-21	AAAS Program Managers conduct site visits with fellows and mentors
Nov 14 2020	2021-2022 Application: Eligibility review completed by AAAS
Dec 16 2020	2021-2022 Application: Applications to Selection Committees
Jan 2021	Fellows' Career Summit
Jan 27-29 2021	2021-2022 Application: Initial Selection Committee meetings
Feb 15 2021	Fellow and Host Office "Intent to Renew Fellow" email sent (for September 1 start fellows)
Feb 24-27 2021	2021-2022 Application: First Week of Selection Interviews

Date	Task
Mar 2-4 2021	2021-2022 Application: Second Week of Selection Interviews
Mar 15 2021	"Intent to Renew" survey due from fellows and host offices (for September 1 start fellows)
Mar 15 2021	Mid-Year Report due for September 1 start fellows
Mar 20 2021	Position Descriptions due from agencies
Mar 25 2021	2021-2022 Application: Interview scheduling portal opens for agencies to review applications and schedule interviews with finalists
Apr 10 2021	2021-2022 Finalists receive position descriptions
Apr 15 2021	2021-2022 Application: AAAS Scheduling portal closes
Apr 20-24 2021	Finalist Interview Week
Apr 29 2021	Rankings due from offices and finalists
May 5-May 21 2021	Program Managers make initial placement offers to finalists via email
Jun 2021	Notification letters sent to first year and renewal fellows
Early Aug 2021	Fellows' Year-End Summit and Send-off (YESS)
Aug 15 2021	Year-end Report due for September 1 start fellows
Aug 15 2021	Year-end Survey due from host offices
Aug 31 2021	Fellows have their onboarding session
Sep 1 2021	STPF Orientation begins

STPF Overseas Program at USAID Missions

The contract was modified to eliminate the requirement that AAAS in coordination with the Prime Offer must place Overseas Fellows. Per Mod P000015, dated August 31, 2021, "The Prime Offeror will not place or host Overseas Fellows during the extended period of performance."

Implement the Overseas Fellowship Program

Under normal conditions, the Overseas program is run on a rolling basis. The steps for the Overseas program are as follows:

1. Missions submit a Position Description (PD) to the Global Development Lab at USAID
2. USAID emails PDs to AAAS to send to eligible applicants. Eligible applicants are defined as:
 - a. A current fellow or STPF alumnus who served in any executive branch or congressional fellowship under the AAAS umbrella within the past six years
 - b. You completed a full, 12-month, Washington, DC-based fellowship assignment or you completed the full commitment of a renewal assignment
 - c. You submitted all fellowship impact plans (formerly called professional development plans), fellowship mid-year and annual reports, and completed the term in good standing in accordance with the Fellowship Completion Policy.
3. AAAS emails the PD to alumni fellows, with a deadline to submit the following information within 3-4 weeks:
 - a. Biographical statement: Maximum of 200 words.
 - b. Candidate statement: Maximum 1,000 words, outlining your interest in the

Overseas Fellowship, your qualifications, what you expect to contribute, and what you hope to gain.

- c. Resume: Not to exceed four pages.
4. Once all applications are received by the deadline, AAAS sends application materials to AAAS Missions to review.
5. AAAS Missions selects and set up interviews with the applicants directly within 3-4 weeks.
6. AAAS Missions send AAAS, USAID, and ANMS the decision on whom to make the offer to become a USAID Overseas fellow.
7. Offer sent to potential Overseas fellow.
8. Once accepted, notification letters and Terms of Agreement are sent to Overseas fellow.
9. When AAAS receives returned notification letter, it is sent to USAID to begin the onboarding process to a Foreign Service Limited (FSL) position, which includes the security and medical clearance processes.
10. Fellow departs for Overseas Mission once all clearances and onboarding process is complete.
11. The beginning of the fellowship is when they “Enter on Duty,” with USAID/HR and begin their FSL appointment, not when they arrive at the Mission.
12. Renewal paperwork, if applicable, is sent to Overseas fellow at the six-month mark.

Task 7: Conduct Outreach, Promotion and Recruitment

AAAS planned and conducted promotional and recruitment activities year-round regarding STPF, the fellows, and our partner agencies. The outreach spread the word about activities of the federal government, including USAID. For the 2021-2022 fellowship class year, STPF staff, and current and alumni fellows participated in career fairs and recruiting presentations at universities and institutions across the country, as well as national scientific conferences, conventions, and annual meetings. In addition, STPF held online information and STPF staff participated in conferences and university visits. Informational materials were also provided to conferences and universities where STPF fellows visited and spoke about the program. Due to the COVID-19 pandemic, STPF staff participated in conferences and meetings virtually beginning in March 2020. STPF staff has been active in seeking outreach methods to supplement efforts during a time of limited in-person events and has increased its digital footprint.

STPF placed advertisements for the Science & Technology Policy Fellowships in many and varied print and online publications. Additionally, information about the fellowships and host agencies was distributed via numerous listservs and other social media venues. AAAS maintains a Science & Technology Policy Fellowships website (<http://www.stpf-aaas.org>), which highlights USAID as a partner agency. Details of the outreach venues and advertising are available upon request.

Task 8: Coordinate Fellow Selection and Placement

Fellowships Mission & Objectives

The AAAS Science & Technology Policy Fellowships (STPF) are professional development and public service opportunities designed to generate policy-savvy scientists and engineers. The overarching goals of the STPF program are to increase the capacity of scientists and engineers to inform the discussions and decisions of individuals and institutions that influence or determine policies and to provide scientific expertise and analysis to support decision-makers confronting

increasingly complex scientific and technical issues. The STPF program aims to:

- educate scientists and engineers on the intricacies of federal policymaking.
- foster positive exchange between scientists and policymakers.
- empower scientists and engineers to conduct policy-relevant research and other activities that address challenges facing society; and
- increase the involvement and visibility of scientists in the public policy realm.

Eligibility Criteria

AAAS sought candidates from a broad array of backgrounds and a diversity of geographic, disciplinary, gender, and ethnic perspectives. Fellows came from a range of sectors, including academia, industry, non-governmental organizations, and government (postdocs and contract staff only at the federal level; permanent federal employees are not eligible).

Fellows also represented a spectrum of career stages, from recent PhD graduates to faculty on sabbatical to retired scientists and engineers. They have ranged in age from late twenties to early seventies. Regardless of background, career stage, or age, successful applicants were required to:

- Be a doctoral-level scientist (PhD, MD, DVM, DSc, and other terminal degrees), in any behavioral/social, biological, health/medical, or physical science, any field of engineering, or any relevant interdisciplinary field (individuals with a master's degree in engineering and at least three years of professional experience also may apply).
- Demonstrated exceptional competence in their specialty appropriate to their career stage and had the strong endorsement of three references.
- Showed an understanding of the opportunities for science and engineering to support a broad range of non-scientific issues and display a commitment to apply their scientific or technical expertise to serve society.
- Exhibited awareness and sensitivity to the political, economic and social issues that influence policy.
- Be articulate communicators, both verbally and in writing, to decision-makers and non-scientific audiences, and have the ability to work effectively with individuals and groups outside the scientific community.
- Demonstrated initiative, problem-solving ability, leadership capacity, and the flexibility and willingness to address policy issues outside their scientific realm; and
- Hold U.S. citizenship (dual citizenship from the United States and another country is acceptable).

Review & Selection

The AAAS Science & Technology Policy Fellowships are extremely competitive, involving a formal, three-tier merit review and selection process. The focus is on selecting the best scientists and engineers from the applicant pool, as well as those whose experiences and interests fit with the focus of the specific fellowship area. Applications are due each November. Review and selection take place from November through March. The process involves the following steps.

- AAAS Fellowships staff review each application to ensure applicants meet designated criteria and all required materials are submitted.
- Each application is read and scored by three alumni fellows (called readers) who rate it according to the guidelines provided by AAAS. Readers submit scores via the online review system. Z-scores are then calculated and used to designate the top-ranking candidates for the priority review group—typically three candidates for each available fellowship slot.
- Applications in the priority review group are then rated again by at least four Selection Committee members who submit scores via the online review system. Z-scores are then calculated and used to support the discussion to determine the semi-finalists to interview. Typically, two candidates are interviewed for each available fellowship opportunity.
- Semi-finalists are interviewed by Selection Committees using an online platform and are scored and ranked to determine the STPF finalists.

The Selection Committees draw from academia, government agencies, the private sector, the non-governmental community, and AAAS staff, as well as alumni of the STPF program. Committee members represent a broad range of backgrounds and professional experience. To maintain an objective and rigorous process, several committee slots are rotated annually to ensure an infusion of new expertise and perspectives.

Placement Process for Executive Branch Fellows

AAAS coordinates the placement process in consultation with agency liaison(s) to connect fellows with host offices and projects that match their expertise and interests. AAAS and host agencies facilitate initial contacts, and staff members are available as resources throughout the placement phase. Placement interviews are conducted in April, and the fellowship awards are finalized in May and June. The process involves the following steps:

- Once selected, finalists are invited to participate in Finalist Interview Week in Washington, DC, to interview at offices interested in hosting an AAAS fellow. This activity has been conducted virtually in 2020 and 2021 due to the COVID-19 pandemic and associated restrictions.
- Finalists receiving a suitable placement offer are extended a fellowship notification letter with an agreement form outlining STPF expectations and requirements.
- Finalists accepting the award offer become STPF fellows, to begin assignments the following September (fellowships may not be deferred).

Task 9: Professional Development Reporting for AAAS S&T Policy Fellows Placed at USAID (employed by ANMS)

As an integral part of the fellowship experience, the Professional Development (PD) program fostered fellows' development as science policy leaders. PD events were planned throughout the fellowship year and are kicked off by two-week orientation beginning with a day with ANMS and USAID. These events included capacity building workshops, get-togethers to share resources, career- enhancement sessions, networking opportunities, special interest affinity group events and programs, and a year-end summit. Affinity groups, while not required, provided opportunities for sharing ideas on a wide range of topics, allow for networking, and collaboration to address topics of common interest to current fellows. New groups could be formed by current fellows to expand

their knowledge of policy and process current groups may not cover.

Please note the following:

The 2020-2021 Fellowship PD calendar is provided below as an example of PD reporting for AAAS S&T Policy Fellows Placed at USAID (employed by ANMS).

- These PD hours did not reflect those hours committed to affinity group events, planning and symposia and may also not accurately reflect attendance for those who did not properly register or sign-in at events.
- First-year fellows were required to attend Orientation, which comprised 56 of their 2020- 2021 Fellowship PD hours.

2020-2021 Professional Development Calendar

For the 2020-2021 Fellowship Year, all events were held virtually due to restrictions during the COVID-19 pandemic. No PD events were cancelled, and each were hosted in the program year.

It should be noted that second year fellows do not attend orientation, which is a sizable portion of the total PD hours available to fellows through AAAS STPF, and many second year fellows depart the program early at various points through the program year to start their next opportunity. Most fellows took part in a lot of the AAAS PD events their first year, and do not repeat recurring PD events during their 2nd year. This may appear to be a decrease in second year fellows' participation, but only for those that had already participated in many of the recurring PD events and Orientation. Fellows also undertook PD activities from USAID, and on their own with funds from their Travel & Training budget that are not meant to be part of the workshops. Many, if not all, fellows engaged in additional professional development through their involvement in STPF Affinity Groups and through informational interviews. Fellows were reminded at site visits and additional check-ins of the importance of engaging in PD events, and available training opportunities were discussed to encourage engagement.

Day/Time	Location	PD Hours	Workshop Title
August 31 - September 15, 2020	Pathable/Zoom	56	Orientation
October 2, 2020 (F) 1:00 p.m. – 4:00 p.m.	Zoom	3	Composing Fellowship Impact Plans
October 13-14, 2020 12:00 p.m. – 6:00 p.m.	Zoom	--	45th Annual Forum on Science & Technology Policy
October 20, 2020 (Tu) 9:00 a.m. – 11:00 a.m.	Zoom	2	How to Give Virtual Talks
November 18, 2020 (W)	Zoom	5	Strategic Networking: How to Connect for Career Impact
December 8, 2020 (Tu) or December 11, 2020 (F)	Zoom	6	The Science and Art of Conflict Resolution: Getting to the Root and then the Fruit

January 22, 2021 (F) 9:00 a.m. – 4:30 p.m.	Virtual: stpfcareersummit.com	7.5	AAAS S&T Policy Fellows' Career Summit
February 5, 2021 (F) 9:00 a.m. – 4:00 p.m.	Zoom	6	Introduction to Program Evaluation
February 8-11, 2021	meetings.aaas.org	--	AAAS Annual Meeting (Affiliated event - not organized by)
March 15, 2021 (M) 1:00 p.m. – 4:00 p.m.	Zoom	3	Political Dynamics in the 117 th Congress
April 12, 2021 (M) or April 15, 2021 (Th) 9:00 a.m. – 12:00 p.m.	Zoom	3	Innovation and Human Centered Design: Applying a Beginner's Mindset and Designing User-Driven Solutions
May 4, 2021 (Tu) 10:00 a.m. – 12:00 p.m.	Zoom	2	Empathy Meets Career Strategy
June 30, 2021 (W) 9:00 a.m. – 4:00 p.m.	Zoom	7	Affinity Group Symposium: Health Inequities Exposed and Exacerbated by COVID-19
July 8, 2021 (Th) 9:00 a.m. – 12:30 p.m.	Zoom	3.5	Diversity and Inclusion: Implicit Association, Microinequities & Responding to Biased Comments
July 15, 2021 (Th) 10:00 a.m. – 5:00 p.m.	Zoom	7	Affinity Group Symposium: Data and Democracy
August 6, 2021 (F) 9:00 a.m. – 4:00 p.m.	Virtual: stpf-yess.com	7	Year-end Summit and Send-off

2020-2021 Fellows' PD Hours

Participants	PD Hours Completed
Total Number of Fellows Participating in Professional Development Opportunities 38	68.5
	73.5
	21.5
	62
	17.5
	13.5
	7.5
	90.5
	100.5
	15.5
	26.5
	5
	73.5
	72.5
	80.5
	85.5

	89.5
	6
	75.5
	9.5
	85.5
	18
	7
	79.5
	73.5
	85.5
	71.5
	0
	10
	0
	97
	81.5
	68
	80.5
	10.5
	63.5
	66.5
	10.5

Total PD Hours Completed	1903
Mean	50.08
Median	67.25

PART II: TASK 4 MONITORING AND EVALUATION NARRATIVE

To facilitate monitoring and evaluating the program, STPF program staff conducted program evaluations using surveys, site visits, and the fellows' and host offices' Mid-Year and Year-End Reports to monitor activities and evaluate outputs and outcomes. This data can be used for long range planning and updates to the program.

ANMS and AAAS management conducted site visits with fellows and mentors in the first six months of the fellowship (unless circumstances warranted otherwise, such as in the case of government shutdowns or unexpected changes to USAID host offices). Fellow Mid-Year Reports were due halfway through the fellowship year, and Year-End Reports were due the final weeks of the

fellowship. USAID host offices are also surveyed near the end of the fellowship year to gather their feedback and experiences. Some offices remarked that the fellows' contributions were significant and that their scientific background brought a new strength to the office, even when the fellow had come from a different field. A number of fellows were brought on as USAID direct-hires due to their exceptional skills and contributions to their host offices.

Below are narrative questions and responses received from the Year-End Reports. Fellows noted that they were highly satisfied with their placement and experience, with one noting that, "The AAAS STPF has been a life changing experience for me. It helped me smoothly transition from academia to a job in the real world by providing a network of fellows, science policy training, PD support, and mentorship."

2019-2020 and 2020-2021 Narrative Questions and Responses

1. Overall, how satisfied are you with your experience as an AAAS Science & Technology Policy fellow? If you have specific comments about your experience, please include in the comment box below.
2. Overall, how satisfied are you with your fellowship placement? If you have specific comments about your fellowship placement, please include in the comment box below.
3. Please indicate the extent of your satisfaction with the level of support you received from your mentor(s) in the areas listed below. If you have specific comments about any of the mentor's areas of support, please include in the comment box below.
4. Please list additional support services, resources, or opportunities that STPF could provide to make your fellowship experience more positive or productive.

2020-2021 Narrative Responses

Overall, how satisfied are you with your experience as an AAAS Science & Technology Policy fellow? If you have specific comments about your experience, please include in the comment box below.

I am so pleased to have had this experience. The only issue really has been the pandemic, which has affected everyone. Also, the switch to AFPI for USAID fellows has been extremely unpleasant. It would have gone a long way for AAAS, USAID, and AFPI to acknowledge to us that this is not an ideal scenario for us, and they understand it is difficult and then to have discussed the transition. Instead, it was framed as we should be grateful for whatever we get. It was an unhelpful tone to start off.

I had a very positive fellowship experience—great mentor, great supervisor, and it turned into a more permanent position with my office, which I am super happy about! The fellowship program opens up a ton of opportunity and I feel that I have benefited enormously from the opportunities presented by the program.

I have enjoyed my experiences at USAID. At times I have been frustrated with other aspects of the fellowship. I have been unable to participate in affinity groups and other networking events as I hoped, due to scheduling conflicts and my care responsibilities. I have also been disappointed at the lack of empathy, understanding, and flexibility displayed by AAAS and AFPI in the transition from ANMS to AFPI particularly given the ongoing pandemic and the continuing virtual work environment.

It is clear that the AAAS S&T program has undergone some transitions over the past couple of years, and the pandemic has posed an additional challenge for the program. My STPF Program Manager (Ryan), has been very responsive and supportive, but I recognize that has not been the case for all fellows. Additionally, the quality of the health insurance offered through the third party I work for is of poor quality and covers little. This challenges fellows with preexisting conditions.

My experience as a fellow has been overall good. I am still disappointed in how the transition from ANMS to AFPI was handled by STPF/AAAS/AFPI. I think the blow should've been softened and fellows were taken by surprise. And the tone from AFPI's side came off very confrontational because we were asking questions that we needed answers to. Even to this day, we have no idea what our benefits are, how much PD funding we're getting, and what the next steps are.

My experience was completely remote with no engagement before or after placement to explore options of positions within USAID that may be a better fit.

Overall, the fellowship has been extremely successful, given the limitations of Covid. I am bit frustrated that we are being forced to move to Washington DC right as the Delta variant is exploding across the country, as well as the hassle & worry of switching health insurance contractors (not to mention losing 401K matching), but apparently that cannot be helped. And other than my feelings about the contract change, I've really enjoyed my fellowship so far.

Overall, my first fellowship year has been a great experience. Unfortunately, due to our contract change from ANMS to AFPI, I was unable to take a class this fall toward my Harvard Extension School Graduate Certificate in International Relations. Although I diligently tried to find a solution, none were available and now I have lost a semester to complete the certificate before the fellowship ends. I would strongly encourage finding a solution for future fellows to bridge this sort of gap.

Serving as an AAAS fellow almost entirely remotely due to COVID19 significantly changed the experience and not in a great way. I understand that everyone has had to navigate things in new ways, but I do not feel that the program writ large has been understanding or innovative in terms of

supporting fellows during this time. Further, my expectations going into the position were completely not met due to the pandemic, which is disappointing and overall, not very satisfying.
The pandemic had irreversible effects on the experience we have as fellows. Given that this is a two year maximum fellowship, without options for extension, this was not the time to be a fellow. AAAS has not taken any substantial action during this time to offset this impact.
The pandemic made it hard. Having had ~7 months in the fellowship pre-pandemic, I recognize that there were extremely enriching parts of the experience that could only happen in person (international travel, Congressional hearings, networking events, etc.). Things adapted relatively well for the virtual environment, but it isn't the same.
There has been much that has been great, but the transfer of contractors, the rules it has come with, and the loss of resources has been a source of major disappointment with AAAS for me and many others. It has otherwise been an incredible experience.
This is a very broad question, but my experience as a USAID fellow was ok. We made the most of a tough situation. I signed up for an international development fellowship to get that experience and learn more to make more informed decisions about my future career. Overall, I felt like my office was pretty good, but AAAS and ANMS did very little to support us.
Unfortunately, my fellowship experience was impacted by COVID-19 since we were unable to fully experience all aspects of the fellowship, such as TDYs and networking, but overall, I really enjoyed my fellowship experience.
While my experience in my placement has been rewarding, I am dismayed at how AAAS/AFPI have failed to adapt to the realities of the pandemic resulting in an onus on fellows—namely, that the requirement to relocate to DC, Virginia, or Maryland remained in place. AFPI representatives indicated in February 2021 that this was due to under-resourcing at AFPI. It was unclear why this went unaddressed despite indefinite telework status in effect for many of the participating agencies since March 2020.
Would suggest AAAS setting more boundaries for USG offices
I found year two of my AAAS Science and Technology Fellowship to overall be a better experience and a dedicated time to dig deeper into specific topics and ultimately prepare myself for the next phase of my professional career.

Overall, how satisfied are you with your fellowship placement? If you have specific comments about your fellowship placement, please include in the comment box below.
I am disappointed to have spent a year at USAID without traveling to the locations where the projects I am advising are taking place. Traveling will assist by providing insight and context for the impacts of the guidance I provide.
I am satisfied with my position at USAID. My supervisor is an outstanding mentor. He is supportive, engaged, and thoughtful. He is always thinking about what tasks and assignments will best suit my goals and interests. I have learned a lot being at USAID and I've enjoyed the tasks that have been assigned. I look forward to more opportunities to engage in program management in the coming year.
I didn't expect to accept a placement at USAID, but the experience has been fantastic. I occasionally wished that I was working in a field closer to my technical expertise, but I appreciate how much I was able to learn.
I found my placement satisfying however I think that for future years, it should be clear especially within agencies like USAID which positions are set up to provide technical support versus administrative. I'm not sure I totally appreciated that before going into the role.

I love my mentor and my office! I couldn't be happier. Well, if I had been able to travel and go into the office, I may have been happier, but we're all in the same place as far as those things are concerned.
I loved my placement. It was very challenging and exposed me to a lot of new skillsets and working collaboratively with a wider range of professionals. I have built my confidence around land and resource governance and environmental programming at USAID, which has been an important goal. I have been very happy with my team, supervisor and mentor.
I am grateful for that and have enjoyed working with this team. They have gone out of their way to help but I think it would have been better if I knew I could explore other options within USAID like PPL. I say this because the "Infrastructure" team primarily supports "construction" activities. Topics of my interest were invariably housed in PPL.
Mine was a good placement but not a perfect fit. I feel very grateful to have had the mentor who I was assigned to and the colleagues who I worked with, but I ended up switching my placement. I did this because there was a clear gap in Agency capacity in the exact area I worked on as an academic.
My office is very supportive of their fellows.
My placement allowed me to further hone my scientific, communication, negotiation, and leadership skills, while also apply many of the program management skills I gained throughout year 1 of my AAAS Science and Technology Policy Fellowship.
Not aligned too much with my background, but the position worked out.
The office is an excellent home. The mentorship is very strong, there are many opportunities to get involved in varied projects/activities, and the colleagues are wonderful. While Covid-19 has proved challenging for our work, the office has adapted well and proved resilient.
USAID, my division, and my supervisor have all been excellent. I feel like I am well supported in my role and my professional development.

Please indicate the extent of your satisfaction with the level of support you received from your mentor(s) in the areas listed below. If you have specific comments about any of the mentor's areas of support, please include in the comment box below.
X has been an excellent supervisor and mentor. Throughout the fellowship, she has focused on my interests and goals and made sure that the work I was doing aligned with what I wanted to take away from the fellowship. She has supported my professional development activities.
X is an excellent mentor. He is very supportive of my interests, allows me to customize my fellowship, and trusts me to perform the tasks assigned to me without micromanaging every step.
X is quite honestly the best mentor I could have asked for. She is outstanding. I am so happy with my placement.
X has been quickly able to transition into role of mentor midway through the second year of my fellowship. It has also been critical for me to have co-mentors during my fellowship that are not my immediate supervisor
For "Not Applicable", I have not sought this type of help from my mentor. Overall, my mentor was terrific. She is a very straightforward, low-drama type of person. We have maintained a very professional and positive working relationship, and I feel I can always seek her support on things. I am a fairly independent person in mid-career, so I didn't often need to rely on her a lot.
Going into my second year, it would great to get advice about who to speak with about my next career steps.

X has been an excellent mentor and guide to my work at USAID. Even while juggling a very busy schedule, she has made the time to give me the support, guidance, and feedback I need to be successful at USAID.
I can't say enough good things about my mentor. In addition to being a great boss he is a wonderful ambassador for the AAAS program (he is a former fellow). He should be giving courses on how to mentor.
I have very few criticisms of my mentor. On an abstract level, I guess I need his support finding a job since I'm 99.9% sure my office lacks the funds to hire me on full-time, but that's also on me for not raising the subject yet.
My mentor has been wonderful! I've had a great experience and she has been beyond supportive with my professional goals. Additionally, she has taken the time to explain, direct, and guide me to do my work as effective as possible.
My mentor is great, but the reality is that she is overstretched and does not have a ton of time for me in many of these areas.
My mentor was great, and really did all she could to support me while giving me the chance to lead even though she had an overfilled plate of work at the agency.
My mentor is amazing! I feel so fortunate to have her support and guidance throughout this fellowship. She is a great sounding board and helps me find opportunities to explore.
None
X is a wonderful mentor, and I would recommend her without reservation to any incoming fellows.

Please list additional support services, resources, or opportunities that STPF could provide to make your fellowship experience more positive or productive.
1. AAAS needs to repurpose travel, event, or commuting benefits to support Fellows in a virtual setting. Both the affinity groups and the professional development events were benefit greatly from additional, competent IT staff. 2. AAAS needs to come up with a holistic plan to make sure that the benefits of the Fellowship translate to a virtual setting (it is very difficult to get the networking opportunities and learning from other Fellows across agencies in this virtual environment and it seems there have been only ad-hoc attempts to translate all of the great benefits of the Fellowship into a virtual setting) 3. Increase transparency of Fellows' benefits – AAAS should be as upfront as possible with Fellows during interview week about the differences in benefits and opportunities across offices (the transition of USAID Fellows from ANMS to AFPI has been a distraction all year and the FACE Affinity Group has been attempting to provide this information to all Fellows) There is a lot of energy/effort/frustration being put into these efforts and AAAS could do more to be more transparent and more of an ally to the Fellows
Any of these may have been more useful for networking and connecting if it wasn't a pandemic and we weren't all screen exhausted.
For many of the listserv, as a second year fellow, I am not sure if I was included or added to the listservs. I don't recall having access to many of the listservs listed above. Therefore, for future years it may be beneficial to provide instructions to all fellows on how to properly register or access the various listservs.
I am not actively using any of the resources in these categories except for the listservs. I'm not as aware of the newsletters, but it might just be because they go to a different email account that I don't check very often. I'm fairly unaware of the STPF social media because I must not be connected to them.

I confess that I don't read them all, but when I need to find something (be it information, access to resources, etc.), I know where to go.
I have attempted to join the STPF Career Listserv several times and cannot join it. I am not sure if this is a technical error; however, I have spoken with several fellows that have similar experiences. The affinity group program should consider broadening their call for symposia and consider funding "unconventional" proposals like Sci/Art exhibits, short videos/ documentaries, or symposia addressing relevant but less trendy topics like integrating culture into STEAM.
I honestly did not use any of these resources.
I just don't use those resources very often.
I should just be more involved, but I tend not to have time. I am hoping to be able to explore more next year and meet people
I do not have any

2019-2020 Narrative Responses

Overall, how satisfied are you with your experience as an AAAS Science & Technology Policy fellow? If you have specific comments about your experience, please include in the comment box below.
AAAS does a good job a preparing fellows for the fellowship, but I believe more emphasis should be placed on preparing fellows for their post-fellowship career.
Great change of pace from what I was doing earlier--the fellowship has been transformational to my career, especially in the context of being immersed in policy and finding something that I love doing.
I have been incredibly impressed with the overall AAAS fellowship. Unfortunately, I believe that the lockdowns from the COVID-19 pandemic have severely limited the opportunities available from this fellowship going forward. Before the pandemic I was very satisfied with the experience I was having as a fellow.
I have loved the actual work I've been able to do; been frequently disappointed by the PD; loved the social connections and networks I've formed as a result of the Fellowship.
I have really enjoyed the autonomy and support I have received for this effort with which I have been entrusted. It's been really interesting and fun overall in this first year. I have also had a nice balance of support from both my supervisor and mentor.
Obviously, the world has changed a lot and looks quite different than when the fellowship began in September 2019, due to COVID-19. While this is presenting unique challenges that are not unique to AAAS STPF, I find it incredibly frustrating that AAAS STPF has not directly addressed the missed opportunities fellows are experiencing due to the pandemic. For a program that consistently communicates that the fellowship must be "in-person," what alternatives and opportunities are being developed?
Overall, I have been able to benefit from a wealth of opportunities during my fellowship placement with X. I was able to participate in travel opportunities prior to COVID-19 pandemic and have developed a variety of skills.
The AAAS STPF has been a life changing experience for me. It helped me smoothly transition from academia to a job in the real world by providing a network of fellows, science policy training, PD support, and mentorship. I experienced exponential learning and growth for applying my technical field to government programming and gained a deep understanding of how the federal government

functions. I now have many ideas of interesting careers outside of academia that blend science and policy.
The fellowship was a fabulous experience. I learned SO much. It changed my career trajectory in a way that allowed me to transition to a position where I feel I can make a significant contribution to the world (via integrating science into the executive branch).
The other fellows are amazing peers, and I am learning a lot from them. My placement has been excellent, and I really like what I do and the people I work with. The professional development opportunities haven't been that helpful, and the presenters often didn't know their audience.
The overall experience of the exceeded my expectations. Even with COVID-19, I feel like I was able to get a lot out of the fellowship and was happy to sign on for a second year.
This is an overseas fellowship position and I have been in the US for 1 year due to COVID and it has been overall a good experience.

