



**USAID**  
FROM THE AMERICAN PEOPLE

# THE USAID GENDER EQUALITY AND FEMALE EMPOWERMENT POLICY: A REPORT ON IMPLEMENTATION

ANNEXES

**June 2016**

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# TABLE OF CONTENTS

<b>ACRONYMS</b> .....	<b>ii</b>
<b>ANNEX 1. STATEMENT OF WORK</b> .....	<b>3</b>
<b>ANNEX 2. ASSESSMENT TEAM MEMBERS</b> .....	<b>14</b>
<b>ANNEX 3: METHODS</b> .....	<b>15</b>
<b>ANNEX 4: DATA COLLECTION INSTRUMENTS</b> .....	<b>28</b>
Interview Guides .....	28
Group Discussion Guides.....	34
Solicitation Scorecard .....	36
<b>ANNEX 5: ONLINE SURVEY OUTPUTS</b> .....	<b>38</b>
Closed-Ended Questions .....	38
Open-Ended Questions.....	99
<b>ANNEX 6: LIST OF SOLICITATIONS</b> .....	<b>133</b>
<b>ANNEX 7: DOCUMENTS REVIEWED</b> .....	<b>145</b>
<b>ANNEX 8: LIMITATIONS</b> .....	<b>148</b>
<b>ANNEX 9: DISCLOSURE OF ANY CONFLICTS OF INTERESTS</b> .....	<b>150</b>

# ACRONYMS

AA	Assistant Administrator
ADS	Automated Directives System
ADVANTAGE	Advancing the Agenda of Gender Equality
AP	Afghanistan and Pakistan
APS	Annual Program Statement
AS	Administrative Support Specialist
ASEAN	Association of Southeast Asian Nations
BAA	Broad Agency Announcement
BPA	Blank Purchase Agreement
CDCS	Country Development Cooperation Strategy
COR	Contracting Officer's Representative
DAA	Deputy Assistant Administrator
E&E	Europe and Eurasia
GATA	Gender Analysis Technical Advisor
GBV	gender-based violence
GE/FE	Gender Equality and Female Empowerment
IDIQ	Indefinite Delivery, Indefinite Quantity Contract
IQC	Indefinite Quantity Contract
LAC	Latin America and the Caribbean
LOE	level of effort
ME	Middle East
M&E	monitoring and evaluation
OAA	Office of Acquisition and Assistance
OP	Operational Plan
OU	Operating Unit
PAD	Project Appraisal Document

PoC	Point of Contact
PPL/P	Bureau for Policy, Planning and Learning/Office of Policy
PPR	Performance Plan and Report
RDCS	Regional Development Cooperation Strategy
RDMA	Regional Development Mission in Asia
RFA	Request for Applications
RFCP	Request for Concept Papers
RFI	Request for Information
RFP	Request for Proposals
RFQ	Request for Quotations
SOW	Statement of Work
STIP	Science, Technology, Innovation, and Partnership
TL	Team Leader
TO	Task Order
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
WPS	Women, Peace, and Security

# ANNEX I. STATEMENT OF WORK

## **INTRODUCTION:**

In 2012, USAID released its first comprehensive Gender Equality and Female Empowerment Policy (GE/FE Policy), a comprehensive statement of USAID’s approach to ensuring that gender issues are fully integrated into the Agency’s work. The Policy included a requirement to carry out an assessment of the implementation of the Policy in 2015. The purpose of this Statement of Work (SOW) is to assist USAID in carrying out portions of this assessment.

## **OBJECTIVE**

The purpose of the assessment will be to examine whether and to what extent the requirements of the GE/FE Policy are being implemented, to identify successes and challenges encountered in implementing the Policy, to gather information about the impact of the Policy on USAID’s programming and development results, and to identify gaps and lessons learned that can be used to strengthen the Agency’s work on gender equality and female empowerment moving forward. The assessment will include a quantitative examination of the extent to which some of the basic requirements in the Policy are being implemented, several case studies carried out at USAID field missions and surveys and/or interviews of internal and external partners to identify awareness of the policy and its requirements; changes in “business as usual” that have been spurred by the Policy; implementation successes, challenges and gaps in implementation; and the impact of the Policy on USAID programming.

## **BACKGROUND**

In March 2012, USAID issued an updated, expanded policy on Gender Equality and Female Empowerment (GE/FE Policy) designed “to improve the lives of citizens around the world by advancing equality between females and males, and empowering women and girls to participate fully in and benefit from the development of their societies.” These goals will be achieved through integration of gender equality and female empowerment throughout the Agency’s Program Cycle and related processes: in strategic planning, programming, project design and implementation; and monitoring and evaluation. This integrated approach positions the Agency to respond systematically to gender gaps and the constraints that hold women back.

The Policy lays out a series of requirements related to gender integration at USAID including the following: (1) all OUs must have a designated Gender Advisor or Point of Contact and a Mission Order on gender; (2) OUs must report as applicable against the four gender key issues in the annual Operational Reports (OPs) and Performance Plan and Reports; (3) OUs are required as applicable to use and report on nine standard indicators on gender; (4) gender analysis must be carried out while developing USAID country strategies (CDCSs) and while designing projects; and (5) staff must receive basic gender training. Responsibilities related to gender were articulated in the Policy for Missions and DC Operating Units, as well as for staff in specific positions (e.g., gender advisors, contracting officers, etc.). The requirements in the Policy were subsequently bolstered by the release of ADS 205 in 2013. This standalone chapter on gender integration included specific concrete guidance on how to carry out

the gender requirements, including a detailed description of how to conduct a gender analysis at the CDCS and project level.

The GE/FE Policy included a requirement for USAID to “assess the implementation” of the Policy using “appropriate performance benchmarks” (such as gender integration in CDCSs, an increase in budget attributions to gender in the OPs, use of the standard gender indicators in Performance Plan and Reports, etc.) in 2015. The heart of the assessment will consist of a series of data gathering exercises that examine whether and how attitudes and behaviors have changed as a result of the requirements in the GE/FE Policy (and ADS 205) as well as an articulation of the successes, challenges, and gaps in Policy implementation. Information will also be gathered about perceptions of and experiences demonstrating the impact of the Policy on USAID’s programming and related development outcomes.

The assessment will be carried out using a variety of mechanisms and people, both inside and outside of the Agency. This SOW describes several tasks that will be carried out under a Task Order to the ADVANTAGE IDIQ, including: (a) the design and administration of an online survey that will be used to gather information from Missions and DC operating units, (b) key informant interviews with a select group of USAID staff, (c) interviews or focus groups that will be used to gather information from key stakeholders outside of the Agency, (d) an analysis of the degree of gender integration in a sample of solicitations, half from prior to and the remaining half from after the release of the Policy, and (e) several case studies involving USAID field missions.<sup>1</sup> Broadly speaking, survey and interview questions will examine the level of awareness of the content of the GE/FE Policy and ADS 205; what has changed in how the Agency “does business” since the Policy was released; the successes, challenges and barriers that have been encountered while implementing the Policy; and perceptions of the impact of the Policy on Agency programming and related outcomes. Questions will also examine whether USAID has sufficient resources, processes and structures in place to fully implement the Policy.

## **GEOGRAPHIC SCOPE OF WORK:**

The majority of the work will be carried out in Washington, DC. Travel is authorized under this SOW only in conjunction with the case studies. For other purposes, the assessment team may contact people outside of Washington by email, phone, Skype, VTC, or others methods.

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<sup>1</sup> The assessment will also include a quantitative examination of several issues. This examination will be carried out using mechanisms other than ADVANTAGE and as such, these analyses will NOT be part of this SOW. The following requirements will be examined: (a) Missions, regional missions and country offices will adopt or revise a Mission Order on gender that describes how the OU will implement the GE/FE Policy, (b) Missions and DC bureaus will appoint a Gender Advisor or Point of Contact, depending on the size of the OU, (c) Missions and Washington OUs will report on planned gender expenditures by using the four gender key issues in the annual Operational Plan (OP), (d) Missions and Washington OUs will report on gender results using the standard gender indicators in the annual PPR, (e) Basic training on gender equality and female empowerment is required for the majority of Agency staff, (f) A gender analysis must be carried out and the results must be integrated into the design of country strategies (CDCSs), and (g) A gender analysis must be carried out and the results must be integrated into project design and resulting Project Appraisal Documents (PADs).

## AUDIENCE:

The primary audience for the assessment report will be USAID staff, although a shortened version may later be provided to the public.

## TASKS:

### **Task 1: Gather survey and interview information from USAID staff and key external informants:**

**a. Design and administer a survey to be widely distributed to USAID staff** at headquarters and in the field to assess knowledge of the Policy, behavior change resulting from the Policy, opinions about the challenges, successes and gaps encountered while implementing the Policy, and perceptions of and experiences demonstrating the Policy's impact. The focus of the survey will be to gather information about how the Policy has resulted in changed procedures and processes in Missions and DC OUs that would be expected to result in more gender-sensitive programming and more inclusive development results.

Questions about changes in behaviors and processes should be linked to the requirements outlined in the GE/FE Policy and ADS 205.<sup>2</sup> Questions should also be designed so as to gather detailed information about perceived gaps in capacity, resources, and/or commitment to fully implement the Policy, as well as information about USAID processes and procedures that are not currently covered by the Policy but that could be addressed in the future.

The survey should include some open-ended questions designed to gather specific information about perceived impacts of the Policy, innovative approaches that Missions have used to meet the requirements of the Policy and information about why implementation may be weak in some areas. The length of the survey will need to reflect a balance between the desire to collect detailed information and the need to avoid overly burdening staff and creating disincentives to participate based on a high perceived level of effort to complete the survey. It is expected that USAID staff from a wide variety of backstops and hiring mechanisms will complete the survey.

The broad areas that questions for internal Agency stakeholders are expected to address include the following (among others), although specific, more detailed survey questions are to be developed by the consultants:

- What is the overall level of awareness of the GE/FE Policy (and the related ADS 205)?
- To what extent do Mission and DC operating unit (OU) staff view the Policy and ADS 205 as useful tools that further the Agency's efforts to promote GE and FE?
- Since the Policy was launched, what changes have been made in how the Mission or OU has approached GE/FE?

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<sup>2</sup> Basic implementation of some of the requirements of the Policy are being examined by other consultants, as outlined in Footnote 1. Accordingly, questions in the survey should complement this information, but not be duplicative of it.

- Are USAID staff more gender-aware than they were prior to the issuance of the Policy?
- Has the Policy led to changes in mindsets or attitudes toward the importance of gender integration among USAID staff?
- In what ways has the Policy resulted in changes in how USAID staff carry out their job responsibilities?
- In what specific ways have Mission or OU processes become more gender-sensitive since the release of the Policy?
- Are Missions and DC OUs implementing the Policy as intended?
- What have been the specific challenges and barriers that staff have encountered while trying to implement the Policy?
- Has the GE/FE Policy led to USAID programming that is more responsive to the needs of women and girls?
- Can you provide examples of how the GE/FE Policy has led to better or more equitable development results?
- In your experience, has the GE/FE Policy contributed to changes in the way USAID implementing partners carry out their work? Have these changes resulted in increased gender equality or female empowerment as a result of USAID programming?
- What are the main contributors to the successes that this Policy has enjoyed (e.g., support from top Agency leaders, new high level gender positions such as the Senior Coordinator for GE/FE, a large network of gender advisors and champions, the production of resources designed to help staff implement the Policy, financial resources, etc.)
- Are sufficient resources, processes and structures in place within USAID to fully implement the Policy? Where are there gaps?
  - Is the current gender architecture at USAID sufficient to effectively implement the Policy? Is it organized in the best possible way?
  - Do staff have sufficient capacity to implement the Policy?
  - Are staff being provided with sufficient training and others tools in order to be able to effectively implement the Policy? Where are the gaps?
- Are there any additional ways in which USAID could integrate attention to gender in our work that are not covered by the Policy?
- What should the Agency's next steps be to promote gender equality and the empowerment of women and girls?
- For OUs that received women's leadership, GBV or Women, Peace, and Security funds from Washington, what has been the impact of these funds? For example, have they leveraged additional OU funding for gender work, or led to an increased focus on gender in the OU?

**b. Key informant interviews with a select group of USAID staff in DC and Missions** to do a deeper analysis of the issues that are addressed by the survey and to gather specific information that individual people may possess. The list of staff to be interviewed will be developed in conjunction with

USAID and may be expected to include staff who participated in the development of the GE/FE Policy, Assistant Administrator and Deputy Assistant Administrator, senior staff involved in supporting the Policy, staff with detailed knowledge of gender budgeting at USAID, regional and pillar bureau gender advisors, key informants on Human Resources and Office of Acquisition and Assistance processes, key informants from select Missions and OUs that can provide strong examples of gender integration and the impact of the Policy on development results, and others.

