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Activity Monitoring, Evaluation, & Learning Plan



Photos: USAID

Date: Nov. 5, 2020

Cooperative Agreement Number: 7200AA18CA00001

Activity Start and End Dates: May 1, 2018 to April 30, 2023

Implemented by: Public Health Institute (PHI)



Sustaining Technical and Analytic Resources (STAR) is a project of the Public Health Institute implemented in partnership with Johns Hopkins University, University of California, San Francisco, and the Consortium of Universities for Global Health.



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This publication is made possible through the support provided by the US Agency for International Development (USAID), under the terms of Cooperative Agreement No. 7200AA18CA00001. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the Agency or the US Government.



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ACRONYMS

AOR	Agreement Officer's Representative
CUGH	Consortium of Universities for Global Health
DDL	Development Data Library
DQA	Data Quality Assessment
GH	Global Health
ILP	Individualized Learning Plan
IPTT	Indicator Performance Tracking Tables
JHU	Johns Hopkins University
LMIC	Low-and-Middle-Income Country
MEL	Monitoring, Evaluation, and Learning
PHI	Public Health Institute
PIRS	Performance Indicator Reference Sheets
PMP	Performance Management Plan
POC	Point of Contact
PY	Program Year
SOW	Statement of Work
STAR	Sustaining Technical and Analytic Resources
TAG	Technical Advisory Group
UCSF	University of California, San Francisco
USAID	United States Agency for International Development



1. INTRODUCTION

As a project that began as an innovative initiative to provide both enhanced global health fellowships and build capacity for global health efforts, the STAR project team is deeply committed to monitoring and evaluation to enhance the program processes as well as to capture impact.

The initial PHI/STAR Monitoring, Evaluation and Learning (MEL) plan was developed at the start of PY1, in August 2018, in consultation with the USAID Agreement Officer's Representative (AOR) and activity managers and specifies how PHI/STAR will monitor activities, collect program performance data and measure progress toward results. A full review was completed in the fourth quarter of PY2 (August 2020), following approval of the PY2 and PY3 workplans. Updates to the MEL plan and performance management plan (PMP) (Annex 1) were made accordingly.

As indicated in the STAR cooperative agreement, by the end of the STAR project, the following will be completed:

- Recruit and place more than 490 global health Fellows and Interns
- To the extent possible, ensure that field experience in a low-and-middle-income country (LMIC) context is included in the job descriptions of all Fellowships and Internships
- Create a cadre of expertise that allows LMICs to have the resources/technical aptitude to create and sustain the country's priority health initiatives
- Diversify the pool of talent in terms of both local countries of origin and U.S. minorities

The key results areas, intermediate results, sub-results and indicators in the MEL plan PMP are feasible and clearly demonstrate how PHI/STAR will monitor activities, collect performance data and measure progress toward these results.

The MEL plan is a "living document" that will be updated periodically, as needed. Revisions will be provided to the AOR for review and approval. In addition, any issues noted from STAR internal data quality assessments will be provided to the AOR for review and discussion.



1.1 Project Key Results Framework

Goal:

Globalize strengthening the capacity of diverse, international, individual health professionals at all levels to make innovative, measurable contributions to global health (GH)

Intermediate Result 1:

Strengthened capacity of diverse American and **low-and-middle-income country (LMIC)** health professionals at all levels to make innovative contributions to global health (GH)

Sub-IR 1.1: Increased awareness of opportunities for Fellowships, Internships and placement sites

S-IR 1.2: Participants recruited

S-IR 1.3: Participants supported

S-IR 1.4: Learning and career planning supported

S-IR 1.5: Global health professionals participate in field-based experiences

S-IR 1.6: Participant demographics are reflective of the countries where they work

S-IR 1.7: Opportunities for Foreign Service Nationals (FSNs) supported

Intermediate Result 2:

Strengthened capacity of **US** and **LMIC** GH academic institutions and other groups to create systems for open-access knowledge sharing, leading to more effective partnerships

S-IR 2.1: Strengthened and engaged networks of and platforms for institutional participants

S-IR 2.2: Public-private partnerships are created to contribute to more strategic development efforts

S-IR 2.3: TAG creates innovative, durable opportunities that amplify the impact of STAR activities



2. MONITORING PLAN

2.1 Performance Monitoring Indicators

The STAR PMP focuses on the quantity, quality and timeliness of outputs and relevant outcomes to which the activity is expected to contribute. This includes a range of quantitative and qualitative methods, including surveys, learning tools developed for STAR, staff tracking and observation. Each performance indicator is directly linked to a result.

Results from these indicators – measured against the listed targets – are reported to USAID, including several that are reported on a semiannual basis. In addition, review of indicator results is incorporated into programmatic review and planning, as described in Section 4.

Twenty-four indicators were developed for the STAR Performance Management Plan (PMP) at the start of the project, in 2018, to support the monitoring and evaluation of two key results areas:

- Strengthened capacity of diverse American and low-and-middle-income country (LMIC) health professionals at all levels to make innovative contributions to global health (GH)
- Strengthened capacity of US and LMIC global health (GH) academic institutions and other groups to create systems for open-access knowledge sharing, leading to more effective partnerships

Proposed updates to the PMP in the fourth quarter of PY2 (September 2020) reflect the evolving nature of the STAR project and the purposeful process of the STAR team to determine how to best monitor and evaluate programming. This followed a complete review of the STAR project and approval of the PY2 and PY3 workplans. The PMP was updated to reflect key areas of activity:

- a) Updated indicators to better monitor and evaluate the evolving STAR project
- b) Removed indicators that were no longer relevant to the STAR workplan
- c) Added indicators to evaluate STAR's learning support for participants
- d) Updated methods and targets
- e) Updated partner responsibilities

In addition, in the third quarter of PY2, PHI/STAR and partner UC San Francisco started work on the USAID COVID-19 Response project. Three indicators to evaluate this work were added to the PMP.