Overall, how satisfied are you with your fellowship placement? If you have specific comments about your fellowship placement, please include in the comment box below.
I am able to substantially contribute to my team and wider bureau and been able to learn and grow a great deal.
I am fortunate to be placed as a member of a dedicated and exceedingly qualified team within X. My supervisor and mentor are there to support me, yet also provide the freedom and opportunity to make the most of my opportunities within the fellowship. The office is very similar to my personal work style; supports the initiative and creative drive to improve both the science and process of implementing that science
I had a near-ideal placement. Great match for my technical skills and professional interests.
I have a really great team that values me and my contributions. I've been able to take ownership of certain activities and develop my management skills. I've met a lot of interesting people and have enjoyed diving deeply into the topics that my office and team specialize in.
I have had excellent mentors in the last year even though it is all virtual.
I took the USAID placement with the assumption that I would want to return to the pool if I did a second year. I was surprised at how much I have loved my placement considering the fact I applied with the assumption that I would go to the NIH or NSF. I do wish that I could work on technical areas that I am more familiar with sometimes, but I also know I would not have learned nearly as much as those other Agencies.
I was given diverse experience in this posting and that renewed my commitment to work in my own field, but now I have to go and start over in my old field. Definitely encourage people who KNOW their fields to find a placement in their field (if they can- or at least seek experience in their field in their placement.)
It's as close as I could hope for in the specific background that I have.
My placement at USAID was fantastic. My supervisor and the office I was in allowed me great flexibility in meeting my fellowship goals. My supervisor worked hard to help me get several experiences/projects that were outside of my job description but let me learn about aspects of the government that made me a stronger candidate for my next position.
My placement was the perfect one for me because it allowed me to apply my technical background to applied programs for mitigating climate change – my career goal before the fellowship. I learned practical skills every day on the job and got direct experience in program design, incorporating science into policy and guidance, stakeholders, diplomacy, politics, and more. My office has strong

technical staff who are also skilled in policy, and they were supportive and gave me ownership early on.
N/A
The beginning of the fellowship while awaiting clearance was a bit tough, especially when not everyone was used to remote work (my how the times change). A bit more guidance for supervisors and mentors while awaiting clearance would be a big help.
The position aligned perfectly with my interests and my office was very supportive of my growth!
This placement was exactly the kind of office that I hoped to be placed in, while thinking about my options as a finalist, and has turned out to be an even better fit than I could have imagined.
While the matching process was stressful, I think that I matched with the correct office. Further, in helping incoming first-year fellows match with their host offices, it has strengthened my belief that I chose my host office for the right reasons.

Please indicate the extent of your satisfaction with the level of support you received from your mentor(s) in the areas listed below. If you have specific comments about any of the mentor's areas of support, please include in the comment box below.
X has been a fantastic mentor! She is always available and willing to offer support and help, while providing flexibility and opportunities to grow. I've enjoyed being mentored by her tremendously.
I changed mentors during my fellowship due to an unexpected conflict, however, I was able to quickly pivot and still gain the most from my fellowship year.
I chose "not applicable" for places where I have not sought help.
I had an excellent mentor and some of the things I appreciated the most about her were holding regular meetings with me, the way that she integrated me quickly into broader office programs and opportunities, and how she helped me learn about our organization.
I have had both X and X as mentors, and both have been excellent.
I have received overall fantastic support from my mentor during this process.
I wish my mentor pulled me into more conversations, meetings, etc. Most of what I've been able to do on my team was unrelated to my mentor. I do like her as a person very much though!
Mentor was a great fit for me. I found her advice on understanding the needs of different levels of the agency especially helpful.
My mentor changed halfway through the year. These ratings are based on my new mentor X. These ratings would be different if reviewing my previous mentor.
My mentor is a former AAAS fellow and is great to work with. As may expected, COVID has changed all things, and I really haven't interacted with my mentor in a mentor-mentee capacity for 6 months.
My mentor is fantastic, he was a fellow and has helped me define my role within USAID. My supervisor is less effective at helping me develop my role but has a strong sense of the institutional bureaucracy and has helped me navigate it.
My mentor was very supportive, but I think had limited bandwidth to really proactively engage in career development vs. situation management.
My official supervisor/mentor honestly seems a bit too busy to really engage with me in ways like those mentioned above. Luckily, I feel incredibly supported and have found a series of other individuals in the Agency through which I get aspects of each of these things but, I think the AAAS

mentor expectations need to be made a lot clearer. This was true in my first year as a fellow on the Hill and I have found is continuing to be true in the Executive Branch.

Please list additional support services, resources, or opportunities that STPF could provide to make your fellowship experience more positive or productive.

Because many fellows are coming out of academic (PhD, postdoc, faculty, etc.) positions, I think AAAS could do more to develop skills for the professional marketplace that would further prepare fellows for success in the science-policy marketplace. For example, many fellows are interested in further public speaking, science communication, project management, data visualization, writing for non-scientific audiences, etc. However, it is not always clear that these interests align with the host offices (which have some say in how the fellow's individual PD budget is spent). If AAAS could intentionally use the PD events to expose fellows to these skills and help them make the case for how these skills would make the fellows more productive in their host offices, I think this would be beneficial for the fellows in the short and long-term. Currently, PD is too focused on how to make the fellows successful during the fellowship, it should instead be focused on how to make fellows attractive to future employers to give alumni a leg-up on other candidates for future science-policy positions.

I am aware of the Sci on the Fly blog and podcast but have never read or listened to it, so my comment on that resource is neutral. One thing I wish I had taken more advantage was during my time as a fellow was the affinity groups – I did not participate in these much (really at all) and I wish that I had engaged more.

I believe these could be very useful for some, but I don't find much utility. I think part of it is that so many of these are geared towards scientists, and I'm an engineer. While similar, this distinction has been noticeable and important throughout my engagement with AAAS.

I didn't really engage with the Sci on the Fly Blog or Podcast.

I was only recently made aware of the career listserv. I do wish the web portal functioned better.

I was pretty tapped for time this year so I admit I did not give many of these options a try to see if they would have been useful.

It would be great to get some extra STPF support for the COVID-19 era!

Since I am an overseas fellow, I do not use any of these resources really so I am aware of them but I don't use them – maybe should include N/A for overseas. For example, I think Affinity groups are useful but not for an overseas fellow so really they are N/A. Some of these I have never heard of like the electronic info letter.

Since the Mid-Year report, I have made an extra effort to become more aware of some of these resources, especially Fellows Monthly info-letter and emails from the STPF Director. I still haven't had much time to become involved in any Affinity Groups. I think it would be good to have another category: "Aware of this resource but haven't used it." I am aware of the Sci on the Fly podcast, but don't have a way to say that I simply haven't had time to check it out and gauge its usefulness.

The affinity groups were awesome, but the two groups I was active in - improve and biodiversity – haven't met since social distancing. AAAS could facilitate our meeting by supplying an account to zoom. We are currently using the old university accounts of fellows that their universities neglected (thankfully) to cancel.

The career listserv is super helpful, but it would be nice if you could somehow choose areas of interest to receive notifications about.

The FellowsCentral Portal is a nice database and could be potentially extremely useful, but I find that the interface is slow and could have a better design for ease of use. Often, I have trouble logging on or experience other glitches on the site.
The FellowsCentral Web Portal is not particularly user-friendly. I wonder if AAAS STPF could consider alternatives, particularly portals that might allow for fellows to collaborate and communicate more easily (e.g., Slack).
The listserv had way too many emails about apartments. Can you create a separate listserve for that? I got tired of having to look at so many and just filtered the whole listserve.

As noted above, STPF updated all its surveys at the start of the 2019-2020 program year. For narrative feedback related to the 2018-2019 program year, please see below the questions which best align with the new survey questions reported above and submitted feedback on these questions.

2018-19 Narrative Responses

1. Would you do the fellowship again (comment)?
2. My host office would be a good choice for future fellows (comment)?
3. How did you benefit from interactions with your host office mentor?
4. Please provide general input on, or specific suggestions to, the services and support you received from STPF?

Would you do the fellowship again (comment)?
Absolutely! There is no better match for me than X in the federal government and is the reason I'm converting to a direct hire with X.
Absolutely. This has been a dream job for me with the best mission, colleagues, and opportunity to innovate.
But it might not be the best placement for a newer Ph.D. who might benefit from more guidance.
I think this position would be really good had some things been in place already, like a way to reach out to technical offices and to missions. I think we are still forging that path in building a reputation and recognition of our skills within the bureau.
I was very close to leaving the fellowship because of the personnel issues with my first mentor. I do not know if I would choose the same position again if I had to repeat the initial experiences I had with him.
I wish AAAS weren't limited to 2 years!!!
I would if I were to be advised by a host office/mentor who did not under-utilize my potential to contribute to host office priorities.
In the second year of my fellowship, this office has been particularly toxic, in part due to the dynamics listed above. There is something very broken with the management structure. The colleagues who hold positions similar to mine are wonderful, and I loved getting to work on projects with them. However, my team lead, and the two managers above her were a mess. It's been a very bittersweet experience. It's clear that one manager really does not value social science and sees social scientists as having very little to offer in comparison to engineers. The other manager was so concerned with higher-ups, she was blind to the dynamics unfolding on our team. For much of my

time at X, I did not feel valued, particularly because of one of my managers. But now teammates are expressing how much they appreciated the social science perspective X and I brought to the office.
Speaking with fellows from other placements, other offices provided a better fellowship opportunity.
The work of this assignment was far beyond what I expected and I'm very pleased to have had this opportunity.
Yes. Considering the options I had available last year, and understanding more about how USAID works, this is absolutely the best fit for me in terms of allowing me to achieve my goal for coming to AAAS STPF: work as a civil engineer in international development and gain real-world "field" experience traveling to and working in developing countries.

My host office would be a good choice for future fellows (comment)?
Absolutely! The X office has had numerous AAAS fellows and they are accustomed to how AAAS works and how to best incorporate and utilize fellows. About 1/3 of the office is former AAAS fellows.
I believe that on my particular team, the AAAS fellows were hired as a stop-gap measure for HR purposes. Our team really needed to hire new employees, and the AAAS fellowship was a more convenient mechanism for doing so. I don't believe we were hired for the purposes of the fellowship; to bring new perspectives and evidence-based thinking into policy and decision-making. We were alternatively celebrated and punished for having our academic backgrounds, and it seems they actually wanted someone with humanitarian experience. My main feedback is for AAAS to emphasize the purposes of the fellowship and ask potential hosts if we are what they really want. The second feedback would be to have a mandatory training for mentors, especially new mentors.
Lots of opportunities to get out of the office, collaborate across the agency and a terrific set of colleagues always ready to help
My host office could benefit from having more strategic management and a more clearly defined planned for incoming fellows, but they are by and large receptive to incoming people.
Overall, my host office would be a good choice but probably not on my host team.
See above.
The objectives for a future fellow need to be clearer, and honest. I was told I would be supporting missions with analyses on their programs, along with helping instruct staff on new software. We haven't done either. We didn't have a system for receiving project requests until last month. Therefore, we have not interacted with missions much until now. In relation to training to missions, it has been a slow process that we are still receiving permissions to establish the procurement.
The office does well with engineers and natural scientists. It has a difficult time with social scientists.
This would depend on the mentor.
Yes, the work of the office is outstanding, the amount of independence and ownership given to fellows is amazing, and the co-workers are kind and inspiring.
Yes. Absolutely. X has a history of hosting many prior AAAS fellows, the majority of whom have stayed on in different roles following their fellowship. In particular, our technical division appreciates the depth of expertise that PhDs and researchers provide and quickly integrate new fellows into our work and office culture. Over the course of this year, I have told many fellows in my cohort and many prospective fellows this year that I think one of the greatest determiners of a successful fellowship is the perspective of the fellow's mentor and supervisor. My supervisor and

mentor are both former STP fellows, who understand the transition process from academia to federal government/international development and who value the technical expertise and high work ethic that STP fellows bring to their fellowship. They also understand that this is a fellowship program and -- at the same time that they have brought me fully into the regular work of our office - they have also been encouraging and open to me attending many professional development events throughout this year.

How did you benefit from interactions with your host office mentor?

X was an extremely supportive mentor, and I couldn't have asked for better. She took the time to explain all the nuances of our office and agency. In addition, she advised additional training, and recommended that I attend all the AAAS STPF training. The steep learning curve was substantially reduced thanks to her.

Conversations with office-designated mentor propelled my professional development. Her strategic mind organized my approaches to my office. However, her position at USAID, being different than my particular office, often hindered communication with my supervisor-- being that they came from very different offices with different priorities/mindsets.

I am in my first year but have had two mentors. My second mentor does often take the time to listen to my work and other professional concerns and provide me with her careful analysis. I have greatly benefited by her advocacy for me to receive professional development opportunities that are outside the scope of my work portfolio. There have been some personnel issues with my previous mentor that negatively affected my morale and productivity and often delays our team's work. In addition, sometimes my current mentor seems so overwhelmed by other tasks that I become a thing that she doesn't have the bandwidth to think about or interact with.

I benefited from interactions with my office-designated mentor as she was willing to share her institutional knowledge of the agency. The most valuable interactions were through discussions of my fellowship impact plan.

I had very productive, very beneficial interactions with my mentor. She provided a stellar example of flexibility, creativity, and resolve under some of the most trying circumstances I can imagine (shutdown and two recessions). She was very clear in her guidance for what she wanted me to do and how she wanted me to contribute but then gave me the space to do the work without micro-management. I felt that she trusted me to use my skills and experience to "get the job done".

I have been extremely pleased with my mentor, who also serves as my supervisor. She has been very supportive—personally and professionally. She has a long tenure at USAID and X so is knowledgeable on most aspects of X-life and freely shares her advice and opinions. I have been most appreciative of how she makes time for me to ask questions and guidance, even though she is always busy.

I was not mentored by my mentor. Productive interactions were hindered by my supervisor's lack of vision for the fellow and the portfolio that to which the fellow can contribute.

My host office mentor teleworked often (3 to 4 days a week at times, and was not always available online), then had to go on extended leave. I did not benefit much from this the TW arrangement. I became more engaged in my work when the mentor went on extended leave, and I started reporting to my mentor's supervisor who is present in the office. Also, I felt my host mentor had a misguided impression of fellows and was given under the assumptions that fellows had little professional experience this contributed to my ability to contribute to the team being undermined while my host mentor supervised me and stopped when her supervisor began mentoring me. It would great in the future if mentors were aware that fellows can come with professional experience and had more orientation on how to contribute to our furthering our professional development.

My host office mentor was incredibly responsive and available to me for guidance, in both my day-to-day work as a Fellow in the office, and in terms of my long-term career goals in global health and international development. She fully participated in my development of the fellowship impact plan and supported my participation in professional development opportunities, both through STPF and USAID programs.
My interactions with my official supervisor were great since she is very supportive of what I want to do. However, I was given another point person as a designated day-to-day mentor, which has not been as easy. He does not seem to be able to multitask and see that there are multiple priorities that need to be approached at the same time. Certain things end up falling through the cracks. I have tried to tackle these other responsibilities myself, but I am often rebuffed. So, I tend to have to juggle my official supervisor's expectations with the lack of support from my office-designated mentor. It becomes a very frustrating balancing act.
My mentor according to fellows central was not helpful. Although I'm not sure either of us knew she was supposed to be my mentor. We did not ever meet one on one, and she did not know what I was working on. I found her a difficult person to work with. She did not appreciate differing views and was demeaning when she didn't like what you produced. My direct supervisor I met with on a regular basis, usually weekly. I think he struggled to know what to do with me. The project I was originally brought on for fell through. I think what could have helped was better management of the office. It was difficult to know what role everyone had, and people's roles and tasks were shifted often, sometimes without them knowing.
My mentor has been the best mentor I have ever had, and truly mentors beyond the requirements of the fellowship. He supported my immersion into the complex USAID bureaucracy with thought, care, and inclusion. We have weekly check-ins and beyond just advice for being effective at USAID, he thinks about my long term career. I feel thoroughly supported by him in any bureaucratic or work related obstacles I face.
My mentor is extremely knowledgeable in how the government works and how to get things done. He was always willing to share his viewpoints and I learned a lot from him as a result. What hindered the interactions the most was he spent a lot of time out of the office during my second year. Although he was always quick to respond to emails, emails are not the same and do not allow for the same flow of ideas.
My mentor provided me regular feedback and approved training opportunities. Unfortunately, my mentor also sometimes focused more on empire building over team building. This meant that my expertise was sometimes underutilized.
My mentor was very helpful in that she is a foreign service officer. She helped me to consider how our programming would be received at USAID Missions and to really ask whether what we were doing was the best course of action. In some ways, she revitalized the use of evidence-based programming in our office.
My mentor was very supportive and gave me lots of opportunity to work on various projects.
My mentor, X, was excellent. I felt she did a great job of managing the bureaucracy above us so we could continue to be impactful in our work and do our job. She also greatly demonstrated her commitment to advancing the use of information and data in making informed decisions. She put a lot of her work above her own desires but did so in a balanced manner with concern for the welfare of her team members. She is a strong and charismatic spokesperson for using geographic analysis and data in governance decisions showing both enthusiasm and self-directed improvement to better do her job.
My office mentor helped provide me with documents that made me familiar with our daily work and office goals. I was also supported very early in the fellowship to travel on TDY with our supervisor, which was critical to helping me build context for and understanding of what X does. Receiving

affirmation and encouragement to travel within the first three months of my fellowship was invaluable to learning about this Office and to feeling like I was welcome and needed on this team.

I have had incredible support all year from my mentor and from my direct supervisor. The only issue that may have hindered productive interactions was how much everyone in my office travels, which sometimes complicated communication, however, my mentor is extremely responsive and always made a point to reply to my questions even when traveling out of the country.

My office mentor provided me with essential background information and support to help me succeed. She also helped me get hired on post fellowship in a similar position. Her positivity and her honesty were truly up-lifting.

Our interactions were highly productive. Sitting nearby is important but the office's attitude that I was simply one of the team of advisors helped considerably.

Specific explanation of the how's and why's of decisions, approaches to problem solving, and policy implementation strategies/actions. She also helped me learn the language of the agency and meet my professional development goals through access to training and conferences as well as letting engage in activities outside of my strict job description.

They were very productive, just not enough time for more of them.

This is a challenging question to answer. I did benefit from my interactions with my mentor, but there were also many hindrances to productive interactions. At the start of the fellowship, my mentor was very good at introducing me to other people across USAID that did work related to gender, youth, or resilience. She guided me as to which listservs would be useful to subscribe to and which centers had relevant events to attend. In the first year, she opened opportunities for me take charge of and complete a project, like running a training at the X Global Meetings. Sometimes, I was able to learn from her vast experience of working in international development. I often appreciated her example of standing up for what she believed was extremely important, even if others in our office saw it as inconvenient. She really opened the path, in many ways, for social science to play a role on X's technical team, which is otherwise filled with engineers, nutritionists, and agriculture experts.

However, she was also extremely difficult to work with, especially in the second year, leading up to her retirement. She got increasingly possessive of all the projects we were working on and did not know how to delegate responsibilities. Sometimes she would forget she had delegated something to me, and then get angry with me for taking it on. She also played the fellows on our team off one another. In her eyes, I messed up when first joining the team because I asked about safety issues concerning travel to the Democratic Republic of Congo. As a result, I was black-balled from any international travel for the first 6 months of my fellowship. But because the other two fellows who did travel to the Congo messed up in her eyes, I then became the golden fellow and was given more opportunities. This is the see-saw of opportunities and punishment that we worked within.

Through routine interactions with my mentor, I learned about agency culture and our team's operational style. The most valuable interactions were those that helped define my portfolio and allowed open discussion about my performance. The biggest hindrance to productive interactions was time. Since my mentor is wearing multiple hats, she can be really busy at times, which can prevent meaningful conversations.

Please provide general input on, or specific suggestions to, the services and support you received from STPF?

After spending two years in the fellowship, I don't feel like I know policy and the federal government as well as I had expected on entering the fellowship. It would be useful to include more formal training on policy and government or at least list of resources, courses, books, or websites.

All of the interactions I had with the staff were exceptional. In retrospect, orientation was an excellent preparation for the fellowship. The key themes provided advice that was very relevant for what it would be like to move into a government position.
Honestly, I don't have anything that I can suggest to do differently. I truly did have a superbly positive experience because of all the amazing support from STPF staff.
I am overall very satisfied with the services and support from STPF staff.
I did not take advantage of the services from the STPF staff. In general, my interactions with the STPF staff were positive. Also, when issues arose, the STPF staff were very responsive and provided the best guidance within the parameters of what can be changed or improved.
I really enjoyed participating in the affinity groups and will definitely take advantage of the affinity groups more during my second year.
I was also really enjoyed the Year-end summit. I thought the fellows were all fantastic.
I am glad that AAAS provides professional development workshops, affinity groups, midyear career summits, year-end summits, etc. I found that these activities were beneficial for the professional development of the fellows.
I would suggest that AAAS should conduct two site visits, in which one can be a virtual check in.
I had no issues or complaints related to my involvement with STPF this year.
I have been very satisfied with the STPF support that I have received. Most of my direct interaction had been with Olivia and Ryan at the AAAS office and Michelle at USAID. They have always been very responsive to questions I have had.
I have no comments for this.
I have no complaints about the staff. I always had wonderful interactions and found them super to work with.
I haven't had to interact too much with STPF staff during the year, but all the interactions I've had have been positive. Orientation was excellent! As for affinity groups, my experience has been less great - as co-chair of an affinity group, I've found that you can put a lot of effort into organizing events that many people RSVP for, but only a handful show up. While there's not a lot STPF staff can do about that, it's changed my opinion of the value of affinity groups. I think the PD events are generally useful, but I think the most useful ones are events like the Career Summit. If STPF could provide more resources and opportunities for networking and job searching, that would be great.
I loved all of the PD events I attended. They were great. I can't think of anything I would change!
I really enjoyed the mid-year career summit and the initial orientation. Hearing from a variety of former fellows in different careers now was very helpful mostly because I was able to see there was a fairly large variety of trajectories after the fellowship. Some were brutally honest, but it was nice to see that their opinions were mixed and moderated by the STPF moderators. I feel the whole AAAS STP Fellowship program is very effective and the STPF staff handle their jobs in a well thought out way. They are very helpful in providing guidance and have always had a solid answer or knew how to connect me with one when I asked.
I received fantastic support from STPF staff.

I very much appreciated being able to reach out to the STPF staff and ask them questions. It is through them that I have made numerous connections that have propelled me forward including the Embassy Science Fellowship, public speaking events, and increased my network size.

In general, all of the professional development workshops (I include the midyear Career Summit in this) that I attended were excellent. My interactions with the STPF staff were all generally positive, although (as I have said before) I wish that my mid-year site visit could have happened earlier.

One suggestion would be to please hold the “year-end” summit a little bit earlier in the summer, or to announce the date far in advance, as so many people travel out of town on vacation in August. Alternatively, for those who couldn’t attend the summit (like me), could materials and/or presentations shared at the year-end summit be provided to current fellows so that we could also learn from our cohort’s experiences?

A second, significant recommendation I would like to make (specifically thinking back to early in my fellowship year) would be for Agency Program Managers to check in with individual fellows on a regular basis (prior to the mid-year site visit), to check on any issues they might be having with their mentor, office environment, work load, or general adaptation to working in the federal government. We received great assistance as applicants and finalists (and helpful information from the PD events), but the individual, one-on-one support we received from our Program Managers in navigating joining the federal government could be improved.

Overall, I am extremely grateful for this fellowship experience, for the STPF staff and for my fellow fellows.

My principal suggestion is for the STPF to think more about how to support social scientists. This fellowship feels designed for engineers and the hard sciences, despite the growing interest among placement offices for social scientists. As an example, not one of the panels for the midyear Career Summit was a social scientist. This is a massive oversight.

Support has been great!

The biggest challenges that I encountered during my fellowship have centered around adapting to a new professional environment and culture. In my position with the Global Health Bureau at USAID, this has largely been learning how to effectively communicate and implement programs cooperatively with not only colleagues in my office, but those based at overseas Missions, in other agencies, and with implementing partners. Inherent in this has been adapting to teleworking, running/participating in meetings via teleconference rather than in person, and establishing strategies to better organize my work, prioritize tasks, and manage my time. Another significant challenge has been effectively and appropriately navigating USAID and Global Health Bureau processes and procedures, particularly in the context of a partial government shutdown. I have been able to address these issues by seeking guidance from colleagues in my office and reaching out to other fellows for advice.

The midyear career summit was fantastic. It was really helpful to see the different options for us following the fellowship.

The site visit came way too late. The site visit, or some other kind of check in, should take place in November to address any problems in the utilization of the fellow and assess the work plan for the fellow for the year. A structured visit with AAAS about the fellowship impact plan could work as a cover. The mentor needs to hear, again in context, what their duties are in terms of providing meaningful work opportunities, professional development, etc. This would also help to provide a voice for the fellow, who at the beginning is just told over and over that they should be grateful for the opportunity.

The support and services provided are excellent. I feel extremely fortunate to be a part of the program and to get such great support along the way.

If there is a way to provide additional professional development mentorship such as that described in previous and answers, which would be really helpful. The affinity groups organized a couple of helpful events, but some individual discussions would be helpful. I've only recently learned about the career coaching which may turn out to be helpful, but I'm thinking more about how to find/take advantage of training opportunities.

These workshops and events should be more focused on international development and sectors within this industry.

Table 2. End of Year Survey on Mentor, Administrative, and General Support

At the end of each STPF program year, AAAS conducted an End of Year Survey to gather information on Fellow satisfaction as a member of the program. Please note that STPF updated its surveys at the start of the 2019-20 program year, so data for the 2018-19 program year below uses questions from the old survey which most closely align with questions on the new survey.