The purpose of these interviews is to gather more fine-grained information about the reasons why specific mandates of the Policy have or have not been implemented, to explore perceptions about the degree to which the Policy has been successful and influential, and to gather specific examples of the impact of the Policy on USAID procedures and development results. These interviews may be carried out with individuals, groups, or using a focus group format. The precise number of interviews will be determined in consultation with USAID, but the estimated number is approximately 20.

**c. Interviews or focus group discussions with a small number of key external stakeholders** to assess knowledge of the GE/FE Policy; opinions about the challenges, successes and gaps USAID has encountered while implementing the Policy; and perceptions of Policy impact. Key informants will include staff from civil society organizations and implementing partners that are active in addressing or promoting gender equality (primarily in DC), and a small number of key informants from other USG agencies. These interviews may be carried out with individuals, groups, or using a focus group format. The precise number of interviews will be determined in consultation with USAID, but the estimated number is approximately 5-7.

Interviews with external partners are expected to cover the following broad issues (among others):

- What is the overall level of awareness of USAID's GE/FE Policy (and the related ADS 205)?
- Since the Policy was launched, what changes have been observed in how the Agency has approached GE/FE?
- Is the Policy seen as a demonstration of USAID's commitment to GE/FE?
- Has the GE/FE Policy led to USAID programming that is more responsive to the needs of women and girls?
- Can you provide examples of how the GE/FE Policy has led to better or more equitable development results?
- In your experience, has the GE/FE Policy contributed to changes in the way USAID implementing partners carry out their work? Have these changes resulted in increased gender equality or female empowerment as a result of USAID programming?
- What are the main contributors to the successes that this Policy has enjoyed (e.g., support from top Agency leaders, new high level gender positions such as the Senior Coordinator for GE/FE, a large network of gender advisors and champions, the production of resources designed to help staff implement the Policy, financial resources, etc.)?

- Are sufficient resources, processes and structures in place within USAID to fully implement the Policy? Where are there gaps?
- Are there any additional ways in which USAID could integrate attention to gender in our work that are not covered by the Policy?
- What should the Agency's next steps be to promote gender equality and the empowerment of women and girls?

### **Task 2: Carry out an analysis of gender integration in solicitations pre- and post the release of the USAID GE/FE Policy**

One of the key requirements of the GE/FE Policy and ADS 205 is for USAID OUs to integrate gender into all solicitations. ADS205 includes a very detailed and specific description of the sections of the solicitation that must include attention to gender. In order to examine whether gender integration in solicitations has increased since the release of the Policy, the assessment Team will compare gender integration in a sample of USAID solicitations from 2011 (pre-Policy) to a sample of solicitations from 2014 (post-Policy), using a quantitative scoring template to be developed specifically for this exercise.

### **Task 3: Carry out three case studies at USAID field missions**

The assessment team will plan and carry out three case studies to be conducted at USAID field missions. The selection of the specific countries to be visited will be made in conjunction with USAID. Each case study will involve a team of two people and one week in-country. The purpose of the case studies is to document good practices in gender integration that are taking place at the field level that can be linked to the GE/FE Policy and ADS 205.

Special emphasis should be placed on gathering evidence that strengthening gender integration in mission projects and activities is leading to better development results and improved outcomes for women and girls. It is envisioned that each case study will involve an exploration of: changes in mission procedures and programming since the GE/FE Policy was released, innovative approaches to implementing the Policy adopted by the mission, changes in attitudes toward gender integration among mission staff, the results of increasingly engendered programming, and attitudes and perceptions of USAID's implementers toward the Policy.

If the Mission has been the recipient of USAID central women's leadership; GBV; or women, peace and security funding, the impacts of these funds and whether they leveraged additional mission work on gender issues should be examined as well. Overall, the team should assess and determine the constellation of factors that were responsible for the missions' successes and challenges in implementing the policy. A case study report must be drafted after each case study is completed and the findings of the case studies as well as recommendations based on them should be incorporated into the final assessment report, with the case study reports attached as annexes.

## **TEAM COMPOSITION**

In order to shorten the overall time required to carry out all of the tasks and activities described in this Task Order, USAID would prefer that some of the activities be carried out concurrently.

### **Team Leader**

Responsible for overseeing the overall implementation of this task order and for drafting the final report. The Team Leader will also participate in the development of the content of the surveys and interviews described under Task 1 as well as the interviews themselves.

The Team Leader should have experience assessing and/or evaluating USAID or other donor policies, reforms, and/or programs in Washington and in the field. S/he will also have extensive knowledge regarding quantitative and qualitative methods for evaluating organizations' policies and the skills needed to effectively apply and oversee the execution of these methods. Additional experience could include working to implement policies, reforms or other organizational change within an institution. The Team Leader must have strong writing skills and be able to produce a high quality report that addresses all of the deliverables in Section C.10 and that does not require extensive editing or revision by USAID.

### **Gender M&E Specialists**

Responsibilities per task include the following:

**Task 1:** A total of two (2) Senior Gender M&E Specialists, one (1) who will additionally serve as a Team Leader, should have extensive experience participating in evaluation teams tasked with assessing and/or evaluating how well an organization's policies, strategies, and/or programs in Washington and in the field address gender gaps. S/he will also have extensive knowledge of and experience in quantitative and qualitative methods for designing data gathering instruments such as surveys and interviews, gathering and coding data, and carrying out data analyses of both quantitative and qualitative data.

**Task 2:** A total of two (2) Mid-Level Gender M&E Specialists and one (1) Senior Gender M&E Specialist who will provide minimal oversight as the TL. The Mid-level Gender M&E Specialists should have experience participating in evaluation teams tasked with assessing how well an organization's policies, strategies and/or programs address gender gaps, with extensive knowledge regarding quantitative and qualitative methods for designing data gathering instruments such as surveys and interviews, gathering and coding data, and carrying out data analyses of both quantitative and qualitative data. The M&E Specialists will design the rating sheet that will be used to score the solicitations for depth of gender integration and will select the sample of solicitations to be examined. They will have extensive experience scoring documents according to established templates and criteria and will be able to efficiently and accurately produce ratings capturing the depth of gender integration in solicitations.

**Task 3:** A total of one (1) Mid-Level Gender M&E Specialist and one (1) Senior Gender M&E Specialist who will provide minimal oversight as the Team Leader. The mid-level Specialist should have extensive experience participating in evaluation teams tasked with assessing how well an organization's policies, strategies and/or programs address gender gaps. S/he will also have extensive knowledge of

and experience in quantitative and qualitative methods for designing data gathering instruments such as surveys and interviews, gathering and coding data, and carrying out data analyses of both quantitative and qualitative data.

### **Gender M&E Specialist:**

**Experience:** One (1) Gender M&E Specialist as per the ADVANTAGE IDIQ, to serve as the Team Leader. In addition to the qualification level and general description noted in Section B.11 of the IDIQ and the requirements listed above, the candidate must have at least ten years of progressively more responsible experience in leading and managing analytical teams, including in the position of Team Leader. Experience leading evaluations examining how well donor strategies, projects or activities address gender gaps is strongly preferred.

Demonstrated experience in evaluation design, field data collection, data management, and data analysis is required, as is experience with both qualitative and quantitative methodological techniques. S/he must have excellent writing skills and the ability to produce professional resources for use by both technical/specialist and non-specialist audiences. S/he must have demonstrated experience working in developing countries, and familiarity with monitoring and evaluation in the international development context.

**Education:** The M&E Specialist serving as the Team Leader should have a professional degree with specialized knowledge (Master's Degree or PhD) in statistics, the social sciences, human sciences, international development (or a related field).

### **Gender M&E Specialist (Non-Team Leader):**

**Experience:** At least two (2) additional Gender M&E Specialists as per the ADVANTAGE IDIQ. In addition to the qualification level and general description noted in Section B.11 of the IDIQ and the requirements listed above, the candidates must have at least three (3) years of progressively more responsible experience assessing or evaluating how well donor strategies, projects or activities address gender gaps. Demonstrated experience in quantitative and qualitative methods for designing data gathering instruments (including surveys and interviews), data coding, and data analysis is required. S/he must have demonstrated experience working in developing countries, and familiarity with monitoring and evaluation in the international development context.

**Education:** Should have a professional degree with specialized knowledge (at least at the Masters Degree level) in statistics, the social sciences, human sciences, international development (or a related field).

### **Gender Analysis Technical Advisor (GATA)**

Responsibilities are only required for task three (3) which include the following:

**Task 3:** One (1) Mid-Level GATA with experience in carrying out or contributing to gender assessments and gender audits in the field. S/he will have detailed knowledge of the methodologies required to carry out such assessments and audits and will develop a data gathering plan, including a list of illustrative questions, to be included in the case studies. As much as possible, the three case studies should rely on similar methods and questions. The GATA must also have strong writing skills.

**Experience:** In addition to the qualification level and general description noted in the IDIQ and the requirements listed under Task 3 (above), the candidate must have at least five years of progressively more responsible experience in designing and implementing gender assessments or audits. S/he must have demonstrated experience in leading assessment teams and have excellent writing skills and the ability to produce professional resources for use by both technical/specialist and non-specialist audiences. S/he must have demonstrated experience working in developing countries, and familiarity with gender assessments in the international development context.

**Education:** The GATA should have a professional degree with specialized knowledge (Master's Degree or PhD) in statistics, the social sciences, human sciences, international development (or a related field).

### **Administrative Support Specialist (AS)**

Responsibilities per task include the following. The same AS may be proposed for all three tasks:

**Task 1:** One (1) Mid-Level AS will provide logistical support, interview transcription, preparation of data and graphics for the final report and other support duties, as needed.

**Task 2:** One (1) Mid-Level AS will provide logistical support and other administrative duties, as needed. However, it is not expected that Task 2 will require significant administrative support.

**Task 3:** One (1) Mid-Level AS will provide logistical support as needed (e.g., making plane and hotel reservations, working out scheduling details).

**Experience:** The AS must have at least two years of experience in project administration, program management support, scheduling meetings and reservations, and producing graphs and charts using appropriate software. The AS should have experience organizing complex meetings (such as focus groups) and providing support to teams who are working abroad.

**Education:** The AS must have at least a Bachelor's Degree in the social sciences, human sciences, international development, or a related degree.

### **All personnel shall meet the minimum qualifications set forth above.**

Together, the GATA and the Gender M&E Specialist for Task 3 will be responsible for gathering information in the field and writing up the case study reports, which will be used by the Team Leader as input when s/he drafts the final assessment report. In order to conserve time, USAID would prefer that the case studies be carried out at the same time as Task 1 so as not to unduly lengthen the time required

to complete this assessment overall. USAID also prefers that the same team conduct all three case studies so as to maximize consistency in approach and analysis. Finally, USAID may add a USAID staff member from DC or the field to one or more of these case studies. This will be determined once the countries for the case studies have been chosen. USAID staff would participate in the field visit but would not contribute to drafting the case study or final assessment report.

## KEY PERSONNEL

The contractor shall provide the resumes for the following key personnel:

1. Gender M&E Specialist
2. Gender Analysis Technical Advisor

## DELIVERABLES:

A **detailed workplan** that includes a timeline for all work to be carried out under this task order, including due dates for all deliverables. The timeline must include time allocated for USAID review as described in section C.7. USAID will require a window of at least one week when responding to or providing input related to each deliverable.

### Task 1:

- **A methodological note** that describes the procedures that will be used to collect and analyze all data. This document should reflect a thoughtful and methodologically sound proposal about the best way to collect the data that is needed for the purposes of the assessment, given the time, budget and human resources that are available. A mix of qualitative and quantitative methods is preferred. Methods should be of sufficient quality to produce reliable facts and evidence, and to yield evidence of consistent points of view across participants. The description of the methodology should include an estimate of the potential data collection burden that would be imposed on USAID staff and external stakeholders.

This document should also include details about how the data that is collected will be transcribed, coded, analyzed and synthesized across questions and methods to result in evidence-based findings and conclusions as well as actionable recommendations, and should include a description of how findings could be reported and displayed. The proposed methods must be reviewed and approved by USAID before any data collection can begin.

- **Draft data collection instruments** including all questions that will be asked in surveys, interviews, focus groups or other methods of data collection. The contractor will propose questions that are clear, focused and relevant. Data that is gathered should be disaggregated by sex of respondent, USAID hire category, USAID backstop (e.g., gender advisor, program officer, technical officer, etc.), number of years with USAID, and other relevant variables. Data collection instruments must be approved by USAID before data collection can begin. The assessment team should plan for the possibility that more than one review of the data collection tools may be needed.

## **Task 2:**

- **A methodological note** that describes how a sample of USAID solicitations will be selected for rating, half of which should be from 2011 and half from 2014. The note should also include the proposed scoring template that will be used to quantitatively examine the extent to which gender is integrated into the solicitations, with specific reference to the requirements outlined in ADS 205. Finally, the note should discuss how the data that is gathered will be analyzed. The scoring of solicitations must not begin until USAID has approved the methods and the scoring template.

