

USAID Alumni Association Framework

2025 Results Report

For Activities

October 1, 2024, through September 30, 2025

In accordance with the requirements of the USAID Alumni Association as a 501(c)(3) entity, we report our activities and achievements to the membership on an annual basis. This 2025 Annual Report summarizes accomplishments of each UAA Committee within the four strategic objectives articulated in the **2022-2027 UAA Strategic and Operating Framework**, i.e., (1) Building an Inclusive Community of Former USAID Staff, (2) Supporting USAID Professional Development and Institutional Capacity, (3) Increasing Understanding of and Support for International Development, and (4) Organizing and Sustaining UAA's Structure. The Report summarizes this work.

UAA activities following the Dissolution of USAID

The February 2025 dissolution of USAID had significant and far-reaching implications for UAA. In response, we launched a series of immediate-response actions and set into motion a process to review and revise our strategic framework to assess how the dissolution affects UAA.

I. Overview of UAA's Immediate Responses: With dissolution, UAA established four 'Lines of Effort' to organize and rationalize our efforts to understand and respond to the changes. The four lines of effort included communications and media outreach, a legislative and judicial action tracker, support for displaced staff, and an inventory and links to support groups and allies. UAA members and allies from across the membership and the country volunteered to lead and contribute to these efforts. Examples of these activities include:

- **Internal and External Communications and Media Outreach:** Interviews on broadcast news shows, letters to editors and officials, speeches, letters to the Secretary of State, updating the website, direct communications with registrants, making calls, and making social media posts
- **Legislative and Judicial Actions:** Developed and maintained a legislation tracker, a law suit tracker, and undertaking Congressional outreach efforts; a member recently established a legal defense fund
- **Support for Displaced Staff:** developed resource materials, provided relocation assistance, met and greeted returning USAID staff, provided landing support, established a financial support fund (highlighted below), established an FSN support effort

(highlighted below), expanded membership efforts among displaced staff, established additional regional chapters, expanded social activities, launched listening and mentoring sessions with new members and dismissed employees (highlighted below), and secured swag, books, and awards from destruction as USAID was evicted from the RRB.

- **Links to Allied Organizations:** Members assumed increased responsibility for coordination and promotion of foreign assistance and affairs among allied organizations, including, inter alia, CGD, USGLC, Peace Corps, WACA, ADST, AAD, DEVEX, DACOR, AFSA, AFGE, SID, FSRA, NSL4A, MFAN, NARFE, National Council of Churches, InterAction

II. Highlighted Activities

USAID Staff Financial Support Fund: Soon after the dissolution of USAID became obvious, UAA's board and executive committee discussed what action the UAA could take to support our former colleagues. While efforts were started to assist returning foreign service officers and their families, to provide counseling and job search services, and to save as much knowledge as possible about USAID and its work, no one was addressing the financial strain staff would experience as a result of being fired and left with no job, income, and quite possibly no health insurance. A team of UAA volunteers administered a survey of existing staff both in Washington and overseas to better understand what financial services would be helpful. There were over 500 respondents to the survey. From March through June 2025 the USAID Staff Financial Support Fund (the fund) was designed; it began operations in early July 2025.

The fund's purpose is to help as many of the separated USAID staff as possible to weather the financial strains resulting from their abrupt termination. We solicited contributions from UAA members and friends of USAID to contribute to a grant program to assist terminated staff who are facing unexpected immediate expenses such as temporary housing, medical costs, family care, job search and transportation. UAA partnered with the Greater Washington Community Foundation (GWCF) to provide cost-efficient and reputable management services for the fund. GWCF collects and accounts for all contributions, and disburses grants to those who are eligible.

Staff who were involuntarily separated or took early retirement from a USAID position after January 20, 2025, and who fall into one of the following employment categories are eligible to apply for a \$2000 grant: GS, FS, FSL, USPSC, RSSA, PASA, AD, Schedule C, or Fellow position; or former FSN released from USAID-related employment after January 20, 2025, and with SIV residence in the USA for 1 year or less. To date, we have received over \$300,000 in donations and 260 applications for grants. We have approved 150 grants have a waitlist of about 70 eligible applications. With a targeted fund size of \$500,000, we are actively soliciting additional donations so that we can continue to provide support to our former USAID colleagues.