Question	2018-19 USAID Average (24 responses)	2019-20 USAID Average (23 responses)	2020-21 USAID Average (38 responses)	2019- 2020 to 2020- 2021 Difference	Scale
Overall, how satisfied are you with your experience as an AAAS Science & Technology Policy fellow?	4.54	4.39	3.80	-0.59	1 = "Not Satisfied" 2 = "Somewhat Satisfied" 3 = "Moderately Satisfied" 4 = "Satisfied" 5 = "Very Satisfied"
Overall, how satisfied are you with your fellowship placement?	4.5	4.48	4.40	-0.08	
My contribution has had a meaningful impact on the work done by my office.	4.25	4.52	4.25	-.27	1 = "Strongly Disagree" 2 = "Disagree" 3 = "Neither Agree or Disagree" 4 = "Agree"
My fellowship position helped me develop a better understanding of the knowledge, skills and expertise scientists need to be successful	4	4.26	3.85	-0.42	

in policy-related positions.					5 = "Strongly Agree"
My work assignments provided opportunities to enhance my knowledge and understanding of policy making.	3.83	4.65	4.00	-0.65	
Mentor Support - Helping you understand how your host organization functions	4.25	4.39	4.60	0.21	1 = "Not Satisfied" 2 = "Somewhat Satisfied" 3 = "Moderately Satisfied" 4 = "Satisfied" 5 = "Very Satisfied"
Mentor Support - Taking an interest in understanding your professional and learning goals	4.25	4.39	4.50	0.11	1 = "Not Satisfied" 2 = "Somewhat Satisfied" 3 = "Moderately Satisfied" 4 = "Satisfied" 5 = "Very Satisfied"
Mentor Support - Providing you with opportunities for professional development and growth within the office	4.63	4.22	4.48	0.26	1 = "Not Satisfied" 2 = "Somewhat Satisfied" 3 = "Moderately Satisfied" 4 = "Satisfied" 5 = "Very Satisfied"

List of 2018-19 Fellows

Status	Placement Bureau	Office
2nd year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Center of Excellence on Democracy, Human Rights and Governance
2nd year	U.S. Global Development Lab	Center for Digital Development
1st year	U.S. Global Development Lab	Center for Digital Development
2nd year	U.S. Global Development Lab	Center for Development Research
1st year	Bureau for Economic Growth, Education, and Environment	Office of Global Climate Change
2nd year	Bureau for Economic Growth, Education, and Environment	Forestry and Biodiversity Office
1st year	Bureau for Global Health	Office of Infectious Disease
1st year	Bureau for Global Health	Office of Policy, Programs, and Planning
1st year	Bureau for Global Health	Office of HIV/AIDS
2nd year	Bureau for Global Health	Office of Infectious Disease
2nd year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace
1st year	Bureau for Global Health	Office of Infectious Disease
2nd year	U.S. Global Development Lab	Center for Digital Development
1st year	Bureau for Global Health	Office of HIV/AIDS
2nd year	U.S. Global Development Lab	Center for Digital Development
1st year	U.S. Global Development Lab	Center for Development Research
2nd year	Bureau for Global Health	Office of Maternal and Child Health and Nutrition
2nd year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace
2nd year	U.S. Global Development Lab	Center for Development Research

2nd year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace
1st year	Bureau for Economic Growth, Education, and Environment	Water Office
2nd year	Bureau for Global Health	Office of Infectious Disease
2nd year	Bureau for Global Health	Office of Maternal and Child Health and Nutrition
1st year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace
1st year	U.S. Global Development Lab	Center for Digital Development
1st year	U.S. Global Development Lab	Program and Strategic Planning Office
2nd year	Bureau for Global Health	Office of Policy, Programs, and Planning

List of 2019-20 Fellows

Status	Placement Bureau	Office
2nd Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Center of Excellence on Democracy, Human Rights and Governance, Human Rights Division
1st Year	Bureau for Economic Growth, Education and Environment	Energy and Infrastructure Office
1st Year	U.S. Global Development Lab	Center for Development Research
1st Year	Bureau for Economic Growth, Education and Environment	Office of Gender Equality and Women's Empowerment
1st Year	U.S. Global Development Lab	Center for Digital Development, GeoCenter
1st Year	U.S. Global Development Lab	Center for Development Research
1st Year	Bureau for Food Security	Agriculture Research and Policy, Research Division
1st Year	Bureau for Economic Growth, Education and Environment	Energy and Infrastructure Office
1st Year	U.S. Global Development Lab	Center for Digital Development, GeoCenter
2nd Year	Bureau for Economic Growth, Education and Environment	Office of Global Climate Change, Analysis, Innovation, and Demonstration Division/Sustainable Landscapes Team
1st Year	Bureau for Global Health	Office of Population and Reproductive Health (PRH) Research, Technology and Utilization Division (RTU) Biomedical Team
1st Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace
2nd Year	Bureau for Global Health	Office of Policy, Programs, and Planning, Data Analytics Hub
1st Year	Bureau for Economic Growth, Education and Environment	Office of Land and Urban, Land Team

1st Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace, M&E Team
2nd Year	Bureau for Global Health	Office of HIV/AIDS, Prevention, Care, and Treatment Division, Behavioral and Structural Interventions Branch
1st Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	DRG/L (Center of Excellence on Democracy, Human Rights and Governance, Learning Division)
2nd Year	U.S. Global Development Lab	Center for Development Research, Research Partnerships for Development
1st Year	Bureau for Africa	Office of Sustainable Development (SD)/Conflict, Peacebuilding, and Governance Division (CPG)
1st Year	Bureau for Asia	Technical Service Office - Environmental Security and Resilience Team
1st Year	Bureau for Food Security	Office of Country Strategies and Implementation
1st Year	Bureau for Economic Growth, Education and Environment	Forestry and Biodiversity (FAB) Office
2nd Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace, Technical, Learning, and Planning, Division, Food Security Technical Team
2nd Year	U.S. Global Development Lab	Center for Digital Development, Strategy & Research Team
1st Year	Bureau for Food Security	Agriculture Research and Policy, Research Division
2nd Year	U.S. Global Development Lab	Program and Strategic Planning Office
2nd Year	Bureau for Resilience and Food Security (RFS)	Policy and Analysis Office

List of 2020-21 STPF Fellows

Status	Bureau	Office
1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure; Forestry and Sustainable Landscapes Team
1st Year	Bureau for Global Health (GH)	Office of HIV/AIDS, Health Workforce Branch/ Division for Systems and Program Sustainability
1st Year	Bureau for Africa	Office for Sustainable Development
1st Year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition
1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub, GeoCenter Team
1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Inclusive Development Hub, LGBTI Team
1st Year	Bureau for Resilience and Food Security (RFS)	Center for Water, Security, Sanitation & Hygiene
2nd Year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition
1st Year	Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality, Risk Analysis Division, FEWS NET team (TPQ/RAD)
2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure, Energy Team
1st Year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth
1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy, & Infrastructure (EEI); Biodiversity Team
2nd Year	Bureau for Humanitarian Assistance (BHA)	Office of Technical Programming Quality, Division of Monitoring, Evaluation and Learning, Monitoring and Evaluation team (TPQ/DMEAL/MEL)
2nd Year	Bureau for Resilience and Food Security (RFS)	Policy and Analysis Office
1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Gender Equality and Women's Empowerment Hub, Learning Integration and Advisory Services Team
2nd Year	Bureau for Global Health (GH)	Office of Population and Reproductive Health (PRH), Research, Technology and Utilization Division (RTU), Biomedical Team
2nd Year	Bureau for Asia	Technical Service Office - Environmental Security and Resilience Team
1st Year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition

1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub; Research Division; Research Policy Team
1st Year	Bureau for Resilience and Food Security (RFS)	Program Office
2nd Year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth
1st Year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth
1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub; Technology Division; Strategy & Research Team
1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Democracy, Human Rights and Governance (DRG Center), Counter-Trafficking in Persons (C-TIP)
2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Environment, Energy and Infrastructure (EEI), Land and Resource Governance (LRG) Team
2nd Year	Bureau for Global Health (GH)	Office of HIV/AIDS, Research Division
2nd Year	Bureau for Africa	Office of Sustainable Development (SD)/Conflict, Peacebuilding, and Governance Division (CPG)
2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub, Research Programs Team
1st Year	Bureau for Policy, Planning and Learning (PPL)	Office of Learning, Evaluation, and Research
2nd Year	Bureau for Humanitarian Assistance (BHA)	Office of Field and Response Operations, Supply Chain Management Division
2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure Biodiversity Team
1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Gender Equality and Women's Empowerment Hub, Gender-Based Violence Team
2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub (ITR); Research Policy Team
1st Year	Bureau for Resilience and Food Security (RFS)	Program Office
1st Year	Bureau for Humanitarian Assistance (BHA)	Office of Technical Programming Quality, Public Health and Nutrition Division, (TPQ/PHN/NUT)
1st Year	Bureau for Global Health (GH)	Office of HIV/AIDS, Systems and Program Sustainability Division
2nd Year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth
2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure (EEI); Green Cities Team

List of 2021-22 Fellows (employed by ANMS)

Status	Placement Bureau	Office
2nd year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub
2nd year	Bureau for Humanitarian Assistance (BHA)	Office of Technical Programming Quality
2nd year	Bureau for Policy, Planning and Learning (PPL)	Office of Learning, Evaluation, and Research
2nd year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth
2nd year	Bureau for Conflict Prevention and Stabilization	Center for Conflict and Violence Prevention
1st year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub
2nd year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth
1st year	Bureau for Global Health	Office of Infectious Disease
2nd year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition
2nd year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Democracy, Human Rights and Governance (DRG Center)
1st year	Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality
1st year	Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality
2nd year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition
2nd year	Bureau for Africa	Office for Sustainable Development
1st year	Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality
2nd year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub
1st year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub

PART III: MONITORING AND EVALUATION DATA (SUBTASK 4B)

ANMS, in consultation with AAAS, jointly tracked and assessed the success of Fellows placed at USAID and overall program performance. AAAS developed and maintained a monitoring and evaluation plan for the overall Fellowship Program (Domestic and Overseas) at USAID. ANMS supported AAAS' development of indicators that were then used to collect data on a regular basis to document the performance of the program. ANMS used the information collected in Subtask 4A to provide monthly reporting on the monitoring and evaluation plan, specifically reporting on the following indicators:

- **Number and percentage of AAAS Fellows at USAID employed by ANMS per year, disaggregated by sex and degree-level (i.e., Master's, PhD, MD).**

Sex								
	2018-2019		2019-2020		2020-2021		2021-2022	
Description	#	%	#	%	#	%	#	%
Male	8	30%	9	33%	15	39%	8	47%
Female	19	70%	18	67%	23	61%	9	53%

Degree								
	2018-2019		2019-2020		2020-2021		2021-2022	
Description	#	%	#	%	#	%	#	%
PhD	26	96%	26	96%	37	97%	16	94%
Master's	1	4%	1	4%	1	3%	1	6%
MD	0	0%	0	0%	0	0%	0	0%

- **Number and percentage of AAAS Fellows placed at USAID employed by ANMS, disaggregated by placements (i.e., the U.S. Global, Development Lab, USAID Missions, and at Other USAID/Washington Operating Units).**

Placements at USAID		
Description	Number	Percentage
Bureau for Global Health (GH)	18	17%
Bureau for Development, Democracy, and Innovation (DDI)	20	18%
Bureau for Humanitarian Assistance (BHA)	8	7%
Bureau for Policy, Planning and Learning (PPL)	2	2%
Bureau for Resilience and Food Security (RFS)	16	15%

Bureau for Asia	2	2%
Bureau for Africa (AF)	4	4%
Bureau for Conflict Prevention and Stabilization	1	1%
Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	10	9%
Bureau for Economic Growth, Education and Environment	9	8%
Bureau for Food Security	3	3%
U.S. Global Development Lab	16	15%

Number and percentage of AAAS Fellows at USAID employed by ANMS by role prior to accepting Fellowship (i.e., post-doctoral Fellow, student, full-time employee, other Fellowship).

Prior Roles		
Description	Number:	Percentage:
Full-time employment	47	43%
Part-time employment	4	4%
Postdoctoral Associate	6	6%
Postdoctoral Fellow	25	23%
Postdoctoral Research	27	25%

Number and percentage of AAAS Fellows at USAID employed by ANMS by organization type prior to accepting Fellowship (i.e., academia, private industry, non-profit organization).

Prior Organization Type		
Description	Number:	Percentage:
University	67	61%
Private Industry	7	6%
Institute	17	16%
Government	18	17%

Number and percentage of AAAS Fellows with a placement at USAID directly relevant to technical expertise.

Relevancy to Prior Technical Expertise (based on host office year-end report)		
Description	Number:	Percentage:
Yes	41	38%
No	1	1%
No Data	67	61%

Program Year	Fellow Degree Level	Gender	Status	Placement Bureau	Office	Prior Role	Prior Role Organization Type	Placement at USAID directly relevant to technical expertise
2018-2019	PhD	F	2nd year	Bureau for Global Health	Office of Maternal and Child Health and Nutrition	Full-time employment	Institute	No Data
2021-2022	PhD	M	2nd year	Bureau for Conflict Prevention and Stabilization	Center for Conflict and Violence Prevention	Full-time employment	University	No Data
2020-2021	PhD	M	1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure; Forestry and Sustainable Landscapes Team	Full-time employment	University	Yes
2020-2021	PhD	F	1st Year	Bureau for Global Health	Office of HIV/AIDS, Health Workforce Branch/ Division for Systems and Program Sustainability	Full-time employment	Institute	Yes
2019-2020	PhD	F	2nd Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Center of Excellence on Democracy, Human Rights and Governance, Human Rights Division	Full-time employment	Government	No Data

2018-2019	PhD	F	2nd year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Center of Excellence on Democracy, Human Rights and Governance	Full-time employment	Government	No Data
2021-2022	PhD	F	2nd year	Bureau for Africa	Office for Sustainable Development	Postdoctoral Research	University	No Data
2020-2021	PhD	F	1st Year	Bureau for Africa	Office for Sustainable Development	Postdoctoral Research	University	No Data
2021-2022	PhD	F	2nd year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition	Postdoctoral Fellow	University	No Data
2020-2021	PhD	F	1st Year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition	Postdoctoral Fellow	University	No Data
2021-2022	PhD	F	1st year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub	Full-time employment	University	No Data
2018-2019	PhD	F	2nd year	Bureau for Global Health	Office of Infectious Disease	Full-time employment	Government	No Data
2021-2022	PhD	M	2nd year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub	Full-time employment	University	No Data

2020-2021	PhD	M	1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub, GeoCenter Team	Full-time employment	University	No Data
2018-2019	PhD	F	2nd year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	Postdoctoral Fellow	University	No Data
2018-2019	PhD	M	2nd year	Bureau for Global Health	Office of Policy, Programs, and Planning	Full-time employment	Government	No Data
2020-2021	PhD	M	1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Inclusive Development Hub, LGBTI Team	Postdoctoral Research	University	Yes
2021-2022	PhD	M	1st year	Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality	Postdoctoral Research	University	No Data
2020-2021	PhD	F	1st Year	Bureau for Resilience and Food Security (RFS)	Center for Water, Security, Sanitation & Hygiene	Postdoctoral Research	University	No Data
2021-2022	PhD	M	1st year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub	Full-time employment	University	No Data

2019-2020	PhD	M	2nd Year	Bureau for Global Health	Office of HIV/AIDS, Prevention, Care, and Treatment Division, Behavioral and Structural Interventions Branch	Full-time employment	Institute	No Data
2018-2019	PhD	M	1st year	Bureau for Global Health	Office of HIV/AIDS	Full-time employment	Institute	No Data
2021-2022	PhD	F	1st year	Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality	Full-time employment	Private Industry	No Data
2018-2019	PhD	F	1st year	Bureau for Global Health	Office of Infectious Disease	Postdoctoral Fellow	Institute	Yes
2020-2021	PhD	F	2nd Year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition	Postdoctoral Fellow	Government	Yes
2019-2020	PhD	F	1st Year	Bureau for Food Security	Office of Country Strategies and Implementation	Postdoctoral Fellow	Government	Yes
2019-2020	PhD	F	2nd Year	Bureau for Economic Growth, Education and Environment	Office of Global Climate Change, Analysis, Innovation, and Demonstration Division/Sustainable Landscapes Team	Postdoctoral Research	University	Yes
2018-2019	PhD	F	1st year	Bureau for Economic Growth, Education, and Environment	Office of Global Climate Change	Postdoctoral Research	University	No Data

2020-2021	PhD	F	1st Year	Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality, Risk Analysis Division, FEWS NET team (TPQ/RAD)	Full-time employment	Private Industry	Yes
2018-2019	PhD	F	2nd year	Bureau for Economic Growth, Education, and Environment	Forestry and Biodiversity Office	Postdoctoral Research	Institute	No Data
2018-2019	PhD	F	1st year	Bureau for Global Health	Office of Infectious Disease	Full-time employment	University	No Data
2018-2019	PhD	F	1st year	Bureau for Global Health	Office of HIV/AIDS	Postdoctoral Fellow	University	No Data
2019-2020	PhD	F	2nd Year	U.S. Global Development Lab	Center for Digital Development, Strategy & Research Team	Postdoctoral Fellow	Institute	No Data
2018-2019	PhD	F	1st year	U.S. Global Development Lab	Center for Digital Development	Postdoctoral Fellow	Institute	No Data
2020-2021	Masters	M	2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure, Energy Team	Part-time employment	University	No Data
2019-2020	Masters	M	1st Year	Bureau for Economic Growth, Education and Environment	Energy and Infrastructure Office	Part-time employment	University	Yes

2019-2020	PhD	F	2nd Year	Bureau for Global Health	Office of Policy, Programs, and Planning, Data Analytics Hub	Postdoctoral Fellow	University	No Data
2018-2019	PhD	F	1st year	Bureau for Global Health	Office of Policy, Programs, and Planning	Postdoctoral Fellow	University	No Data
2021-2022	PhD	F	2nd year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	Postdoctoral Research	University	No Data
2020-2021	PhD	F	1st Year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	Postdoctoral Research	University	No Data
2020-2021	PhD	F	1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy, & Infrastructure (EEI); Biodiversity Team	Postdoctoral Fellow	University	Yes
2018-2019	PhD	M	1st year	Bureau for Economic Growth, Education, and Environment	Water Office	Postdoctoral Associate	University	No Data

2020-2021	PhD	M	2nd Year	Bureau for Humanitarian Assistance (BHA)	Office of Technical Programming Quality, Division of Monitoring, Evaluation and Learning, Monitoring and Evaluation team (TPQ/DMEAL/ME L)	Postdoctoral Research	University	Yes
2019-2020	PhD	M	1st Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace, M&E Team	Postdoctoral Research	University	No Data
2020-2021	PhD	M	2nd Year	Bureau for Resilience and Food Security (RFS)	Policy and Analysis Office	Postdoctoral Fellow	University	No Data
2019-2020	PhD	M	2nd Year	Bureau for Resilience and Food Security (RFS)	Policy and Analysis Office	Postdoctoral Fellow	University	Yes
2020-2021	PhD	F	1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Gender Equality and Women's Empowerment Hub, Learning Integration and Advisory Services Team	Postdoctoral Fellow	University	Yes
2018-2019	PhD	M	2nd year	U.S. Global Development Lab	Center for Digital Development	Postdoctoral Fellow	University	No Data
2019-2020	PhD	M	1st Year	U.S. Global Development Lab	Center for Digital Development, GeoCenter	Full-time employment	Government	Yes

2018-2019	PhD	F	2nd year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	Full-time employment	University	No Data
2020-2021	PhD	F	2nd Year	Bureau for Global Health	Office of Population and Reproductive Health (PRH), Research, Technology and Utilization Division (RTU), Biomedical Team	Full-time employment	Institute	No Data
2019-2020	PhD	F	1st Year	Bureau for Global Health	Office of Population and Reproductive Health (PRH), Research, Technology and Utilization Division (RTU), Biomedical Team	Full-time employment	Institute	No Data
2018-2019	PhD	F	2nd year	U.S. Global Development Lab	Center for Digital Development	Postdoctoral Research	University	No Data
2020-2021	PhD	M	2nd Year	Bureau for Asia	Technical Service Office - Environmental Security and Resilience Team	Postdoctoral Associate	University	No Data
2021-2022	PhD	F	2nd year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition	Postdoctoral Associate	University	No Data

2020-2021	PhD	F	1st Year	Bureau for Resilience and Food Security (RFS)	Center for Nutrition	Postdoctoral Associate	University	Yes
2020-2021	PhD	M	1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub; Research Division; Research Policy Team	Postdoctoral Research	University	Yes
2020-2021	PhD	M	1st Year	Bureau for Resilience and Food Security (RFS)	Program Office	Postdoctoral Research	University	Yes
2018-2019	Masters	M	2nd year	Bureau for Global Health	Office of Maternal and Child Health and Nutrition	Full-time employment	Institute	No Data
2020-2021	PhD	F	2nd Year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	Postdoctoral Research	University	Yes
2019-2020	PhD	F	1st Year	Bureau for Food Security	Agriculture Research and Policy, Research Division	Postdoctoral Research	University	Yes
2019-2020	PhD	M	1st Year	Bureau for Asia	Technical Service Office - Environmental Security and Resilience Team	Postdoctoral Associate	University	No Data
2018-2019	PhD	M	1st year	U.S. Global Development Lab	Center for Digital Development	Full-time employment	University	No Data
2021-2022	PhD	M	1st year	Bureau for Global Health	Office of Infectious Disease	Postdoctoral Fellow	University	No Data

2021-2022	PhD	F	2nd year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	Postdoctoral Fellow	University	No Data
2020-2021	PhD	F	1st Year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	Postdoctoral Fellow	University	Yes
2021-2022	PhD	M	2nd year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub	Full-time employment	Government	No Data
2020-2021	PhD	M	1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub; Technology Division; Strategy & Research Team	Full-time employment	Government	Yes
2018-2019	PhD	F	2nd year	U.S. Global Development Lab	Center for Development Research	Postdoctoral Fellow	University	No Data
2018-2019	PhD	F	2nd year	Bureau for Global Health	Office of Infectious Disease	Full-time employment	Institute	No Data
2021-2022	PhD	F	2nd year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Democracy, Human Rights and Governance (DRG Center)	Full-time employment	University	No Data

2020-2021	PhD	F	1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Democracy, Human Rights and Governance (DRG Center), Counter-Trafficking in Persons (C-TIP)	Full-time employment	University	No
2020-2021	PhD	F	2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Environment, Energy and Infrastructure (EEI), Land and Resource Governance (LRG) Team	Full-time employment	University	Yes
2019-2020	PhD	F	1st Year	Bureau for Economic Growth, Education and Environment	Office of Land and Urban, Land Team	Full-time employment	University	No Data
2020-2021	PhD	F	2nd Year	Bureau for Global Health	Office of HIV/AIDS, Research Division	Full-time employment	Government	Yes
2019-2020	PhD	F	1st Year	Bureau for Economic Growth, Education and Environment	Office of Gender Equality and Women's Empowerment	Full-time employment	Government	Yes
2018-2019	PhD	M	2nd year	U.S. Global Development Lab	Center for Digital Development	Full-time employment	Government	No Data
2019-2020	PhD	F	2nd Year	U.S. Global Development Lab	Program and Strategic Planning Office	Full-time employment	University	Yes
2018-2019	PhD	F	1st year	U.S. Global Development Lab	Program and Strategic Planning Office	Full-time employment	University	No Data

2020-2021	PhD	F	2nd Year	Bureau for Africa	Office of Sustainable Development (SD)/Conflict, Peacebuilding, and Governance Division (CPG)	Postdoctoral Research	Government	Yes
2019-2020	PhD	F	1st Year	Bureau for Africa	Office of Sustainable Development (SD)/Conflict, Peacebuilding, and Governance Division (CPG)	Postdoctoral Research	Government	Yes
2018-2019	PhD	F	2nd year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	Full-time employment	University	No Data
2020-2021	PhD	F	2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub, Research Programs Team	Postdoctoral Fellow	Government	No Data
2019-2020	PhD	F	1st Year	U.S. Global Development Lab	Center for Development Research	Postdoctoral Fellow	Government	No Data
2021-2022	PhD	M	2nd year	Bureau for Policy, Planning and Learning (PPL)	Office of Learning, Evaluation, and Research	Part-time employment	Institute	Yes

2020-2021	PhD	M	1st Year	Bureau for Policy, Planning and Learning (PPL)	Office of Learning, Evaluation, and Research	Part-time employment	Institute	Yes
2020-2021	PhD	M	2nd Year	Bureau for Humanitarian Assistance (BHA)	Office of Field and Response Operations, Supply Chain Management Division	Full-time employment	University	Yes
2019-2020	PhD	M	1st Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	Full-time employment	University	No Data
2020-2021	PhD	M	2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure, Biodiversity Team	Postdoctoral Fellow	University	Yes
2019-2020	PhD	M	1st Year	Bureau for Economic Growth, Education and Environment	Forestry and Biodiversity (FAB) Office	Postdoctoral Fellow	University	Yes
2020-2021	PhD	F	1st Year	Bureau for Development, Democracy, and Innovation (DDI)	Gender Equality and Women's Empowerment Hub, Gender-Based Violence Team	Full-time employment	University	No Data

2020-2021	PhD	M	2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Innovation, Technology, and Research Hub (ITR); Research Policy Team	Full-time employment	Private Industry	No Data
2019-2020	PhD	M	1st Year	U.S. Global Development Lab	Center for Development Research	Full-time employment	Private Industry	Yes
2019-2020	PhD	F	2nd Year	U.S. Global Development Lab	Center for Development Research, Research Partnerships for Development	Full-time employment	Government	No Data
2018-2019	PhD	F	1st year	U.S. Global Development Lab	Center for Development Research	Full-time employment	Government	No Data
2021-2022	Masters	M	1st year	Bureau for Humanitarian Assistance (BHA)	Office of Technical and Program Quality	Full-time employment	Private Industry	No Data
2019-2020	PhD	F	1st Year	U.S. Global Development Lab	Center for Digital Development, GeoCenter	Postdoctoral Research	University	No Data
2019-2020	PhD	F	1st Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	DRG/L (Center of Excellence on Democracy, Human Rights and Governance, Learning Division)	Full-time employment	Institute	Yes
2020-2021	PhD	M	1st Year	Bureau for Resilience and Food Security (RFS)	Program Office	Postdoctoral Research	University	Yes

2021-2022	PhD	F	2nd year	Bureau for Humanitarian Assistance (BHA)	Office of Technical Programming Quality	Postdoctoral Associate	University	Yes
2020-2021	PhD	F	1st Year	Bureau for Humanitarian Assistance (BHA)	Office of Technical Programming Quality, Public Health and Nutrition Division, (TPQ/PHN/NUT)	Postdoctoral Research	University	Yes
2018-2019	PhD	M	2nd year	U.S. Global Development Lab	Center for Development Research	Postdoctoral Research	University	No Data
2019-2020	PhD	F	2nd Year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace, Technical, Learning, and Planning, Division, Food Security Technical Team	Full-time employment	Private Industry	No Data
22018-2019	PhD	F	1st year	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)	Office of Food for Peace	Full-time employment	Private Industry	No Data
2020-2021	PhD	F	1st Year	Bureau for Global Health	Office of HIV/AIDS, Systems and Program Sustainability Division	Postdoctoral Fellow	University	No Data
2020-2021	PhD	F	2nd Year	Bureau for Resilience and Food Security (RFS)	Center for Agriculture-Led Growth	Postdoctoral Research	University	Yes

2019-2020	PhD	F	1st Year	Bureau for Food Security	Agriculture Research and Policy, Research Division	Postdoctoral Research	University	Yes
2020-2021	PhD	F	2nd Year	Bureau for Development, Democracy, and Innovation (DDI)	Center for Environment, Energy and Infrastructure (EEI); Green Cities Team	Postdoctoral Research	Institute	Yes
2019-2020	PhD	F	1st Year	Bureau for Economic Growth, Education and Environment	Energy and Infrastructure Office	Postdoctoral Research	Institute	Yes

PART IV: FELLOWSHIP IMPACT PLAN TEMPLATE

AAAS used the Fellowship Impact Plan Template below as a tool to help the Fellows develop goals and objectives for the fellowship year that tied back to the STPF Vision, and Mission as shown below. The is helped the Fellows lay out a roadmap to accomplish their stated goals and get the most out of their participation in the program.

STPF Fellowship Impact Plan Fellow's Name

Science & Technology Policy Fellow

Name of Placement Office

September 20XX – August 20XX

STPF Vision: The Science & Technology Policy Fellowships (STPF) program pursues a vision of public policy informed by science and technology for the benefit of society.

STPF Mission: Connect science with policy and foster a network of science and engineering leaders who understand government and policymaking and are prepared to develop and execute solutions to address societal challenges.

Fellowship Statement: *Summarize the broad strategic objective for your fellowship and how it connects to the vision and mission of the STPF program.*

Goals for Fellowship Year

Categorize your main activities for the year by what you hope to contribute, what you hope to learn, and how you hope to impact society during and after your fellowship. Develop a set of high-level priority goals followed by proposed actions for achieving each goal. The proposed actions may include office assignments and responsibilities, learning goals, AAAS professional development courses, career-building activities, outreach and presentations, affinity group involvement, and fellowship-related travel or training. When accomplished, priority goals and actions should fulfill your Fellowship Statement listed above. You should assess these priority goals and proposed actions regularly for necessary updates or modifications. Include as many priorities and proposed action items as needed to fully describe your fellowship goals.