## **Task 3:**

- **Case study reports for each case study** that include a description of methodology, a detailed list of persons and groups who were interviewed, a final schedule that documents all appointments, and a description of findings, conclusions and relevant recommendations based on the case study. The report should include discussion of lessons learned about how the GE/FE Policy has contributed to more engendered processes at the mission and better outcomes for women and girls. Any interview protocols that were developed should be included as an annex.

**Presentation of draft results to USAID**, which will include basic findings from all Tasks, for feedback and discussion prior to drafting the report.

## **Final report:**

The study team is required to submit a final report to USAID, which meets the following criteria to ensure the quality of the report:

- The report must include an Executive Summary of approximately 5 pages in length.
- The body of the report must include the assessment background, purpose, key questions addressed, methods, findings, conclusions, and recommendations.
  - The methodology used for the assessment must be explained in detail and all surveys, interviews and other tools used in conducting the assessment such as scoring templates or discussion guides will be included in an Annex in the final report.
  - Limitations to the assessment must be discussed in the report, with particular attention to the limitations associated with the assessment methodology and samples of respondents.
  - The findings described in the assessment must be presented as analyzed facts, evidence and data. Findings should be specific, concise, supported by strong quantitative or qualitative evidence, and must address the key questions.
  - Recommendations must be supported by specific findings and the links between findings and recommendations must be clear. In addition, recommendations must be action-oriented, practical and specific, with defined responsibility for the action. As much as possible, recommendations should mirror the "Organizational Roles and Responsibilities" section of the GE/FE Policy by suggesting which specific OUs within USAID should take identified actions, rather than recommending that "USAID" as a whole do so. The authors

of the final report may add additional recommendations based on the findings of the assessment. At a minimum, recommendations must address:

- Looking ahead, what are key steps that USAID OUs could take to more thoroughly implement the GE/FE Policy? If possible, the recommendations should distinguish between actions that should be implemented in the short-term versus over a longer period of time.
  - What processes, procedures, policies or structural issues that were not covered under the GE/FE Policy need to be addressed as the Agency moves beyond implementing the Policy, per se, and toward even deeper gender integration? Which of these are highest in priority?
  - Based on the findings of the assessment, what particular practices that facilitate effective implementation of the Policy should be promoted in OUs that have been less effective in doing so?
  - What specific steps should the Agency take to increase the capacity of its workforce to implement the Policy, based on findings of the assessment related to skills gaps in current employees?
  - What specific steps should the Agency take to more effectively deploy its gender workforce, by filling current gaps, relocating key gender personnel/offices or through other means?
  - What lessons learned from this assessment about the challenges of implementing a USAID policy and how to overcome them can be applied to other USAID policies?
- The report must include tables of data, graphs, illustrations and other graphics that supplement the text and assist in the concise presentation of the findings of the assessment.
  - Sources of information must be properly identified and listed in an annex.
  - The report must include the scope of work as an annex. All modifications to the scope of work, whether in technical requirements, assessment team composition, methodology or timeline need to be agreed upon in writing by USAID.

**Data sets:** The study team is required to provide USAID with all quantitative data that has been collected for the assessment, including raw data from surveys.

## **RELATIONSHIPS AND RESPONSIBILITIES:**

All deliverables should be submitted to the COR in USAID/PPL/P. The assessment team is expected to remain in regular contact with this individual, to ensure smooth implementation of the activities described herein.

# ANNEX 2. ASSESSMENT TEAM MEMBERS

Lyn Messner, Team Leader

Abby Ladd

Kai Spratt

Jennifer Casto

Lynne Franco

Megan Ivankovich

Danka Ropic

Sabine Topolansky

Kate Krueger

Fazel Rahim

## WASHINGTON, D.C.-BASED INTERVIEWS AND GROUP DISCUSSIONS

Jennifer Casto, Team Lead

Lyn Messner

Sabine Topolansky

Lynne Franco

Abby Ladd

## ONLINE SURVEY

Lynne Franco, Team Lead

Kate Krueger

Lyn Messner

Kai Spratt

Jen Casto

Abby Ladd

## SOLICITATION ANALYSIS

Jennifer Casto, Team Lead

Megan Ivankovich

Danka Ropic

## MISSION VISIT

Abby Ladd, Team Lead

Kai Spratt

# ANNEX 3: METHODS

EnCompass used a mixed methods approach to:

- Examine whether and to what extent GE/FE Policy requirements are being implemented
- Identify successes and challenges encountered in implementing the GE/FE Policy
- Gather information about the impact of the GE/FE Policy on USAID's programming and development results
- Identify gaps and lessons learned that can be used to strengthen USAID's work on gender equality and female empowerment going forward.

These approaches included Washington, D.C.-based interviews (individual and group) and participatory group discussions, an online survey, analysis of solicitations for gender integration, and visits to three USAID missions (individual and group interviews, participatory group discussions, observations). Each of these methods are described in detail below.

## WASHINGTON, D.C.-BASED INTERVIEWS AND PARTICIPATORY GROUP DISCUSSIONS

### Sample

USAID provided a list of current and former USAID staff involved in developing and implementing the GE/FE Policy and ADS 205. USAID also suggested possible clusters for group discussions. EnCompass contacted interview respondents via email and phone to schedule interviews. USAID contacted Regional and Pillar Gender Advisors and scheduled those group discussions.

USAID also provided a list of Washington, DC-based implementing partners to consider for interviews. EnCompass worked with FHI360 (which hosts the annual Gender 360 Summit) to organize an implementing partner group discussion. FHI 360 provided a list of additional invitees who work on gender equality and female empowerment to ensure a wider representation of Washington, D.C.-based implementing partner perspectives, and hosted the discussion.

A team of two EnCompass team members conducted each of the individual interviews with 16 current and former USAID staff; facilitated two participatory group discussions and one group interview with 15 USAID Regional and Pillar Bureau Gender Advisors; and one group discussion with 21 representatives from Washington D.C.-based implementing partners between December 14, 2015 and January 27, 2016 as presented in **Exhibit 1**.

### Exhibit 1: Washington, DC-based Sample

Data Collection Method and Stakeholder	In-person semi-structured interviews*	Group Discussions	TOTAL
USAID staff*	16	0	16
Gender Advisors**	5	10	15
Implementing Partners***	0	21	21
<b>TOTAL</b>	<b>21</b>	<b>31</b>	<b>52</b>

\*Two individual interviews were conducted via phone due to scheduling restrictions.

\*\* Six Pillar and four Regional Bureau Gender Advisors, one Mission Gender Advisor, and one telephone “make up” group interview with four Pillar Bureau Gender Advisors who were unable to attend the in-person session.

\*\*\*Representing 16 organizations.

## Data Collection and Analysis

EnCompass developed semi-structured interview and group discussions guides for current and former USAID staff, and Washington, D.C.-based implementing partners active in addressing or promoting gender equality. The guides were developed in collaboration with USAID and adapted based on the data collection experience of the first Mission visit.

**Semi-structured interviews:** The EnCompass team used semi-structured individual and group interviews to explore perceptions related to: implementation of the GE/FE Policy and ADS 205, factors that enable and constrain gender integration at USAID, and changes in development results as a result of gender integration. All interviews (individual and group) were conducted in the respondent’s office, in a conference room, via phone or in a common USAID space for approximately 60 minutes. Semi-structured interview questions can be found in **Annex 4**.

**Facilitated group discussions:** The EnCompass team facilitated two 90 minute participatory group discussions each with Pillar and Regional Gender Advisors in a PPL conference room. The discussions explored successes and values related to integrating gender and implementing the USAID GE/FE Policy and ADS 205, and what can be improved to build on the traction and progress to date. The EnCompass team also facilitated a group discussion with implementing partners in a conference room at the FHI360 offices. The 1 hour and 45 minute discussion focused on successes and values related to how USAID and implementing partners have integrated gender as a result of the USAID GE/FE Policy and ADS 205, and recommended next steps for USAID to further gender integration. Group discussion questions can be found in **Annex 4**.

All interviews and group discussions were preceded by an informed consent statement, audiotaped, and transcribed.

All transcripts were coded and analyzed (by content and theme) in Dedoose, a cross-platform application for data analysis. All data were disaggregated by respondent position (e.g., USAID staff, Gender Advisor, implementing partner) and triangulated across sources and stakeholders.

## ONLINE SURVEY

### Design and Response

In consultation with USAID, EnCompass designed an online survey to capture the perceptions of the broadest possible array of USAID staff on their experience with and perceptions of the GE/FE Policy and ADS 205.

EnCompass, in collaboration with USAID, developed specific, tailored online survey questions drawing on: (1) Questions provided in the statement of work (see **Annex 1**), and (2) GE/FE Policy-related questions from the online survey EnCompass developed for the 2013 Evaluation of Program Cycle Implementation (see [http://pdf.usaid.gov/pdf\\_docs/PNAEC227.pdf](http://pdf.usaid.gov/pdf_docs/PNAEC227.pdf)).

EnCompass discussed the content and sampling for the survey with USAID, and pilot-tested the questionnaire in December 2015 with 15 USAID/Washington and Mission staff. EnCompass discussed and agreed upon modifications to the survey instrument with USAID, and finalized the instrument using the EnCompass Survey Monkey account. The survey was approved by two USAID staff unions.

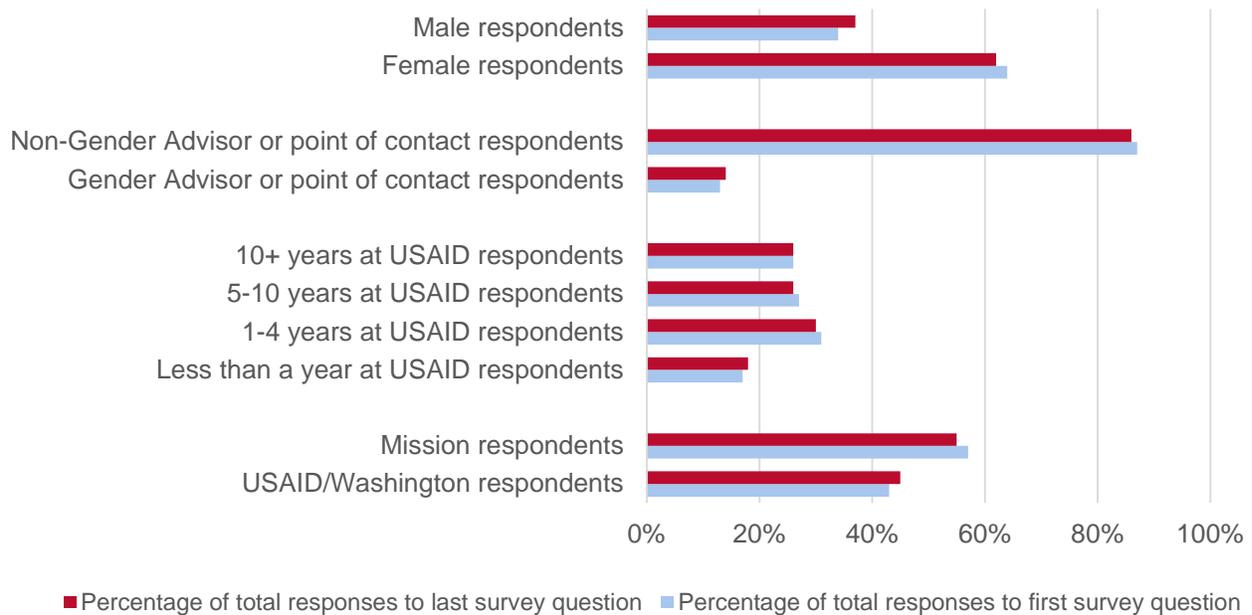
The survey contained 70 closed and two open-ended questions. Initial questions included staff descriptors, such as years with USAID, employment type (FSO, FSN, etc.), sex, location (Mission or Washington, D.C). The survey included subsets of questions for certain audiences (e.g., Gender Advisors, Mission staff, various Bureau and office staff) to accommodate differences in responsibilities related to implementing the GE/FE Policy and ADS 205. The tool was developed so that respondents needed 15-20 minutes to complete the survey. See **Annex 5** for full instrument and responses.

USAID distributed the survey link through the USAID all-staff mailing list. To encourage response, USAID included information about the survey in two agency notices, sent targeted reminders to specific individuals, and contacted Region Bureau Gender Advisors to email Mission Gender Advisors to encourage participation in the survey at their missions.

The final survey was open from February 5 to 19, 2016. Ultimately, EnCompass received 922 total survey responses, of which 644 (70%) answered survey questions to the end of the survey.

Individuals who stopped taking the survey are demographically very similar to those who completed it in its entirety, meaning that there is no clear shift in the major demographic proportions of the survey from start to finish, as presented in **Exhibit 2**.

**Exhibit 2: Demographic Shifts in Online Survey**



It is not possible to determine response rate, as EnCompass was not able to obtain the size of the all-staff mailing list. As the survey was sent to the entire population of USAID staff, there is no sampling bias. Exhibit 3 presents the demographics of online survey respondents.