We announced that we would accept donations for one year. We will keep operations open as long as it appears we can provide financial assistance to those terminated. Unfunded eligible applications will be waitlisted.

FSN Outreach: The UAA FSN Working Group (WG) provides various forms of support to former USAID FSNs. The WG established contacts with numerous FSNs at their personal emails, and seeks to expand this network. It has facilitated UAA communications with the Secretary of State about a range of issues important to former FSNs, from encouraging support for robust severance pay and SIVs for FSNs with 15-20 years of service, to underscoring the importance of protecting FSNs at risk because of their association with the USG, to expressing concern about wholesale cancellation of FSNs' non-immigrant visas to the U.S. The WG has facilitated transmission of US NGO announcements of good overseas jobs for FSNs in those countries. It is working on developing job search and social support networks for FSNs. Most importantly, it continues to express awe and gratitude for the many contributions that USAID FSNs have made over the past decades. Information related to some of these efforts can be found on the UAA website under the heading “Latest News for FSNs.”

Career Transition Support: The USAID Alumni Association announced a series of career transition sessions. The first event featured a panel of recently terminated USAID staff who successfully transitioned to new jobs. The panelists shared personal experiences about what worked for them and what did not. They also discussed the challenges of adapting to a new organization. The session included Q&A which allow participants to gain insights into which strategies are most effective and how to approach potential employers effectively. The first session occurred on October 16th with 128 registrants.

III. UAA Longer-Term Response

In addition to immediate needs, members and allies have been concerned about preserving information base of development knowledge accumulated over the near 60 year history of USAID, the development experiences and expertise of USAID staff, and the future of UAA itself with the dissolution of USAID. To address those concerns, UAA members have been and will continue to be active in the three areas:

Keeper of the Flame – Knowledge Management Rescue: The UAA launched an effort coordinated by a board member to preserve USAID’s knowledge legacy. USAID’s legacy includes research, data, photos, human interest stories, and collective expertise accumulated over the last six decades of the Agency’s work. Recognizing the urgent need to locate, preserve, and share these resources, the UAA teamed up with the Aid Transition Alliance (ATA) to collect materials to create a free, searchable database. To date, we have collected 145,393 resources and received individual interview requests from 140 former staff.

Keeper of The Flame – Foreign Assistance 2.0: The board agreed that as part of the Keeper of The Flame initiative, the UAA will conduct discussions primarily among members on what foreign aid 2.0 could and should look like. We want to preserve the development lessons learned by our membership which has a unique collective perspective, knowledge, and experience in designing and implementing foreign assistance. Many are convinced that foreign assistance as a strategic necessity will reemerge and we want to ensure that our collective expertise is retained. The Development Issues Committee to prepare for the panel on the future of foreign assistance at the 2025 AGM.

Building out this initiative and determining in what manner, if any, we preserve our knowledge will be fleshed in the coming months. We expect that regular discussions will start in November 2025. The board, in collaboration with the Development Issues Committee, will coordinate this effort. We put out a call for volunteers as well.

Revising the UAA Strategic and Operating Framework: The UAA now confronts a reality not previously imagined - the dismantling of USAID. For most of 2025, the organization, through its board, executive committees, and membership, has been responding to assist, inform, and mobilize in dealing with the fallout – as presented above. It was a massive effort, and thanks to the all-volunteer effort, it is an ongoing success. It also became apparent that the UAA must undertake a serious review of its strategic and operating framework to remain relevant, respond to new developments, and meet the expectations of all members, both new and long-standing.

In response to these changes, the board prepared a plan, called the TOR, to guide the review process. The TOR calls for broad consultations, listening sessions, and a membership survey. The panel session on the Future of the UAA at this year's AGM will officially launch the process which has already benefitted from the two input sessions with new members. The timeline shows that much of the work will be undertaken during the first half of 2026. We expect that the future direction will be finalized and endorsed by membership vote in time for the 2026 AGM.