1. Contribute

A. Priority Goal #1

- Proposed action
- Proposed action
- Proposed action

B. Priority Goal #2

- Proposed action
- Proposed action
- Proposed action

C. Priority Goal #3

- Proposed action
- Proposed action
- Proposed action

2. Learn

A. Priority Goal #1

- Proposed action
- Proposed action
- Proposed action

B. Priority Goal #2

- Proposed action
- Proposed action
- Proposed action

C. Priority Goal #3

- Proposed action
- Proposed action
- Proposed action

3. Impact

A. Priority Goal #1

- Proposed action
- Proposed action
- Proposed action

B. Priority Goal #2

- Proposed action
- Proposed action
- Proposed action

C. Priority Goal #3

- Proposed action
- Proposed action
- Proposed action

“Good Standing” Checklist

To exit the program as a fellow in “good standing” the following actions are required:

- Attend AAAS STPF Orientation (first-year fellows only)
- Submit post-orientation self-assessment (first-year fellows only)
- Submit Fellowship Impact Plan
- Participate in site visit with AAAS program manager and host office mentor(s)
- Submit Mid-Rear Report and Evaluation
- Attend Year-End Summit and Send-Off
- Submit Year-End Report and Evaluation
- Reconcile all Travel Expense Reports and travel advances with AAAS STPF Finance (fellows hired by AAAS Fellowship Programs, Inc., only)
- Follow the [Completion Guidelines for a successful fellowship year wrap-up](#) (refer to [Fellowship Policies & Guidelines in FellowsCentral](#))
- Update your FellowsCentral information and subscribe to alumni listservs

PART V: ELIGIBILITY REVIEW CHECKLIST

AAAS Science and Technology Policy Fellowships Application Eligibility Review Checklist

Individuals who wish to participate in the USAID Science and Technology Policy Fellowship (STPF) program must submit an application to be accepted into the program. Applications were screened using the Eligibility Review Checklist below to ensure they met eligibility to participate in the program.

Eligibility Review Checklist

For an application to be **ELIGIBLE, the following must apply:**

- 1. Qualifying degree** – applicant must hold at the time of application:

A doctoral level degree (PhD, ScD, MD, DVM, EdD, etc.), in any of the following:

- Social and Behavioral sciences
- Medical and Health sciences
- Biological, Physical or Earth sciences
- Computational sciences and Mathematics
- Engineering

Or a MS in engineering from an accredited College of Engineering **AND** three or more years of pre- or post-degree, full-time engineering work experience.

An application is ELIGIBLE if:

- Candidate has received and listed one of the qualifying degrees above. (Qualifying degree should appear first. If not, check the rest of the institutions.)
- PhD was conferred before the application deadline ***or there is evidence that all degree work has been completed before the application deadline.*** (Applicants are eligible if they successfully defended their PhD dissertation by the application deadline and their advisor confirmed this by email or letter.)
- Candidate's work history confirms he/she has three years of full-time pre- or post-master's degree work experience as an engineer.

An application is INELIGIBLE if:

- It is clear that the applicant's PhD was or will be conferred after the application deadline and that the degree work has not been completed. (November 1, 2015)
- It is clear that the applicant does not have at least three years of full-time engineering work experience along with the MS degree.

STEPS TO CLARIFY:

- Request that the applicant supply proof of degree completion.
Applicant must provide a letter from their advisor or chair stating that they will complete all the requirements for their degree by the November 1 application deadline. For a PhD this means that they have defended their dissertation, received all required signatures, and submitted the final text. This letter must include the date of their dissertation defense and the name and contact information (phone and email) of their advisor/chair. These requirements **MUST** be completed by the application deadline of November 1. There are no exceptions.
- Request that the applicant supply clarifying information for interdisciplinary degrees. Place notes in record and flag.
- Ask the applicant to provide additional information concerning their PhD program: program description, primary studies/key trainings of the program, and thesis title/abstract.
- For foreign degrees please see the last section of this document.

FLAG an application for review if:

- The notes field does not contain clarifying information, or there is any doubt that the applicant has received his/her degree.
- If there is no clear work history.
- *Interdisciplinary degrees* – if you are unsure whether an applicant's interdisciplinary degree qualifies as one of the science or engineering degrees above, first *Request* clarifying

information. If none is provided, flag the application

- ☐ *Health Professionals at the doctoral level* – if you are unsure if an applicant’s doctoral degree is in a qualified discipline (ex. If the discipline is out of the mainstream), flag the application
 - ☐ *Note that individuals with a doctorate in public administration or international relations* will qualify as political scientists. *Individuals with a doctorate in area studies (e.g., Latin American*
 - ☐
 - ☐ *studies)* will likely qualify as interdisciplinary social scientists. PhD degrees in education or communications will qualify as social scientists.
 - ☐
-

2. **Federal Employee Status** – an applicant cannot be a current federal employee.

An application is ELIGIBLE if:

- ☐ The applicant is in a postdoctoral position at a government lab or agency.
- ☐ The applicant is a private contractor at a government agency.
- ☐ The applicant is working in a state or local government post.
- ☐ The applicant is a current Peace Corps volunteer.
- ☐ The applicant is a retired federal employee.
- ☐ The applicant is not a full-time, regular federal government employee, e.g., in civil, foreign or military service.

An application is INELIGIBLE if:

- ☐ The work history states that the applicant is currently a full-time federal employee.
- ☐ The applicant is a Presidential Management Fellow (PMF).
- ☐ The applicant is an employee of Congress or the Judicial branch.
- ☐ The applicant holds a Title 42 position (a Title 42 position is considered federal employment).
- ☐ The applicant is in the active military, the foreign service or in a federal civil service position.

STEPS TO CLARIFY:

- ☐ Request that the applicant supply a full CV.

FLAG an application for review if:

- ☐ The applicant’s work history (or CV) lists anything about working in the federal government and there is no clarifying information provided in the notes section.
 - ☐ *Other Fellowship Programs* – if the applicant seems to be a fellow in a federal program.
-

3. **AAAS Employment**- an applicant cannot be a current full-time employee of AAAS.

An application is ELIGIBLE if:

- ☐ The applicant does not work for AAAS
- ☐ The applicant supports AAAS in their work but is hired by a third-party contractor (e.g., a contractor at AAAS)
- ☐ The applicant is a Science & Technology Policy Fellow sponsored by AAAS

An application is INELIGIBLE if:

- ☐ The applicant is a full-time employee of AAAS

STEPS TO CLARIFY:

- ☐ Request that the applicant supply a full CV.

FLAG an application for review if:

- ☐ The applicant's work history (or CV) lists anything about working in AAAS and there is no clarifying information provided in the notes section.
-

4. United States Citizenship – an applicant must document that he/she is a US citizen in order to complete the application. Possible documents include:

- **Birth Certificate**
- **Passport**
- **Certificate of Naturalization**

An application is ELIGIBLE if:

- ☐ The applicant is a citizen of the United States.
- ☐ *Dual Citizenship* – Dual citizens of the United States and another country are eligible.

An application is INELIGIBLE if:

- ☐ It is clear that the applicant is **not** a citizen of the United States.
 - ☐ Permanent residents of the United States are not eligible.
-

5. Selective Service – All male U.S. citizens between the ages of 18 and 25 are required to register with Selective Service. Females are not required to register with the Selective Service and are therefore eligible.

An applicant is ELIGIBLE if:

- ☐ Male and registered before his 26th birthday.
- ☐ A registered dual citizen of the United States and another country.
- ☐ Male U.S. citizens born before January 1, 1960, are eligible.
- ☐ Males who became naturalized U.S. citizens after turning 26 are not required to register for selective service and are therefore eligible.
- ☐ A female-to-male transgender individual who identifies as male or has had sexual reassignment surgery.
- ☐ Female.

An application is INELIGIBLE if:

- ☐ A male was born after December 31, 1959, and did not register with the Selective Service before his 26th birthday, unless he became a naturalized U.S. citizen after turning 26
- ☐ An unregistered dual citizen.

STEPS TO CLARIFY:

- ☐ Request the date of naturalization. Males who became naturalized U.S. citizens after turning 26 are not required to register for selective service and are therefore eligible.
-

6. **Debarment** – A debarment sanction means that an individual, organization and its affiliates are excluded from conducting business with any Federal Agency government-wide. Depending upon the outcome of an investigation or legal proceeding, a suspension may lead to debarment. Debarment is the most serious compliance sanction and is generally imposed for a three-year period.

An applicant is **ELIGIBLE if:**

- ☐ Not in the SAM (System for Award Management) database or the Excluded Parties List System

An application is **INELIGIBLE if:**

- ☐ Verified as debarred
-

7. Verification of Foreign Degrees-

VERIFICATION PROCESS FOR PHD AND OTHER QUALIFYING DEGREES EARNED FROM INTERNATIONAL GRADUATE PROGRAMS

Verification of a graduate degree awarded by a university outside the United States or Canada requires an additional step beyond the standard eligibility verification process for the AAAS Fellowships. Applicants whose qualifying degree was awarded by a foreign institution should be prepared to upload to the application verification form:

- Official transcript from the degree-granting institution, *if not in database*
- Documentation that the degree is equivalent to a doctoral-level degree (or a master's degree in engineering) from a US institution.
- *And if applicable*, a certified translation if the original document is not in English.

The documentation needed to verify an international degree is listed below.

1. Official transcript from the degree-granting institution

- The transcript must bear the official seal and/or signatures of the registrar or other institutional authority.
- If the transcript does not show the degree, the date it was awarded and the field of study, the applicant must also submit a copy of his or her diploma with this information.
- The institution must send the transcript directly to Application Verification Inc., via secure fax line (412) -774-1461. Fax transmission is preferred.

2. Evaluation of Foreign Degrees

- A degree from a foreign university (other than in Canada) must be evaluated for its equivalence to a qualifying degree awarded by a US institution.
- Applicants must use an approved credential evaluation agency based in the United States for this service. Please visit National Association of Credential Evaluation Services (www.naces.org) or the American Association of Collegiate Registrars and

- Admissions Officers – AACRAO (www.aacrao.org) for a list.
 - If the degree has been evaluated by an approved credential evaluation agency within the past ten years, prior to the November 1 deadline of the application year the applicant may submit a copy of the existing documentation and is not required to initiate the evaluation process again.
3. Certified English translation of transcript and diploma, if necessary
- Translations issued by the degree-granting institution, or a professional translating service are acceptable. Translations must be literal and signed and dated by the translator.
 - Information on qualified translators may be found on the website of the American Translators Association (www.atanet.org) or University Language Service (<http://www.universitylanguage.com>). Self-translated documents are not acceptable.

Payment of any fees for transcripts, translations, evaluation of degrees or other documents needed to verify eligibility is the responsibility of the applicant.

Applicants should direct the translation and credential evaluation services to send documents by mail to the attention of “Professional Verifications” at the following address:

Application Verification Services
 Application Verification Inc.
 825 East Pittsburgh Plaza
 East Pittsburgh, PA 15112

Because verifying an international degree will take more time than degree verification from a US institution, applicants should start this process early.

All required documentation must be received by the November 1 application deadline. For questions, contact Application Verification Inc., at AVorders@applicationverification.com or fellowships@aaas.org.

PART VI: SUMMARY OF FELLOWS’ ACTIVITIES AND ACCOMPLISHMENTS

A summary of the STPF Fellows’ activities and accomplishments for the period September 1, 2018-January 31, 2022, is attached at ANNEX A. This by name summary prepared by AAAS, provides a record of success of the individual Fellows by cohort year while a participant in the STPF Program.

PART VII: OVERALL PERFORMANCE

ANMS has been pleased to partner with STPF and USAID over the course of this contract to place STPF fellows with USAID. Fellows have consistently made meaningful contributions to agency initiatives in areas of programs, policy development and implementation, support services (data analysis, mapping, etc.), and communications. Offices have reported that fellows hosted have made important impacts on office priorities and brought with them the needed skills and foundational knowledge to apply

themselves to different projects, consistent with STPF's mission to, in part, "connect science with policy". Fellows have appreciated the learning opportunities provided by their placements and have reported welcoming environments where they can learn about agency priorities and processes, grow as professionals, and have a real impact while being supported by host agency colleagues. Unique in the STPF program to USAID, fellows placed at USAID have taken advantage of the global reach of USAID by participating in TDYs to USAID Missions around the world helping them put into context the work they contribute to at the DC headquarters.

Fellows have also benefited from STPF's professional development programming including monthly events, and for incoming fellows a two-week orientation which sets the groundwork for their time as a fellow. These professional development events have focused on Policy and the Federal Government, Leadership, Communication, and Networking and Career Strategies. In addition to monthly professional development events, during the course of this contract STPF rolled out a new element of the program which connected fellows with career coaches to supplement the skills, knowledge, and networks they gain through the immersive fellowship experience.

Lastly, fellows are allotted funds for travel and training, and fellows have used these funds to gain relevant certificates, attend scientific conferences, gain skills in new software programs, take language courses, etc. adding to their growth and allowing them to make larger contributions to host office assignments.

Part of STPF's mission is to "foster a network of science and engineering leaders who understand government and policy making and are prepared to develop and execute solutions to address societal challenges.". Fellowship placements at USAID have aided fellows in identifying various science policy career paths previously unknown prior to participation in the program, and placements have enabled fellows to prepare to seek career advancement in science policy positions post-fellowship. While the program is agnostic on which sectors and organizations alumni move to post-fellowship, many USAID fellows have continued with USAID after their fellowships in permanent staff roles or in support roles through employment with implementing partners.

STPF consistently reviewed its policies and procedures to identify areas of improvement. Mentors represent a key stakeholder of the program, and efforts have been made to provide them with more resources. STPF has developed a website specifically for mentors (<https://www.aaaspolicyfellowships.org/mentorship>) and will continue to add resources on mentorship, the goals of the STPF program and role mentors play for the program, and strategies to align fellow objectives with those of the office. Additionally, STPF is exploring opportunities to bring mentors from different partner agencies together to share best practices.

Regarding outreach efforts, ANMS and AAAS consistently supported the STPF efforts to recruit and select a diverse cohort of fellows each program year and is purposeful in conducting targeted outreach to traditionally underrepresented groups as well as disciplines of growing interest from partner agencies including USAID (computer science, mathematics, social sciences, etc.). STPF has also increased its digital advertising footprint to reflect the changing nature of engagement during a pandemic. STPF hosts a website called "FellowsCentral" which is a one-stop shop for current fellows seeking information on the fellowship and various resources, this website will undergo a redesign to improve the user interface and reduce redundancies so fellows can locate the information they need efficiently. STPF is proud to have an alumni community of nearly 4,000 and is actively looking into way to utilize this network. Program managers have invited alumni to speak with current fellows as a strategy to unite the different cohorts so current fellows can benefit from the perspective and guidance of alumni, and the program will continue to explore ways to strengthen these bonds.

The program is also facilitating events for alumni to connect with one another to build a well-connected community of alumni. Different agencies utilize different hiring mechanisms to bring their fellows onboard to placements, and because of this variation there are differences in benefits, policies, procedures, etc. for fellows based on agency placement. This can create a lot of stress and confusion both as fellows are considering placements and once placements begin. STPF is committed to providing transparent information on benefits and related matters so finalists can make an informed decision on their placement choice and will continue to take active steps to make this information easily available to program participants. For example, during the 2022 placement process STPF held optional informational sessions on benefits both before and after finalist interview week so finalists could prepare ahead of interviews while also having the opportunity to ask follow-ups or clarifications after meeting with potential host offices.

PART VIII: LESSONS LEARNED

With the continuation of the COVID-19 pandemic STPF expects that many host offices will continue to be working virtually into the upcoming fellowship years. This extended period of operating in a distance-based world will continue to present some challenges to STPF and its fellows. Specifically, the virtual nature of engagement makes it harder for fellows to connect with their host offices and fellow fellows, as well as STPF staff. To alleviate this challenge, STPF will be proactive in scheduling additional opportunities for fellows to connect with STPF staff and their fellow fellows including implementing program manager office hours for the 2021-22 program year to provide space for fellows to connect with STPF staff. Additionally, semi-monthly optional meetups started in response to the pandemic will be better promoted and structured to be attractive to fellow participation.

There was significant feedback regarding both the substance of the mechanism transition and the manner in which it was communicated. STPF will work to provide clear information regarding benefits and the differences that different hiring mechanisms present to finalists/incoming fellows while also reiterating that mechanisms are subject to change.

One large motivation for fellows placed at USAID is the ability to engage with USAID Missions in various countries. Going forward, staff may want to emphasize during mentor orientation and site visits the importance of connecting fellows with stakeholders overseas. While formal travel opportunities/TDY's are ideal for this, staff may also suggest host offices connecting fellows with colleagues in the field for information interviews, stand-alone projects that the fellow may be able to complete for missions, etc. This issue was complicated by the COVID-19 pandemic and subsequent travel pause but should be on the program's radar as travel resumes.

Fellows this year have been eager to learn about ways to use their travel/training budget outside of travel. This of course is largely motivated by the COVID-19 pandemic, but also shows a desire amongst fellows to build skills in a wide range of areas that they may not be able to build via TDYs. To that end, AAAS contracted with several career coaches to work with fellows, and fellows at USAID may take advantage of this. Fellows are also allowed to use their Professional Development funds for items such as memberships in professional societies, books, language courses, speaking or writing classes, etc. These resources will be shared throughout the fellowship year as reminders to help fellows explore all opportunities available to them.

PART IX: CONTRACT EXPENSES

Overall cost effectiveness, cost savings and/or cost overruns:

Cost effectiveness:

ANMS provided cost effective management of USAID's Science and Technology Policy Fellowship Program throughout the life of the contract including financial reporting, logistics, administration, and payroll management support.

Performance to contract requirements was continuously tracked in internal ANMS weekly program management reports, as well as monthly and quarterly program reviews to senior management. This close monitoring of contract financials enabled the ANMS management team to quickly identify and resolve any financial issues before they could impact the program.

Cost savings / Cost Overruns:

ANMS carefully monitored program cost controls and financial management performance metrics throughout the contract.

There were inadvertent cost savings as a result of the impact of COVID Pandemic on program operations. Operational travel in conjunction with the program was drastically restricted reducing travel and other direct cost expenditures. This is reflected in invoices to date.

The constant monitoring of program financials also ensured there were no cost overruns on the program.

Summary of Contract Costs

The final summary of contract cost and expense data is not yet available and will be provided under separate cover once the Final Invoice is prepared. The Final Invoice is pending application of approved ANMS Final Indirect rates.

ANMS is currently awaiting Defense Contracts Audit Agency (DCAA) approval of ANMS Final Indirect Rates. We have the approved indirect rates for through 2020 and are awaiting 2021 to be settled to complete. (This only affects wrapping up two USAID Contracts.) Once final DCAA indirect rate letters are signed and received, we will complete Indirect Rate variance invoices.

Prepared by:

Senior Program Manager
All Native Managed Services

Enclosure: Annex A

**Science and Technology Policy Fellowships
at USAID (STPF) Program
7200AA18C00056**

**2018-2022 FINAL MONITORING, EVALUATION,
AND PERFORMANCE REPORT**

ANNEX A

**SUMMARY OF FELLOWS' ACTIVITIES AND
ACCOMPLISHMENTS**

September 1, 2018-January 31, 2022



**AAAS Science & Technology Policy Fellowships
2018-19 STPF Fellows at the U.S. Agency for International Development (USAID)
Summary of Fellows' Activities and Accomplishments**

Second Year Program Fellow: Ph.D., Civil and Environmental Engineering. Fellowship Placement: Bureau for Global Health, Office of Maternal and Child Health and Nutrition, Research & Policy Division, Health Research Program. Mentor: Sara Sulzbach.

As a second-year fellow in the Office of Maternal and Child Health and Nutrition, this Fellow's principal contribution was to co-lead the technical design of a Broad Agency Announcement (BAA), an innovative procurement approach, in response to urban health challenges in Sub-Saharan Africa. The goal of the BAA was to solicit expressions of interest to test solutions to address the growing challenges of rapid urbanization and its impact on maternal, newborn, and child health (MNCH) outcomes. The technical design of the BAA required analyses that had not been carried out previously within the Bureau for Global Health at USAID. She worked with a small team to analyze literature and data and created several original PowerPoint slides presenting the results of the research within the Bureau and USAID Missions in Sub-Saharan Africa. She also served as an Activity Manager for the Acute Care and Emergency Referrals Systems Project (ACERS), a three-year \$5 million USAID award in Ghana. This activity supports the Government of Ghana's progress towards self-reliance by enhancing the government's commitment and capacity to deliver effective public health services on its own.

They also led the strategic direction and development of a meaningful monitoring, evaluation, and learning (MEL) approach to measure how USAID and partners are advancing the uptake of the implementation research (IR) at the project, country, and global levels through USAID's Health Research Program (HRP) investments. HRP uses the IR approach to accelerate the development and translation of research into effective program implementation and scale up of effective interventions to achieve MNCH improvements. She also provided technical support to the U.S. Government's (USG's) Global Health Security Agenda for the Ebola emergency response in Uganda. During this assignment, she participated in national level coordination meetings, provided technical feedback on Ebola preparedness plans, and advised on how to optimize coordination and leverage investments within USAID and across the USG.

First Year Program Fellow: Ph.D., Clinical Psychology. Fellowship Placement: Bureau for Democracy, Conflict, and Humanitarian Assistance, Center of Excellence on Democracy, Human Rights and Governance. Mentor: Anthony Cotton.

This first-year fellow in the Center of Excellence on Democracy, Human Rights and Governance, facilitated inclusive development trainings at USAID Missions across the globe. They co-facilitated a training in Morocco in November and lead a training in Jamaica in March. They also facilitated the new employee orientation session on

inclusion at USAID every two weeks. Additionally, they worked to develop a skillset around the operational side of international aid and provided technical support to USAID Missions.

Second year Program Fellow: Ph.D., Molecular Microbiology and Immunology. Fellowship Placement: Bureau for Global Health, President's Malaria Initiative, Malaria Division.

As a second-year fellow in the Office of Infectious Disease, they provided technical expertise on vector control to inform programmatic decisions and PMI policies. In this capacity, she provided technical oversight and contributed to the management of the VectorLink project for implementation of vector control activities in 12 PMI countries. This included regular coordination meetings between PMI Headquarters, USAID Missions, and implementing partners, finalization of reports, and site visits to multiple countries. She also updated the PMI Technical Guidance for vector monitoring and control and wrote new guidance on the use of next-generation insecticide-treated bednets. [REDACTED] also contributed to PMI's country-level strategic planning and program implementation as the team lead and alternate lead for Ghana and Liberia, respectively. They coordinated meetings and field visits with PMI Headquarters and Mission staff to provide technical assistance and communicate policy changes and led the development and writing of the annual Malaria Operational Plan for each country.

They also engaged with the World Health Organization and other donors in global-level malaria policy discussions on the regulation and approval of novel vector control interventions. They provided technical expertise as a steering committee member for the UNITAID Catalytic Initiative, the Vector Control Platform for Asia Pacific, and served as an IVCC expert scientific advisory committee member. Outside of PMI, they provided technical expertise on Zika, malaria, and the design and conduct of clinical trials to the USAID Office of Population and Reproductive Health, Office of Infectious Disease, Center for Accelerating Innovations and Impact, and the Bureau for Latin America and the Caribbean. Lastly, they served as a reviewer for the USAID Global Development Lab's PEER Women in Science Mentoring Program and the Middle East Regional Cooperation Program.

Second Year Program Fellow: Ph.D., Geography. Fellowship Placement: Bureau for Democracy, Conflict and Humanitarian Assistance, Office of Food for Peace. Mentor: Carla Bousсен.

This Second Year Program Fellow the Office of Food for Peace (FFP) was a key member of the Gender and Youth team on the wider Technical, Learning and Planning division. In addition to providing technical feedback to numerous projects, activities, and country plans across FFP's development and emergency portfolios, they made significant contributions to institutionalizing the role of a social science lens in Food for Peace programming. Together with another STPF Fellow, and mentor Carla Bousсен, they shed for a rebranding of the Gender and Youth team to the Gender, Youth and Social Dynamics team. This rebranding was accompanied by strategic modifications to the Annual Program Statement governing FFP emergency applications, as well as to the Request for Application documents soliciting development activity proposals.

They also served on two selection committees for large development food security activities (DFSAs) and led the assessment of gender programming quality for the midterm evaluation of two DFSAs in Ethiopia and served as the activity manager for a program to address knowledge

gaps and promote cross-project and cross-mission learning on youth integration into FFP development programming. Finally, [REDACTED] also served as the co-chair of the Social Science Affinity Group since January 2019, and together with [REDACTED], hosted a career panel of social scientists working in government.

Second Year Program Fellow: Ph.D., Ecology. Fellowship Placement: Bureau for Global Health, Office of Policy, Programs and Planning, Data Analytics Hub. Mentor: Altin Illirjani.

As a second-year fellow in the Office of Policy, Programs, and Planning, this Fellow helped staff in the Bureau for Global Health (GH) make analytical connections between their data and programming. His primary job was to analyze and visualize data in ways for decision makers to identify patterns that were not readily apparent in the data. He also was trained in climate risk management and worked with staff in GH to assess the climate risks associated with new programming - a relatively new requirement for all new procurements.

They also helped develop the trainings for climate risk management to GH staff, both in Washington, D.C. and in field missions. These contributions were some of the most meaningful because he could pull upon his research career, which included studying the impacts of climate change on species and the environment and his teaching career of communicating complex scientific processes to the untrained, to help guide policy decisions by educating people on the impacts of climate change.

First Year Program Fellow: Ph.D., Microbiology and Molecular Genetics. Placement: Bureau for Global Health, Office of HIV/AIDS. Mentor: Clancy Broxton.

As a first-year fellow in the Office of HIV/AIDS, this Fellow fulfilled two primary roles. In addition to acting as a technical advisor for the Division of Prevention, Care, and Treatment, in particular he provided technical guidance related to a new HIV test kit designed to determine if a patient had been infected in the previous year, during the year, they became one of the co-leads of the OHA recency testing group, and therefore acted as a subject matter expert for OHA. In addition to participating in high level interagency policy and programmatic discussions, he also produced a number of country-specific guidance documents for the five countries he directly supported. This included working closely with the Burundi country team to develop the research protocol which will form the basis for the national guidelines.

In addition to their portfolio in their home branch of Behavioral and Structural Interventions, they also filled the Performance and Transition Coordinator (PTC) role for Malawi. This newly created position gave a unique opportunity to work closely with USAID/Malawi field team on all aspects of the HIV/AIDS program and spend five weeks working with the team in Malawi. While operating in this role, they designed a dashboard to provide critical data analysis of monthly country-level data as a part of the High Frequency Data collection program, which aims to rapidly identify issues and areas for improvement. This data helped identify HIV test kit shortages and show the impact protests were having on the male circumcision program. Based on this analysis, he then worked closely with the Malawi field team in Lilongwe, and Malawi country team leadership in Washington to link technical experts in Washington with implementing partners to quickly address the issue.

First Year Program Fellow: Ph.D., Entomology. Placement: Bureau for Global Health, Office of Infectious Disease. Mentor: Elissa Jensen.

As a first-year fellow in the Office of Infectious Disease, this Fellow supported entomological activities of 14 African countries as an entomologist and a malaria vector control technical advisor for the President's Malaria Initiative (PMI). The role of an advisor included reviewing and editing entomological data and reports along with indoor residual spraying (IRS) and long-lasting insecticidal nets (LLINs) reports; reviewing work plans and all associated reports of the implementing partner for all IRS and entomological activities; supporting the countries' publication of abstracts and manuscripts based on entomological data by helping with the protocol design and implementation; participating in joint meetings with other partners and donors to ensure the continued harmonization and further development of guidance and policy for the fight against malaria. Developing relationships with partners, foreign governments and intuitions was the key for the continued impactful implementation of malaria prevention methods in all the PMI countries. The assigned Fellow fostered these relationships with the help and guidance of her PMI team, which lead to the ability of having important, and sometimes difficult, conversations with foreign governments on procurement and operational decisions and ensure that they were in line with both PMI and World Health Organization (WHO) guidelines. Some of the important conversations led to entomological decisions becoming part of countries' National Insecticide Management Plan.

Additionally, they assisted in identifying and gathering data necessary to either further or change PMI guidelines, while also assisting in updating the annual PMI technical guidance used by country teams, implementing partners, and foreign governments. The assigned Fellow was selected to be the lead backstop for the Mozambique PMI country team and to partake on the Operational Research committee for PMI.

First Year Program Fellow: Ph.D., Ecology and Evolutionary Biology. Placement: Bureau for Economic Growth, Education, and Environment, Office of Global Climate Change. Mentor: Noel Gurwick.

This first-year fellow, supporting the Office of Global Climate Change, provided technical expertise and program and policy support for the \$108.5 million Sustainable Landscapes (SL) directive on land conservation, management, and restoration to improve livelihoods, protect natural resources, and strengthen resilience while reducing greenhouse gas (GHG) emissions. Their principal accomplishments included leading GCC's development of a new SL country prioritization analysis to ensure strategic use of funds. She also representing GCC in the design and management of a private sector engagement activity with The Hershey Company and ECOM Trading to reduce deforestation and GHG emissions from Ghana's cocoa sector and led GCC's engagement with U.S. Forest Service and World Resources Institute on illegal logging and Forest Legality Week.