The updated PMP is available in Annex I, and key updates are summarized in Annex II. Performance indicator reference sheets (PIRS) are available upon request.

2.2 Review of Performance Monitoring Indicators

STAR prioritizes the quality of the data that we collect, both for informing project leadership and reporting to USAID. STAR's procedures include regular review of performance measures to determine strengths and weaknesses of the data. The primary tools include:



- Performance indicator reference sheets (PIRS): Developed in PY1 as a management and tracking tool and updated in PY2, the PIRS include specifics from the PMP, as well as rationale for targets, known data limitations and changes to the indicator. This is a living document that will be updated throughout the project.
- Data quality review (DQR) and data quality assessment (DOA) checklist: The DQR process utilizes a DQA checklist to focus on the specifics of each indicator, highlighting any potential issues with validity, reliability, timeliness, precision and integrity. Two full DQRs for STAR were planned:
 - 1) PY2 (2020). STAR conducted a full, internal DQR following approval of the PY2 and PY3 workplans by USAID.
 - 2) At the end of PY3 (2021). STAR plans to conduct a second review at the close of PY3.

Key performance indicators also are selected for review on an as-needed basis at the end/start of each programming year, and during semiannual reporting periods.

- Indicator Performance Tracking Tables (IPTT): As the project develops, STAR will utilize IPTTs as a tool to summarize PMP data into a short concise table format. This shows:
 - where the project stands with its indicators, including each programming year
 - progress achieved towards indicator targets

The IPTT, along with corresponding data tables for each indicator, is intended to help staff to better understand how the project's M&E data are being used to inform project management and reporting. STAR's IPTT will be a living document that is updated semi-annually.

2.3 Context Monitoring

Context monitoring is included in annual reports as part of the narrative and focus on program learning. This highlights the assumptions and risks identified by the program, such as:

- Reporting and other restrictions by government agencies including Ministries of Health
- Travel restrictions
- Security clearance delays

3. EVALUATION PLAN

3.1 Internal Evaluations

In PY2, STAR, in collaboration with the AOR, conducted a complete review of the project. This resulted in revisions to STAR priorities, organizational chart, PMP, budget and workplan.



4. STAR TOOLS AND PROCESSES

4.1 STAR Tools and Activities

Learning tools and activities were developed and operationalized in PY1 to provide support to participants, as well as to contribute to programmatic learning. Most are expected to remain in use throughout the remainder of the project. The GOALS framework was added in PY2.

- **The GOALS framework** (Growth, Outcomes, Activities, Learning Needs and Success) is designed to help Fellows, Interns and their managers align the Fellow's individual growth with their job description and the needs of the organization. GOALS are used as a tool to monitor and evaluate individual performance as well as to inform the STAR team of the learning and support needed to facilitate the participant's success.
- **Individualized learning plans (ILPs)** consist of a curated set of learning activities for Fellows that are intended to strengthen knowledge and skills required for successful job performance while enhancing core global health competencies. Learning activities may include – but are not restricted to – participation in courses, mentorship groups, conferences, workshops and coaching. The ILP outlines the learning activities, time and budget (when applicable), that the Fellow is expected to complete annually.
- **The quarterly check-in template for Fellows** provides a consistent method for obtaining feedback from participants about how the program has impacted their ability to do their work, potential gaps in training, progress toward their statement of work (SOW) and progress with the learning plan. Fellows also are asked whether STAR can do anything to improve support.
- **The semi-annual check-in template for Points of Contact (POCs)** provides a tool for regularly checking in about participant progress toward their SOW, as well as to obtain feedback about how STAR can improve support to POCs.
- **Templates** for outreach, recruitment, performance management, learning and global operations are reviewed and revised periodically for continual program learning and improvement.

4.2 STAR Processes

STAR processes include:

- **Orientation and onboarding of participants**
- **Quarterly check-ins** with Fellows
- **Semi-annual check-ins** with POCs
- **Staff leadership meetings:** Regular staff leadership meetings with opportunities to reflect on progress and learning

4.3 STAR Learning Questions

In PY1 and PY2, STAR's learning agenda included: (A) a set of illustrative questions addressing critical knowledge gaps; and (B) a set of associated activities to answer them. Going forward,



STAR's learning priorities will be scaled back to focus on (1) sharing participant-generated resources and (2) curated lists of learning opportunities.

5. DATA MANAGEMENT

5.1 Data Collection

STAR collects data for a variety of purposes, including M&E, reporting to USAID, participant support and analysis of learning activities in Fellowship programs, for programmatic improvement and to share findings with the wider global health community as mandated by the USAID-funded project. STAR also may collect data related to the USAID COVID-19 Response project with partner UCSF.

As part of MEL activities, surveys were developed in PY1 to obtain feedback from:

- Fellows
- Interns
- USAID POCs for Fellows
- USAID POCs for Interns
- Hiring managers

In PY2, additional surveys were developed for:

- USAID Foreign Service Nationals (FSNs)
- USAID Host Sponsors for FSNs

These and other research activities were compiled into a single study protocol in PY1 and submitted for PHI/IRB review. 'Monitoring, Evaluation and Analysis of the Sustaining Technical and Analytic Resources (STAR) Global Health Training Program' was approved by the PHI IRB in September 2019 and renewed in September 2020. STAR also developed two additional research protocols that obtained PHI/IRB approval. A summary is below.