**Exhibit 3: Key Online Survey Respondent Demographics**

**How long have you worked at USAID? (n=941)**

■ Less than a year ■ 1-4 years ■ 5-10 years ■ 10+ years



### Are you a Gender Advisor or Gender Point of Contact? (n=922)



### What is your sex? (n=940)



### Do you currently work at USAID/Washington or in a Field Office/Mission? (n=857)



## Analysis

EnCompass disaggregated and analyzed survey response data in Stata integrated statistical software package and Microsoft Excel using standard descriptive and comparative statistics and conducted additional analysis to observe trends amongst disaggregates of interest including: sex, length of time spent at USAID, Gender Advisor status, self-declared “gender champion” status, USAID/Washington versus Mission, office type (e.g., Program, Technical, Other), region, and technical sector. As the representativeness of survey respondents to the greater USAID population is unknown, no weighting was conducted.

Responses to the following two open-ended questions were coded and analyzed for trends and patterns (content and thematic) in Dedoose (see **Annex 5** for responses to these two questions):

1. What next steps do you suggest to strengthen USAID’s work to promote gender equality, reduce gender-based violence, and empower women and girls?
2. Do you have any other comments about the GE/FE Policy and ADS 205 implementation that you would like to share?

## ANALYSIS OF SOLICITATIONS

### Sample

In order to compare before and after release of the GE/FE Policy and ADS 205, EnCompass drew samples from the year before the GE/FE Policy and ADS 205 were issued (2011) and the latest full year before this assessment (2014). EnCompass used archived USAID solicitations in two databases—Grants.gov and FedBizOpps.gov—as the sampling universe from which to pull the solicitations to be scored. A total of 313 solicitations (137 from 2011 and 176 from 2014) were identified; totals by region, sector, issuing entity and type are presented in **Exhibit 4**. Only solicitations and their modifications posted during the relevant calendar year were included. The solicitations spanned:

- Seven regions: Afghanistan and Pakistan, Africa, Asia, Europe and Eurasia, Latin America and the Caribbean, Middle East, and Global (solicitations issued by USAID/Washington for multiple countries/regions).
- Seven sectors: Agriculture and Food Security; Democracy, Human Rights, and Governance; Economic Growth and Trade; Education; Global Health/Water, Sanitation and Hygiene (WASH); Environment and Global Climate Change; and Other (Youth, Crisis and Conflict, Monitoring and Evaluation, and Science, Technology, Innovation, and Partnerships).
- Three issuing entities: Bilateral Missions, Regional Missions, and USAID/Washington (for global solicitations).
- Three types: Annual Program Statements (APS), Request for Applications (RFA), and Request for Proposals (RFP).<sup>3</sup>

#### Exhibit 4: Universe of Solicitations for Sampling

		2011	2014	Totals
<b>Region</b>	Afghanistan and Pakistan (AP)	2 (17%)	10 (83%)	12
	Africa	58 (47%)	66 (53%)	124
	Asia	21 (41%)	30 (59%)	51
	Europe and Eurasia (E&E)	22 (54%)	19 (46%)	41
	Latin America and Caribbean (LAC)	14 (44%)	18 (56%)	32
	Middle East (ME)	3 (17%)	15 (83%)	18

<sup>3</sup> As per discussions with USAID, Request for Information, Request for Concept Papers, and other non-programmatic solicitations, such as vacancy and service announcements, were excluded as were solicitation types not relevant to 2011 such as Request for Quotations, IDIQ, Indefinite Quantity Contracts (IQC), Blanket Purchase Agreements (BPA), and Broad Agency Announcements (BAA).

		2011	2014	Totals
<b>Sector</b>	Global	17 (49%)	18 (51%)	35
	Agriculture and Food Security	10 (36%)	18 (64%)	28
	Democracy, Human Rights, and Governance	28 (45%)	34 (55%)	62
	Economic Growth and Trade	8 (38%)	13 (62%)	21
	Education	16 (52%)	15 (48%)	31
	Global Health/Water, Sanitation, and Hygiene (WASH)	46 (45%)	57 (55%)	103
	Environment and Global Climate Change	9 (41%)	13 (59%)	22
	Other	20 (43%)	26 (57%)	46
<b>Issuing Entity</b>	Bilateral Missions	75 (55%)	120 (68%)	195
	Regional Missions	43 (31%)	23 (13%)	66
	USAID/Washington	19 (14%)	33 (19%)	52
<b>Type</b>	APS	20 (49%)	21 (51%)	41
	RFA	90 (49%)	95 (51%)	185
	RFP	27 (31%)	60 (69%)	87
<b>Totals</b>		<b>137</b>	<b>176</b>	<b>313</b>

EnCompass randomly selected 25 percent of the total number of solicitations from each year for scoring on gender integration. The sample for each year was chosen using a random number generator (<https://www.randomizer.org/>). To ensure that the sample reflected the full universe of solicitations, and to limit skewing of the sample distribution in some cases of over-representation, solicitations were removed randomly and replaced with another randomly selected solicitation to ensure representation across regions, sectors, issuing entities, and solicitation types. See **Annex 6** for a complete list of solicitations in the sample.

During the scoring process, the team also encountered some solicitations that, upon closer examination, did not meet the established sample solicitation criteria. These included solicitations that were labeled as RFPs but were actually IDIQs or BAAs. These solicitations were replaced using a random number generator to select another solicitation from the broader universe for scoring. The replacement solicitations maintained the representation of the full

universe of solicitations. A total of 78 solicitations (34 from 2011 and 44 from 2014) were included in the sample presented in **Exhibit 5**.

**Exhibit 5: Solicitations Selected for Sample**

		2011	2014	Totals
Region	Afghanistan and Pakistan (AP)	1 (3%)	4 (9%)	5
	Africa	16 (47%)	14 (32%)	30
	Asia	4 (11.5%)	7 (16%)	11
	Europe and Eurasia (E&E)	5 (15%)	7 (16%)	12
	Latin America and Caribbean (LAC)	3 (9%)	4 (9%)	7
	Middle East (ME)	1 (3%)	5 (11%)	6
	Global	4 (11.5%)	3 (7%)	7
Sector	Agriculture and Food Security	3 (9%)	3 (7%)	6
	Democracy, Human Rights, and Governance	7 (20%)	7 (16%)	14
	Economic Growth and Trade	2 (6%)	5 (11%)	7
	Education	6 (18%)	4 (9%)	10
	Global Health/WASH	12 (35%)	12 (27%)	24
	Environment and Global Climate Change	2 (6%)	3 (7%)	5
	Other	2 (6%)	10 (23%)	12
Issuing Entity	Bilateral Missions	17 (50%)	34 (77%)	51
	Regional Missions	12 (35%)	5 (11.5%)	17
	USAID/Washington	5 (15%)	5 (11.5%)	10
Type	APS	3 (9%)	10 (23%)	13
	RFA	22 (65%)	23 (52%)	45
	RFP	9 (26%)	11 (25%)	20
<b>Totals</b>		<b>34</b>	<b>44</b>	<b>78</b>

**Scoring**

EnCompass developed a gender integration scorecard, based on the ADS 205 (see **Annex 4**) to score and analyze the extent to which gender is integrated into each solicitation in the sample.

Solicitations were evaluated in eight review categories: 1) background, 2) statements of work, statements of objective and performance work statements, 3) program descriptions, 4) monitoring and evaluation, 5) reporting 6) key personnel, 7) past performance and core capabilities, and 8) evaluation or selection criteria. EnCompass piloted the gender integration scorecard on 20 percent of the sample by having two assessors score each one, to ensure consistent scoring across different types of solicitations and scorers. The remainder of the solicitations were scored by one EnCompass team member, six of which were randomly selected to be scored by two EnCompass team members and discussed by the team to ensure consistency.

The scorecard included two scales for scoring questions. One scale assigned 0 points for No and 2 points for Yes, and the second scale assigned 0 points for No and 1-3 points for varying degrees of Yes. The analysis summed the points from each solicitation section and converted into a percentage of total possible points in order to facilitate comparison across questions.

## **Analysis**

The 2011 sample solicitation (pre-Policy) scores were compared to the scores from the 2014 solicitations (post-Policy) to identify changes in gender integration in solicitations since the release of the GE/FE Policy. The 2011 data served as the comparative baseline for analysis.

Because the questions were scored on different scales (either 0 or 2 or on a scale of 0-3), direct comparison was problematic, so the EnCompass team first summed the response from each individual section and transformed it into percentage. This avoided using raw numbers where there was a potential for an average score to be greater than possible for some sections (e.g., a section that has a sum total of 10 when some sections only had a total of 2) making comparison have no substantive meaning. Therefore, each category provided an opportunity for solicitations to reach a 100% if they scored the maximum for all questions.

## **MISSION VISITS**

### **Sample**

Three Missions—Colombia, the Regional Development Mission for Asia (RDMA,) and Rwanda—were selected by USAID as “case study” countries using the following criteria USAID developed:

- Strong CDCS
- Strong PAD(s)
- Strong Mission leadership
- Strong Gender Advisor

- Received gender incentive funds from USAID/Washington
- Recommendations from Regional Gender Advisors.

USAID drew up a matrix and compared Missions against these criteria. Missions selected did not necessarily score the highest on all of the criteria, but scored well in the composite. When Missions essentially "tied" USAID sought to choose countries that were not over-burdened by USAID/Washington-based engagement. USAID sought Missions from three different regions.

A consistent set of two EnCompass team members, and one PPL representative (two separate people), collected data during 5 days in each country. The team visited the RDMA from November 30 to December 4, 2015, Colombia from December 14 to 18, 2015, and Rwanda from February 8 to 12, 2016.

The EnCompass team collected data through individual and group interviews with 126 Mission staff, 26 implementing partner staff, and 5 external partner staff across the three Missions. In Rwanda, the team facilitated a participatory group discussion with 23 implementing partner staff (see **Exhibit 6**).

#### **Exhibit 6: Mission Visit Sample**

<b>Data Collection Method and Stakeholder</b>	<b>Colombia</b>	<b>RDMA</b>	<b>Rwanda</b>	<b>TOTAL</b>
<b>SEMI-STRUCTURED INTERVIEWS*</b>				
<b>Mission staff</b>	58	26	42	126
<b>Implementing Partner staff**</b>	17	6	3	26
<b>External Partner staff</b>	0	3	2	5
<b>PARTICIPATORY GROUP DISCUSSION</b>				
<b>Implementing Partner staff</b>	0	0	23	23
<b>TOTAL</b>	<b>75</b>	<b>35</b>	<b>70</b>	<b>180</b>

\*Most interviews were group interviews in order to reach as many staff as possible in a short period of time.

\*\*In Colombia and the RDMA, one interview each was conducted via phone because individuals were unable to participate in an in-person group interview.

The Mission Gender Advisors identified Mission interviewees and developed a data collection schedule with senior staff (Front Office and Program Office), office teams (including Gender Working Groups) based on internal events and staff availability. Mission Gender Advisors were asked to invite all Mission staff of a particular office to a group interview. In Rwanda, the Health team was comprised of more than 20 staff so two group interviews were held. One group interview, at the RDMA, was not conducted because staff who had confirmed did not arrive as scheduled. Individual interviews were conducted with each Mission Gender Advisor. In Colombia the EnCompass team conducted individual interviews with the Mission Regional Legal Advisor and the Deputy Mission Director.

The Mission Gender Advisors suggested other key informants from government agencies, other donors, U.S. Embassy staff working on gender, and multilateral organizations, and proposed meetings or events they thought the EnCompass team should attend to understand their Mission's gender integration work. The EnCompass team made the final decision about which external partners to interview.

RDMA Technical Teams provided EnCompass with contact information for implementing partners they thought were integrating gender well. The EnCompass team contacted those implementing partners and interviewed them in a Mission conference room.

## **Methods**

The EnCompass team used the following methods during the country visits:

**Semi-structured interviews:** The EnCompass team used semi-structured individual and group interviews to explore perceptions related to: implementation of the GE/FE Policy and ADS 205, factors that enable and constrain gender integration at the Mission, and changes in development results as a result of gender integration. All interviews (individual and group) with Mission staff were conducted in the respondent's office or in a Mission conference room or common space for approximately 60 minutes. Between two to nine staff attended a single group interview. In Colombia, the Gender Advisor scheduled two separate group interviews with implementing partners that were held at two implementing partner offices for approximately 90 minutes each. Semi-structured interview questions can be found in **Annex 4**. All interviews were conducted in English. During the implementing partner group interview in Colombia some participants replied to questions in Spanish that another participant translated into English.