They also led GCC's engagement with Unilever for a potential activity in sustainable palm oil in Indonesia and represented USAID at the U.S. Global Change Research Program interagency working group. During the fellowship year, they were able to present the Ghana cocoa activity at the Association for Tropical Biology and Conservation Annual Meeting and organized and spoke on the Natural Resources panel in the STPF Fellows Symposium on Beyond Electricity: Climate Change and 75% Problem.

They also provided support to USAID Missions for SL program design and implementation via temporary duty (TDY) to Ghana, Madagascar, Mexico, Papua New Guinea, Philippines, and the West Africa Region. This Fellow received a USAID Merit Award for “swiftly acclimating and operating as a fully- contributing member of the Sustainable Landscapes Team, providing field support to the Missions, representing GCC to partners, implementing Washington-managed activities, reviewing technical analyses, practically applying technical expertise, guiding implementing partners to meet USAID’s expectations, and diplomatically navigating challenging, multi- institution meetings.”

Second Year Program Fellow: Ph.D., Applied Biodiversity Sciences and Veterinary Pathobiology. Fellowship Placement: Bureau for Economic Growth, Education and Environment, Forestry and Biodiversity Office. Mentor: Mary Rowen.

As a second-year fellow in the Forestry and Biodiversity Office, the Fellow played an instrumental role with the implementation of the Eliminate, Neutralize, and Disrupt (END) Wildlife Trafficking Act as part of the Presidential Task Force on Wildlife Trafficking. Through the Task Force’s Interagency Programs and Finance Working Group, they evaluated strategies to combat wildlife trafficking submitted by the U.S. Government Embassies and Missions in the 26 Focus Countries considered to be major actors in wildlife trafficking. They also compiled a resource document of tips and best practices pulling information from the strategies and elsewhere that built off her meta-analysis of assessment data. They also advanced the FAB office's efforts to integrate biodiversity conservation into other USAID development sectors by taking a lead role in working groups with Global Health and Bureau for Food Security. As a co-coordinator, they worked with colleagues to develop HEARTH (Health, Ecosystems and Agriculture for a Resilient, Thriving World) a multi-sectoral, holistic development program that, once launched, will leverage various funding streams to benefit under-served and marginalized rural communities at a scale and efficiency that single sector responses do not.

They also promoted the use of scientific evidence, which supported FAB’s leadership at USAID in providing tools and frameworks to facilitate the collection and use of evidence. She introduced the use of Atlas.ti--a qualitative data management tool--to improve the efficiency and effectiveness of FAB’s work. They worked with a group of students from Purdue University as part of a Virtual Student Federal Service (VSFS) project. The students have started developing a Knowledge Product Inventory of FAB’s biodiversity conservation and natural resource management materials to facilitate access to these resources and enhance evidence synthesis and effective conservation policy.

First Year Program Fellow: Ph.D., Biology. Placement: Bureau for Global Health, Office of Infectious Disease. Mentor: Cheri Vincent.

This first year program Fellow supported the Office of Infectious Disease and helped create the statutory annual USAID Tuberculosis (TB) report to Congress. The main focus was the development of data visualizations to relay efforts accomplished across 22 priority countries. This included the use of both epidemiologic and financial data. Those visualizations have continued to be used in other presentations. With input from the TB Division Director, they developed an index to evaluate USAID priority countries with respect to their commitment and capacity specifically to TB. This required selecting indicators that were appropriate for measuring TB commitment and capacity and deciding how results would be combined and

weighted. The metric is meant to parallel the agency-wide metrics within the Journey to Self-Reliance. USAID Administrator Mark Green presented the TB index including the graph she created at his World TB Day event in March 2019.

This Fellow has provided technical support to the USAID projects TB Data, Impact Assessment and Communications Hub (TB-DIAH) and Quality of TB Services Assessment (QTSA). TB-DIAH is creating an online data hub and communications repository to create better use of data and increase communication among TB professionals, and a standardized monitoring and evaluation framework, which can be used across implementing partners. They also worked closely with the implementing partner, reviewed work plans, and provided technical feedback. QTSA is a survey to measure the quality of TB health care in USAID priority countries. They also assisted with updating data collection tools, editing reports, and writing a peer-reviewed journal article on the work. They also presented this work at a USAID brown bag series. And was the TB team point of contact for general data analysis and visualizations. This Fellow's products have been used during internal meetings and with the front office.

First Year Program Fellow: Ph.D., Cancer Biology. Placement: Bureau for Global Health, Office of HIV/AIDS. Mentor: Alison Cheng.

As a first-year fellow in the Office of HIV/AIDS (OHA), the Fellow was engaged mostly with the voluntary medical male circumcisions (VMMC) program and, to a lesser extent, the pre-exposure prophylaxis (PrEP) program. For the VMMC program, they monitored the severe adverse events reported by the countries. They also conducted an interagency temporary duty (TDY) in Zimbabwe, where USAID and CDC assessed the progress of the VMMC programs and the transition of the programs to the Ministry of Health. The assigned Fellow concluded the interagency TDY by presenting an out brief to OHA in Washington D.C.

Additionally, they conducted a data quality analysis (DQA) in South Africa, in which they were responsible for evaluating a portion of the VMMC programs at several site. They assisted the team by evaluating the patient records, providing daily summaries after each site visit, creating slides for out brief presentations. This Fellow also provided a write-up of the team's collective observations for problematic sites, and worked on VMMC country data analysis using Panorama, DATIM and Tableau, and contributed data to the teams' presentation slides. This Fellow was also tasked with organizing meetings, scribing meetings, and organizing conferences calls and webinars. To further their professional development, they also attended the Conference on Retroviruses and Opportunistic Infections.

First Year Program Fellow: Ph.D., Neuroscience. Placement: Global Development Lab, Center for Digital Development. Mentor: Aubra Anthony.

This first year Fellow served in the Global Development Lab's Center for Digital Development on the Strategy & Research team. The Strategy & Research team is distinct in that it essentially works as an internal think tank providing research, guidance and assistance on responsibly assessing and integrating emerging technologies such as artificial intelligence, digital ID systems and blockchain in international development work. As a member of this small team, the assigned Fellow immediately became an integral part of all aspects of the team's portfolio and had a range of responsibilities and opportunities throughout the year, all of which were related to the technologies mentioned above. This included reading and reviewing

technical reports, scopes of work (SOWs), writing/co-writing blogs, talking points, concept notes and the agency-wide digital strategy, preparing research products for public distribution, including design, communication and dissemination as well as providing technical assistance to Missions.

The Fellow was also able to deliver training sessions and workshops to agency staff and IPs. They presented at conferences in both panel discussions and talks and delivered inter-agency webinars and was also responsible for tracking and reporting team engagements and accomplishments as the POC for monitoring, learning and evaluation and assisting with interviews for hiring. Lastly, the assigned Fellow participated in intra-agency and public working groups and coordinated the centers and bureau's support to country development strategies for USAID Missions around the world

First Year Program Fellow: Immunology and Molecular Pathogenesis. Placement: Bureau for Global Health (GH), Data Analytics Hub (DAH). Mentor: Marita Eibl.

As a first-year fellow in the Office of Policy, Programs, and Planning, this Fellow had the opportunity to learn from, interact with, and contribute to projects spanning different GH technical offices and other Bureaus. One of their first projects was to collaborate with the Emerging Threats Division to develop an analysis on the overlap between non-communicable diseases and the potential for pandemics. The results of this collaboration were presented at a closed meeting with multilateral stakeholders to discuss future policy and approaches on how to combat the threat of pandemics in this new space where non-communicable diseases are so dominant world-wide. During their fellowship, they also participated in the GH Data Fellows Program to expand data literacy in the Bureau.

As a Fellow, they took instructional classes on Tableau visualization and developed a capstone project to the Bureau leadership. Because the DAH is also short staffed, they had to rapidly increase their analytical skills with Tableau to be able to mentor members of the cohort and guide them through their analyses before the final presentation to leadership. The aim of the DAH is not only to provide an analytical service to the Bureau, but also, improve data literacy. They were involved in the development of training materials for the bureau to maintain their analytical ability with Tableau. This involved presenting at a brown bag how to do certain analyses with the software. They were also involved in the planning of a larger training to the missions in the field. As part of the DAH, they will help train mission staff and collaborate with them to develop projects relevant to their mission. Finally, this Fellow also joined the Mozambique Country Team. As a team member, they helped contribute to developing and translating documents for the mission, along with using their analytical skills to perform analyses on their programming.

Second Year Program Fellow: Ph.D., Wildlife and Wildlands Conservation. Fellowship Placement: U.S. Global Development Lab, Center for Digital Development. Mentor: Carrie Stokes.

This second year Fellow's scientific expertise supporting the Center for Digital Development, has been both useful and enlarged in the second year of this fellowship in the GeoCenter at USAID. Activities that have helped grow this Fellow include serving as the GeoCenter liaison with SERVIR, a NASA/USAID effort to utilize Earth observation science in international development. They worked with several USAID missions in India, Kenya, and Cambodia to

develop analytical products, deliver trainings, and build capacity in geographic analyses and data management. This Fellow made these trainings available to the rest of this office, USAID staff in Washington and the USAID's Partnerships for Enhanced Engagement in Research (PEER).

The impact of the activities this Fellow has been engaged in are several fold. The engagement with SERVIR has continued to bring more tools for geographic analysis to USAID as a whole. This connection has also had feedback to SERVIR in being able to help provide high resolution imagery to SERVIR programs and direct activities with potential applications for monitoring and evaluation of USAID activities. In USAID missions, the geographic analysis and services have and continue to be an integral part of Country Development Cooperative Strategies (CDCS), the guiding document for USAID mission engagements over five-year periods. Taking the geographic approach promotes collaborations and directs budgets in USAID across different development sectors. Engagement with PEER and trainings in Washington have further increased the capacity to transfer and uptake geographic data and analyses which overall provides increased and more concise information for development decisions. The GeoCenter has been developing policy with other offices to better manage and retrieve geographic data that is acquired through USAID funded projects. These policies can be found in ADS 579 and ADS 201. His activity in the GeoCenter has empowered USAID missions and bureaus to enact the policies through proper understanding and the required tools to do so.

Second Year Program Fellow: Ph.D., Civil/Environmental Engineering. Fellowship Placement: Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of American Schools and Hospitals Abroad (ASHA). Mentor: Jerry O'Brien.

As a second-year fellow in the Office of Food for Peace, this Fellow assisted the Bureau Environmental Officer, Program Managers, Implementing Partners, and Mission Environmental Officers to effectively and efficiently document, review, organize, integrate systems approaches, and discuss current environmental compliance issues in food security programs and Food for Peace processes. They also built capacity and communication through improving climate and environmental training modules. The Fellow also assisted in field oversight of implementation and environmental safeguards to improve effectiveness and efficiencies. This Fellow also developed policies to refine implementation of environmental management principles to FFP's dynamic programs. Lastly, the assigned Fellow strategized and initiated a study for exploring novel and innovative approaches to commodities plastic packaging.

Second Year Program Fellow: Ph.D., Microbiology/Immunology. Fellowship Placement: U.S. Global Development Lab, Digital Finance Team. Mentor: Fernando Maldonado.

As a second-year fellow in the Center for Digital Development, this Fellow supported the Digital Finance team's research and program evaluation efforts that would test the efficacy and impact of the team's technical assistance to partner countries. Under this Fellow's guidance, the Higher Education Solutions Network's Comprehensive Initiative on Technology Evaluation (CITE) program deployed a team of researchers from MIT to assess the financial behaviors of smallholder farmers and women entrepreneurs across three markets, including Senegal, Guatemala and Burkina Faso. These findings will play a critical role on a number of levels. First, it will inform DFS team's deployment model as the Agency evolves into a more services oriented model. Second, it will help inform Mission on how digital technologies can accelerate

development outcomes. Lastly, research will inform how key stakeholders, particularly financial service providers, can best serve populations at the base of the economic pyramid.

This Fellow also supported research efforts in Rwanda. This effort is bringing together the USAID mission in Rwanda, Access to Finance Rwanda (AFR) and a team of researchers from Development Impact Lab (DiL) Berkeley to identify constraints and opportunities to support financially excluded populations. During this fellowship year, she also completed a two-month Embassy Science Fellowship in Abidjan, Cote d'Ivoire. They worked closely with two offices at the Embassy, the political economic (Pol/Econ) office and the public affairs section (PAS). Working with Pol/Econ they wrote a grant for funds to help invite biotechnology experts to Cote d'Ivoire for in-country meetings and a conference and helped organize a science and technology event for experts in Cote d'Ivoire. Working with the PAS office, they also supported their STEM activities by organizing and leading a month-long workshop with high school girls, focused on testing water quality in their local environment.

Second Year Program Fellow: Civil Engineering. Fellowship Placement: Bureau for Global Health, Office of Maternal and Child Health and Nutrition. Mentor: Jesse Shapiro.

As a second-year fellow in the Office of Maternal and Child Health and Nutrition, this Fellow advised field missions, and served on many technical working groups and committees to improve USAID's water, sanitation, and hygiene (WASH) portfolio. This year, they deepened their involvement with the Ghana and Uganda missions and played a major role in planning the Global WASH Workshop. Serving as point-of-contact for the Rotary / USAID Alliance for sustainable WASH, this Fellow led the successful launch of the partnership in Uganda as well as leading monitoring, evaluation and learning initiatives for the Environmental Health team. Their primary role was delivering technical assistance to USAID missions on water, sanitation and hygiene activities which includes following requirements for congressional directives and striving for the most impactful programs. This year, a Global WASH Workshop was held in which all 50+ WASH leads come together to share the latest learning and trends in the sectors. The Fellow led two sessions and helped facilitate four others. Their major contributions included posters and factsheets on emerging research and latest thinking around rural water sustainability. The assigned Fellow continued to be closely involved in Uganda, Ghana and Nepal mission's WASH portfolios.

This Fellow has also served on the Steering Committee for the Rotary / USAID Alliance and coordinated the launch of the alliance in a second country, Uganda. The USAID project and Rotary Clubs of Uganda signed a MOU and have completed joint work planning. Tracking the global WASH literature has been an important priority for this Fellow and aided briefers with overview presentations and memos for WASH / Nutrition linkages, WASH in Healthcare facilities, and sustainable rural water supply services. They also served as the point-of- contact for M&E on the Environmental Health Team and participates in the cross-bureau WASH Research, Evaluation and Monitoring (REM) Team.

First Year Program Fellow: Ph.D., Geography. Placement: Global Development Lab, Center for Digital Development. Mentor: Carrie Stokes.

As a fellow in the Center for Digital Development, this Fellow directly contributed to USAID/Malawi's Country Development and Cooperation Strategy formulation by leading

advanced geo-statistical analysis of socio-economic issues in the country and demonstrating how such advanced data analysis could be translated for policy makers to understand and use. Findings were matched to USAID's sectoral investment strategies. The Mission used many of the map products in its Phase 1 DVC. He directly contributed to USAID/Kenya's Country Development and Cooperation Strategy formulation by co-leading data creation and analysis to uncover key geographic patterns of county budget usage, patterns of age distribution (focused on youth), humanitarian assistance patterns, educational performance at county level, and household shock exposure. The Mission director was elated by the team's work making USAID/Kenya more data driven.

Additionally, this Fellow directly contributed to USAID/Georgia's Country Development and Cooperation Strategy formulation by helping the local GIS specialist in the Mission convince her colleagues of the usefulness of a scientific, geographic approach to development. His team mapped opinion polls and household economic data for the Mission. The staff and Mission Director responded overwhelmingly positively and kept requesting more details analysis. The Fellow helped re-establish a GIS team in USAID/Bangladesh and revived some ground-breaking livelihoods analysis in that Mission. They also helped to on-board and develop the statement of work for the two GIS specialists.

Second Year Program Fellow: Ph.D., Biomedical Science. Fellowship Placement: U.S. Global Development Lab, Center for Development Research. Mentor: Ticora Jones.

This second-year fellow has spent their time in the fellowship working on a variety of activities geared toward advancing the role of science, technology, and innovation in global development efforts, and fostering collaborations with academic institutions and researchers toward this goal. They joined the office during a period of transition, as one of their largest projects drew to a close and three new projects were being built. As a member of the strategy/procurement design team, a primary role during the fellowship was to work with a small team of colleagues to design and build three brand new funding mechanisms. They also contributed to multiple technical evaluation committees, one of which she chaired, to evaluate applications for funding.

This Fellow also co-led the procurement process for one of their three new mechanisms, entitled “Accelerating Local Potential (ALP)”, which aims to develop the capacity of higher education institutions in developing countries to effectively conduct and utilize meaningful science, technology, and innovation by partnering them with U.S. HEIs and other strategic public and private sector partners. The overall objective of the program is to enable developing country HEIs to be effective sources of expertise and knowledge for their communities and governments to utilize toward meeting development objectives. As co-lead, this Fellow coordinated the design, preparation, solicitation, and application review processes, including an intensive co-creation process. Notably, this funding opportunity also fulfilled part of a congressional directive for human and institutional capacity development of developing country HEIs. The Fellow has also been an “Activity Manager” for a number of projects under the Center’s new funding mechanisms.

For example, they organized an expert convening around using digital tools for development, coordinating the preparation of a series of “Research-to-Action Plans” for developing country research teams, and helping a number of other USAID operating units develop projects and solicitations to engage the higher education community in their programming.

Second Year Program Fellow: Ph.D., Microbiology. Fellowship Placement: Bureau for Global Health, Malaria Division. Mentor: Susan Youll.

This second-year fellow in the Bureau for Global Health at the United States Agency for International Development, provided technical input to the Malaria Vaccine Development Program (MVDP), served as an alternate backstop for the President's Malaria Initiative (PMI) Ethiopia country team, and contributed to the PMI Operational Research management team. They also contributed to the annual MVDP Scientific Consultant Group (SCG) meeting during which they assisted in providing a technical summary of ongoing malaria vaccine development efforts at USAID to a panel of malaria and vaccine development experts from academia, industry, and other U.S. Government partners. This Fellow also provided technical input to MVDP partner workplans, experimental designs, presentations, and publications.

Second Year Program Fellow: Ph.D., Mathematics. Fellowship Placement: U.S. Global Development Lab, Center for Digital Development. Mentor: Vivian Ranson.

As a second-year fellow in the Center for Digital Development, this Fellow studied the impact of digital and emerging technologies such as mobile phones, machine learning, blockchain, civtech, crowdsourcing, and social media in developing countries. He advised the Millennium Challenge Corporation on labor and air quality open data innovation challenges to improve government transparency and strengthen civic engagement in Kosovo. They developed an Ebola and malaria risk model for Guinea ministry and health organizations.

This Fellow also supported futures scenario analyses in Malawi to guide USAID's long-term strategy, and they investigated the impact of disinformation and digital literacy on development outcomes. They wrote the USAID guide to "Thinking Critically about Decision Models" which helps development practitioners and donors ask the right questions to grantees. They also analyzed air quality data and supported the DigData Open Air Quality Workshop. They also co-lead a Futures Analysis Workshop in Malawi, which expanded the technical capacity of Mission staff and Government ministries and also led a webinar on "Innovating Decision Making using Real-time Data."

First Year Program Fellow: Ph.D., Clinical Psychology. Placement: Global Development Lab, Program and Strategic Planning Office. Mentor: Jennifer DeSelm.

This a first-year fellow in the Program and Strategic Planning Office, served as the Lab's gender advisor. In this capacity, they were responsible for reviewing programming for compliance with agency policies and revising the Lab's gender strategy. They represented the Lab on several working groups including one with other international donor organizations. The Fellow was appointed as the chair of an inclusion taskforce charged with evaluating the state of inclusion practices in the Lab and developing a results-based action plan. They were also able to use their data expertise to help analyze the alignment of data practices with agency and government-wide gender, inclusion, data and evidence-related policies and laws. This was presented to various agency stakeholders. This work will continue into the second year of the fellowship and will include the development of an action plan addressing implementation challenges faced by staff and implementing partners.

The fellow also served on a panel at an international conference with representatives from other organizations about a collaborative research project to better understand online gender based violence. The Fellow also had the opportunity to contribute to a variety of strategic planning, monitoring and evaluation, and budgeting processes. For example, they helped develop talking points regarding current gender-related funding requests for budget roundtables, authored guidance for compliance with inclusion policies for specific parts of the program cycle and participated in the office's management of portfolio reviews. This Fellow also helped write a concept paper that resulted in the Lab being awarded funds from a White House-led incentive fund to manage a program that will train women in five Latin American countries for jobs in the technology sector. The Fellow will serve as the activity manager for this project during their second year.

Second Year Program Fellow: Ph.D., Anthropology. Fellowship Placement: Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of Food for Peace (FFP). Mentor: Carla Boussen.

This second-year Fellow in the Office of Food for Peace participated regularly in an agency-wide initiative to build policy and rules around preventing sexual exploitation and abuse (SEA) of aid recipients. This work occasionally included providing suggestions on multilaterally-negotiated documents. In early November 2018, they were a key organizer of a workshop introducing new approaches to monitoring for SEA in communities who participate in development or humanitarian aid programming. The event was attended by representatives of international donor organizations, multilateral organizations, academia, and NGOs.

They were also a member of a Food for Peace design team for a new five-year food security development activity (DFSA) that will launch in FY20 and was invited to join a team designing a DFSA that will begin in FY21. Lastly, they have been developing key documents to help streamline the work of the Youth, Gender, and Social Dynamics team, and working to build connections with other gender and youth specialists across and beyond the agency.

First Year Program Fellow: Ph.D., Wildlife Fisheries and Sciences. Placement: Global Development Lab, Center for Development Research. Mentor: Holly Ferrette.

This first-year fellow served in the Center for Development Research and worked on four separate programming areas: environmental compliance for the Global Development Lab, implementation of the Agency's Scientific Research Portfolio, managing research awards in Latin America and the Caribbean, and biodiversity conservation programming. For environmental compliance, they ensured effective integration of environmental due diligence as defined by Title 22 Code of Federal Regulations Part 216 into the design, evaluation, and implementation of USAID supported activities, both remotely from Washington, D.C. and in-person through site visits to developing countries, to safeguard the local communities and the environment. For implementation of the scientific research policy, They also provided expert advice for coordinating and integrating the USAID's Scientific Research Policy with other Agency directives and executive and federal orders regarding the conduct of research funded by the U.S. Government (USG).

In the management of research awards in Latin America and the Caribbean, they served as a liaison for Partnerships for Enhanced Engagement in Research (PEER), an international

program that provides federal grants to scientists and engineers of all disciplines and technical sectors in developing countries and facilitates partnerships with USG-funded researchers to address global development challenges. In her support to USAID's biodiversity programming. They assisted USAID's Kenya/East Africa Region Environment Office in conserving biodiversity for sustainable, resilient development. They accomplished this by advising on the development of Kenya's next five-year biodiversity strategy and programs and led the development of briefing materials on the office's portfolio of programs for incoming high-level leadership.

Second Year Program Fellow: Ph.D., Genetics and Development. Fellowship Placement: U.S. Global Development Lab, Center for Development Research, Partnerships for Enhanced Engagement in Research (PEER). Mentor: Annica Wayman.

As a second-year fellow in the Center for Development Research, this Fellow has been instrumental in initiating work streams for three new major programs in the Center for Development Research. The LASER, RTAC, and APS ALP mechanisms, awarded late last year, were building out their year one workplans and beginning a number of projects that required attention from many team members to ensure smooth kickoffs. This was a tremendous amount of work, which introduced academics to policy work, and which has been applauded by the Agency as an evolutionary step in the way development will be conducted in the future. This Fellow has also played a major role in revising the current RFA's for the PEER program as it was thought to be sunseting and then received an infusion of funding, and time on its clock. This caused their team to revisit the most efficient way for generating impact from short research projects, providing new evidence for how the Agency can utilize science to quickly build evidence for programming. This Fellow was one of a few people that remained working for this office through the government shut down and was critical to activities that maintained partnerships and a base level of communications to move programs forward during this time of uncertainty.

This second year Fellow had the opportunity to travel to Uganda to participate in a conference with one of the largest new program partners to convene a hundred local stakeholders to identify pressing, local development challenges, which his team is now using to develop RFAs for research scientist to answer in order to use science to approach those questions. They also traveled to Madagascar and South Africa to meet with six of the PEER research scientists to visit their work, learn about their progress, and to uncover any challenges they faced in completing their projects. In the same trip, they visited Ashesi University in Accra, Ghana to help them kickoff a social incubator, in partnership with MIT, as part of the APS ALP mechanism and brainstorm the best ways to cultivate a vibrant entrepreneurial ecosystem Ghana

First Year Program Fellow: Ph.D., Civil, Environmental and Architectural Engineering. Placement: Bureau for Democracy, Conflict, and Humanitarian Assistance, Office of Food for Peace. Mentor: Kyla Gregoire.

Serving in the Office of Food for Peace, this first-year fellow's principal contribution this year was monitoring and evaluating the construction quality and sustainability of infrastructure construction and rehabilitation activities funded by the Office of Food for Peace (FFP). This required written technical review of annual program documents submitted by FFP

implementing partners and in-person monitoring during site visits to FFP- supported infrastructure activities in Ethiopia and Zimbabwe. The Fellow's temporary duty assignments (TDY) included their participation in the mid-term evaluation of FFP development Food Security Activity awards in Ethiopia. Their findings from TDYs helped FFP staff and implementing partners identify develop solutions for issues around construction quality and infrastructure sustainability, particularly for "Cash/Food-for- Asset" construction activities that rely on local, unskilled labor.

This Fellow has helped FFP standardize technical review processes and trainings. This includes collaborating with the DHCA Bureau Environmental Officer and FFP Gender and Youth Technical Advisors to create new, coordinated review processes for construction proposals, and leading a multi-sectoral team to develop a new FFP training on Managing the Quality of Technical Programs. They also created a pre-construction feasibility study template to standardize evaluations of cost, worker safety, construction risk, and operations and maintenance for infrastructure construction and rehabilitation. Such a template had not been developed previously by FFP and required them to build consensus across USAID stakeholders including the DCHA Bureau Environmental Officer and the E3 Bureau's Energy and Infrastructure Office. They received an FFP Office Certificate of Recognition for their service this year helping to improve food security for some of the world's most vulnerable people.



**AAAS Science & Technology Policy Fellowships
2019-2020 STPF Fellows at the U.S. Agency for International Development (USAID)
Summary of Fellows' Activities and Accomplishments**

Second Year Program Fellow: Ph.D., Clinical Psychology. Fellowship Placement: Bureau for Democracy, Conflict, and Humanitarian Assistance, Center of Excellence on Democracy, Human Rights and Governance. Mentor: Anthony Cotton.

As a second-year STPF fellow in the Center of Excellence on Democracy, Human Rights and Governance, this Fellow was a member of the Human Rights Division. Their efforts were focused on providing technical assistance to USAID Missions and developing technical guidance documents to integrate Inclusive Development considerations into USAID programming at the Agency. They now have vast field experience providing support to technical teams to help address the needs of vulnerable and marginalized groups and better integrate them in programming. Concurrently, they supported the LGBTI portfolio through research, programming, policy, and training. In this capacity, they conducted numerous in-country analyses to assess the needs of LGBTI people in various countries. In these field-based analyses, they led stakeholder consultations with diverse stakeholders and visited programs in the field in order to provide actionable recommendations for Mission staff.

Second Year Program Fellow: Ph.D., Microbiology and Molecular Genetics. Placement: Bureau for Global Health, Office of HIV/AIDS. Mentor: Clancy Broxton.

This second-year fellow serving in the Office of HIV/AIDS, fulfilled two primary roles. They acted as a technical advisor for the Division of Prevention, Care, and Treatment, in particular providing technical guidance related to a new HIV test kit designed to determine if a patient had been infected in the previous year. During the fellowship, they became one of the co-leads of the OHA recency testing group, and therefore acted as a subject matter expert for OHA. In addition to participating in high level interagency policy and programmatic discussions, they also produced a number of country-specific guidance documents for the five countries he directly supported. This included working closely with the Burundi country team to develop the research protocol which will form the basis for the national guidelines.