STAR IRB Approvals

Title	IRB Number	Approval date	Expires
Sustaining Technical and Analytical Resources (STAR) Landscape Analysis Study	#I19-015	July 11, 2019	July 10, 2020 [Closed]
Monitoring, Evaluation and Analysis of the Sustaining Technical and Analytic Resources (STAR) Global Health Training Program	#I19-022	Sept. 11, 2019; Modification on Sept. 30, 2019 and Aug. 4, 2020; Renewal approved Sept. 10, 2020	Sept. 9, 2021
STAR Academic Partnerships Collaboration Laboratory Study - Research Design	#I19-025	Nov. 11, 2019	Nov. 10, 2020



The method and frequency for data collecting and reporting related to MEL plan indicators are included in the PMP table (Annex I). Additional indicator details are compiled in performance indicator reference sheets (PIRS).

Disaggregation categories are included in the PMP by indicator. Specifics are included in reporting to USAID when disaggregation helps to explain results. Anticipated categories include:

Disaggregation Categories:
1) Fellows/Interns
2) US/Overseas (placement)
3) US national/LMIC participant
4) Type:
• US-based Fellows
• US-placed Interns
• US Fellows placed overseas
• US Interns placed overseas
• LMIC participants Fellows/Interns placed in U.S.
• LMIC participants overseas
5) USAID funded Fellow or Intern/ USAID-funded other type of participant/not USAID funded <i>[updated for PY3]</i>
6) PHI/Elements <i>[new for PY3]</i>
7) TB Fellow/Other <i>[new for PY3]</i>
8) Country (placement country)
9) Region (placement region)
10) Sex
11) Ethnicity (USNs)
12) Fellowship level
13) Started Fellowship/Internship before/after March 13, 2020 <i>[new for PY3]</i>

5.2 Data Plan

The STAR Data Sharing Plan was approved in PY1 (November 2018). A STAR Data Sharing and Data Management Plan was compiled in PY2 as a living document to specify and document STAR data sharing plans for Development Data Library (DDL) and internal data management.

PHI submits to the DDL copies of datasets created or obtained in performance of the STAR award that is determined appropriate for DDL. Submissions include supporting documentation describing the dataset, such as codebooks, data dictionaries, data gathering tools, notes on data quality, and explanations of redactions. STAR submits datasets within 60 calendar days after the dataset is first used to produce an intellectual work or is of sufficient quality to produce an intellectual work.



Submissions to DDL in PY2 (June and August 2020) included datasets from PY1 participant surveys and the PY2 STAR mentorship survey.

6. ROLES, RESPONSIBILITIES AND SCHEDULE

The MEL indicator table lists team responsibility by indicator. Overall, the following staff are responsible for monitoring and implementing the MEL plan, reporting to the Program Director.¹

- 1) Senior MEL Advisor
- 2) Deputy Program Director for Participant Support
- 3) Recruitment and Outreach Director
- 4) Academic Partnerships Director
- 5) Director for COVID-19 Activities (UCSF)

STAR works closely with partners in the M&E process, including:²

- **Johns Hopkins University (JHU):** Learning indicators (PY1-PY2)
- **University of California, San Francisco (UCSF):** Technical Advisory Group (TAG) indicators (PY1-PY2); COVID-19 indicators (PY2-PY3)
- **Consortium of Universities for Global Health (CUGH):** Paired knowledge experiments (PY1-PY2)

Following approval of the PY2 and PY3 workplan, the STAR team will meet approximately every six months with the AOR to discuss MEL plan progress and proposed revisions. A full review and update of the MEL plan was planned for the end of PY2, in collaboration with the AOR.

¹ The STAR Deputy Director and Learning Director were responsible in PY1 and PY2 only.

² CUGH and JHU's roles decreased after PY2.

ANNEX I. PMP INDICATOR SUMMARY TABLE, UPDATED NOVEMBER 2020

Last updated: Nov. 4, 2020

Abbreviated version of PMP below does not include MEL Outcome or Functional Areas.

Goal: Globalize strengthening the capacity of diverse, international, individual health professionals at all levels to make innovative, measurable contributions to global health (GH)

INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS	
Intermediate Result (IR) 1: Strengthened capacity of diverse American and low-and-middle-income country (LMIC) health professionals at all levels to make innovative contributions to global health (GH)								
Sub-Intermediate Result (Sub-IR) 1.1: Increased awareness of opportunities for Fellowships, Internships and placement sites								
1	1.1.1 Number of outreach events promoting awareness of STAR within the global health community and number of people reached, including diverse U.S. audiences and LMIC audiences	The outreach strategy will engage a range of potential program participants and promote awareness of STAR vision, goals and objectives. Target groups include potential Fellows, Interns, host institutions and donors. An "event" involves at least several recipients for the outreach activity. The number of listserv signups and the number of people attending events with STAR speakers are included in the count.	Number of events; Number of people reached	IMARS	PY1: Quarterly PY2-PY5: Every six months	PY1: Quarterly PY2-PY5: Semiannual, Annual	In-person event/ Virtual event; US/Overseas; For number of events, also include audiences that are representative of diversity in the U.S. and events targeted to LMIC audiences	N/A