IV. 2025 Accomplishments by Objective and Committee

In addition to UAA's immediate responses to the dissolution of USAID, the day-to-day activities of UAA and its committees to meet its strategic objectives continued.

Objective 1: Building an Inclusive Community of Former USAID Staff

Membership Committee: Current paid membership is 964 including those who paid as of the end of September 2025, more than double the number a year ago. This reflects the impact of the termination of all USAID employees and subsequent increase in the number of individuals eligible for membership, a change in membership eligibility which allowed those recently terminated employees to become members after one year of USAID employment (rather than the

previous 18-month requirement), a reduction in membership fees for those recently terminated employees, and our near year-long effort to address the concerns of those same employees.

Social Committee: The Social Committee, either independently or in conjunction with other committees, promotes events to bring members together to create opportunities for renewal of friendships and professional networks. Thus, our results serve to reinforce and support our sense of community through events. However, we also support extending the UAA community into other regions by including representatives from different areas of the country and hiring categories in our community membership. We have representatives from the two emerging regional chapters - Florida and California, as well as New England and North Carolina. We have supported efforts to engage different hiring categories and recently fired staff in our decision-making. All of the events described below were undertaken in concert with the board to manage through the tragic events of this year by supporting the USAID community in its broadest sense and charting a future role for UAA.

The social calendar usually gravitates around three pillar member events - Winterfest, the Spring Reception, and the Annual Picnic. This year, these events proved critical in supporting all USAID staff as we faced the dismantling of our Agency and the dislocation of staff. Winterfest hosted a record 80+ guests in Springfield, VA, and served to disseminate information on attacks on USAID and begin to gear up our support for our colleagues across the globe. At the Spring Reception, we invited a panel representing various development community voices on the theme, “The Road Ahead: A Path Forward for Humanitarian and Development Assistance.” Again, we used this opportunity to share information on UAA and other organizations’ actions to defend, support and preserve important aspects of foreign assistance and development practice. 116 attended in person, and around 40 guests participated virtually. By the Annual Picnic in September, staff repatriation was in full swing and we opened our doors to all who could attend. This resulted in a record 450+ people attending. Participants caught up with one another, sharing experiences and job leads. We facilitated the donation of computers and phones to the World Computer Exchange to benefit young people around the world and promoted the newly established Support Fund to support colleagues. Beyond these three events, the Social Committee circulated two mid-summer opportunities to gather at Wolf Trap as no-host events. A final event, Friendsgiving Potluck, is planned for December to once again provide a venue for people to come together again to support our membership and UAA’s planning forward.

Public Outreach Committee: With the dismantling of USAID, UAA, and other USAID alumni communities have grown exponentially. UAA Regional Chapters in Florida and California each have 160+/- members, with around 100 of them being recent RIFees and members in New England, North Carolina, and central Pennsylvania have hosted get-togethers, outreach meetings, and supported repatriating USAID staff.

The UAA California network is very active, primarily at the local level, but with state-wide collaboration and cooperation in sharing critical “USAID-relevant” communication and outreach

strategies. Local communities met for nearly monthly, in-person events for social and job-hunting networking objectives. An informal survey is underway to gather feedback from those recently RIF'd and previously separated USAID officers regarding their priorities and needs. This will inform the UAA California regional network's plan of action(s).

Annual General Meeting Committee: The AGM Committee has annual targets for increased participation in the AGM, increased participant satisfaction, and increased diversity among presenters. In 2024, 150 people attended the AGM, the maximum capacity of the room. Of these attendees, 111 were UAA members, representing 26% of the contributing membership. The balance of attendees included guests and presenters invited by the Association. In 2023, 166 people attended, 140 of whom were UAA members, representing 29% of the 483 contributing membership. For both years we provided in-person and virtual attendees with a satisfaction feedback survey. The 2024 survey was completed by 44 attendees in 2024, down from 59 participants in 2023. The survey asked participants to indicate, on a scale of 1 (poor) to 5 (excellent), their satisfaction with each segment of the AGM and other matters, and comments for improvement. The average of the rankings was 4.64, indicating a high level of satisfaction with the 2024 AGM. There were 15 presenters in 2024 versus 16 in 2023, presenters who were persons of color increased from 13% in 2023 to 26% in 2024, FSN presenters was the same in both years, and female presenters decreased from 69% in 2023 to 53% in 2024.