In addition to the portfolio in their home branch of Behavioral and Structural Interventions, they also filled the Performance and Transition Coordinator (PTC) role for Malawi. This newly created position gave them the unique opportunity to work closely with USAID/Malawi field team on all aspects of the HIV/AIDS program. While operating in this role, they designed a dashboard to provide critical data analysis of monthly country-level data as a part of the High Frequency Data collection program, which aims to rapidly identify issues and areas for improvement. This data helped identify HIV test kit shortages and show the impact protests were having on the male circumcision program. Based on this analysis, they then worked closely with the Malawi field team in Lilongwe, and Malawi country team leadership in Washington to link technical experts in Washington with implementing partners to quickly address the issue.

First Year Program Fellow: DVM, Veterinary Medicine. Placement: Bureau for Food Security, Office of Country Strategies and Implementation. Mentor: Ahmed Kablan.

As a first-year STPF fellow in the Office of Country Strategies and Implementation, the assigned Fellow had the opportunity to influence the priorities and agenda of the newly established Food Safety Division at USAID, prepared technical literature to shape the structure of the division, and helped manage two of the new food safety awards USAID awarded in 2019. They were also able to utilize their technical background as a veterinarian to work across the Bureau for Resilience and Food Security with the Livestock Team to provide technical assistance and help manage awards related to animal health and livestock systems. They also co-lead a cross-bureau initiative to develop a Food Systems Conceptual Framework which was approved by the front office and disseminated to Missions via webinar. They also had an opportunity to work on inter-agency initiatives on Food Safety with USDA and FDA. Finally, they traveled to Ethiopia with a food safety project, Business Drivers for Food Safety, to ensure alignment with Mission priorities and introduce the project to other implementing partners.

Second Year Program Fellow: Ph.D., Ecology and Evolutionary Biology. Placement: Bureau for Economic Growth, Education, and Environment, Office of Global Climate Change. Mentor: Noel Gurwick.

As a second-year STPF fellow in the Office of Global Climate Change (GCC), the assigned Fellow provided technical expertise and program and policy support for the \$110 million Sustainable Landscapes (SL) directive on land conservation, management, and restoration to improve livelihoods, protect natural resources, and strengthen resilience while reducing greenhouse gas (GHG) emissions. She received two merit awards for her contributions to GCC (2019 and 2020).

Their principal accomplishments include leading GCC's development of a new SL country prioritization analysis based on biophysical, political, and social metrics to ensure the strategic use of funds and applying the results to the negotiation with the US Department of State in the FY2020 Technical Budget Review for the SL directive. They also authored a factsheet on reforestation available on USAID.gov and supported USAID's contribution to the United States' participation in the Trillion Trees Initiative, including performing calculations of reforestation and forest conservation impact and writing memos to the USAID Administrator and the White House National Security Council, and providing USAID feedback to Congressional legislation related to the Trillion Trees Initiative.

They represented GCC in the design, management, and performance evaluation of a private sector engagement activity with The Hershey Company and ECOM Trading to reduce deforestation and GHG emissions from Ghana's cocoa sector. Additionally, they had a leading role in GCC's engagement with the US Forest Service and World Resources Institute on illegal logging programming and the annual Forest Legality Week conference. Lastly, they provided ongoing support to USAID Missions for SL program design in West Africa Regional, the Philippines, Papua New Guinea, and the Solomon Islands, including seven TDYs.

Second Year Program Fellow: Ph.D., Neuroscience. Placement: Global Development Lab, Center for Digital Development. Mentor: Aubra Anthony.

As a second-year STPF fellow in the Center for Digital Development, the assigned Fellow provided research, guidance and assistance on responsibly assessing and integrating emerging technologies such as artificial intelligence, digital ID systems and blockchain in international development work. As a member of this small team, they were immediately an integral part of all aspects of the team's portfolio and had a range of responsibilities and opportunities throughout the year, all of which were related to the technologies mentioned above. These included reading and reviewing technical reports, scopes of work (SOWs), writing/co-writing blogs, talking points, SOWs, concept notes and the agency-wide digital strategy, and preparing research products for public distribution, including design, communication and dissemination.

They also provided technical assistance to Missions and managed projects with implementing partners to move implementation-oriented research forward and produce final reports for public dissemination. They also delivered training sessions and workshops to agency staff and Ips and presented at conferences in both panel discussions and talks. The assigned Fellow was responsible for delivering inter-agency webinars and managing inter- and intra-agency working groups on artificial intelligence. Lastly, they assisted in the tracking and reporting team engagements and accomplishments as the POC for monitoring, learning and evaluation.

First Year Program Fellow: Ph.D., Technology and Environmental Policy. Placement: Bureau for Economic Growth, Education and Environment, Office of Energy and Infrastructure. Mentor: Simone Lawaetz.

Assigned in the Office of Energy and Infrastructure/Energy Division, this first-year STPF fellow was actively involved in providing USAID mission support in the Caribbean, Philippines, and Mongolia. Through the evaluation of the previous regional program (Caribbean Clean Energy Program) and the design of the new Caribbean Energy Initiative, they participated in multiple planning and design trips to interview stakeholders in Jamaica, Barbados, St. Lucia, and the Dominican Republic. In this capacity, they were responsible for coordination, desk reviews, interview preparation, and synthesizing findings and results for reporting to USAID/Washington and the missions. Following these interviews, they were heavily involved in the design of the new \$25 million Caribbean Energy Initiative to support energy sector resilience across the Caribbean. In addition, the Fellow supported the selection of an implementing partner for the Energy Secure Philippines activity and the design and procurement of the Mongolia Energy Governance activity with the USAID/Philippines mission.

The Fellow's primary role in the Office of Energy and Infrastructure was to lead the development of the FY 2021-2026 Project Appraisal Document. In this role, they coordinated within the Energy Division and with USAID missions to describe how USAID energy-related programming aligns with agency-wide directives. They also helped the office to evaluate the effectiveness of regional energy programming and led the FY2020 Operational Plan review to ensure that the \$179 million renewable energy earmark was being spent appropriately by USAID missions.

The assigned Fellow also supported the formulation of new agency-wide air pollution and environmental initiatives by supporting the Broad Agency Announcement New Approaches for Addressing

Air Pollution Addendum and the goal development of the Environmental and Natural Resource Management Framework.

First Year Program Fellow: Ph.D., Immunology and Molecular Pathogenesis. Placement: Bureau for Global Health (GH), Data Analytics Hub (DAH). Mentor: Marita Eibl.

The assigned Fellow departed the program in January and did not report on their contributions during the 2019-2020 fellowship year.

First Year Program Fellow: Ph.D., Elementary Particle Physics. Placement: Bureau for Democracy, Conflict and Humanitarian Assistance, Office of Food for Peace, M&E Team. Mentor: Arif Rashid.

As a first-year STPF fellow in the Office of Food for Peace, the assigned Fellow made major contributions to three primary areas. The first, involved a meta-analysis of anthropometric data that implies significant biases in historical results used by his office. They presented these results internally to his team. They also identified connections between intra-household member diets via office surveys.

The second, was participating in the design of a final evaluation of one of Food for Peace's development programs. Due to technical challenges with the initial design, the Fellow identified and helped implement a strategy to mitigate the challenges and improve the rigor of the evaluation. Unfortunately, when the pandemic interrupted data taking, he was part of the process to pivot strategies, in light of decreased access to household interviews.

Finally, the third, was capacity building. The Fellow helped one of his mentor's design and facilitate a workshop with the goal of increasing the technical knowledge and skills regarding monitoring and evaluation of our colleagues with specialties such as nutrition, food security, and infrastructure support.

First Year Program Fellow: Ph.D., Global & Sociocultural Studies. Placement: Bureau for Food Security, Office of Agricultural Research and Policy. Mentor: Emily Sherra Weeks.

As a first-year STPF fellow in the Office of Agricultural Research and Policy, the assigned Fellow worked as a Policy and Communications Advisor for the Food Security Policy Division. They began his work by developing a strategic communications plan, identifying target audiences, key messaging points, and vehicles of communication. With the plan set in place, they led a number of communications and knowledge management activities and products, including two month-long blog series for Agrilinks, a quarterly USAID newsletter on policy, an intranet site, multiple policy webinars, and the development of a cross-mission learning community.

Following the global outbreak of covid-19, they led the writing of multiple blogs for Agrilinks, and co-authored an internal document with recommendations for USAID missions for informing partner country covid-19 policy and decision-making. They also contributed to a successful proposal for Economic Support Fund supplemental funding, which led to a \$3.2 million award for the team to allocate towards modelling the impacts of covid-19 and building local decision-making capacity. Since then, they helped strengthen the host office's connection to other parts of the bureau as well as across USAID by leading an RFS Center Engagement strategy and joining the Local Systems Council, which advocates for systems approaches in understanding and addressing development issues.

First Year Program Fellow: Ph.D., Astrophysical Sciences and Technology. Placement: Global Development Lab, Center for Digital Development, GeoCenter. Mentor: Steve Gale.

As a first-year STPF fellow in the Center for Digital Development, the assigned Fellow applied their skills toward futures analysis and scenario planning throughout the fellowship applying analytic and statistical rigor, scientific communication and public speaking to convey complex topics. They worked with missions, operating units, bureaus, and agency-wide task forces to analyze data that will help identify long-term trends and potential future scenarios in countries where USAID works. They also served on the agency Over the Horizon taskforce to analyze the possible future impacts of COVID-19, as well as on an All-Africa COVID-19 scenario planning effort in collaboration with the University of Pretoria, the GIBS business school, and the University of Denver Pardee Institute for International Futures. The assigned Fellow worked with USAID missions in North Macedonia, Ghana, Bosnia and Herzegovina, Serbia, and the regional development mission in Asia, supporting each mission's strategy development and leading workshops, interviews, and surveys to understand the development landscape of the country both today and into the future. The Fellow's involvement in Serbia was particularly noteworthy as it was in support of the agency-wide digital strategy and focused on improving USAID's development and humanitarian assistance outcomes through the responsible use of digital technology and by strengthening the openness, inclusiveness, and security of country digital ecosystems.

First Year Program Fellow: Ph.D., Endocrinology and Reproductive Physiology. Placement: Global Health Bureau, Office of Population and Reproductive Health, Research, Technology and Utilization Division (RTU) - Biomedical Team. Mentor: Mihira Karra.

As a first-year STPF fellow in the Office of Population and Reproductive Health (PRH), the assigned Fellow engaged the PRH office in multiple projects and activities. They served as a technical advisor for developing and implementing family planning and reproductive health services. They provided intellectual and organizational leadership in designing and implementing activities related to the development of contraceptive awards. They also managed multiple research portfolios, where their role included designing and implementing activities related to the development of funding awards, monitoring the progress of implementing partners' milestones and reviewing progress reports and work plans, and conducting site visits for clinical trial awards. The Fellow had a collaborative relationship with WHO, UNFPA, DFID, and other normative bodies to create policies and procedures around family planning. They became a member of the Global Health Research Group, where they gave input on prioritizing potential new research topics and technical approaches and identify implementation issues. They also identified and exchanged best practices, disseminated lessons learned and discussed technical and strategic aspects of improving family planning/reproductive health services and technologies.

The assigned Fellow provided technical guidance on implementing recommendations from portfolio or external reviews of agency programs and assisted with crafting new research strategies and frameworks. They also recently joined the Anti-discrimination and Diversity group within the Global Health Bureau where responsibilities included researching, applying, and promoting diversity initiatives and sharing best practices. They provided guidance and support on equality and diversity issues and raised awareness around USAID Global Health to ensure the agency is complying with Equal Employment Opportunity.

Overseas Fellow: Ph.D., Ecology. Placement: Peru Mission, Environment and Sustainable Growth Office. Mentor: Thomas Rhodes.

This overseas fellow at USAID/Peru in the Office of Environment and Sustainable Growth (ESG), has had the chance to work on a variety of different projects and tasks around biodiversity conservation in the Amazon. They have been working on a South American Regional project about Transcontinental Conservation Crimes in the Amazon Basin, beginning by gathering information to write two concept notes and two scopes of work for applicants for two separate activities. Through their research, they spoke with other donors, USAID Missions in other Amazon priority countries, and completing a landscape analysis of the relevant stakeholders in the region. The Fellow has also been involved in the procurement process and learning about how a project goes from idea to implementation, which will be excellent transferable skills and experiences for the remainder of the fellowship and beyond.

Along with the transnational conservation crimes project, the assigned Fellow is activity manager on two other Amazon regional projects. One is a cooperative agreement with Conservation X Labs on a Grand Challenge to source solutions to the use of mercury in artisanal gold mining in the Amazon region. The other is a contract with the Latin America Bureau at USAID that will be helping the Amazon Regional Environmental Program create a cohesive communications plan and products to accurately explain the importance of regional Amazon programming. This Fellow has already created relationships with colleagues in DC, Peru, across South America, and with colleagues in other USG agencies.

First Year Program Fellow: Ph.D., Oceanography. Placement: Bureau for Asia, Office of Technical Services, Environmental Security and Resilience Team. Mentor: Mary Melnyk.

As a first-year STPF fellow in the Office of Technical Services, the assigned Fellow served as a Marine and Oceanographic Advisor and was the lead for the Marine Biodiversity, Conservation, and Fisheries Portfolio, as well as taking co-lead for the Adaptation and Climate Change Portfolio, and the Freshwater and Watershed Portfolio. The Fellow was involved in the design of two regional marine biodiversity and fisheries programs (one in SE Asia, and one in the Pacific Islands) that will span from 2021 through 2025. They were also part of the design team for new marine biodiversity conservation and fisheries activities in Indonesia for their new five year program. This work extended beyond program design and inception to include coordination and expert advice on multilateral and other forms of development funding, review of technical requirements for debt for nature swaps, and engaging private sector capital for conservation outcomes.

The Fellow became a member of the delegation to an Ad-Hoc Experts Group (AHEG) around marine plastics to the United Nations Environment Programme and worked extensively within USAID and the interagency on marine plastics issues, including becoming the Chair of the Environment and Natural Resources Management Framework for Environmental Pollution and Marine Plastics Working Group for strategy development. Work around climate change and adaptation led them to being the lead in supporting multiple Missions throughout Asia in the climate risk screenings at the strategy level, for new adaptation programming, and in estimating risks to current programming. Finally, the Fellow was extensively involved in the budget processes related to biodiversity, adaptation, and water for the Asia bureau to ensure that equities for Mission requirements are represented based on the best technical knowledge.

First Year Program Fellow: Ph.D., Molecular and Cellular Biology. Placement: Bureau for Food Security, Office of Agricultural Research and Policy, Research Division. Mentor: Angela Records.

This first-year STPF fellow in the Bureau for Resilience and Food Security contributed to the Bureau's crop improvement portfolio. They traveled to Ethiopia to assess sorghum research investments alongside members Sorghum and Millet Innovation lab. They played a lead role in mapping the research investments in crop improvement for the Bureau. This work involved their participation in meetings with the Bill and Melinda Gates Foundation in Seattle, as well as meetings at the Plant and Animal Genome Conference in San Diego. Her work contributed to the sharing of funding strategies between donors and will hopefully lead to increased collaboration and leveraging of funds.

The assigned Fellow played a vital role in the Bureau's Research Community of Practice. They assisted the secretariat with providing feedback on presentations, compiling documents, and building a website. They were also the lead for the Community of Practice Communication Working Group. In this role, they published white papers and newsletters, developed the communication strategy for the Feed the Future Global Innovation Exchange, and produced valuable 1- and 2-page briefs.

The Fellow filled roles in the interagency. They helped to stand up the new Feed the Future Interagency Working Group for Research. In this role, they interviewed key interagency players to identify "best practices" for interagency work. They also provided feedback on the working group's science policy sub-group. Additionally, they engaged with the Interagency Comparative Genomics Working Group, where they used their technical expertise to facilitate discussions centered around genomics.

First Year Program Fellow: Ph.D., Geographical Sciences. Placement: Bureau for Economic Growth, Education and Environment, Office of Land and Urban, Land Team. Mentor: Stephen Brooks.

This first year STPF Fellow in the Office of Land and Urban, co-led the design of a new Integrated Natural Resource Management (INRM) funding mechanism that launched in July 2020. They collaborated closely with members of USAID's E3 Office of Forestry and Biodiversity and Office of Global Climate Change on writing the activity's Scope of Work and led outreach to specific USAID Missions to understand their needs in the context of the new mechanism.

They co-developed and launched a new Land Advisors Program that builds the capacity of USAID staff in land and resource governance programming. This 9-month program, launched in June 2020.

The assigned Fellow also co-developed a set of land and resource governance programming recommendations that were provided to USAID-Madagascar's Environment and Climate Change Office. For this, they represented the USAID Land Team on a field visit to a USAID project site in northeastern Madagascar and convened and participated in meetings with the Madagascar Mission and their implementing partners. Upon return, the Fellow co-developed a 30-page report containing programmatic recommendations to improve land and marine tenure in Madagascar. One particular outcome was the inclusion of securing land tenure

as a sub-component of one of the Development Objectives (DO) in Madagascar's Phase II Country Development Cooperation Strategy (CDCS).

In addition, they served as co-activity manager of a sustainable cocoa farming activity in Ghana funded by the Integrated Land and Resource Governance (ILRG) mechanism. The assigned Fellow provided input to regular meetings with project partners and contributed to written reports that highlighted analytical results and outcomes. They co-managed an activity investigating the relationship between gender and land allocation among households in Ethiopia and Zambia.

First Year Program Fellow: Ph.D., Biomedical Engineering. Placement: Bureau for Economic Growth, Education and Environment, Office of Gender Equality and Women's Empowerment.

Mentor: Corinne Hart.

This first-year STPF fellow served in the Office of Gender Equality and Women's Empowerment. They supported the strategic integration of gender-informed approaches into USAID's programming across global climate change, energy, urbanization, land and biodiversity sectors. They provided oversight for a number of activities and partnerships to increase women's economic empowerment and address gender-based violence in over 30 countries globally. They back-stopped a senior-level gender and environment portfolio valued at \$19.8M with activities programmed in over 30 countries in Sub-Saharan Africa, Southeast Asia, Eastern Europe, Latin America and the Caribbean. Specifically, they supported the project management of seven women's empowerment programs across five USAID offices through review of work plans and budgets and by providing overall guidance on project strategies. This Fellow also supported the management of five international health programs focused on gender-based violence interventions in Sub-Saharan Africa, Asia and Latin America. In addition to providing technical assistance to develop new procurements, their responsibilities included reviewing work plans, MEL plans and budgets for Agency environment activities.

They also engaged with private sector companies to develop strategic partnerships to leverage USAID funds and advance USG interests under the Women's Global Development and Prosperity (W-GDP) Initiative. The assigned Fellow also served as the Chairperson of a merit review committee to procure a high-profile \$20M private sector partnership with PepsiCo for women's economic empowerment. Lastly, as part of the USAID team that manages this high-profile initiative, this Fellow participated in defining program priorities and budgets for FY18 and FY19 funds and assisted in the development of communications materials for USAID, high-level interagency meetings and the White House.

Second Year Program Fellow: Ph.D., Clinical Psychology. Placement: Global Development Lab, Program and Strategic Planning Office. Mentor: Jennifer DeSelm.

As a second-year STPF fellow in the Program and Strategic Planning Office, this Fellow was appointed by the bureau's acting executive director to chair a task force looking at quantitative and qualitative data on diversity and inclusion in the Lab. The task force wrote a comprehensive report detailing an action plan that integrated her knowledge of behavior change. The team presented findings to the Lab's Front Office and the senior leadership team. It is now being used as a reference for the team addressing diversity and inclusion for a new bureau.

This Fellow represents USAID on the interagency Safe and Inclusive Research Environments subcommittee under the National Science and Technology Council in the Office of Science and Technology Policy. Through this experience, they have had a chance to contribute to efforts to comprehensively address all forms of harassment in research environments.

The assigned Fellow supported one of fourteen projects selected to be funded through the Whitehouse Women's Global Development and Prosperity Initiative's Incentive. As a part of that work, they successfully advocated for the inclusion of additional funding to conduct a robust evaluation of the project involving training women in five Latin American countries as programmers and user experience designers. This evaluation is being conducted by independent researchers from MIT.

This Fellow led an evaluation of data practices in the Lab. Resulting recommendations, focused on more closely aligning data collection, management, and use with the new Evidence Based Policy Act, were presented to the programming office, monitoring and evaluation specialists, and agreement officers in the Lab.

First Year Program Fellow: Ph.D., Anthropology. Placement: Bureau for Africa, Office of Sustainable Development, Conflict, Peacebuilding, and Governance Division. Mentor: Karen O'Donnell.

This first-year STPF fellow served in the Office of Sustainable Development and contributed methodological and technical expertise to their team's research portfolio, including co-designing and executing two major research activities. One of these explores China's influence on democratic norms and values in Africa. The second looks at how social networks are formed and how information flows amongst communities affected by violent extremism and countering violent extremism (CVE) programming in East Africa. The Fellow also serves as the Activity Manager for both of these activities.

Additionally, they have worked directly with their mentor to contribute technical expertise to an online CVE training module and a CVE Civil Society toolkit. They were able to engage in a TDY for an annual conference focusing on CVE in Africa, which generated ideas for the aforementioned CVE research project.

They have also engaged in a number of initiatives that have connected the work of their team to broader Bureau initiatives and helped broaden their knowledge base so they could be more effective in their work. They were a co-representative on the Agency's Digital Sector Council and were responsible for helping to integrate the Digital Strategy into the Africa Bureau. Additionally, they are a co-representative on the Agency's Indigenous Peoples Working Group and responsible for helping to integrate the Policy for Promoting the Rights of Indigenous Peoples (PRO-IP) into the Bureau. This Fellow has contributed to Internet Freedom webinar planning, and has joined various interagency groups, particularly at the State Department, on disinformation. They also initiated a collaboration between their team and the Education Team to program Countering Chinese Influence funds. Finally, they have been invited to contribute technical skills to various teams at USAID involving migration, higher education, and technology and media.

First Year Program Fellow: Ph.D., Earth and Environmental Sciences. Placement: Global Development Lab, Center for Development Research. Mentor: Holly Ferrette.

As a first-year STPF fellow in the Center for Development Research, this Fellow learned more about how the Agency functions and contributed both general skills in project management and technical knowledge of climate science. In their host office, they supported a variety of projects that leveraged science, technology, innovation, and partnerships across Higher Education Institutions to solve some of the world's most pressing development challenges. They supported the Partnerships for Enhanced Engagement in Research (PEER) program where they provided management support, reviewed applications, and communicated with scientists across the Middle East North Africa, and sub-Saharan West Africa regions. They managed a variety of projects through the Long-Term Assistance and Services for Research (LASER) program and served as a key member of the design team for a series of new procurements for the Center (awards of up to \$15 million), helping to identify critical gaps and high-needs areas for universities to engage with USAID, writing official documents to announce the solicitation, and learning how to obtain approvals through the Agency as new awards are set up.

In addition to applying project management skills in their work with CDR, they sought out additional opportunities to apply and share their technical expertise in climate variability to projects and initiatives across USAID. Specifically, they engaged with the Office of Global Climate Change to support Missions in identifying climate risks to their programs, activities, and overall strategies. They also worked with colleagues in the Africa Bureau to review and add feedback for a series of climate services projects soon to begin in the region.

First Year Program Fellow: Ph.D., Civil Engineering, Engineering Education. Placement: Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), Office of Food for Peace. Mentor: Greg Olson.

This first-year STPF fellow served in the Office of Food for Peace and contributed to integrating environmental considerations into humanitarian assistance operations. They met with geographic and technical teams, reached out to others in the agency at large, and presented at multiple events simply to share integrating environmental considerations into humanitarian assistance is a priority. This Fellow met with the Middle East and North Africa, Southern Africa, and Ethiopia teams and colleagues at the Global Development Lab and the Bureau for Economic Growth, Education, and Environment. They presented at the Food Aid Consultative Group Fall and Spring Meetings and led a panel at the Food Assistance Packaging Workshop regarding sustainability in packaging.

The main output of the efforts in packaging was the Scoping Statement entitled, "Sustainability in Humanitarian Supply Chains: A Preliminary Scoping of Improvements in Packaging Waste Management." This report encompassed the ongoing problems and efforts of partners in the field in many diverse humanitarian operations contexts such as refugee camps, long-standing programs like in Ethiopia, and rapid-onset disasters.

First Year Program Fellow: Ph.D., Ecology. Placement: Bureau for Economic Growth, Education and Environment, Forestry and Biodiversity Office. Mentor: Hadas Kushnir.

As a first-year STPF fellow in the Education and Environment, Forestry and Biodiversity Office (FAB), this Fellow worked closely with colleagues to launch a new activity at USAID, the Health, Ecosystems, and Agriculture for Resilient, Thriving Societies (HEARTH) activity. This major initiative encourages public-private partnerships around improving the well-being of people and the landscapes they depend on. HEARTH is designed to help improve human and wildlife coexistence by strengthening the capacity of rural communities to improve their livelihoods without destroying wildlife habitat. The assigned Fellow served as the DC-based lead for proposed HEARTH activities in Bangladesh.

They also helped support FAB strategic planning functions, including working closely with a more senior colleague to draft FAB's Project Appraisal Document (PAD), a required 5-year strategic plan for the FAB office. Additionally, they helped to evaluate the legally-mandated biodiversity assessments that each overseas mission is required to periodically undertake. As FAB is the lead USAID office responsible for supporting missions with these assessments, the office has been interested in understanding whether these assessments are utilized by missions in shaping their upcoming activities. This Fellow wrote an evaluation to help USAID staff understand how these assessments are affecting mission activities and assess where missions have opportunities to make more effective use of this tool. They also collaborated on a number of marine initiatives at the office, including helping to support activities to improve fisheries management and learn about how to improve the participation of women in sustainable fisheries.

First Year Program Fellow: Ph.D., Biochemistry. Placement: Global Development Lab, Center for Development Research. Mentor: Tara Hill.

This first-year STPF fellow in the Center for Development Research, was deeply matrixed across the various roles and responsibilities of the office. They supported the Research Technical Assistance Center (RTAC) Tasks which focused on communicating science and research to a general audience so that knowledge could be used to change people's lives in developing nations. The assigned Fellow managed activities ranging from policy briefs on the effects of damming the Amazon River to facilitating in-person assistance to connect tuberculosis researchers with the government officials making healthcare policy.

The Fellow organized a workshop bringing together internal USAID stakeholders with external United States Government (USG) and academic experts to shape a vision for what Technology Transfer would look like for USAID, and how to leverage Technology Transfer to accomplish USAID's mission of advancing a free, peaceful, and prosperous world. This Fellow used their scientific training to analyze USAID documents (Country Development Cooperative Strategies) to assist a team of senior colleagues on developing an effective approach to connect knowledge and scientific expertise in Washington, DC to the needs in USAID's Mission countries. They used critical thinking skills as part of a team to assist a co-creation process that resulted in an award supporting international collaboration between Arizona State University and Kwame Nkrumah University of Science and Technology in Ghana; this award supports training students in supply chain management, a rapidly growing discipline that intersects with agriculture and public health. Lastly, they assisted an international donor team between

the United Kingdom and USA (UKRI and USAID) centered around workshops to support science communication and science for policy in developing countries.

Second Year Program Fellow: Ph.D., Wildlife Fisheries and Sciences. Placement: Global Development Lab, Center for Development Research. Mentor: Holly Ferrette.

The assigned second-year STPF fellow served in the Center for Development Research, conducting policy work consisting of implementing USAID's Scientific Research Policy and writing the Agency's first operating procedures for Agency-funded scientific research. They led the effort to add 16,000 USAID-funded research publication metadata records to the Agency's public repository for development documents, the Development Experience Clearinghouse; completed a pilot project to evaluate the impact of Agency-funded scientific research, presented results of a survey of USAID staff about using scientific research in their programming, and provided recommendations for improving USAID's use, management, and conduct of research. They also assisted in the development of trainings for USAID staff to help them understand what scientific research and "research evidence" (findings, publications, etc.) are and why they should and how they can use research evidence to inform their programming. This Fellow managed a portfolio of 23 research grants for Latin America and the Caribbean and helped co-manage the research program including drafting RFAs, reviewing and selecting proposals, and ensuring compliance with award conditions. She also assisted Lab staff with environmental compliance for their programs for nine months.

They also completed a detail as Chief of Staff for USAID/Kenya's Environment Office where they created briefing materials about the Environment Office's programs for incoming high-level officials and served as Embassy Science Fellow for the U.S. Consulate of Guayaquil, investigating wildlife trafficking in the Galapagos Islands. This Fellow interviewed almost 50 stakeholders, reviewed current efforts, and made recommendations to provincial and municipal governments, the State Department, and other USG agencies. They communicated their findings and recommendations through meetings, radio interviews, talks, briefings, and a briefing memo.