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS	
S-IR 1.2: Participants recruited								
2	1.2.1 Average # of days recruiting (from posting the position to finalist selection)	The recruitment period covers the period from posting the Fellowship position to finalist selection. The number of days refers to the number of business days.	Number = Number of days for recruitment of all Fellows hired during the programming year in the numerator, and total number of Fellows recruited during the programming year in the denominator.	IMARS	PY1: Quarterly PY2-PY5: Every six months	PY1: Quarterly PY2-PY5: Semiannual, Annual	N/A	PY1: 45 days PY2-PY5: ≤ 50 days
3	1.2.2 Percent of hiring managers who rate their satisfaction with the quality of STAR candidates as 'satisfied' or 'very satisfied'	Hiring managers request participants and oversee the hiring process from the site/donor. Components of satisfaction with the process include: STAR understanding of requirements, STAR responsiveness, quality of candidates, whether the process was defined and overall satisfaction.	Percent = number of hiring managers who indicate they were 'satisfied' or 'very satisfied' in numerator and total number of respondents in the denominator. Survey options include 'very satisfied', 'satisfied', 'dissatisfied' and 'very dissatisfied'.	Hiring Manager Survey/IMARS	At completion of each hiring process	PY1: Annual PY2-PY5: Semiannual, Annual	Fellows/Interns; US/Overseas; USAID funded/Other	PY1: 80% PY2-PY5: 85%
4	1.2.3 Percent of hiring managers who describe their overall satisfaction with STAR's recruitment process as 'satisfied' or 'very satisfied'	Components of satisfaction with the recruitment process include understanding of STAR's recruitment process, STAR's responsiveness and quality of STAR candidates.	Percent = number of hiring managers who indicate they were 'satisfied' or 'very satisfied' in numerator and total number of respondents in the denominator. Survey options include 'very satisfied', 'satisfied', 'dissatisfied' and 'very dissatisfied'.	Hiring Manager Survey/IMARS	At completion of each hiring process	PY1: Annual PY2-PY5: Semiannual, Annual	Fellows/Interns; US/Overseas; USAID funded/Other	PY1: 80% PY2-PY5: 85%



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS
S-IR 1.3: Participants supported							
5 1.3.1 Number of participants supported	Participants refer to USAID-partially or wholly funded Fellows and Interns. Support refers to all Fellowships and Internships active during the programming year, including both USAID and other types of placements.	Number of participants	IMARS	PY1: Quarterly PY2-PY5: Every six months	PY1: Quarterly PY2-PY5: Semiannual, Annual	Fellows/Interns; US/Overseas; US national/LMIC participant; Type; PHI/Elements; USAID funded Fellow or Intern/USAID-funded other type of participant/not USAID funded; Country; Gender; Ethnicity (USNs); Fellowship level	N/A - tracked



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS
<p>6 1.3.2 Percent of POCs who are 'satisfied' or 'very satisfied' with STAR assistance provided to them</p>	<p>USAID points of contact (POCs) are responsible for the daily oversight and management of the participant. STAR assistance refers to performance support, staff responsiveness, orientation, etc.</p>	<p>Percent = number of POCs who indicate they were 'satisfied' or 'very satisfied' in numerator and total number of POC respondents in the denominator. Survey options include 'very satisfied', 'satisfied', 'dissatisfied' and 'very dissatisfied'. Only POCs with Fellows who were active in the programming year and in their positions for at least three months (on or before June 30) will be surveyed. For Intern POCs, the Intern must have been in their position for at least one month for the POC to be surveyed.</p>	<p>Annual POC survey</p>	<p>Annually</p>	<p>PY1-PY5: Annual</p>	<p>Fellows/Interns; US/Overseas; USAID funded/Other</p>	<p>PY1: 70% PY2: 75% PY3-PY5: 85%</p>
<p>7 1.3.3 Percent of participants who describe their overall satisfaction with STAR services as 'satisfied' or 'very satisfied'</p>	<p>STAR services provided to participants may include: performance management support, operational support and travel support. Participants are asked for feedback on components of services prior to their overall satisfaction. Components vary based on the type of participant placement.</p>	<p>Percent = number of participants who indicate they were 'satisfied' or 'very satisfied' in numerator and total number of respondents in the denominator. Survey options include 'very satisfied', 'satisfied', 'dissatisfied' and 'very dissatisfied'. Fellows active in the programming year who were with STAR for at least three months (on</p>	<p>Annual Fellows Survey; End of Internship Survey</p>	<p>Annually for Fellows; End of Internship for Interns</p>	<p>PY1-PY5: Annual</p>	<p>Fellows/Interns; US/Overseas; US national/LMIC participant; Type; PHI/Elements; USAID funded Fellow or Intern/ USAID-funded other type of participant/n</p>	<p>PY1: 70% PY2: 75% PY3-PY5: 85%</p>