Objective 2: Supporting USAID Professional Development and Institutional Capacity

UAA-USAID Mentoring Program: The Mentoring Program's (MP's) Cohort 14 launched in September 2024. During September, the MP recruited UAA mentors while during October USAID recruited mentees with MP assistance. In November and December, the program matched mentors to mentees. It confirmed the matches through the signing of Mentor-Mentee Agreements. By January 2025, the MP secured fifty-seven mentors and sixty-six mentees across four USAID Bureaus – Senior Leadership Group (19), Global Health (14), Asia (9), and Africa (23). Mentor training took place on January 15th, with mentee training on the 16th. Most mentors and mentees 'met' by January; however, on February 7th, the entire Agency was shut down, making communication between mentors and mentees difficult. The MP encouraged mentors to use the Signal App to continue meetings. As time progressed, communication became increasingly difficult. Many mentors remained in contact with mentees who had repatriated and were transitioning into new lives. Following the termination of staff, UAA collaborated with other like-minded organizations to support all USAID staff by holding listening and successful transition sessions, offering insights on how to move forward. The MP is now reviewing other ways to assist the thousands of fired USAID employees who need to transition into new careers.

Objective 3: Increasing Understanding of and Support for International Development

Development Issues Committee: During 2025 there were six hybrid UAA/DACOR Development Dialogues held at the DACOR-Bacon House. In addition, there were three virtual Development Issues Discussions. Sessions in September and October were coordinated with the Annual General Meeting Committee, to inform the panel discussion on the future of international development assistance at this year's AGM.

History Committee – ADST/Oral Histories

American University Library USAID Archives Project: For several years, UAA and the AU Archives have collaborated on the USAID Archives Project. The objective is to provide USAID alumni with a place where their USAID materials can be donated and ultimately cataloged and made available for use by students and scholars. To facilitate the preparation and cataloging of the donated files, the UAA has made an annual donation of \$5,000 to the Archives to engage an intern for this purpose under the supervision of the Archivist and her deputy. Thus far nearly 20 collections of varying size have been donated. About a dozen quite impressive "finding aids" have been prepared, five of which are posted online at <https://www.american.edu/library/archives/collections.cfm#manuscript>. As the Archives new site (<https://archivesspace.american.edu/>) is expanded they will be posted there. We are actively trying to increase the number of donations from AID alumni and the Archivist is encouraging faculty at AU to use the files.

ADST Oral Histories Project: The USAID grant to ADST was terminated in early February 2025. With help from UAA volunteers, ADST prepared a final report to USAID to secure the last tranche of funding. This final report included country and subject matter indices, as well as a paper on observations and lessons learned. During the grant, 72 interviews were completed, representing a broad spectrum of USAID alumni, including people from multiple hiring mechanisms, former senior staff, and former technical and other specialized staff. ADST is still processing some of the final interviews, but most have been posted on the ADST website. Several UAA members are discussing ways in which more interviews can be conducted in the future. This would be part of a broader UAA knowledge management effort.

Objective 4: Organizing and Sustaining UAA's Structure and Operations

Finance and Administration Committee: The Finance and Administration Committee has annual targets, performance measures, and results achieved as shown in the Annex. The detailed administrative and financial management activities of the UAA, as a 501(c)(3) entity, are described in the Annex table under Objective 4.

In sum, UAA's finances are in good condition, with little fluctuation (plus 5%) in our total assets year over year, with the exception of the funds held by the Greater Washington Community

Foundation for the USAID Staff Financial Support Fund. We have raised more than \$300,000 and we are disbursing those funds rapidly.