First Year Program Fellow: Ph.D., Environmental Life Sciences. Placement: U.S. Global Development Lab, Center for Digital Development, GeoCenter. Mentor: Carrie Strokes

This first-year STPF fellow in the GeoCenter engaged with four USAID missions in Asia and Africa and five USAID offices to plan and evaluate development activities. In the last five months of their fellowship, this Fellow was detailed to the USAID taskforce, where they served as the geographer for the communications team. They produced work that has been shared with the State Department, missions abroad, the White House, the National Security Council, and the public.

The assigned Fellow served as team lead for two projects and contributed to several more. While working with missions, they have conducted analyses and created data visualizations to help missions geo-focus their five-year development strategies. They also created a geospatial-enabled environment so that mission leadership can leverage on-the-ground resources to respond to shocks. Professional-development funds allowed them to visit one mission to work with and train staff and implementing partners. While working with offices in DC, they regularly participated in inter-bureau meetings and team projects where they provided technical input. These projects have included summarizing and mapping indicators relevant to

the Women's Global development and Prosperity initiative, analyzing the drivers of armed conflict, and providing technical guidance for environmental monitoring.

This Fellow has contributed to their team's capacity building efforts by formally training employees across the agency on data management and geographic information systems. They helped develop a three-day online GIS training for students abroad. They have also represented USAID at three conferences focused on applications of satellite remote sensing and have brought the knowledge gained back to their office.

First Year Program Fellow: Ph.D., Social Psychology. Placement: Bureau for Democracy, Conflict and Humanitarian Assistance, Center of Excellence on Democracy, Human Rights and Governance, Learn Division. Mentor: Danielle Reiff.

As a first-year STPF fellow in the Center of Excellence on Democracy, Human Rights and Governance (DRG), the assigned Fellow served as a Social and Behavioral Change (SBC) Advisor promoting the use of social and behavioral science to advance effective DRG programming. They engaged USAID staff and DRG sector partners through newsletters, webinars, presentations and workshops and supported USAID/Ghana in integrating behavioral change into their long-term strategy. They also supported USAID/Southern Africa efforts to integrate social and behavioral change into their programming on gender-based violence. Within the DRG Center, they contributed to a survey and assessment tool examining sociocultural barriers to women's political participation and leadership and strategic communications programming to address human rights abuses. They also managed the DRG Center's partnership with the Varieties of Democracy Institute on metrics in the DRG sector.

Second Year Program Fellow: Ph.D., Civil, Environmental and Architectural Engineering. Placement: Bureau for Democracy, Conflict, and Humanitarian Assistance, Office of Food for Peace. Mentor: Kyla Gregoire.

The second-year STPF fellow serving in the Office of Food for Peace, principal contribution was providing technical support on the design, implementation, and sustainability of infrastructure funded by USAID's Office of Food for Peace (now the Bureau for Humanitarian Assistance, BHA). This required writing technical reviews of applications (for emergency and non-emergency awards) from BHA implementing partners (IPs) and developing guidance for BHA staff and IPs on monitoring infrastructure activities in the field.

This Fellow's work promoting cost-effective, technically-sound infrastructure included working on several intra-Agency initiatives, and collaborating with the Bureau for Economic Growth, Education and Environment's Office of Energy and Infrastructure to organize and facilitate the 2019 Biennial Global Infrastructure Workshop. The event convened 100+ USAID colleagues and IPs from around the world and strengthened the USAID engineering community of practice.

The assigned Fellow was also actively involved in the creation of technical guidance for the new BHA. The BHA will streamline USAID's provision of life-saving humanitarian assistance and transitions to longer-term resilience, and they provided key language in BHA guidance documents on implementing infrastructure and natural resource management programming. They helped FFP/BHA standardize technical review processes and trainings. This includes leading a multi-disciplinary team to develop and facilitate a new FFP training on Managing the Quality of Technical Programs and developing new reporting tools for Development Food

Security Activity interventions. They also created a field guide to improve monitoring of the design, construction, and operations/maintenance of infrastructure. Such a tool has been requested for several years by non-engineering colleagues and will help program managers identify issues that may affect the long-term sustainability of BHA-funded infrastructure.

First Year Program Fellow: Ph.D., Entomology. Placement: Bureau for Food Security, Office of Agricultural Research and Policy, Research Division. Mentor: Angela Records.

The first year program Fellow assigned the Office of Agricultural Research and Policy served as an Agricultural Biotechnology International Research Advisor. They developed guidance and memorandum documents to inform and provide recommendations for senior leadership, served as an Activity/Program manager for multiple Agricultural Biotechnology programs, and institutionalized charters and frameworks to improve and enhance Bureau policies and procedures. They engaged with US Embassy, implementing partners, and Interagency colleagues to provide briefings on USAID Agricultural Biotechnology programming.

They developed detailed guidance and memorandums outlining the procedures for procuring and designing the next generation of Agricultural Biotechnology programming. They worked closely with USAID's Office of Acquisitions and Assistance personnel, learning the directives and policies which govern USAID assistance and cooperative agreement awards. The Fellow developed guidance to stand-up a dedicated team of experts addressing current and emerging animal and plant pests and diseases. As a result, they were able to provide technical guidance to USAID's Chief Scientist on Current and Emerging Agricultural Threats and Diseases. They also provided technical guidance to global partners such as the United Nations Food and Agricultural Organization Technical and Steering committees.

First Year Program Fellow: Ph.D., Sustainability. Placement: Bureau for Economic Growth, Education and Environment, Office of Energy and Infrastructure. Mentor: Katie Swanson.

As a first-year STPF fellow in the Office of Energy and Infrastructure, the assigned Fellow helped create USAID's new pollution program strategy to advise and support USAID Bureaus and Missions in combating air, water, and soil pollution around the world. The Fellow co-led USAID's first Pollution Broad Agency Announcement (BAA), which aims to link science and innovation to environmental management. In addition, they co-led the first funding opportunity under this BAA entitled New Approaches for Addressing Air Pollution Addendum. USAID received 200 expressions of interest from over 25 countries. The Fellow helped design the BAA co-creation workshop where they worked to foster collaboration among leading air pollution experts from 36 organizations spanning government, multilateral, NGO, industry, and academia.

The Fellow also assisted in evaluating USAID's toxic chemical pollution mitigation program in Tajikistan where USAID staff assessed cleanup efforts of obsolete pesticide sites. They assisted in drafting a diplomatic cable and briefed Ambassador John Mark Pommersheim on the serious problem of obsolete pesticide sites in Tajikistan. The Fellow was also selected as a faculty member to USAID's Asia Regional Training (HEART) where they answered questions and presented on air pollution to over 50 Health Officers in Bangkok, Thailand. Lastly, the Fellow was selected to represent USAID on an expert panel at the World Bank Youth Summit: Smarter Cities for A Resilient Future (broadcasted in Arabic, English, French and Spanish). They presented their work and interests in sustainable development to over 300 youth delegates from all World Bank Group regions.



**AAAS Science & Technology Policy Fellowships
2020-2021 STPF Fellows at the U.S. Agency for International Development (USAID)
Summary of Fellows' Activities and Accomplishments**

First Year Program Fellow: Ph.D., Geography. Placement: Bureau for Economic Growth, Education and Environment, Office of Global Climate Change. Mentor: Noel Gurwick.

As a first-year STPF fellow in Office of Global Climate Change, the assigned Fellow supported multiple avenues of work. Primarily, they supported the National Climate Solutions division – previously known as the Sustainable Landscapes team – in their development and implementation of programming focused on land-based carbon mitigation. The NCS team's focus is on climate change mitigation through land-oriented interventions. Specific efforts included helping to design a new program with the Cambodia mission, analyzing and evaluating program indicators, helping develop the team level strategy, and acting as the Agency liaison to a USAID partner developing innovative new ways to finance – and incentivize investment in – overlooked but important ecosystems (i.e., grasslands).

In addition, this Fellow also supported Agency-level efforts. That included supporting multiple components of the ongoing development of the USAID climate change strategy, acting as the U.S. government representative evaluating key of the upcoming Intergovernmental Panel on Climate Change, and organizing speakers for intra-agency working groups. In addition to their core duties, they also supported the Agency's ongoing efforts around climate-security. This included co-managing an activity identifying Agency capacity in specific geographies, acting as a co-representative in an interagency working group examining climate-security, and acting as a representative on the intergovernmental policy committee focused on climate change-affected migration. They also continued to publish on topics related climate-security. Collectively, these experiences allowed the participating Fellow to gain experience with all elements of USAID ranging from working with the White House and other agencies, to the development of specific programs.

First Year Program Fellow: Ph.D., Crop and Soil Environmental Sciences. Placement: Bureau for Africa, Office of Sustainable Development, Economic Growth, Environment, Agriculture. Mentor: Brian Hirsch.

As a first-year STPF fellow in the Office of Sustainable Development, the assigned Fellow led efforts for the creation and launch of the Africa Bureau's Environmental Compliance (EC) Document Library and developed guidelines for the use and maintenance of the library in collaboration with Regional Environmental Advisors (REAs) and Mission Environmental Officers (MEOs). The purpose of this library is to facilitate ongoing organized sharing of mission's' core EC documents in a location that is easy to access for regular use, active oversight, and collaborative information sharing between MEOs, REAs, and the Bureau Environmental Officer (BEO). They provided support to Sub-Saharan Africa

Missions on drafting and reviewing of EC documents. They also communicated with missions via email and virtual meetings to provide technical assistance and clarify questions regarding EC document review and processes.

They also developed an Environmental Mitigation and Monitoring Plan (EMMP) Factsheet, which is an all-agency, step-by-step, practical guidance for USAID staff and partners that documents the partners' commitment to implementing mitigation measures to reduce the environmental and social impact of their actions. The assigned Fellow also drafted a Botswana Health Care Waste Assessment for USAID/Botswana and the Government of Botswana to advise on the development of policies and processes to manage their healthcare waste, which has increased in volume and changed in composition due to the Covid-19 pandemic. During this effort, they had to coordinate communication and collaboration between USAID/Botswana Mission, the Ministry of Health and Wellness, the Ministry of Environment, Natural Resources Conservation and Tourism, and local district councils. Additionally, they are currently working on the revisions of the Initial Environmental Examination (IEE) and EMMP templates.

First Year Program Fellow: Ph.D., Cell/Molecular Biology. Placement: Bureau for Global Health, Office of HIV/AIDS, Health Workforce Branch/ Division for Systems and Program Sustainability.

Mentor: Diana Frymus.

The assigned first-year fellow supported the Office of HIV/ AIDS, spearheaded USAID's input into the development of a new reporting requirement. This has involved the development of the requirement, guidance documents for the requirement, visual aids, data structure, visuals from the data itself, and validation logic. The team they spearheaded has participated in an interagency group since February 2021. In addition to this interagency work, they also spearheaded the USAID specific roll out of this new reporting requirement. This means coordinating information to USAID missions and Implementing Partners, providing virtual training, technical assistance, and user materials. The Fellow also mentored a 10 week intern in the office.

First Year Program Fellow: Ph.D., Nutrition. Placement: Bureau for Resilience and Food Security, Market and Partnership Innovations, Division for Inclusive Market Development. Mentor: Kelley Cormier.

As a first-year STPF fellow in the Center for Nutrition, the assigned Fellow coordinated a series of workshops with implementing partners to discuss the development of food safety metrics and indicators. They provided technical and managerial support for USAID's Advancing Nutrition (AN) project. The AN activities focus on a range of topics from consumer demand measures, food environment assessments, monitoring and assessing collaboration for multi-sectoral nutrition projects, and diet quality measures. The Fellow helped design a session on diet quality indicators for the 2021 Global Learning and Evidence Exchange.

One of their principal contributions was providing technical support to missions, particularly USAID-Mozambique and USAID-Honduras, with upcoming nutrition activity desk reviews, proposals and designs. The purpose of the desk review for the Mozambique Mission was to provide tailored guidance for specific nutrition-sensitive agriculture approaches to improve year-round access to foods that form part of a safe,

nutritious diet while also increasing household incomes. The review drew from secondary resources with the goal of adding and increasing nutrition-sensitivity to the programming plans. The Fellow's experiences with mission colleagues gave them a more in-depth understanding of the activity design landscape. They also led a stocktaking exercise to examine nutrition-sensitive research investments at RFS. Dr. They analyzed the data in a variety of ways, linking the research to both pathways to nutrition and to the new RFS food systems framework. They also served on the technical evaluation committee for a new Center for Nutrition procurement and also helped draft the Global Food Security Strategy-Refresh. They also served as a member of the Research Community of Practice, the Nutrition Technical Working Group and is on the Hispanic Employee Council of Foreign Affairs Agencies board.

First Year Program Fellow: Ph.D., Biomedical and Veterinary Medical Sciences. Placement: U.S. Global Development Lab, Center for Digital Development, GeoCenter. Mentor: Carrie Stokes.

As a first-year STPF fellow in the GeoCenter office, this Fellow worked on a broad portfolio of projects helping Washington-based bureaus, as well as in-country missions. For their first assignment, they worked with the Africa Bureau to help produce a map of travel time to health facilities for all of Africa at the administration level 2 scale, as well as creating a COVID- 19 time series for the provinces of South Africa across multiple weeks. In addition, they helped conduct a geofocusing workshop for the Ghana Mission and is currently planning to conduct another for the Zimbabwe Mission.

The assigned Fellow helped create a health data dashboard for Health Office at the Ghana Mission and has created maps of health facilities and electrical infrastructure for Power Africa, as part of a larger health facility electrification project. They also worked with the Bangladesh Mission to provide historical air quality data for their use and is currently working on several projects with for the Afghanistan Mission. He is also currently mentoring a college intern who has recently joined the office.

The Fellow also participated as a member of the multi-agency One Health Working Group and contributed as a member of USAID's Geospatial Strategy Working Group.

First Year Program Fellow: Ph.D., Biochemistry/Biophysics. Placement: Bureau for Democracy, Conflict and Humanitarian Assistance, Center of Excellence on Democracy, Human Rights and Governance, Human Rights Division. Mentor: Anthony Cotton.

As a first-year STPF fellow in the Inclusive Development Hub, this Fellow contributed to research and training projects on both the Inclusive Development and LGBTQI+ portfolios.

They played a key role in designing the methodology and drafting the report, "USAID 200-Day Progress Report on Equity Assessments." This report, issued in response to Executive Order 13985 on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, summarized the Agency's racial and ethnic equity assessment of how its policies and actions affect full and equitable participation in foreign assistance programs and partnerships.

The assigned Fellow led on four diversity, equity, inclusion, and accessibility training sessions for USAID missions, bureaus, and independent offices. They served as the subject matter expert on the Office of Civil Rights and Diversity's session, "Applying Inclusion Principles in the Workplace and Programming." They facilitated the independently-offered Inclusive Development Overview, lead the Respectful, Inclusive, and Safe Environments Virtual Course session on the Principles of Inclusive Development, and facilitated the Inclusive Development at USAID session for all new Agency employees at New Entrant Orientation.

As a member of the Agency's LGBTQI+ Team, they performed an Inclusive Development Analysis in order to understand the needs of international LGBTQI+ civil society organizations. They compiled research summaries on the legal realities and levels of stigma LGBTQI+ people face in 11 countries with a USAID presence and authored two internal memos: One on the global state of intersex organizing, the second on the history, prevalence, and the lack of scientific merit of so-called sexual orientation and gender identity/expression "conversion therapies."

First Year Program Fellow: Ph.D., Civil Engineering. Placement: Water Office. Mentor: Sam Huston.

This first-year STPF fellow in the Water Office, worked on several tasks related to Agency strategies, technical guidance, and mission support. They have taken on a leading role in the Center for Water Security Sanitation and Hygiene in the growing work on water resources management and led the drafting of a technical brief on this topic, which will be shared publicly for use by other donors, partners and USAID staff. This task required synthesizing evidence, crafting key messages and significant coordination with other USAID Operating Units. They were also instrumental in supporting the new water resource management sub-working group under the Water Strategy Working Group, a platform that brings together a large number of USAID staff with interest in this topic.

In addition, they engaged with the Environmental and Natural Resources Management team, a cross-agency platform for knowledge sharing and technical leadership and ensured that water resources issues are represented and incorporated into Agency frameworks. They also took the initiative to summarize key evidence on the linkages between water and climate change, a key input into the on-going development of USAID's climate strategy. In addition to their extensive work on water resources management policy and guidance, they also supported USAID mission Water Security Sanitation and Hygiene programming, supporting the development of USAID/Ethiopia's new Sustainable Water Sanitation and Hygiene Systems project appraisal document and new Urban Water and Sanitation Activity, requiring frequent early-morning virtual meetings with mission staff to coordinate inputs to this document. They also helped the USAID/Sudan mission to program new WASH funds.

Second Year Program Fellow: D.V.M., Veterinary Medicine. Placement: Bureau for Food Security, Office of Country Strategies and Implementation. Mentor: Ahmed Kablan.

As a second-year STPF fellow in the Office of Country Strategies and Implementation, this Fellow provided expert technical support to USAID's Bureau for Resilience and Food Security (RFS) in the Center for Nutrition. They authored the Agency's first Food Safety Technical Brief which was the culmination of 18 months of hard work. They also served on the inaugural cohort of RFS' Diversity, Equity, and Inclusion Council where she co-led the

Recruitment and Retention work stream. In this role they founded the Bureau's first mentorship program which helped promote professional development for 100 staff in RFS. The assigned Fellow also served on the cross-bureau livestock team where they founded the Livestock Champions Network, an intra-agency group of headquarters and mission staff who work to promote improved economic growth, resilience, and healthy diets from the production and consumption of livestock and animal source foods. The assigned Fellow served as the co-lead for the Guatemala Country Support Team and as a member of the Honduras and Madagascar Country Support Teams as well.

First Year Program Fellow: D.V.M., Veterinary Medicine. Placement: Bureau for Democracy, Conflict and Humanitarian Assistance, Office of Food for Peace, Famine Early Warning Systems Network. Mentor: Amy McNally.

A first-year STPF fellow in the Famine Early Warning System Networks team, this Fellow's primary project is research centered on the livestock model, which aims to improve the monitoring of food security in pastoral and agro-pastoral areas by analyzing likely changes in herd size and productivity over time.

During their fellowship, they co-authored a book chapter related to food security impacts of the COVID-19 pandemic among pastoralists in East and West Africa. Additionally, they engaged in intra-bureau and intra-agency collaboration. Within the Bureau for Humanitarian Assistance, they helped lead the One Health Working Group. This group strives to integrate and leverage One Health activities and program practices to improve humanitarian and development outcomes. They also served as lead researcher on a project to provide an internal evaluation of livestock mass vaccination projects supported by BHA. The Fellow engaged with the Bureau for Resilience and Food Security (RFS) on matters concerning livestock. These collaborations allowed them to expand their portfolio within USAID to include working with gender equality and female empowerment initiatives, climate change initiatives, and zoonotic disease prevention.

Second Year Program Fellow: Ph.D., Technology and Environmental Policy. Placement: Bureau for Economic Growth, Education and Environment, Office of Energy and Infrastructure. Mentor: Simone Lawaetz.

This second-year STPF fellow served in the Energy Division of the Office of Energy and Infrastructure. Their principal contribution was developing and analyzing opportunities for climate change programming in the energy sector, with a focus on energy efficiency, electric vehicles, and energy storage applications in developing countries. This required extensive coordination with the U.S. Department of Energy partners at the National Renewable Energy Laboratory and Lawrence Berkeley National Laboratory. They managed multiple projects related to energy efficiency and renewable energy with researchers at these institutions. They also collaborated closely with the Philippines and Mexico Missions to design new energy programs and to determine technical assistance needs in energy efficiency, electric vehicle deployment, and energy storage.

They also led development of multiple modules in an internal technical training for USAID energy officers around electric vehicle and energy storage deployment. This Fellow also led development of climate change indicators and targets for energy sector programs as part of the

annual Performance Plan and Report process and the development of the agency's Climate Strategy. They also represented the agency at National Security Council's Interagency Policy Committee meetings on transportation decarbonization policy.

As agency priorities shifted, they led development of new programming around circular economy programming for solar, wind, and battery storage technologies and supported development of subnational climate programming with USAID's new Green Cities Division including development of a stakeholder workshop with academics, NGOs, and international urban policymakers.

First Year Program Fellow: Ph.D., Integrated Biomedical Sciences. Placement: Bureau for Resilience and Food Security, Office of Agricultural Research and Policy. Mentor: Angela Records.

As a first-year STPF fellow in the Center for Agriculture-Led Growth, this Fellow contributed to the Center's research investment portfolio through various levels of Feed the Future Innovation Lab engagement. They served as activity manager for the Food Processing and Post-Harvest Handling Innovation Lab and the Livestock Systems Innovation Lab's Peste des Petits Ruminants Vaccine Associate Award, for which they secured a one-year, no-cost extension. They also contributed to the design and drafting of the Current and Emerging Threats to Crops Innovation Lab procurement as well as assisted in standing up the Animal Health Innovation Lab.

The assigned Fellow led efforts related to research reporting and impact evaluation. They served as point of contact for the Research Rack Up, a reporting tool designed to collect qualitative data about technologies generated from research investments. They also co-led a training webinar, scrutinized and resolved data discrepancies, analyzed data, and presented findings to diverse audiences in the Bureau. Additionally, they launched an impact assessment study with the Feed the Future Innovation Lab for Collaborative Research on Sustainable Intensification. As impact and scaling are high priority initiatives for the Center, they co-led the Research Impacts Working Group in the Bureau's Research Community of Practice, where they facilitated a pause and reflect exercise and conducted a series of consultations to determine the group's path forward. They also served on the Bureau's Agricultural Threats Working Group and on the Interagency Defense Against Agroterrorism Working Group.

Finally, they co-led the One Health Affinity Group where they created and executed programming on a variety of topics from COVID testing to soil biodiversity to global policy change through an invited speaker series.

First Year Program Fellow: Ph.D., Ecology/Evolution. Placement: Bureau for Economic Growth, Education and Environment, Forestry and Biodiversity Office. Mentor: Hadas Kushnir.

As a first-year STPF fellow in the Biodiversity Division, the assigned Fellow supported the implementation of USAID's Environmental and Natural Resource Management (ENRM) Framework. In this capacity, they worked across the Agency to support the integration of biodiversity conservation and natural resource management across development sectors to improve environment, climate change adaptation and mitigation, development, and humanitarian assistance outcomes. Much of the work was focused on facilitating the co-design,

implementation, and iterative refinement of the ENRM Framework theory of change (TOC), results chain, and work plan, as well as supporting the same processes for each of ten ENRM focal area working groups. In these working groups, they also applied their technical knowledge to help develop products, including a technical brief on the role of environment and natural resource management in water resource management and an evidence review exploring the connection between ENRM and nutrition programming at USAID.

The Fellow also led the ENRM work streams on knowledge management, communication, training, as well as monitoring, evaluation, and learning (MEL). They led the development and implementation of an ENRM communications and knowledge management strategy as well as an ENRM-specific training for incoming foreign service officers. The Fellow also produced several communications products and knowledge management tools to facilitate knowledge sharing and cross-sectoral communication and engagement among the focal area working groups and throughout the Agency (e.g., activity tracking tool, participant tracking and management tool, monthly newsletter, bi-monthly seminar series). They also worked with USAID Missions in Mozambique, Ghana, and the Philippines in their efforts to integrate biodiversity conservation and natural resource management into sustainable livelihoods, food security, and energy programming respectively.

Second Year Program Fellow: Ph.D., Elementary Particle Physics. Placement: Bureau for Democracy, Conflict and Humanitarian Assistance, Office of Food for Peace, M&E Team. Mentor: Arif Rashid.

As a second-year STPF fellow in the Office of Food for Peace, this Fellow participated in a variety of activities in his host office and team that leveraged his data analysis and statistics skills in support of the office's mission. They helped identify a strong relationship between variables in historical datasets collected on behalf of the office that demonstrated systematic reporting biases in a critical nutritional indicator. After disseminating this information to colleagues, they also prepared a peer-reviewed publication.

The assigned Fellow was also involved in the search for actionable insights to survey data collected in parts of the world supported by office programming collected during the COVID-19 pandemic. They also organized team-building exercises as the office experienced a significant merge with another office. Lastly, they participated in multiple agency-wide working groups.

Second Year Program Fellow: Global & Sociocultural Studies. Placement: Bureau for Food Security, Office of Agricultural Research and Policy, Policy Division. Mentor: Emily Sherra Weeks.

This second-year STPF fellow served in the Office of Agricultural Research and Policy. They developed and implemented the Division's core communications and learning activities and supported the team in synthesizing technical information and messaging out to relevant bureau and mission staff through a variety of outlets, including a monthly newsletter, policy webinars, an intranet page, several learning materials, and regional calls. In collaboration with Resilience and Food Security (RFS) knowledge managers, they produced an internal resource page for responding to the secondary impacts of COVID-19. The Fellow also helped develop and

deliver two online food systems policy courses for RFS and mission staff. In doing so, he helped expand a policy learning community across USAID bureaus and missions.

Over the last two years, they curated two month-long online blog series on sustainable food systems and resilience and food security policy, and published multiple blogs related to food policy. During the pandemic, they led a collaborative effort between his team and the Feed the Future for Policy Impacts Consortium to provide a set of evidence-based considerations to inform COVID-19 policy and decision-making in partner countries. This Fellow also organized several webinars on food systems, policy, and the impacts of COVID-19. Together, these activities helped strengthen the understanding of many USAID staff to the important role that policy plays in achieving scalable and sustainable food systems outcomes as well as actionable ways to support improved policy systems in the countries we work.

First Year Program Fellow: Ph.D., Anthropology. Placement: Bureau for Economic Growth, Education and Environment, Office of Gender Equality and Women's Empowerment. Mentor: Corinne Hart.

As a first-year STPF fellow in the Gender Equality and Women's Empowerment Hub, the assigned Fellow provided gender technical support for environment programming at USAID, managed or co-managed more than seven activities, helped draft briefing materials on gender, climate, and environment issues for the White House, and helped to develop remarks for USAID Administrator Samantha Power. Additionally, they contributed to the development of the new USAID Climate Strategy.

The Fellow managed gender integration and women's economic empowerment activities for SERVIR (a USAID-NASA partnership), Clean Cities-Blue Ocean (CCBO), and a global business partnership with PepsiCo in Pakistan. In this capacity, they co-developed workplans, advised on monitoring and evaluation, presented at events with international colleagues, developed communications documents highlighting these programs, and co-developed two new \$3 million activities. These new activities include a SERVIR activity to develop index-based insurance for women farmers in East Africa and a CCBO activity to empower women waste managers to support the development of a circular waste economy in Peru. In addition to these activities, they also served as a co-lead and/or supported several programs advancing gender equality and women's empowerment in land tenure, natural resources management, environmental conservation, air pollution, and the energy sector.

First Year Program Fellow: Ph.D., Astrophysical Sciences and Technology. Placement: Global Development Lab, Center for Digital Development, GeoCenter. Mentor: Steve Gale.

This fellow did not report on activities as they left the fellowship year early on November 23, 2020.

Second Year Program Fellow: Ph.D., Endocrinology and Reproductive Physiology. Placement: Bureau for Global Health, Office of Population and Reproductive Health, Research, Technology and Utilization Division - Biomedical Team. Mentor: Mihira Karra.

As a second-year STPF fellow in the Office of Population and Reproductive Health, this Fellow contributed across multiple office priority areas. Notably, they volunteered to assemble and

lead a working group to revise the Couple-Years Protection (CYP) indicator, which is a commonly used measurement to monitor progress of family planning (FP) programs implemented by international organizations, host-country governments, and by the private sector, who use the indicator to promote their global good impact.

The assigned Fellow managed this technical issue with professionalism and diplomacy. They assembled a group of USAID experts, collected and synthesized key stakeholder feedback, including missions, wrote a scope-of-work that balanced diverse viewpoints, and coordinated with PRH leadership to identify an implementing partner with capacity to undertake a literature review that will contribute to the final measurement calculations. They managed to move the CYP revision forward and develop a process that is efficient and will set a PRH standard for regular review and revisions that directly impact public and private sector global programming.

Second Year Program Fellow: Ph.D., Oceanography. Placement: Bureau for Asia, Office of Technical Services, Environmental Security and Resilience Team. Mentor: Mary Melnyk.