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS	
		or before June 30) receive the survey. All Interns receive the survey at the end of their Internship.				ot USAID funded; Gender; Fellowship level; Started Fellowship or Internship before/after March 13, 2020		
S-IR 1.4: Learning and career planning supported								
8	1.4.1 Percent of participants who indicate that they were 'satisfied' or 'very satisfied' with the learning support they received from STAR during their Fellowship or Internship	In PY1 - PY2, learning experiences for <u>Fellows</u> included an Individualized learning plan (ILP) process, Facilitated peer mentorship group and Individual mentorship. Starting in PY3, this evolved to include the ILP process and curated learning resources. For <u>Interns</u> , learning support offered in PY1 and PY2 included an ILP process and learning curriculum. Starting in PY2/PY3, a modified process was developed.	Percent = number of participants who indicate they were 'satisfied' or 'very satisfied' in numerator and total number of respondents in the denominator. Survey options include 'very satisfied', 'satisfied', 'dissatisfied' and 'very dissatisfied'. Fellows active in the programming year who were with STAR for at least three months (on or before June 30) receive the survey. All Interns receive the survey at the end of their Internship.	Annual Fellows Survey; End of Internship Survey	Annually for Fellows; End of Internship for Interns	PY1-PY5: Annual	Fellows/Inter ns; US/Overseas; US national/LMI C participant; Type; USAID funded Fellow or Intern/USAI D-funded other type of participant/n ot USAID funded; Started Fellowship or Internship before/after March 13, 2020	PY1: 70% PY2: 75% PY3- PY5: 80%



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS
9 1.4.2 Percent of Fellows who develop an Individualized Learning Plan (ILP)	<p>The Individualized Learning Plan is a tool that provides a framework to work with individual participants. In PY1 and PY2, ILPs had two components: courses (online, in person, virtual, etc.) and mentoring. Fellows are expected to develop their ILP within three months of starting their Fellowship or within the first three months of their first extension year.</p> <p>Developed refers to completion of at least a draft ILP.</p>	Percent = number of Fellows who develop an ILP within three months of their first year or first three months of their first extension year, during the programming year, in the numerator and total number of Fellows who were expected to develop an ILP during the programming year in the denominator.	IMARS	PY1: N/A PY2-PY5: Annually	PY1: N/A PY2-PY5: Annual	USAID funded/Other; US national/LMIC participant	PY1: N/A PY2: 60% PY3-PY5: 70%
10 1.4.3 Number of STAR-hosted learning events and average number of attendees at events	STAR learning events for Fellows and Interns may include learning exchanges, "fireside chats" with outside experts (through partner UCSF) and career panels. The events may be virtual or in person.	Number	Staff tracking	PY1: N/A PY2: Annual PY3-PY5: Every six months, Annually	PY1: N/A PY2: Annual PY3-PY5: Semiannual; Annual	Fellow/Intern; Country; Type of event	PY2: N/A PY3-PY5: 6 events; 20 participants
11 1.4.4 a) Percent of Fellows who use learning funds and b) percent of learning funds spent	This indicator applies to Fellows who have access to STAR learning funds. Funds are available each year after they complete an ILP. "Use" refers to utilizing any amount of the learning funds. This indicator focuses on results for Fellows who have been in their positions for at least one year. For PY2 reporting in fall 2020, for example, this includes Fellows who started prior to Sept 30, 2019 and will review their use of funds during PY2.	<p>a) Percent = number of Fellows who received learning funds during the program year in the numerator and total number of Fellows who were eligible to use learning funds in the denominator.</p> <p>And</p> <p>b) Percent = number of dollars available to all Fellows for their learning funds in the numerator and total</p>	Staff tracking	PY1: N/A PY2-PY5: Annual	PY1: N/A PY2-PY5: Annual (for PY2, reporting will include average amount spent rather than percent)	Level; US/Overseas; Gender	PY2: a) 80%; b) N/A PY3-PY5: 80%; 50%



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS	
		number of dollars spent in the denominator.						
12	1.4.5 Number of STAR-generated resources made publicly accessible	STAR-generated resources enhance the body of global health knowledge, technique, policy, etc., or are tools that improve global health intervention delivery for improved health outcomes. This may include published articles, papers, abstracts, technical briefs, presentations at conferences, etc, from STAR staff, partners or participants. Resources will be made available to a wider audience. Public access may include posting links to resources on the STAR website or listing them in a searchable, accessible database.	Number	IMARS	PY1: N/A PY2-PY5: Every six months, Annually	PY1: N/A PY2-PY5: Semiannual; Annual	Type of product; USAID funded/Other; US national/LMIC participant; Fellows/Interns/STAR staff or partners	N/A
S-IR 1.5: Global health professionals participate in field-based experiences								
13	1.5.1 Percent of U.S. national fellows who participate in field experience annually	Short-term field experience for fellows should be at least two weeks cumulatively and is expected to take place at least once each year. The work should include active, technical engagement, such as program support and evaluations, to a program outside their own country. For Fellows already working outside their own country, their assignment is considered their field experience.	Percent = number of U.S.-national Fellows who participate in field experience in numerator and total number of U.S.-national Fellows who have been in their fellowships for at least one year in the denominator.	Annual Fellows Survey	PY1: N/A PY2-PY5: Annually	PY1: N/A PY2-PY5: Annual	USAID funded/Other	PY1: N/A PY2-PY5: 85%