**Participatory group discussion:** In Rwanda, due to the large number of implementing partners who agreed to participate, the EnCompass team designed and facilitated a 90 minute participatory group discussion in a Mission conference room. The discussion explored key questions from the implementing partner interview guide: changes in how USAID approaches gender equality and female empowerment, how implementing partners' work has changed in

response to USAID’s approach to gender equality and female empowerment, challenges to integrating gender, support received to integrate gender, and suggestions on next steps for USAID to better integrate gender into its work and promote gender equality and female empowerment (see **Annex 4**).

All interviews and the group discussion were preceded by an informed consent statement, audiotaped, and transcribed.

**Document review:** The EnCompass team reviewed 44 documents provided by the Mission Gender Advisors such as CDCS or RDCS, Mission Orders on Gender, and resources to support implementation of the GE/FE Policy and ADS 205. The document review helped orient the EnCompass team to the Mission context vis-à-vis the GE/FE Policy and ADS 205. A list of documents reviewed can be found in **Annex 7**.

**Observations:** At the suggestion of the RDMA Gender Advisor, some members of the EnCompass team observed activities and interacted with participants at three USAID-supported events: Gender Responsive Economic Actions for the Transformation of Women in ASEAN Initiative (GREAT Women in ASEAN) Entrepreneur Network event, and a summit entitled “Breaking the Silos: Coordinating Approaches to Address Gender Inequality, Gender-based Violence and Rights in Asia and the Pacific.” In Colombia, the Gender Advisor asked the EnCompass team to observe a 2-hour “Mesa De Genero” (International Gender Roundtable) meeting at the Canadian Embassy during which the 2-year Chairmanship passed from USAID to the Canadian International Development Agency. These observations provided the EnCompass team with an opportunity to witness and ask questions about missions’ roles as a collaborator with external partners around gender equality and female empowerment.

## **Analysis**

Transcripts were coded and analyzed (content and thematic) in Dedoose, a cross-platform application for data analysis. All data were disaggregated by Office and respondent type (e.g., Mission staff, implementing partner, external partner) and triangulated across stakeholders. Draft case studies were circulated to Mission Gender Advisors for validation and feedback. A Case Study Report was submitted to PPL that included findings and conclusions for each Mission and recommendations to USAID/Washington based on the findings across the three countries. Individual case study reports were shared with the missions for internal use only.

## **TRIANGULATION AND VALIDATION**

The EnCompass team held a 3-day data analysis and interpretation session from March 23 to 25, 2016 to triangulate data across all sources. During the participatory meeting, team members developed and synthesized key findings across five assessment areas: (1) Extent to which

implementation of the GE/FE Policy and ADS 205 have led to gender integration, (2) Enablers of gender integration, (3) Constraints to gender integration, (4) Contribution to development results, and (5) Next steps. The EnCompass team drafted conclusions and recommendations for each assessment area to align with the synthesized key findings and created a “narrative arc” for the assessment report.

On April 4, 2016, the EnCompass team presented the draft findings and “narrative arc” to nine USAID staff from the Administrator’s Office, PPL, and the Office of Gender Equality and Female Empowerment for ground- truthing, reflections on emerging story, alignment with needs/expectations, and validation of the “narrative arc” to frame the report to ensure that the findings, conclusions, and recommendations were presented in a way that was useful for USAID.

The final draft report was submitted to USAID on May 5, 2016 for review and feedback. USAID provided written feedback on May 19, 2016 and a joint meeting was held on May 24, 2016 to clarify feedback and agree upon next steps to finalize the report.

# ANNEX 4: DATA COLLECTION INSTRUMENTS

This annex provides the following data collection instruments:

- Semi-structured interviews:
  - USAID/Washington staff (current and former)
  - USAID Mission staff
  - USAID Mission Director / Deputy Director
  - USAID Mission Gender Advisor
  - USAID Mission gender working group
  - USAID Mission external partners
  - USAID Mission implementing partner
- Group discussions:
  - USAID/Washington Regional and Pillar Bureau Gender Advisors
  - USAID/Washington implementing partners
  - Mission implementing partners
- Solicitation analysis scorecard

The online survey is included as **Annex 5**.

At the beginning of all interviews and group discussions, the EnCompass team described the purpose of the assessment (tailored to the respondent) and provided an informed consent statement that incorporated a confidentiality clause. Every effort was made to ensure that interviews and group discussions were conducted in locations that assured privacy or were comfortable for respondents if they were not fully private. The EnCompass team also explained to all respondents that participation was completely voluntary and that they could end the interview or group discussion at any time with no negative consequences to them.

## INTERVIEW GUIDES

### USAID/Washington Staff (Current and Former)

3. Before we begin, we'd like to understand a bit about your role at USAID. How long have you been working at USAID and your familiarity with the GE/FE Policy and ADS 205?
4. Based on (pull from how they answered the previous question), we would like to start by asking you to reflect on your work and when you have felt that you (or office, Bureau,

Agency, as relevant) have been successful integrating gender in your work. And think of one, exceptional experience when you really felt that you able to integrate gender in your work. Tell me the story of the experience, including who was involved, the role you played, how the GE/FE Policy and/or ADS 205 influenced or contributed to this experience, and other the factors that made this such an exceptional experience for you.

5. In reflecting on your time at USAID, in what changes have you seen since 2012 in how your team/Office/Bureau integrate gender in their work?
6. What changes have you seen since 2012 in the way you and your colleagues think about gender integration or view gender equality and female empowerment?
7. What support have you received for implementing the GE/FE Policy and ADS 205 and for integrating gender in your work? What did you most appreciate about that support? What more support is needed?
8. In what ways have you supported others in implementing the GE/FE Policy and ADS 205 to integrate gender into USAID's work? What more is needed?
9. What do you most appreciate about the GE/FE Policy and ADS205?
10. Reflecting on all that you have shared with us so far, if you were granted three wishes to build on the progress made and improve USAID's efforts to integrate gender, what would your three wishes be?
11. Is there anything else that you want to tell me but didn't because I didn't ask the right question?
12. What questions do you have for me?

### **USAID Mission Staff**

1. What is your role in your office/at the Mission and how long you have been working at USAID?
2. How have you and your office/team/Mission been involved in integrating gender into the work you do?
3. How has having the GE/FE Policy and ADS 205 helped you to integrate gender into the work of your office/team/Mission?
4. For those of you who were at USAID before 2012, what changes have you seen (in your office/team/Mission/USAID) since the GE/FE Policy and ADS 205 came out?

5. What changes have you seen since 2012 in the way you and your colleagues think about gender integration or view gender equality and female empowerment?
6. Reflecting on your work, is there a time in the past 3 years when you felt that your office has been particularly successful at integrating gender into your work? If so, tell me the story of the experience, including who was involved, the role you played, how the GE/FE Policy and/or ADS 205 influenced or contributed to this experience, and other factors that made this an exceptional experience for you.
7. What factors account for the successes that your office/team/Mission has had in implementing the Policy and integrating gender into your work?
8. What challenges/constraints have you encountered? How have you overcome those challenges?
9. What support have you received for implementing the GE/FE Policy/ADS 205 and integrating gender into your work? What did you most appreciate about that support?
10. What additional support do you need in order to effectively implement the GE/FE Policy/ADS 205?
11. What impact have Women's Leadership, Gender-based Violence, or Women, Peace and Security Incentive funds from USAID/Washington had on your work?
12. In what ways are the GE/FE Policy and ADS 205 helping your office/Mission to contribute to better program outcomes/development results?
13. What do you most appreciate about the GE/FE Policy and/or ADS205?
14. Reflecting on all that you have shared with us so far, if you were granted three wishes to improve either your Mission's efforts to integrate gender or USAID's efforts to achieve gender equality and female empowerment what would your three wishes be?
15. Is there anything else that you want to tell me, but didn't because I didn't ask the right question?
16. What questions do you have for me?

### **USAID Mission Director / Deputy Mission Director**

1. What strikes you the most about what your Mission is doing or has done to implement the GE/FE Policy and integrate gender into the Mission's work?

2. What are your perceptions of staff attitudes toward integrating gender into their work?
3. What factors internal to the Mission enable or constrain its effectiveness in implementing the Policy?
4. What factors external to the Mission enable or constrain its effectiveness in implementing the Policy?
5. What, if any, additional support would be useful to the Mission to more fully implement the Policy?
6. Are you considering any changes or initiatives to further support Policy implementation at the Mission?

### **USAID Mission Gender Advisor**

1. For how many years have you worked at USAID, and how long you have been a Gender Advisor in this Mission or another?
2. I would like you to think of a time in the last 3 years when you felt that your Mission has made an exceptional contribution to reducing gender disparities, reducing gender-based violence, or increasing women's and girls' capabilities to realize their rights. Tell me the story of that experience, including who was involved, any role you might have played, and factors that made it successful.
3. How has having the GE/FE Policy and ADS 205 helped you integrate gender into the work of the Mission?
4. In what ways was gender being integrated into the Mission's work when you first arrived here? What changes have you seen since that time?
5. What changes have you seen in the Mission since the GE/FE Policy and ADS 205 came out?
6. What factors account for the successes that this Mission has had in implementing the Policy and integrating gender into its work?
7. What support have you received for implementing the GE/FE Policy and what did you appreciate about this support?
8. What additional support do you need in order to effectively implement the GE/FE Policy and ADS 205?
9. What resistance have you faced in implementing the GE/FE Policy and how have you overcome that resistance?
10. What do you value the most about the GE/FE Policy and ADS 205?

11. Reflecting on all that you have shared with us so far, if you were granted three wishes to improve USAID's efforts to address gender gaps and constraints what would your three wishes be?
12. Is there anything else that you want to tell me, but didn't because I didn't ask the right question?

### **USAID Mission Gender Working Group**

1. Please share your role here at the Mission and the length of time you have been serving on the gender working group.
2. How does the gender working group work to support the implementation of the GE/FE Policy at the Mission?
3. In what ways has having a gender working group changed the way offices in the Mission think about gender?
4. What factors have made the Mission's gender working group a success? What lessons have you learned?
5. What challenges does the gender working group face in helping to implement the GE/FE Policy?
6. What support and resources does the gender working group draw on to do its work? What do you appreciate about that support and resources?

### **USAID Mission External Partners**

1. How would you describe your role in your organization, and in engaging with USAID around issues of gender equality and female empowerment?
2. I would like you to think of a time in the last 3 years when you felt that USAID has made an exceptional contribution to reducing gender disparities, reducing gender-based violence, or increasing women's and girls' capabilities to realize their rights. Tell me the story of that experience, in what way your organization was involved or influenced, and what factors made it successful.
3. What changes have you seen in the way USAID does business since the GE/FE Policy was launched 3 years ago?
4. Are there ways in which USAID's GE/FE Policy has contributed to changes in the way you or your organization carry out your own work, or changes in the results of your work?

5. What have you seen as the main contributors to USAID's ability to implement its GE/FE Policy and integrate gender into the work the Agency does?
6. What have you seen as the main challenges USAID faces in implementing its GE/FE Policy and integrating gender into the work the Agency does?
7. How can USAID better collaborate with your organization to promote gender equality and female empowerment?
8. What should the USAID's next steps be to promote gender equality and the empowerment of women and girls?
9. Reflecting on all that you have shared with us so far, if you were granted three wishes to improve USAID's efforts to address gender gaps and constraints, what would your three wishes be?
10. Is there anything else that you want to tell me, but didn't because I didn't ask the right question?
11. What questions do you have for me?

### **USAID Mission Implementing Partners**

1. How would you describe your role in implementing USAID programs and your engagement with the USAID GE/FE Policy?
2. I would like you to think of a time in the last 3 years when you felt that your USAID-funded work has made an exceptional contribution to reducing gender disparities, reducing gender-based violence, or increasing women's and girls' capabilities to realize their rights. Tell me the story of that experience including who was involved, any role you might have played, how USAID's GE/FE Policy might have influenced your success, and what factors made it successful.
3. What changes have you seen in the way USAID does business since the GE/FE Policy was launched?
4. In what ways has USAID's GE/FE Policy contributed to changes in the way you or your organization carry out your work, or changes in the results of your work?
5. What have you seen as the main contributors to USAID's ability to implement the GE/FE Policy and integrate gender into the work the Agency does?
6. What have you seen as the main challenges USAID faces in implementing the GE/FE Policy and integrating gender into the work they do?

7. How can USAID better support you to promote gender equality and female empowerment?
8. What should the Agency's next steps be to promote gender equality and the empowerment of women and girls?
9. Reflecting on all that you have shared with us so far, if you were granted three wishes to improve USAID's efforts to address gender gaps and constraints, what would your three wishes be?
10. Is there anything else that you want to tell me, but didn't because I didn't ask the right question?
11. What questions do you have for me?

## **GROUP DISCUSSION GUIDES**

### **USAID/Washington Regional and Pillar Bureau Gender Advisors**

1. What is one exceptional experience when you really felt that you were making a difference in integrating gender? What happened?
2. What do you value most about the GE/FE Policy and ADS 205 in terms of integrating gender in your Bureau's or USAID's work?
3. When reflecting upon all that we've discussed, what themes are you seeing?
4. Where are you seeing traction and progress in integrating gender and implementing the GE/FE Policy and ADS 205 from what has been shared today?
5. If you were granted three wishes to make more of these successes happen and build on the progress made so far in your Bureaus and USAID to integrate gender, what would your three wishes be?