As a second-year STPF fellow in the Office of Technical Services, the Fellow was the lead for the Asia region on sustainable fisheries and marine conservation and the marine plastics portfolio. They also supported a number of portfolios, including water security, adaptation, wildlife trafficking, biodiversity, and safeguards. Each of these portfolios had specific activities at the bilateral, sub-regional, regional, and global levels of effort. Working directly with missions and partner governments at the bilateral level, they designed and provided technical support to new sustainable fisheries and marine conservation activities in Indonesia and the Philippines.

At the regional level, new activities were designed, competed, and awarded for the Pacific Islands and for Southeast Asia, the South China Sea, and the coral triangle. These regional efforts had major lines of effort around ecosystem based fisheries management and addressing illegal, unreported, and unregulated (IUU) fishing, both at the small-scale fisheries level and addressing impacts from distant water fleets (DWF). The assigned Fellow developed, organized, and led an international series of roundtables on IUU fishing by DWFs with United States government (USG) principals and executive branch leadership, along with ambassadors and foreign government officials, scientific experts, civil society leaders, and industry leaders from around the globe. There were seven round tables over the course of the two-day event which has spawned further action from the National Security Council, the World Trade Organization, and specific agencies within the USG executive branch.

Second Year Program Fellow: Ph.D., Nutritional Sciences. Placement: Bureau for Resilience and Food Security, Market and Partnership Innovations, Division for Inclusive Market Development. Mentor: Kelley Cormier.

As a second-year STPF fellow in the Center for Nutrition's Food Safety Division, the assigned Fellow provided technical assistance and policy guidance through a variety of roles.

As Activity Manager for EatSafe, they assisted in program and financial management, including conducting meetings with implementing partners, reviewing deliverables, assisting in the revision of the MEL Plan, providing feedback in the design of an intervention, and virtually facilitating in-country program launches.

The Fellow also served as the Chair of the Interagency Food Safety Technical Working Group of the Global Nutrition Coordination Plan (GNCP). In this role, they organized meetings, brown bag presentations, and three webinars to foster collaboration in the interagency, including a two-part webinar series on mycotoxin exposure and another to explore the relationship between climate change and food safety.

The Fellow also participated in the Bureau of Resilience and Food Security “RFS Youth Champions League.” They helped to manage several Advancing Nutrition activities relating to nutrition in youth and adolescents. They also helped organize a Food Safety Month in June 2021 on Agrilinks and published a blog titled “Are Rising Temperatures Raising the Risk of Foodborne Illness?” In addition to technical assistance and knowledge management, they also provided policy guidance for the GNCP, Global Food Security Strategy (GFSS), WHO Global Food Safety Strategy, and the USAID/DoS Joint Strategic Plan (JSP).

They actively engaged in professional development and served as the Social Media, Membership, and Engagement Chair of the American Society for Nutrition. The Fellow’s participation in French courses and a course on the statistical software R to model food safety risks. They were invited to speak at events such as ComSciConATL, Superfund Community Engagement Workshop, and a course for STEM Students at Transylvania University.

First Year Program Fellow: Microbiology. Placement: U.S. Global Development Lab, Center for Development Research. Mentor: Kevin Roberts.

This first-year STPF fellow in the Center for Development Research helped the Innovation, Technology, and Research (ITR/R) office manage ongoing programs and contributed to thought leadership regarding the role of higher education in international development.

The assigned Fellow served as a regional manager for the Partnerships for Enhanced Engagement in Research (PEER) program, managing USAID-funded research projects in South and Southeast Asia. Additionally, they were the lead organizer for the PEER 10th Anniversary Seminar Series, a monthly seminar series that ran March through September 2021 featuring researchers from around the globe who have been supported by the PEER program. The seminar series was aimed at USAID staff and other PEER program partners in the U.S. government to highlight how investments in research and higher education can have significant, positive impacts on development.

In addition, the Fellow led the publication of “Higher Education Institutions and Science Networks: Unique International Platforms for Accelerated Response to Global Shocks,” a peer-reviewed article in the journal *Science & Diplomacy*. They also published a case study that focused specifically on the PEER/Liberia program, a PEER program that has supported continued medical education in Liberia, despite the various challenges posed by the COVID-19 pandemic.

Finally, the assigned Fellow served as the de facto graphic designer in the office, producing visuals for multiple internal meetings, a forthcoming workshop report on technology transfer at USAID, two soon-to-be-published case studies (including the one mentioned above), and future briefings for USAID leadership and Capitol Hill.

First Year Program Fellow: Ph.D., Biological Design. Placement: Bureau for Resilience and Food Security, Office of Strategic Planning and Performance Management. Mentor: Bill Thomas.

As a first-year STPF fellow in the Office of Strategic Planning and Performance Management, the assigned Fellow worked directly with the Resilience and Food Security (RFS) bureau environmental officer (BEO) and programs office (PO). They worked diligently to support its mission to advance inclusive agriculture-led growth, resilience, nutrition, and access to water and sanitation to accelerate and protect national and regional progress on the journey to self-reliance. This includes organizing collaborative meetings between the Africa Bureau, the RFS BEO, and RFS's Center for Water, Sanitation, and Hygiene (WASH).

Specifically, with the Africa Bureau, RFS/PO, RFS/BEO, and WASH, the Fellow offered strategic guidance on Automated Directives System (ADS) 204, climate risk management (CRM) and the intersection of climate change with RFS's mission, initial environmental examinations (IEE), environmental monitoring and mitigation plans and reports (EMMP and EMMR), the pesticide evaluation report and safer use action plan (PERSUAP), and livestock sector environmental guidelines (SEG). They also assessed the efficacy of the Water Quality Assurance Plan (WQAP), mitigated risks associated with unintended use of agricultural water, helped to improve the upcoming draft of Global Food Security Strategy (GFSS), provided expertise to the environmental and natural resource management (ENRM) framework, and drafted entirely new protocols for the purchase and use of ammonium nitrate and calcium ammonium nitrate- based fertilizers.

Furthermore, promoting diversity, equity, and inclusion (DEI) is foundational to the RFS, the Fellow sought to incorporate diversity and inclusion into USAID projects in RFS by connecting underserved communities with STEAM professionals. As the activity manager for Climatelinks, the Fellow shared USAID's climate objectives, goals, and resources with diverse audiences. Outside of USAID, they founded and co-chaired the Science, Technology, Engineering, Arts, and Math (STEAM) Team affinity group.

Second Year Program Fellow: Ph.D., Molecular and Cellular Biology. Placement: Bureau for Food Security, Office of Agricultural Research and Policy, Research Division. Mentor: Angela Records.

The second-year STPF fellow supporting the Office of Agricultural Research and Policy, continued to contribute to the bureau's research portfolio. This Fellow played a critical role in the bureau's Research Community of Practice. The Fellow served as the Communications Working Group lead and drove the research communication agenda and produced blog posts, white papers, and newsletters. As part of the interagency Feed the Future Global Food Security Strategy Refresh, they also co-led the drafting of the new Research Agenda. They also supported the research seminar series, preparing guests to speak to the Bureau, creating promotional materials, and editing and distributing seminar recordings. She worked directly with the secretariat to prepare presentations, compile documents, develop talking points, and maintain the community website.

After piloting Tableau dashboards for research investments in her first year, they expanded this work to develop new research management tools. These tools will help colleagues

understand where research investments sit along the research, development, and implementation stages of product development.

During her second year, the assigned Fellow shifted their focus again to align with the new administration's priorities. Specifically, they compiled data and literature regarding impacts of climate change on agriculture and food systems, assessed current programming for climate adaptation and mitigation benefits, and presented in a series of meetings with senior staff.

Their contributions to increasing the effectiveness of research programming and collaboration with other donors through their leadership in investment mapping and communication of research impacts was acknowledged with an Exemplary Performance Award.

First Year Program Fellow: Ph.D., Engineering. Placement: Bureau for Resilience and Food Security, Office of Agricultural Research and Policy. Mentor: Tyrell Kahan.

As a first-year STPF fellow in the Office of Agricultural Research and Policy, the Fellow managed projects which contribute to agricultural research and programming to improve the lives of farmers around the globe. Their work included a wide array of topics both inside and outside of her expertise from seed systems to livestock management.

In addition to program management, the Fellow also contributed to thought leadership in the bureau through their contributions to the refresh of the Global Food Security Strategy (GFSS), which is the guiding policy document of their center and bureau. They ensured that natural resources management and water resources management are considered in agricultural programming. They also led an effort to examine the outputs from USAID's agricultural research investments to sort and classify them, which will help missions wade through the huge list and more easily identify opportunities.

In addition to contributing to programming and policy in RFS, the Fellow supported USAID missions abroad. They regularly consulted on priorities and communicated program successes. They worked with the missions in Liberia, Ethiopia, and Sudan. Using their interdisciplinary background, the Fellow contributed to the work of a number of inter- and intra-agency working groups. As part of these groups, they helped to draft technical briefings, scoping documents, and participated in mission engagement.

As the assigned Fellow, they engaged in many professional development opportunities. They attended AAAS STPF events ranging from political dynamics to human centered design. Through USAID, they also took courses on food systems policy and development. They also took French classes.

First Year Program Fellow: Ph.D., Neuroscience. Placement: U.S. Global Development Lab, Center for Digital Development, Strategy & Research Team. Mentor: Aubra Anthony.

As a first-year STPF fellow in the Center for Digital Development, the assigned Fellow focused their technical and problem-solving expertise on developing resources and support the enabling environment for inclusive, equitable, and democratic digital ecosystems in developing countries throughout the world. They also gained skills through their day-to-day work and

professional development opportunities, specifically focused on several areas: data science and ethics, governance, international development and diplomacy, as well as professional skills training. Finally, they sought opportunities to serve as a resource and mentor for current and former colleagues and fellows, including through leadership roles in affinity groups, panels, and speaking engagements.

First Year Program Fellow: Ph.D., Counseling Education & Supervision. Placement: Bureau for Democracy, Conflict and Humanitarian Assistance, Center of Excellence on Democracy, Human Rights and Governance, Counter-Trafficking in Persons. Mentor: Janice Lam.

As a first-year STPF fellow in the Counter Trafficking in Persons (C-TIP) Team, the assigned Fellow's portfolio focused on research management, technical support to USAID missions, policy development and implementation, training, and interagency reporting. One of their roles included managing the DRG C-TIP research portfolio for six to eight ongoing research projects in 11 countries and regions across the globe. They coordinated and led regular meetings to ensure effective communication among key personnel, missions, regional bureaus, implementing partners and U.S. government agencies. They also presented on behalf of USAID in conferences, summits, and workshops on human trafficking and trauma. In the recent USAID DRG Center Virtual Conference, they served as a live emcee for over 1,000 USAID global partners and officers. The Fellow focused on the C-TIP training portfolio, contributing to projects such as USAID's C-TIP Code of Conduct Training, trauma-informed training in collaboration with the U.S. Department of State, DRG Center's Human Rights Training, C-TIP Partner Tool Kit Case Studies, and USAID's Child Safeguarding Training.

The assigned Fellow contributed to the recently revised C-TIP Policy reflecting the current administration's priorities. Upon the publication of the 2020 National Action Plan (NAP) to Combat Human Trafficking, they were named C-TIP lead on tracking, gathering information, and responding on behalf of USAID to the National Security Council's (NSCs) Data Calls connected to NAP Priority Actions. When the NSC's Counterterrorism and Transnational Crime Directorate began revising the NAP with interagency inputs that better reflect the new administration's priorities, they were responsible for constructing Agency Action Memos and Transmittal Notifications for Paper Interagency Policy Committee (IPC) and Paper Deputies Committee (DC) processes.

Second Year Program Fellow: Ph.D., Geographical Sciences. Placement: Bureau for Economic Growth, Education and Environment, Office of Land and Urban, Land Team. Mentor: Stephen Brooks.

As a second-year STPF fellow in the Office of Land and Urban, the assigned Fellow designed and managed the implementation of the Land Advisors Program, a new program that builds capacity of USAID staff to strengthen and expand programming in land and resource governance (LRG). They developed and facilitated interactive virtual learning events for a cohort of USAID staff focused on the importance of LRG programming, examples of successful integration in environmental programming, and best practices.

Before the pandemic, they travelled to the USAID-Madagascar Mission to provide key land and marine tenure recommendations as input to their country development strategy. In their second year, the Fellow assumed a key leadership role in serving on three interagency

steering committees for joint programs with NASA and the U.S. Forest Service that build capacity for countries around the world to use geospatial data to improve their forest monitoring and carbon accounting statistics. As a geographer with specialized expertise in digital mapping, the assigned Fellow also provided geospatial mapping support to help USAID missions and operating units harness a range of powerful data and visualization tools to improve their climate and environmental programming.

The Fellow also managed their office's communications and learning activities, helping to translate all programmatic achievements into clearly communicated pieces for the public in the form of blog posts, USAID social media posts, and features in quarterly newsletters. In addition, they helped design and manage new activities under USAID's Integrated Natural Resource Management (INRM) mechanism to assist missions with integrating LRG into environmental programming.

Second Year Program Fellow: Ph.D., Biomedical Engineering. Placement: Bureau for Global Health, Office of HIV/AIDS, Research Division. Mentor: Benny Kottiri.

As a second-year STPF fellow in the Office of HIV/AIDS, the assigned Fellow served as a technical resource, reviewing and synthesizing information about the USAID Microbicide Program and providing expert recommendations in the preparation and review of program priorities, strategies and budgets. In their role as Advisor for Research and Development (R&D) of HIV Biomedical Prevention Technologies, they supported project management of eight R&D activities. Some of their responsibilities included reviewing work plans and budgets and providing overall strategic guidance to support the improved design of HIV prevention and reproductive health products in both early and late stages of development, including advising on end-user acceptability and cost-effectiveness for use in resource-constrained countries.

The Fellow coordinated with Agreement Officer Representatives/Contracts Officer Representatives (A/CORs) to engage with key stakeholders and provide technical assistance in the design, implementation, and analysis of new USAID-funded projects and activities. Additionally, they served as a Microbicide Program intermediary and technical advisor on OHA task forces and technical working groups covering topics such as new product introduction and access, supply chain, PrEP, gender, gender-based violence, and DREAMS (PEPFAR program focused on adolescent girls and young women). As a Ph.D. trained biomedical engineer, they applied knowledge of scientific research and the programmatic landscape to develop technical documents and state-of-the-art presentations, update OHA colleagues with accurate scientific evidence, and inform USAID technical and strategic approaches. They also led the organization of the Research Division's monthly Microbicides Program Meetings to host guest presentations on cutting-edge research and serve as an intermediary to foster connections across USAID R&D activities and PEPFAR programs.

Second Year Program Fellow: Ph.D., Anthropology. Placement: Bureau for Africa, Office of Sustainable Development, Conflict, Peacebuilding, and Governance Division. Mentor: Karen O'Donnell.

As a second-year STPF fellow in the Office of Sustainable Development, the assigned Fellow continued to use the insights from their social scientific training and regional expertise inform programs and policies in the Africa Bureau. They also developed new skill sets and areas of

expertise in the day-to-day work of policymaking, technical assistance, and program design as well as learning how the interagency functions and how consensus around policy approaches is built.

The Fellow continued to lead a research study on the People's Republic of China's investment and engagement in Africa and its impact on democratic norms and values in Africa, including leading an agency-wide brief that resulted in substantial follow-up interest from across the agency and interagency. They continued to lead a research study on al-Shabaab and social and information networks in Kenya and sought to ensure findings were integrated into future CVE programming.

The Fellow also co-lead the digital portfolio for the Africa Bureau, which included developing and organizing a body of knowledge and data on digital technology in Africa; spearheading the development of a bureau-wide strategy on digital technologies that included mission and Washington colleagues; creating an Africa Bureau digital working group; and leading the initial development of a concept note for Africa Bureau in response to the announcement of a major NSC initiative, including managing intra- and inter-agency communication about said initiative. They also managed the Indigenous Peoples Portfolio for the Africa Bureau and provided technical assistance to Zambia, Tanzania, DRC, Guinea, and Sierra Leone. Finally, the assigned Fellow provided support via an ongoing virtual TDY for a DRG Governance Activity.

Second Year Program Fellow: Ph.D., Earth and Environmental Sciences. Placement: Global Development Lab, Center for Development Research. Mentor: Tara Hill.

This second-year STPF fellow in the Center for Development Research, assumed additional responsibilities including working closely with the Climate and Cross-Sectoral Strategies team at USAID, where they more completely integrated aspects of their scientific background in the policymaking space. They also balanced this with continuing project and grants management within USAID's Innovation, Technology, and Research Hub where they had also strengthened relationships with key partners.

First Year Program Fellow: Ph.D., Cell/Molecular Biology. Placement: Bureau for Policy, Planning and Learning, Office of Learning, Evaluation, and Research. Mentor: Stacy Young.

As a first-year STPF fellow in the Office of Learning, Evaluation, and Research, the assigned Fellow worked as a Knowledge Management and Organizational Learning (KMOL) specialist and engaged in different types of work. They worked closely with USAID missions to co-create processes and tools for knowledge retention and transfer to ease staff transitions and retain the knowledge that is one of the Agency's most valuable assets.

This Fellow spearheaded communications effort for the Agency KMOL team. As part of this new team, they developed elevator pitches to clearly articulate the team's goals, mission, and vision. They authored a blog post on the knowledge retention and transfer model, established web pages for the team to share their work, and facilitated a webinar about KMOL and COVID-19. They also worked on the team's Localization effort to help promote Agency programs grounded in evidence and to benefit marginalized groups.

This Fellow also led a group of interns in conducting a landscape analysis and review on how international development organizations and bi- and multilateral donors are using their

KMOL functions to respond and adapt to COVID-19. Lastly, they were he involved in the development of the first ever policy chapter on KMOL for USAID.

Second Year Program Fellow: Ph.D., Civil Engineering, Engineering Education. Placement: Bureau for Democracy, Conflict and Humanitarian Assistance, Office of Food for Peace. Mentor: Greg Olson.

The assigned second-year STPF fellow in the Office of Food for Peace, worked to reduce the amount of packaging waste in humanitarian assistance and to change the culture of BHA to include environmental sustainability as a metric of concern when planning and executing responses. The Fellow worked on creating a solid Joint Initiative with donors, implementing partners, United Nations organizations, and researchers. Creating a coalition at the headquarters level was an important step in these efforts, and today about 18 organizations are committed to the Joint Initiative, working on over a dozen activities. This foundation has already allowed partners and donors to discuss other areas of environmental sustainability like climate and transportation emissions.

Ph.D., Ecology. Placement: Bureau for Economic Growth, Education and Environment, Forestry and Biodiversity Office. Mentor: Hadas Kushnir.

As a second-year STPF fellow in the Forestry and Biodiversity Division, the assigned Fellow helped to draft the office's strategic plan, providing a framework for future biodiversity investments. They supported biodiversity activities in Bangladesh, Ecuador, Indonesia, Tanzania, and Uganda, making trips to both Indonesia and Ecuador to support key activities. They also worked on a major, multi-country, integrated conservation and development activity supported by over \$100 million in public and private investments. They served as the lead DC point of support for the Bangladesh Mission as they selected an applicant, co-developed their activity, and moved towards a final award. The Fellow also devoted a substantial share of their time in spring and summer of 2021 to supporting the development of new environment activities in Ecuador.

They also researched and wrote a report exploring the use of congressionally-mandated biodiversity analyses in USAID mission strategic plans. This report was well-received by colleagues and has helped to increase awareness about the important information that biodiversity analyses can provide in shaping strategic plans. They also supported the division's marine programming, including serving as the point of contact for the interagency working group for the Maritime Security and Fisheries Enforcement Act, a key piece of legislation designed to reduce illegal fishing. Along with another STPF Fellow at USAID, this Fellow helped to manage an ongoing activity examining the effects of COVID-19 on USAID's environment programming, which will also provide recommendations for how the Agency can strengthen its resilience to future shocks.

First Year Program Fellow: Ph.D., Sociology. Placement: Bureau for Economic Growth, Education and Environment, Office of Gender Equality and Women's Empowerment. Mentor: Chaitra "Chai" Shenoy.

As a first-year STPF fellow in the Office of Gender Equality and Women's Empowerment, the assigned Fellow engaged in a wide variety of work streams. As a Gender-Based Violence (GBV) Advisor, their primary job duties included serving as an activity manager for grants

and contracts related to international development; providing technical assistance to missions; and supporting the development of policy as related to gender equity and GBV. They interfaced regularly with teammates in the Gender Equality and Women's Empowerment Hub as well as other offices and bureaus, the State Department's Office of Global Women's Issues, USAID Missions around the world, grantees, contractors, implementing partners, and other multilateral organizations such as the United Nations and the Inter-American Development Bank.

In particular, there are three flagship activities to highlight from this Fellow's first year. First, they initiated and led a four-part virtual roundtable series titled, "Gender, Science, and Human Rights," which was co-sponsored by USAID, the University of Dayton, and the AAAS program on Scientific Responsibility, Human Rights, and Law. The series brought together 24 panelists from government, academia, community, and non-governmental organizations who spoke about their professional backgrounds and how they use data and evidence in their efforts to achieve gender equality. It attracted over 400 attendees and was shared widely on social media. Secondly, they participated in collecting data and making policy recommendations for multiple high-level processes or presidential initiatives, such as the American Recovery Plan for COVID-19 relief in foreign aid, the Root Causes Strategy, and the Summit for Democracy. Lastly, they participated in as a working group member in the NIH Scientific Workshop on Violence and Related Health Outcomes in Sexual and Gender Minority Communities.

Second Year Program Fellow: Ph.D., Biochemistry. Placement: Global Development Lab, Center for Development Research. Mentor: Tara Hill.

As a second-year fellow in the Center for Development Research, the assigned Fellow was deeply matrixed across the various roles and responsibilities in the Research Division, within the Innovation, Technology, and Research Hub (ITR) at USAID. This Fellow's passion for science communication made them a strong fit for taking on the role of an Activity Manager for the Research Technical Assistance Center (RTAC) tasks which focused on communicating science and research to a general audience so that knowledge could be used to change people's lives in developing nations. They managed activities ranging from policy briefs on the effects of damming the Amazon River to facilitating in-person assistance to connect tuberculosis researchers with the government officials making healthcare policy. The Fellow led the effort to organize a workshop bringing together internal USAID stakeholders with external United States government (USG) and academic experts to shape a vision for what technology transfer would look like for USAID, and how we can leverage technology transfer to accomplish our mission of advancing a free, peaceful, and prosperous world.

They also used this scientific training to analyze USAID documents (Country Development Cooperative Strategies) to assist a team of senior colleagues develop an effective approach to connect knowledge and scientific expertise in Washington, DC to the needs in mission countries. The assigned Fellow used their critical thinking skills as part of a team to create an award supporting international collaboration between Arizona State University and Kwame Nkrumah University of Science and Technology in Ghana; this award supports training students in supply chain management, a rapidly growing discipline that intersects with agriculture and public health.

Second Year Program Fellow: Ph.D., Earth Sciences. Placement: Bureau for Resilience and Food Security, Office of Strategic Planning and Performance Management. Mentor: Meredith Soule.

As a first-year STPF fellow in the Office of Strategic Planning and Performance Management, the assigned Fellow engaged regularly with the host office, providing support on a number of projects and activities run by his mentor, including document review, outreach for events, clearance submissions, and development indicator analysis. They also contributed to the review of one Agency strategy and served on a key issue group for the creation of another. Finally, the Fellow also assisted in mentoring a team of eight interns over the course of the first fellowship year.

Second Year Program Fellow: Ph.D., Social Psychology. Placement: Bureau for Democracy, Conflict and Humanitarian Assistance, Center of Excellence on Democracy, Human Rights and Governance, Learning Division. Mentor: Danielle Reiff.

This fellow did not report on activities as they left the fellowship year early on October 16, 2020.

First Year Program Fellow: Ph.D., Public Health. Placement: Bureau for Democracy, Office of Food for Peace. Mentor: Elizabeth Bontrager.

As a first-year STPF fellow in USAID's newly-formed Bureau for Humanitarian Assistance, the assigned Fellow contributed to the quality of their team's extensive research and learning investments. The bureau was stood up just prior to their arrival and the team was in the process of building out new protocols and processes. The Fellow quickly assumed significant responsibilities within the team and made substantive contributions to the quality and impact of the team's day-to-day work as well as longer-term research and learning investments.

The Fellow co-managed research and learning activities and contributed to the design of new research investments, including providing formative input on program and research design for three multisectoral food security activities; reviewing research proposals and outputs; developing technical guidance for BHA partners; managing research and learning activities; and participating in cross-bureau technical working groups. As the only team member dedicated to research and learning, this Fellow's inputs improved the quality and utility of these partnerships and investments. Throughout the first year of the fellowship, the supporting Fellow also represented their team and bureau in topics of cross-agency interest and contributed to the design and management of research and learning investments.

As a donor, USAID is tasked with overseeing the implementation of U.S. policy objectives. This Fellow's efforts to improve the quality and rigor of research and learning activities surrounding program implementation ultimately contributed to an improved evidence base for policymaking.

Second Year Program Fellow: Ph.D., Entomology. Placement: Bureau for Food Security, Office of Agricultural Research and Policy, Research Division. Mentor: Angela Records.

As a second-year STPF fellow in the Office of Agricultural Research and Policy, this Fellow served in several leadership capacities and represented the United States abroad on more than five occasions. Likewise, they provided technical guidance, oversight, expert feedback and

interagency support for several funding opportunities offered by USAID and U.S. Department of State. They also extended their impact beyond the host office, as they mentored and served as an invited guest presenter for more than five speaking engagements throughout the year. These speaking engagements included academic, professional societies, government-funded initiatives, and professional development engagements.

During the fellowship year, the Fellow served as a 2021 U.S. Department of State Embassy Science Fellow at Embassy Lima (June-August 2021), where they provided technical guidance and developed innovative strategies to improve phytosanitary measures for Peruvian asparagus. They also led bilateral meetings and worked closely with USDA APHIS Plant Protection and Quarantine, USDA APHIS International Services, U.S. Customs and Border Protection, and National Service of Agrarian Health (SENASA) Peru. In addition, they served as a technical consultant developing and advising on international trade agreements and trade standards regarding pest risk management strategies for complex and high-risk import commodities. Finally, they served in two leadership capacities for Agency Employee Resource Groups: Professional Development Chair for Young Professionals at USAID (2020- 2021) and Second Vice-President for the USAID Harry T. Moore Chapter of Blacks in Government (BIG) (January-August 2021).

Second Year Program Fellow: Ph.D., Environmental Life Sciences. Placement: Bureau for the Office of Energy and Infrastructure. Mentor: Katie Swanson.

This second-year STPF fellow serving in the Office of Energy and Infrastructure drafted USAID's first Pollution Broad Agency Announcement (BAA), which aimed to link science and innovation to policy. In addition, they drafted and helped coordinate the first funding opportunity under this BAA entitled New Approaches for Addressing Air Pollution Addendum. They also fostered collaboration between a diversity of organizations (government, multilateral, NGO, industry, and academia) to create and test new solutions for addressing global air pollution challenges. This led to the creation of USAID's new global air pollution program, Clean Air Catalyst (CAC), an approximately \$20 million program serving three cities in South Asia, Southeast Asia, and Africa.

First Year Program Fellow: Ph.D., Ecology/Evolution. Placement: Bureau for Global Health, Office of HIV/AIDS, Systems and Program Sustainability Division. Mentor: Mai Hijazi.

This first-year STPF fellow assigned in the Office of HIV/ AIDS, served as the Sustained Epidemic Control Advisor. In this position, they managed the final stages of the Sustained Epidemic Control tool development and deployment in partnership with Avenir Health. This tool is designed to help users explore different long-term interactions of epidemiology, supply and service costs, and donor funding.

In addition, they coordinated a workstream focusing on key population (KP) civil society organization (CSO) sustainability in the Asia region. The Fellow drafted and coordinated the development of a proposal that outlines a unifying framework to assess countries' readiness for KP CSO sustainability and to identify benchmarks and indicators for country and regional planning. This proposal was successfully approved during the Country/Regional Operational Planning period, securing \$400,000 to support these efforts in the upcoming fiscal year.

Additionally, they participated in developing the Local Partner Team’s learning agenda by facilitating team meetings on the topic of the USAID’s local partner transition. These discussions led to several manuscripts to document the transition process. In particular, the assigned Fellow was the lead author on, “Local implementing partners perform comparably to their international counterparts: Lessons learned from the first three years of the USAID/PEPFAR transition,” which was submitted for peer review.

Finally, the Fellow served in the interagency space as a liaison for the Interagency Collaborative for Program Improvement (ICPI) in both the Denominators cluster and on a team assembled to develop a dashboard to visualize the impacts of COVID on PEPFAR programming. The Fellow provided input, feedback, and integration testing for this dossier development process.