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS
14 1.5.2 Percent of U.S. national interns who participate in field experience by the end of their Internship	Short-term field experience for interns should be at least two weeks cumulatively. The work should include active, technical engagement, such as program support and evaluations, to a program outside their own country. This applies to U.S. national Interns who have placements for six months or longer. For Interns already working outside their own country, their assignment is considered their field experience.	Percent = number of U.S. national Interns who participate in fieldwork by the end of their placement in numerator and total number of USN Interns who were in their assignments for at least six months and who completed their placement in the denominator.	End of Internship Survey	PY1: N/A PY2-PY5: Ongoing	PY1: N/A PY2-PY5: Annual	USAID funded/Other	PY1: N/A PY2-PY5: 50%
S-IR 1.6: Participant demographics are reflective of the countries where they work							
15 1.6.1 Number and percent of participants from low-and-middle-income countries	Participants from low-and-middle-income (LMIC) countries are defined by the World Bank (https://data.worldbank.org/indicator/ny.gds.ny.us).	Number Percent = number of all STAR LMIC participants in numerator and total number STAR placements in the denominator.	IMARS	PY1: Quarterly PY2-PY5: Every six months, Annually	PY1: Quarterly PY2-PY5: Semiannual, Annual	Fellows/ Interns; Type; Gender; USAID funded/Other	50% for USAID/ funded participants (cumulative)
S-IR 1.7: Opportunities for Foreign Service Nationals (FSNs) supported							
16 1.7.1 Percent of Foreign Service Nationals (FSNs) in the FSN Fellowship program who rate their satisfaction	The rating of satisfaction with STAR assistance is a subjective assessment of whether STAR support met their needs and expectations.	Percent = number of FSNs reporting that they are 'satisfied' or 'very satisfied' with STAR assistance in the numerator and the total number of respondents in the denominator. Survey options include 'very satisfied',	Close of FSN fellowship survey	PY1: N/A PY2-PY5: Close of FSN fellowships	PY1: N/A PY2-PY5: Annual	N/A	PY1: N/A PY2-PY5: 85%



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS
with STAR's assistance as 'satisfied' or 'very satisfied'		'satisfied', 'dissatisfied' and 'very dissatisfied'.					
17 1.7.2 Percent of Host Sponsors and staff in USAID/HR and in GH/PDMS who rate their satisfaction with STAR assistance related to Foreign Service Nationals (FSNs) in the FSN Fellowship program as 'satisfied' or 'very satisfied'	The rating of satisfaction with STAR assistance is a subjective assessment of quality.	Percent = number of USAID staff reporting that they are 'satisfied' or 'very satisfied' with STAR assistance related to FSNs in the numerator and the number of all respondents in the denominator. Survey options include 'very satisfied', 'satisfied', 'dissatisfied' and 'very dissatisfied'.	Close of FSN fellowship - manager survey	PY1: N/A PY2-PY5: Close of FSN fellowships	PY1: N/A PY2-PY5: Annual	N/A	PY1: N/A PY2-PY5: 85%
IR 2: Strengthened capacity of US and LMIC GH academic institutions and other groups to create systems for open-access knowledge sharing, leading to more effective partnerships							
S-IR 2.1: Strengthened and engaged networks of and platforms for institutional participants							
18 2.1.1 Number of paired Collaboration Laboratory knowledge experiments with at least two captured	Examples of knowledge experiments include paired, facilitated collaborative interactions, such as meetings, workshops and webinars. Collaborative iterations are meetings, trainings, workshops or webinars that are facilitated by STAR staff to support the	Number	Staff tracking	PY1: N/A PY2: Ongoing PY3-PY5: N/A	PY1: N/A PY2: Semiannual, Annual PY3-PY5: N/A	N/A	PY1: N/A PY2: ≥4 PY3-PY5: N/A



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS
	partnership's collaboration and learning efforts. These are differentiated from meetings or workshops that the paired institutions may host themselves without STAR support.						
19	2.1.2 a) Number of intellectual property resources developed through institutional collaborations; b) Number made publicly accessible	Number	Staff tracking	PY1: N/A PY2: Ongoing PY3-PY5: N/A	PY1: N/A PY2: Annual PY3-PY5: N/A	Type of activities (TBD); Type of collaboration (north-south; south-south)	PY2: 4 developed ; and number made accessible will be tracked
20	2.1.3 Number of COVID TAG members regularly contributing to planning for technical	Number	UCSF tracking	PY2: Annual PY3: Six months; Annual	PY2: Annual PY3: Semiannual; Annual	Type of subject matter expert (critical care, biomedical engineering, respiratory	N/A



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS
assistance <i>(COVID-19 Response activities)</i>	participation in conference calls and/or other support. Technical assistance provided may include planning for respiratory care equipment, oxygen ecosystems, educational initiatives relevant to critical care, COVID and respiratory care, and COVID-19 and respiratory failure.					care, anesthesia care, practice in resource-constrained settings); Institutions represented; Home country	
21	2.1.4 Number of unique visitors to the COVID critical care portal and accessing other educational content curated or created by the project <i>(COVID-19 Response activities)</i>	Number	UCSF tracking	PY2: Annual PY3: Six months; Annual	PY2: Annual PY3: Semiannual; Annual	N/A	N/A
22	2.1.5 Number of remote COVID technical assistance tools and webinars curated or created for the portal or partners <i>(COVID-19</i>	Number	UCSF tracking	PY2: Annual PY3: Six months; Annual	PY2: Annual PY3: Semiannual; Annual	Type of tool or webinar	N/A



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS	
<i>Response activities)</i>	Webinars are relevant to COVID, critical care and mechanical ventilation. These may be conducted with manufacturers.							
S-IR 2.2: Public-private partnerships are created to contribute to more strategic development efforts								
23	2.2.1 Number partnerships developed	Partnerships may include philanthropic-support fellowships, clinical residency fellowships, and corporate or association-promoted fellowships. This includes partnerships with universities for fellowships or internships. A partnership can be grounded in a MOU or written agreement. Private sector funding also will be tracked.	Number	Staff tracking	PY1: N/A PY2-PY5: Every six months; Annually	PY1: N/A PY2-PY5: Annual	Type (academic; foundations; corporate; clinical)	N/A
S-IR 2.3: TAG creates innovative, durable opportunities that amplify the impact of STAR activities								
24	2.3.1 a) Number of commitments made by each TAG member, and b) number of commitments kept	The Technical Advisory Group (TAG) will engage academic institutions and professional associations to share educational and technical resources critical for equipping global health professionals with evidence-based resources, technologies and tools for implementation. TAG partner commitments will formalize institutional and personal contributions to the professional enhancement of STAR participants. Examples of commitments might include	Number	UCSF tracking	PY1-PY2: Annually PY3-PY5: N/A	PY1-PY2: Annual PY3-PY5: N/A	N/A	N/A