### **Washington, DC-based Implementing Partners**

1. Since the GE/FE Policy was launched, what changes have you seen in how USAID approaches gender equality and female empowerment?
2. How has the GE/FE Policy and ADS 205 changed the way you do your work?
3. How have changes in the way you do your work, because of the GE/FE Policy and ADS 205, contributed to increased gender equality or female empowerment?

4. What examples have you seen of how the GE/FE Policy and ADS 205 have led to better or more equitable results?
5. What should USAID's next steps be to better integrate gender in their work and to promote gender equality and female empowerment?
6. What other suggestions, ideas, thoughts, or questions do you have?

### **Mission Implementing Partners**

1. In the time you've been working with USAID, what changes have you seen in how USAID approaches gender equality and female empowerment?
2. How has the way you do your work changed in response to USAID's approach to gender equality and female empowerment?
3. What challenges have you had trying to address gender in your work with USAID?
4. What support have you received to integrate gender into your work with USAID and what additional support would you appreciate?
5. What should USAID's next steps be to better integrate gender into the Agency's work and to promote gender equality and female empowerment?
6. What else do you think would be important for us to know or include in the assessment?

## SOLICITATION SCORECARD

<b>Solicitation Title:</b>				
<b>Solicitation Date:</b>				
<b>Solicitation Type:</b>				
<b>Reviewed by:</b>				
<b>Date Reviewed:</b>				
<b>Score:</b>				
	Q			
<b>Solicitation Section</b>		<b>Question</b>	<b>Scoring Scale</b>	<b>Score</b>
<b>Background</b>	1	Does the solicitation spell out the specific gaps that exist between males and females with respect to the problem that is being addressed and relevant to project outcomes? (ADS 205.3.5)	0=No 1=Yes, to a limited extent 2=Yes, to a moderate extent 3=Yes, strongly	
	2	Does the solicitation discuss the needs of different subgroups of women and girls (rather than treating females as one undifferentiated category)?	0=No 2=Yes	
	3	Does the solicitation indicate what opportunities there are to promote women's leadership and empowerment as a result of the project? (ADS 205.3.5)	0=No 1=Yes, to a limited extent 2=Yes, to a moderate extent 3=Yes, strongly	
	4	Does the solicitation explain or indicate potential causes of the identified gaps? (ADS 205.3.5)	0=No 1=Yes, to a limited extent 2=Yes, to a moderate extent 3=Yes, strongly	
<b>Statements of Work, Statements of Objective, and Performance Work Statements</b>	5	Is the Implementing Partner required to conduct a more detailed gender analysis prior to or at an early stage of project implementation? (ADS 205.3.5)	0=No 2=Yes	
	6	Does the statement of work (SOW) require the contractor to develop stand-alone or integrated activities to ensure that projects are reducing the gaps between males and females that were identified in the gender analysis that was carried out in the context of project design and addressing the unique needs and interests of males and females? (ADS 205.3.5)	0=No 2=Yes	
	7	Does the SOW specify that the contractor must track the differential impacts on male and female participants in all activities? (ADS 205.3.5)	0=No 2=Yes	
<b>Program Descriptions</b>	8	Do the activities in the Program Description sufficiently articulate how the offeror is to reduce gender gaps or address the unique needs and interests of males and females (consistent with those that were identified in the gender analysis carried out in the context of the project design)? (ADS 205.3.5)	0=No 1=Yes, to a limited extent 2=Yes, to a moderate extent 3=Yes, strongly	
<b>Monitoring and Evaluation</b>	9	Does the solicitation include specific gender-sensitive indicators that the Implementing Partner is expected to use? (ADS 205.3.5)	0=No 2=Yes	
	10	Are Implementing Partners encouraged to use one or more of the nine standard indicators on gender (2014 solicitations only)? (ADS 205.3.5)	N/A (make sure that cell G18 is empty so it does not interfere with the adding process).	
	11	Are there strategies in place to monitor for unintended consequences (such as gender-based violence)? (ADS 205.3.5)	0=No 1=Yes, to a limited extent 2=Yes, to a moderate extent 3=Yes, strongly	

Solicitation Section		Question	Scoring Scale	Score
<b>Reporting</b>	12	<b>Does the solicitation specify that reporting requirements include information on: (ADS 205.3.5)</b>		
	12.a	To what extent and how were relevant gaps between males and females closed?	0=No 2=Yes	
	12.b	What new opportunities for women and men were created?	0=No 2=Yes	
	12.c	What differential negative impacts on males/females (such as increasing the risk of gender-based violence) were addressed or avoided?	0=No 2=Yes	
	12.d	What needs and gender inequalities emerged or remain?	0=No 2=Yes	
<b>Key Personnel</b>	13	Does the solicitation request a technical expert who has experience with gender integration in project design and is knowledgeable about how to address gender disparities and create opportunities for women's leadership and participation within the particular sectoral context, if such an expert is important for ensuring optimal project results? (ADS 205.3.5)	0=No 2=Yes	
	14	Is gender expertise a requirement for key personnel other than a technical gender expert?	0=No 2=Yes	
<b>Past Performance and Core Capabilities</b>	15	Does the solicitation stipulate that Implementing Partners highlight past performance demonstrating their ability to address gender gaps and empower females? (ADS 205.3.5)	0=No 2=Yes	
	16	Does the solicitation request that Implementing Partners illustrate how their organization is structured to ensure that gender disparities will be deliberately and adequately addressed in their programming? (ADS 205.3.5)	0=No 2=Yes	
<b>Evaluation or Selection Criteria</b>	17	Does the solicitation state that Implementing Partners will be evaluated on how well the proposal addresses gender integration as described in the SOW/position description and other sections of the solicitation, as appropriate? (ADS 205.3.5)	0=No 2=Yes	
<b>Total Score</b>		<b>Out of 43 possible points</b>		
<b>Summary Question</b>	18	List the sections/ page numbers of this procurement that could be used as examples of good practice.		

# ANNEX 5: ONLINE SURVEY OUTPUTS

## CLOSED-ENDED QUESTIONS

### 1. How long have you worked at USAID?

Answer Options	Response Percent	Response Count
Less than a year	16.8%	158
1-4 years	30.8%	290
5-10 years	26.6%	250
10+ years	25.8%	243
answered question		941
skipped question		0

### 2. What is your current employment status?

Answer Options	Response Percent	Response Count
Foreign Service Officer (FSO)	20.7%	195
Civil Servant (GS)	15.9%	150
Foreign Service National (FSN)	34.9%	328
Third Country National (TCN)	0.9%	8
Contract Employee (PSC)	12.0%	113
Other (please specify)	15.6%	147
answered question		941
skipped question		0

### 3. What is your sex?

Answer Options	Response Percent	Response Count
Male	34.4%	323
Female	64.1%	603
Other	0.2%	2
Prefer not to answer	1.3%	12
answered question		940
skipped question		1

### 4. In what development sector do you perform most of your work?

Answer Options	Response Percent	Response Count
Health	10.7%	98
Democracy, human rights, and governance	6.6%	61
Economic growth	6.6%	61
Humanitarian/disaster assistance	1.7%	16
Transition assistance	0.4%	4
Education	4.1%	38
Environment	3.3%	30
Energy and infrastructure	2.1%	19
Global climate change	0.5%	5
Food security	5.4%	50
Peace and security	1.0%	9
Science, technology, and innovation	4.8%	44
My work is cross-sectoral (gender, youth, etc.)	17.4%	160
My work doesn't deal with sectors (e.g., budget, human resources, contracts, other administrative)	25.2%	232

Answer Options	Response Percent	Response Count
Other sectors	10.0%	92
(Please specify)		129
answered question		919
skipped question		22

#### 5. Do you work primarily with PEPFAR funds?

Answer Options	Response Percent	Response Count
Yes	31.5%	35
No	68.5%	76
answered question		111
skipped question		830

#### 6. What percentage of your work time do you spend on gender-related tasks?

Answer Options	Response Percent	Response Count
I spend no time on gender-related tasks	23.8%	220
Less than 25%	61.6%	569
Up to 50%	8.5%	79
Up to 75%	2.7%	25
100%	3.4%	31
answered question		924
skipped question		17

#### 7. Are you a Gender Advisor or Gender Point of Contact?

Answer Options	Response Percent	Response Count
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Yes, Full-time Gender Advisor	3.0%	28
Yes, Part-time Gender Advisor	2.3%	21
Yes, Gender Point of Contact	8.0%	74
No	86.7%	799
answered question		922
skipped question		19

8. Does your job description explicitly include providing guidance to technical and program staff to ensure that the GE/FE Policy is successfully implemented?

Answer Options	Response Percent	Response Count
Yes	48.4%	61
No	51.6%	65
answered question		126
skipped question		815

9. Even if you are not a Gender Advisor or Point of Contact, would you consider yourself a gender champion?

Answer Options	Response Percent	Response Count
Yes	61.8%	475
No	14.6%	112
Don't know	23.6%	181
answered question		768
skipped question		173

10. Please indicate your awareness of the following policies, strategies, and guidance:

Answer Options	Never heard of it	Aware of it, but never	Have taken a look at it	Have read carefully	Response Count
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		looked at it			
USAID Gender Equality and Female Empowerment Policy (2012)	72	238	369	214	893
<i>Response Percent</i>	8%	27%	41%	24%	
ADS Chapter 205: Integrating Gender Equality and Female Empowerment in USAID's Program Cycle (2013)	83	271	348	186	888
<i>Response Percent</i>	9%	31%	39%	21%	
United States Strategy to Prevent and Respond to Gender-based Violence Globally (2012)	184	356	246	95	881
<i>Response Percent</i>	21%	40%	28%	11%	
LGBT Vision for Action (2014)	267	346	192	79	884
<i>Response Percent</i>	30%	39%	22%	9%	
Ending Child Marriage and Meeting the Needs of Married Children: the USAID Vision for Action (2012)	290	383	150	65	888
<i>Response Percent</i>	33%	43%	17%	7%	
U.S. National Action Plan on Women, Peace, and Security (2012)	295	326	179	92	892
<i>Response Percent</i>	33%	37%	20%	10%	
answered question					896
skipped question					45

11. Please indicate which of the following gender-related training you have participated in over the past 3 years AND how useful the training was in helping you implement the GE/FE Policy and/or ADS 205:

Answer Options	No training received/ Never took it	Training not useful	Training somewhat useful	Training useful	Training very useful	Training more than 3 years ago	Response Count
Gender 101 Online Course	153	48	159	257	205	19	841
<i>Response Percent</i>	18%	6%	19%	31%	24%	2%	
Gender 102 Online Course	593	9	40	74	70	6	792
<i>Response Percent</i>	75%	1%	5%	9%	9%	1%	
Gender 103 Online Course	640	8	23	53	56	3	783
<i>Response Percent</i>	82%	1%	3%	7%	7%	0%	
USAID in-person or online course specific to sector	579	11	34	77	72	16	789
<i>Response Percent</i>	73%	1%	4%	10%	9%	2%	
ADS 205 Course: Operationalizing the GE/FE Policy (in-person)	690	8	18	32	47	3	798
<i>Response Percent</i>	86%	1%	2%	4%	6%	0%	
Regional Gender Training (in-person or webinar)	696	7	11	25	46	12	797
<i>Response Percent</i>	87%	1%	1%	3%	6%	2%	
Mission-based Gender Training (in-person)	611	14	37	62	54	21	799
<i>Response Percent</i>	76%	2%	5%	8%	7%	3%	

Answer Options	No training received/ Never took it	Training not useful	Training somewhat useful	Training useful	Training very useful	Training more than 3 years ago	Response Count
C3 FSO Orientation: Career Candidate Corps Foreign Service Officer Orientation (formerly known as DLI) (in-person)	683	13	19	28	14	23	780
<i>Response Percent</i>	88%	2%	2%	4%	2%	3%	
PFA: Programming Foreign Assistance (in-person)	276	23	73	137	198	117	824
<i>Response Percent</i>	33%	3%	9%	17%	24%	14%	
PDM: Project Design and Management (in-person)	451	17	56	77	122	88	811
<i>Response Percent</i>	56%	2%	7%	9%	15%	11%	
A&A 104: Contracting Officer's Representative (COR) and Agreement Officer's Representative (AOR) Certification Training Program (in-person)	405	21	59	86	151	88	810

Answer Options	No training received/ Never took it	Training not useful	Training somewhat useful	Training useful	Training very useful	Training more than 3 years ago	Response Count
<i>Response Percent</i>	50%	3%	7%	11%	19%	11%	
Other gender-related training	555	9	22	52	54	17	709
<i>Response Percent</i>	78%	1%	3%	7%	8%	2%	
(Please specify name of course and who provided it)							82
answered question							850
skipped question							91