Oversight by the board and the executive committee is facilitated by approval of an annual budget and regular reporting of revenue and expenditures against that budget. Our system of approval by both the Treasurer and a designated board member of expenditures prior to payment is working well. One item that has proved difficult is obtaining tax exemption from DC taxes, which is still under consideration. Most administrative actions are unremarkable. See information in the Annex below for specific actions and results.

Annex

Strategic Objective 4: Organizing and Sustaining UAA's Structure and Operations Annual Targets	Performance measures	Results Achieved	
FINANCES			
Meet IRS requirements and due dates for form 990 (information return) and 1099 NEC (Non-	Form 990 submitted by IRS deadline or requested extension. Submit forms 1099 NEC (Non-Employee	990 N submitted 5/14/25 11099 NEC form sent to payee 101/30/25 and mailed to IRS 101/31/25 with covering form 11096.	
Employee Compensation)	Compensation) to IRS and recipients by deadline.	NA—no employees	
Obtain (DC tax) exemption in time to cover purchases during 2024	File Forms FR-500 and FR 164 to DC Office of Tax and Revenue	Additional consideration needed of the cost/benefit of completing registration of UAA with the D.C. Government, and applying for exemption from D.C. sales tax.	
Operating Expenses and History Project Budget developed and tracked	Board approves Annual Budget NLT January EC meeting	2025 Budget approved 112/19/24; updated version approved 7/3/25.	

Monitor financial accounts	Budget & Financial account reports for each EC meeting	All reports provided in advance of next EC meeting.	
Designated Board member authorizes Treasurer to pay invoices presented.	Authorizations filed with payment records.	A copy of the authorization email is filed with the LFCU statement showing each such withdrawal.	
UAA VOLUNTEERS			
Board nominations reflect needed skills to replace members rotating off and diversity of gender, racial, and employment status.	NLT 6 months from prior election, Board appoints dominating Committee including 3 Board members. Nominating Committee report to Board NLT September EC meeting describes how continuity and diversity considerations are reflected in nominations	Due to a misunderstanding of Bylaws requirements, Board approved such a Nominating committee of 3 Board members and 2 others on May 12th. Nominations Committee Report to Board at 9/4/25 BoD meeting discussed nominations.	
UAA PAID SUPPORT			
Invoices for services paid per contract.	Within 30 days of presentation, invoices are checked for accuracy and conformity to contract terms and approved budget, payments authorized, and payments made.	All payments made to contractors in less than 30 days from receipt of final invoice.	
Recruit, select, and negotiate contract with selected candidate (for AA positions).	New contract signed and maintained in Treasurer files.	None requested by Committees this year.	
UAA PROCESSES			

Document 3-4 additional or substantially revised Processes, either Financial or Administrative.	3-4 additional or substantially revised Processes approved by Board and posted on the password protected website for EC use.	This was not a priority during this most unusual year. Board and EC were reminded of existing processes as needed.
Bylaws reflect current and best practices for UAA.	Board approves or rejects any proposal for bylaws changes presented.	Bylaws amended twice this yr: 1. In June to add to our purposes assistance to USAID staff involuntarily retired or terminated after 1/20/25, and 2. In August to enable BoD to waive 18 mo. USAID service requirement for those involuntarily retired or terminated after 1/20/25.
SOFTWARE		
Website available and useful for prospective members, current members, UAA volunteers, and UAA staff	Password-protected Executive Committee Calendar is current. EC minutes are posted within 2 weeks of approval.	All notices received by Website Curator promptly posted. EC meeting minutes currently posted for 9 of the 10 meetings held. No meetings in August or October of 2024. February 2025 minutes still in process.
COMMUNICATIONS		
Publish 10 editions of UAA Newsletter annually	Distribute Newsletter to all UAA Registrants 10 times per year	. 11 issues published during this year.
ETHICS/CONFLICT OF INTEREST		

100% Compliance	Distribute Statement of Policy and Acknowledgement at first EC meeting following the AGM; follow up until 100% compliance	Twenty-three (88%) of the 26 current members of the Executive Committee at the end of the year have submitted their Acknowledgements to the UAA pro-bono attorney.	
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