INDICATOR	DEFINITION OF TERMS/ NOTES	MEASUREMENT UNIT	METHOD	DATA COLLECTION FREQUENCY	DATA REPORTING FRE- QUENCY	DISAGG- REGATION	TARGETS
	recruitment of candidates, host organizations, academic partnerships and private sector support; promoting STAR to networks; learning resources or webinar related to STAR’s GH competencies, technical skills or content areas; blog feature; or fellow support, such as mentorship, networking and advising.						



ANNEX II. STAR PROPOSED PMP UPDATES, NOVEMBER 2020

STAR proposes the following PMP updates for PY2 reporting. This includes:

- PY1 indicators: 24
- PY2 indicators after updates: 24

Summary:

- Addition of six indicators (three related to STAR learning and three for the USAID COVID-19 Response project with partner UCSF)
- Removal of six indicators (LMIC participants exposed to different context; outreach focused on diverse U.S. audiences and outreach focused on LMIC audiences; three indicators on STAR competencies)

INDICATOR	UPDATES
1.1.1 Number of outreach events promoting awareness of STAR within the global health community and number of people reached, including diverse U.S. audiences and LMIC audiences	Updated indicator with, "including diverse U.S. audiences and LMIC audiences." Definition updated to exclude webinar and donor meeting. Disaggregation updated to include audiences that are representative of diversity in the U.S. and events targeted to LMIC audiences, which were previously indicators and now will be detailed through disaggregation. Target updated from TBD to N/A. Updated method from Outreach tracking to IMARS.
1.2.1 Average # of days recruiting (from posting the position to finalist selection)	Definition updated to include business days and focus specifically on Fellowship recruitment. Details added to measurement. The PY2-PY5 target updated from 45 days to ≤ 50 days to allow for senior, specialized positions that are difficult to fill.
1.2.2 Percent of hiring managers who describe their overall satisfaction with STAR's recruitment process as 'satisfied' or 'very satisfied'	Indicator number updated from 1.2.3 to 1.2.2. The definition and data source were updated and reporting for PY2-PY5 was updated to semiannual and annual.
1.3.1 Number of participants supported	Definition removed some detail, as specifics are included in the disaggregation section. Disaggregation updated to specify that ethnicity refers to ethnicity for USNs and adds PHI/Elements and USAID funded Fellow or Intern/USAID-funded other type of participant/not USAID funded. Updated frequency.
1.3.2 Percent of POCs who are 'satisfied' or 'very satisfied' with STAR assistance provided to them	OSMs are now referred to as POCs. Updated indicator excludes "management" from "STAR assistance". Updated definition and method to include all POCs rather than only those who indicate they have been in contact with STAR staff, as all should have been in contact. Updated measurement unit to specify that only POCs with Fellows who were active in the programming year and in their positions for at least three months (on or before June 30) will be surveyed. For Intern POCs, the Intern must have been in their position for at least one month for the POC to be surveyed.



INDICATOR	UPDATES
<p>1.3.3 Percent of participants who describe their overall satisfaction with STAR services as ‘satisfied’ or ‘very satisfied’</p>	<p>Updated definition includes components of STAR services. Updated measurement unit indicates that only Fellows active in the programming year who were in their positions for at least three months (on or before June 30) are invited to participate, as are all Interns at the end of their Internship. Updated measurement unit and frequency. Updated disaggregation to include PHI/Elements; USAID funded Fellow or Intern/USAID-funded other type of participant/not USAID funded, and started before/after March 13, 2020.</p>
<p>1.4.1 Percent of participants who indicate that they were 'satisfied' or 'very satisfied' with the learning support they received from STAR during their Fellowship or Internship</p>	<p>Updated the definition. Updated measurement unit to indicate that only Fellows active in the programming year who were in their positions for at least three months (on or before June 30) are invited to participate, as are all Interns at the end of their Internship. Updated frequency of collection to specify annual for Fellows and end of Internship for Interns. Added to disaggregation: Started Fellowship before/after March 13, 2020, USAID funded Fellow or Intern/USAID-funded other type of participant/not USAID funded.</p>
<p>1.4.2 Percent of participants who reach STAR's minimum standard for core competency areas by the end of their fellowship/ internship</p>	<p>Updated data collection, reporting frequency and target to PY1-PY2 only.</p>
<p>1.4.3 Number of STAR-generated resources made publicly accessible</p>	<p>Updated indicator and definition to focus on STAR more broadly - not only STAR participants - and the number of resources made public rather than those generated and made public. Added to disaggregation to include Interns and STAR staff/partners.</p>
<p>1.5.1 Percent of U.S. national Fellows who participate in field experience annually</p>	<p>Updated definition to clarify two weeks “cumulatively” and to give examples of technical engagement. Data will be collected in surveys rather than travel reports or the quarterly check ins. Reporting will be N/A for PY1 and then annually.</p>
<p>1.5.2 Percent of U.S. national Interns who participate in field experience by the end of their Internship</p>	<p>Updated definition to clarify two weeks “cumulatively” and to include examples of technical engagement. Data will be collected in surveys rather than travel reports or the quarterly check ins. Reporting will be N/A for PY1 and then annually.</p> <p>The PY2-PY5 target decreased from 80 percent to 50 percent to account for changed priorities in the STAR project.</p>
<p>1.6.1 Number and percent of participants from low-and-middle-income countries</p>	<p>Updated indicator and definition to use low-and-middle income countries rather than developing countries/LMIC.</p>
<p>1.6.2 Percent of participants who reach the program's minimum standard of core competencies for gender disparity by the end of their fellowship/ internship</p>	<p>Updated data collection, reporting frequency and target to PY1-PY2 only.</p>
<p>1.6.3 Percent of participants who reach the program's minimum standard of intercultural competency by the</p>	<p>Updated data collection, reporting frequency and target to PY1-PY2 only.</p>