### 12. Do you currently work at USAID/Washington or in a Field Office/Mission?

Answer Options	Response Percent	Response Count
USAID/Washington	43.3%	371
Mission/Field Office	56.7%	486
answered question		857
skipped question		84

### 13. At which Field Office or Mission do you currently work?

Answer Options	Response Percent	Response Count
Afghanistan	1.3%	6
Albania	0.4%	2
Angola	0.0%	0

Answer Options	Response Percent	Response Count
Armenia	0.2%	1
Asia Regional	0.0%	0
Azerbaijan	0.4%	2
Bangladesh	3.5%	16
Belarus	0.0%	0
Benin	0.4%	2
Bosnia and Herzegovina	1.5%	7
Botswana	0.0%	0
Brazil	0.4%	2
Burkina Faso	0.0%	0
Burma	0.0%	0
Burundi	0.0%	0
Cambodia	1.1%	5
Cameroon	0.0%	0
Central Africa Regional	0.0%	0
Central African Republic	0.0%	0
Central Asia Regional	0.9%	4
Chad	0.0%	0
Colombia	5.1%	23
Côte d'Ivoire	0.0%	0
Cyprus	0.0%	0
Democratic Republic of Congo	0.4%	2
Dominican Republic	2.9%	13
East Africa Regional	0.4%	2
Eastern and Southern Caribbean	0.2%	1
Egypt	0.2%	1

Answer Options	Response Percent	Response Count
El Salvador	2.6%	12
Ethiopia	0.7%	3
Georgia	0.7%	3
Ghana	3.1%	14
Guatemala	0.4%	2
Guinea	0.0%	0
Guyana	0.0%	0
Haiti	1.1%	5
Honduras	6.4%	29
India	1.1%	5
Indonesia	2.6%	12
Iraq	0.2%	1
Jamaica	1.3%	6
Jordan	1.3%	6
Kazakhstan	0.0%	0
Kenya	2.9%	13
Kosovo	1.8%	8
Kyrgyz Republic	0.4%	2
Lebanon	0.0%	0
Lesotho	0.0%	0
Liberia	0.7%	3
Macedonia	1.1%	5
Madagascar	0.9%	4
Malawi	0.7%	3
Mali	1.8%	8
Mauritania	0.0%	0

Answer Options	Response Percent	Response Count
Mexico	1.8%	8
Moldova	1.1%	5
Mongolia	0.0%	0
Montenegro	0.0%	0
Morocco	0.0%	0
Mozambique	2.2%	10
Namibia	0.0%	0
Nepal	2.2%	10
Nicaragua	1.3%	6
Niger	0.2%	1
Nigeria	2.2%	10
Pacific Islands	0.0%	0
Pakistan	4.4%	20
Paraguay	1.8%	8
Peru	1.3%	6
Philippines	1.3%	6
Republic of the Congo	0.0%	0
Rwanda	1.5%	7
Sahel Regional	0.7%	3
Senegal	0.7%	3
Serbia	0.9%	4
Sierra Leone	0.4%	2
South Africa	8.6%	39
Southern Africa Regional	3.7%	17
Sri Lanka	0.9%	4
Sudan	0.4%	2

Answer Options	Response Percent	Response Count
Swaziland	0.0%	0
Syria	0.0%	0
Tajikistan	0.0%	0
Tanzania	0.9%	4
Thailand	0.7%	3
Timor-Leste	0.2%	1
Tunisia	0.0%	0
Uganda	2.9%	13
Ukraine	1.1%	5
Uzbekistan	0.0%	0
Vietnam	0.7%	3
West Africa Regional	0.9%	4
West Bank and Gaza	1.3%	6
Yemen	0.0%	0
Zambia	1.5%	7
Zimbabwe	0.9%	4
Other (please specify)		25
answered question		454
skipped question		487

#### 14. In which office of a Field Office or Mission do you work?

Answer Options	Response Percent	Response Count
FM (Financial Management)	8.8%	42
Procurement	6.0%	29
Front Office	4.8%	23
Technical Office	37.5%	180

Program Office (strategy, design, M&E, communications, budget)	26.7%	128
EXO (Executive Office)	9.0%	43
RLA (Regional Legal Advisor)	1.3%	6
Other (please specify)	6.0%	29
answered question		480
skipped question		461

### 15. Please indicate your agreement or disagreement with the following:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
I understand my role and responsibilities under the GE/FE Policy and ADS 205.	4	14	60	236	111	28	11	464
<i>Response Percent</i>	<i>1%</i>	<i>3%</i>	<i>13%</i>	<i>51%</i>	<i>24%</i>	<i>6%</i>	<i>2%</i>	
I have the knowledge and skills to integrate gender considerations into my work.	6	22	57	240	107	20	12	464
<i>Response Percent</i>	<i>1%</i>	<i>5%</i>	<i>12%</i>	<i>52%</i>	<i>23%</i>	<i>4%</i>	<i>3%</i>	
My Mission has the resources necessary to integrate gender into our work as required by the GE/FE Policy and ADS 205.	9	31	75	203	99	39	6	462

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
<i>Response Percent</i>	2%	7%	16%	44%	21%	8%	1%	
I am able to provide support to my colleagues to help them integrate gender into their programs, projects, and evaluations.	10	42	89	206	77	18	22	464
<i>Response Percent</i>	2%	9%	19%	44%	17%	4%	5%	
The GE/FE Policy has commitment from Mission leadership.	11	14	54	194	154	31	4	462
<i>Response Percent</i>	2%	3%	12%	42%	33%	7%	1%	
The GE/FE Policy has commitment from Agency leadership.	6	11	52	203	151	37	3	463
<i>Response Percent</i>	1%	2%	11%	44%	33%	8%	1%	
ADS 205 provides specific and concrete guidance on how to integrate gender into the Program Cycle.	3	10	82	202	84	72	8	461
<i>Response Percent</i>	1%	2%	18%	44%	18%	16%	2%	
Overall I am a good advocate for the GE/FE Policy.	5	14	111	179	117	24	13	463
<i>Response Percent</i>	1%	3%	24%	39%	25%	5%	3%	

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
The GE/FE Policy and ADS 205 will help USAID produce better development outcomes.	5	10	73	177	131	61	6	463
<i>Response Percent</i>	<i>1%</i>	<i>2%</i>	<i>16%</i>	<i>38%</i>	<i>28%</i>	<i>13%</i>	<i>1%</i>	
answered question								464
skipped question								477

16. When you have had questions related to the GE/FE Policy or ADS 205, where have you sought assistance? Was this assistance useful?

Answer Options	Did not know assistance existed here	Did not seek assistance	Sought assistance, but did not receive response	Received response that was not useful	Received moderately useful response	Received useful response	Not applicable	Response Count
Mission Front Office	50	183	2	3	15	29	112	394
<i>Response Percent</i>	<i>13%</i>	<i>46%</i>	<i>1%</i>	<i>1%</i>	<i>4%</i>	<i>7%</i>	<i>28%</i>	
Mission Program Office	14	94	5	13	61	133	88	408
<i>Response Percent</i>	<i>3%</i>	<i>23%</i>	<i>1%</i>	<i>3%</i>	<i>15%</i>	<i>33%</i>	<i>22%</i>	
Mission Gender Advisor	18	67	2	15	40	146	113	401
<i>Response</i>	<i>4%</i>	<i>17%</i>	<i>0%</i>	<i>4%</i>	<i>10%</i>	<i>36%</i>	<i>28%</i>	

Answer Options	Did not know assistance existed here	Did not seek assistance	Sought assistance, but did not receive response	Received response that was not useful	Received moderately useful response	Received useful response	Not applicable	Response Count
<i>Percent</i>								
Mission Gender Point of Contact	21	76	4	12	46	130	109	398
<i>Response Percent</i>	<i>5%</i>	<i>19%</i>	<i>1%</i>	<i>3%</i>	<i>12%</i>	<i>33%</i>	<i>27%</i>	
Regional Mission Gender Advisor	59	140	1	2	9	49	129	389
<i>Response Percent</i>	<i>15%</i>	<i>36%</i>	<i>0%</i>	<i>1%</i>	<i>2%</i>	<i>13%</i>	<i>33%</i>	
PPL Gender Advisor	65	172	1	3	5	32	110	388
<i>Response Percent</i>	<i>17%</i>	<i>44%</i>	<i>0%</i>	<i>1%</i>	<i>1%</i>	<i>8%</i>	<i>28%</i>	
Office of the Senior Gender Coordinator	65	182	1	3	4	22	111	388
<i>Response Percent</i>	<i>17%</i>	<i>47%</i>	<i>0%</i>	<i>1%</i>	<i>1%</i>	<i>6%</i>	<i>29%</i>	
Regional Bureau Gender Advisor	58	160	0	5	7	53	109	392
<i>Response Percent</i>	<i>15%</i>	<i>41%</i>	<i>0%</i>	<i>1%</i>	<i>2%</i>	<i>14%</i>	<i>28%</i>	
Pillar Bureau Gender	62	173	1	4	8	28	111	387

Answer Options	Did not know assistance existed here	Did not seek assistance	Sought assistance, but did not receive response	Received response that was not useful	Received moderately useful response	Received useful response	Not applicable	Response Count
Advisor								
<i>Response Percent</i>	16%	45%	1%	1%	2%	7%	29%	
GenDev Office	58	177	0	1	7	41	108	392
<i>Response Percent</i>	15%	45%	0%	0%	2%	10%	28%	
Implementing Partner	33	170	0	1	31	35	118	388
<i>Response Percent</i>	9%	44%	0%	0%	8%	9%	30%	
Gender Working Group	57	158	1	2	21	53	107	399
<i>Response Percent</i>	14%	40%	1%	1%	5%	13%	27%	
answered question								433
skipped question								508

17. When you had questions related to the GE/FE Policy and/or ADS 205, where else have you sought assistance and how useful was it?

Answer Options	Answer Options	Response Count
		233
answered question	233	233

skipped question	708	708
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18. Please indicate how the GE/FE Policy and ADS 205 have improved USAID’s work in the following:

Answer Options	No improve-ment	Some improve-ment	A lot of improve-ment	Don't know	Response Count
Integrating activities to address gender equality and female empowerment	19	152	127	113	411
<i>Response Percent</i>	5%	37%	31%	27%	
Pursuing an inclusive approach to foster equality	23	159	102	125	409
<i>Response Percent</i>	6%	39%	25%	31%	
Building partnerships across a range of stakeholders around gender equality and female empowerment	30	154	87	140	411
<i>Response Percent</i>	7%	37%	21%	34%	
Harnessing science, technology, and innovation to reduce gender gaps and empower women and girls	55	144	60	152	411
<i>Response Percent</i>	13%	35%	15%	37%	
Addressing the differing needs of men and women in crisis and conflict-affected environments	24	126	83	173	406
<i>Response Percent</i>	6%	31%	20%	43%	
Serving as a thought-leader for closing key gender gaps and empowering women and girls	23	137	100	147	407
<i>Response Percent</i>	6%	34%	25%	36%	

Answer Options	No improve-ment	Some improve-ment	A lot of improve-ment	Don't know	Response Count
Committing to gender equality and female empowerment by senior managers and Mission Directors	31	134	117	127	409
<i>Response Percent</i>	8%	33%	29%	31%	
Reducing gender disparities and gender-based violence, and increasing women's and girls' capacity to realize their rights	27	155	102	126	410
<i>Response Percent</i>	7%	38%	25%	31%	
answered question					412
skipped question					529

19. Has your Mission/Field Office conducted a RDCS or CDCS gender analysis in the last 3 years?

Answer Options	Response Percent	Response Count
Yes, saw the gender analysis	41.5%	175
Yes, but have not seen the gender analysis	17.5%	74
No gender analysis done for RDCS or CDCS	6.9%	29
Don't know	34.1%	144
answered question		422
skipped question		519

20. How useful was the RDCS or CDCS gender analysis in:

Answer Options	Not useful	Somewhat useful	Useful	Very useful	Don't know	Not applicable	Response Count
Identifying the root causes of existing gender inequalities or obstacles?	10	39	63	52	7	1	172
<i>Response Percent</i>	6%	23%	37%	30%	4%	1%	
Identifying potential adverse impacts and risks of gender-based exclusion?	11	43	62	48	6	2	172
<i>Response Percent</i>	6%	25%	36%	28%	3%	1%	
Identifying the macro-level gender inequalities that should be included in the RDCS or CDCS?	8	36	63	53	9	3	172
<i>Response Percent</i>	5%	21%	37%	31%	5%	2%	
answered question							172
skipped question							769

21. Please indicate your agreement or disagreement with the following statement:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Mission's RDCS or CDCS does a good job of identifying and addressing the differing needs of females and males.	7	26	61	123	65	91	29	402
<i>Response Percent</i>	<i>2%</i>	<i>6%</i>	<i>15%</i>	<i>31%</i>	<i>16%</i>	<i>23%</i>	<i>7%</i>	
answered question								402
skipped question								539