INDICATOR	UPDATES
end of their fellowship/internship	
1.7.1 Percent of Foreign Service Nationals (FSNs) in the FSN Fellowship program who rate their satisfaction with STAR's assistance as 'satisfied' or 'very satisfied'	Updated indicator to specify the FSN Fellowship program. Updated data collection and data reporting. Target placed at 85 percent for PY2-PY5.
1.7.2 Percent of Host Sponsors and staff in USAID/HR and in GH/PDMS who rate their satisfaction with STAR assistance related to Foreign Service Nationals (FSNs) in the FSN Fellowship program as 'satisfied' or 'very satisfied'	Updated indicator to specify the FSN Fellowship program. Updated OSM to Host Sponsor. Target placed at 85 percent for PY2-PY5. Updated definition and method to include all respondents in the denominator, rather than only those who indicate they have been in contact with STAR about FSNs. This distinction will not be made in the survey.
2.1.1 Number of paired Collaboration Laboratory knowledge experiments with at least two captured collaborative iterations	Indicator not active after PY2. Updated indicator to focus on iterations rather than interactions. Updated examples in the definition. Updated data collection and reporting to include N/A for PY1 and for PY3-PY5. Updated target to include specifics for PY2.
2.1.2 a) Number of intellectual property resources developed through institutional collaborations; b) Number made publicly accessible	Indicator not active after PY2. Updated data collection, reporting and target to clarify PY2 only.
2.2.1 Number of partnerships developed	Updated PY1 data collection and reporting to N/A. Changed indicator from "number of private sector partnerships developed" to "number of partnerships developed" and updated definition and disaggregation.
2.3.1 a) Number of commitments made by each TAG member, and b) number of commitments kept	Updated indicator number. Updated data collection and reporting to N/A for PY1. Updated definition to include current examples. Updated reporting to include PY2 only.
Indicators – Adding (6)	
1.4.2 Percent of Fellows who develop an Individualized Learning Plan (ILP)	Indicator added to reflect PY2 and PY3 updates to STAR workplan and the focus of STAR learning activities.
1.4.3 Number of STAR-hosted learning events and number of attendees	Indicator added to reflect PY2 and PY3 updates to STAR workplan and the focus of STAR learning activities.
1.4.4 Percent of eligible Fellows who use learning funds and percent of learning funds spent	Indicator added to reflect PY2 and PY3 updates to STAR workplan and the focus of STAR learning activities.
2.1.3 Number of COVID TAG members regularly contributing to planning for technical assistance	Indicator added to focus on STAR/UCSF's COVID-19 Response work in PY2-PY3.
2.1.4 Number of unique visitors to the COVID critical care portal and accessing other educational content created by the project	Indicator added to focus on STAR/UCSF's COVID-19 Response work in PY2-PY3.



INDICATOR	UPDATES
2.1.5 Number of remote technical COVID assistance tools and webinars created for the portal or partners	Indicator added to focus on STAR/UCSF's COVID-19 Response work in PY2-PY3.
Indicators – Removing (6)	
1.4.2 Percent of participants who reach STAR's minimum standard for core competencies for gender disparity by the end of their fellowship/ internship	No longer relevant with revised STAR workplan. Fellows have not completed their Fellowships, and the competency tracking system was not fully developed for Interns before programming shifted in PY2.
1.6.4 Percent of participants who reach the program's minimum standard of core competencies for gender disparity by the end of their fellowship/ internship	No longer relevant with revised STAR workplan. Fellows have not completed their Fellowships, and the competency tracking system was not fully developed for Interns before programming shifted in PY2.
1.6.5 Percent of participants who reach the program's minimum standard of intercultural competency by the end of their fellowship/internship	No longer relevant with revised STAR workplan. Fellows have not completed their Fellowships, and the competency tracking system was not fully developed for Interns before programming shifted in PY2.
1.5.3 Number and percent of LMIC participants who are exposed to a work experience in a context outside their own	The priority for LMIC participants is providing opportunities to gain a global perspective and progress in their global health careers. This primarily is happening through their communication with Missions and management of GH projects. The indicator as written was not adding to our understanding of the exposure they gain through their Fellowship positions.
1.6.1 Number of outreach events promoting awareness of STAR through engagement with audiences that are representative of diversity in the U.S.	Indicator 1.1.1, the number of outreach events, will include disaggregation by type of audience.
1.6.2 Number of outreach events promoting awareness of STAR targeted to LMIC audiences	Indicator 1.1.1, the number of outreach events, will include disaggregation by type of audience.