## 22. Has your Mission/Field Office conducted a PAD gender analysis in the last 3 years?

Answer Options	Response Percent	Response Count
Yes	46.9%	197
No	8.8%	37
Don't know	44.3%	186
answered question		420
skipped question		521

## 23. Who in your Mission/Field Office participated in the PAD gender analysis?

Answer Options	Response Percent	Response Count
I am the only one in my office/team who has participated in a PAD gender analysis.	3.6%	7
I have participated in a PAD gender analysis, as have others in my office/team.	36.6%	71
I have not participated in a PAD gender analysis, but others in my office/team have done so.	32.5%	63
No one in my office has participated in a PAD gender analysis.	7.2%	14
Don't know	20.1%	39
answered question		194
skipped question		747

#### 24. How useful was the PAD gender analysis in:

Answer Options	Not useful	Somewhat useful	Useful	Very useful	Don't know	Response Count
Identifying the root causes of existing gender inequalities or obstacles?	3	21	30	21	3	78
<i>Response Percent</i>	4%	27%	38%	27%	4%	
Identifying potential adverse impacts and risks of gender-based exclusion?	7	18	30	22	1	78
<i>Response Percent</i>	9%	23%	38%	28%	1%	
Developing a PAD that addressed specific gender inequalities?	7	20	25	23	3	78
<i>Response Percent</i>	9%	26%	32%	29%	4%	
answered question						78
skipped question						863

#### 25. Please indicate your agreement or disagreement with the following statement:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Mission's PADs do a good job of identifying and addressing the differing needs of females and males.	1	16	39	87	29	18	0	190
<i>Response Percent</i>	1%	8%	21%	46%	15%	9%	9%	
answered question								190
skipped question								751

26. Please indicate your agreement or disagreement with the following statements:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Mission's PMP includes indicators that measure progress toward gender equality and female empowerment.	5	16	26	155	65	101	12	380
<i>Response Percent</i>	<i>1%</i>	<i>4%</i>	<i>7%</i>	<i>41%</i>	<i>17%</i>	<i>27%</i>	<i>3%</i>	
My Mission's PMP collects sex-disaggregated data.	2	2	13	149	117	91	11	385
<i>Response Percent</i>	<i>1%</i>	<i>1%</i>	<i>3%</i>	<i>39%</i>	<i>30%</i>	<i>24%</i>	<i>3%</i>	
The MEL plans for my projects/activities include indicators that measure progress toward gender equality and female empowerment.	3	19	33	123	61	114	23	376
<i>Response Percent</i>	<i>1%</i>	<i>5%</i>	<i>9%</i>	<i>33%</i>	<i>16%</i>	<i>30%</i>	<i>6%</i>	
The MEL plans for my projects/activities include collection of sex-disaggregated data.	2	1	16	140	93	106	22	380
<i>Response Percent</i>	<i>1%</i>	<i>0%</i>	<i>4%</i>	<i>37%</i>	<i>24%</i>	<i>28%</i>	<i>6%</i>	
My Mission's PMP and the MEL plans for its projects/activities include indicators that measure one or more of the Agency's gender equality goals (reducing inequality,	3	11	36	132	60	124	13	379

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
reducing GBV prevalence, increasing female empowerment).								
<i>Response Percent</i>	1%	3%	9%	35%	16%	33%	3%	
Evaluations commissioned by my Mission include measures of change in equality, GBV or female empowerment due to program activities.	5	16	43	105	54	145	12	380
<i>Response Percent</i>	1%	4%	11%	28%	14%	38%	3%	
My Mission reports on one or more of the nine standard Gender F-indicators.	3	7	16	115	71	160	10	382
<i>Response Percent</i>	1%	2%	4%	30%	19%	42%	3%	
answered question								386
skipped question								555

## 27. Has your Mission adopted or updated a Gender Mission Order in the last 3 years?

Answer Options	Response Percent	Response Count
Yes, I have read it and used it in my work	13.0%	51
Yes, and I have read it	16.1%	63
Yes, but I have not read it	8.4%	33
No	10.5%	41

Answer Options	Response Percent	Response Count
Don't know	51.3%	201
Not applicable	0.8%	3
answered question		392
skipped question		549

## 28. How well does the Gender Mission Order:

Answer Options	Not well	Somewhat well	Well	Very well	Don't know	Not applicable	Response Count
Describe how the Mission will integrate gender equality and female empowerment objectives throughout the Program Cycle?	0	17	54	37	3	1	112
<i>Response Percent</i>	<i>0%</i>	<i>15%</i>	<i>48%</i>	<i>33%</i>	<i>3%</i>	<i>1%</i>	
Assign specific and detailed roles and responsibilities to Mission staff related to implementing the GE/FE Policy?	0	11	48	49	3	1	112
<i>Response Percent</i>	<i>0%</i>	<i>10%</i>	<i>43%</i>	<i>44%</i>	<i>3%</i>	<i>1%</i>	
Ensure that staff is aware of their roles in implementing the GE/FE Policy?	2	20	45	39	4	1	111
<i>Response Percent</i>	<i>2%</i>	<i>18%</i>	<i>41%</i>	<i>35%</i>	<i>4%</i>	<i>1%</i>	
Hold staff accountable for their roles in implementing the GE/FE	10	24	41	28	8	1	112

Answer Options	Not well	Somewhat well	Well	Very well	Don't know	Not applicable	Response Count
Policy?							
<i>Response Percent</i>	9%	21%	37%	25%	7%	1%	
answered question							112
skipped question							829

29. Please indicate your agreement or disagreement with the following statement:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Mission's Gender Mission Order is having a positive impact on how we operationalize the GE/FE Policy.	1	7	34	67	21	13	2	145
<i>Response Percent</i>	1%	5%	23%	46%	14%	9%	1%	
answered question								145
skipped question								796

30. Does your Mission/Field Office have a Gender Advisor or Gender Point(s) of Contact?

Answer Options	Response Percent	Response Count
One full-time Gender Advisor	28.1%	110
One part-time Gender Advisor	10.7%	42
One Gender Point of Contact	25.0%	98
More than one Gender Advisor and/or Point of Contact	14.0%	55
There are people who support gender, but I am not sure whether they are Gender Advisor(s) or Point(s) of	10.2%	40

Answer Options	Response Percent	Response Count
Contact		
No Gender Advisor or Point of Contact	1.3%	5
Don't know	10.7%	42
answered question		392
skipped question		549

### 31. Please indicate your agreement or disagreement with the following statement:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
The person (or persons) providing support on gender for my Mission/Field Office is (are) sufficiently knowledgeable to provide me with guidance on implementing the GE/FE Policy and ADS 205.	10	17	40	146	83	38	5	339
<i>Response Percent</i>	<i>3%</i>	<i>5%</i>	<i>12%</i>	<i>43%</i>	<i>24%</i>	<i>11%</i>	<i>1%</i>	
answered question								339
skipped question								602

### 32. Please indicate your agreement or disagreement with the following statements:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Mission requires Contract and Agreement Officers to perform due diligence to ensure	8	21	47	124	70	103	0	373

that the results of gender analyses are clearly reflected in all solicitation documents.								
<i>Response Percent</i>	2%	6%	13%	33%	19%	28%	0%	
My office/team has the capacity to implement the GE/FE Policy and ADS 205.	6	28	55	163	56	52	4	364
<i>Response Percent</i>	2%	8%	15%	45%	15%	14%	1%	
answered question								383
skipped question								558

### 33. Has your Mission received Women’s Leadership, Gender-based Violence, or Women, Peace, and Security incentive funds from USAID/Washington (GenDev or DCHA)?

Answer Options	Response Percent	Response Count
Yes	13.5%	52
No	15.4%	59
Don't know	71.1%	273
answered question		384
skipped question		557

### 34. Which type of incentive funds has your Mission received from USAID/Washington?

Answer Options	Yes	No	Don't know	Response Count
Women’s Leadership funds	18	8	24	50
<i>Response Percent</i>	36%	16%	48%	
Gender-based Violence funds	26	3	24	53
<i>Response Percent</i>	49%	6%	45%	

Women, Peace, and Security funds	18	6	24	48
<i>Response Percent</i>	38%	13%	50%	
answered question				57
skipped question				884

### 35. What has been the impact of these funds on your work?

Answer Options	Yes	No	Don't know	Not applicable	Response Count
Enabled leveraging of additional Mission funding for work that advances gender equality and empowers women and girls (Women's leadership funds)	23	2	15	9	49
<i>Response Percent</i>	47%	4%	31%	18%	
Enabled leveraging of additional funding from other donors for work that advances gender equality and empowers women and girls (Women's leadership funds)	11	7	19	12	49
<i>Response Percent</i>	22%	14%	39%	24%	
Enabled integration of Women, Peace, and Security objectives in Mission projects	19	2	19	9	49
<i>Response Percent</i>	39%	4%	39%	18%	
Enabled integration of gender-based violence in Mission projects (GBV funds)	25	3	16	7	51
<i>Response Percent</i>	49%	6%	31%	14%	
Enabled integration of women's leadership in Mission projects (Women's Leadership funds)	16	2	20	12	50
<i>Response Percent</i>	32%	4%	40%	24%	
Increased focus on gender equality and gender-based violence in the Mission (GBV funds)	23	4	16	7	50
<i>Response Percent</i>	46%	8%	32%	14%	

Answer Options	Yes	No	Don't know	Not applicable	Response Count
Helped increase host-country awareness of gender equality and female empowerment (ALL)	23	5	19	3	50
<i>Response Percent</i>	46%	10%	38%	6%	
Supported the scaling-up or adapting of approaches with a proven record of success, operational research, or pilot activities that test new tools, methodologies, or approaches in the field (ALL)	14	7	24	5	50
<i>Response Percent</i>	28%	14%	48%	10%	
Addressed the needs of underserved populations (e.g., ethnic and racial minorities, LGBT individuals, people with disabilities, and children) (ALL)	22	6	16	4	48
<i>Response Percent</i>	46%	13%	33%	8%	
Addressed gender-based violence within crisis- or conflict-affected environments (GBVI)	20	4	15	10	49
<i>Response Percent</i>	41%	8%	31%	20%	
Other	2	2	10	7	21
<i>Response Percent</i>	10%	10%	48%	33%	
(please specify)					3
answered question					51
skipped question					890

### 36. Does your Mission/Field Office have a Gender Working Group?

Answer Options	Response Percent	Response Count
Yes	44.1%	168
No	22.0%	84
Don't know	33.9%	129

answered question	381
skipped question	560

### 37. Are you a member of the Gender Working Group?

Answer Options	Response Percent	Response Count
Yes	42.1%	72
No	57.9%	99
answered question		171
skipped question		770

### 38. How active is the Gender Working Group?

Answer Options	Response Percent	Response Count
Very Active	9.7%	7
Active	26.4%	19
Somewhat active	58.3%	42
Inactive	5.6%	4
answered question		72
skipped question		869

### 39. Are you, or have you been in the last 2 years, an AOR or COR?

Answer Options	Response Percent	Response Count
Yes	36.6%	140
No	63.4%	243

answered question	383
skipped question	558

#### 40. At USAID/Washington, what is your function?

Answer Options	Response Percent	Response Count
Procurement	4.3%	16
Office Director/Deputy Director	6.7%	25
Bureau Front Office staff	3.2%	12
Technical Advisor	31.6%	118
Program Office staff (strategy, design, M&E, communications, budget)	25.1%	94
Administrative Management Support (Staffing, IT)	7.5%	28
Legal Counsel	1.3%	5
Other	20.3%	76
(please specify)		67
answered question		374
skipped question		567

#### 41. Please indicate your agreement or disagreement with the following:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
I understand my role and responsibilities in supporting the GE/FE Policy and ADS 205 in my Bureau/Office's work.	6	21	58	163	86	21	5	360

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
<i>Response Percent</i>	2%	6%	16%	45%	24%	6%	1%	
I have the knowledge and skills to integrate gender considerations into my work.	2	15	47	177	97	13	8	359
<i>Response Percent</i>	1%	4%	13%	49%	27%	4%	2%	
My Bureau/Office has the resources necessary to integrate gender into our work as required by the GE/FE Policy and ADS 205.	5	28	63	125	93	38	8	360
<i>Response Percent</i>	1%	8%	18%	35%	26%	11%	2%	
I am able to provide support to help my Bureau/Office and Missions integrate gender into their programs, projects, and evaluations.	3	20	82	144	72	18	19	358
<i>Response Percent</i>	1%	6%	23%	40%	20%	5%	5%	
The GE/FE Policy has commitment from my Bureau/Office's leadership.	3	15	43	107	146	39	6	359
<i>Response Percent</i>	1%	4%	12%	30%	41%	11%	2%	
The GE/FE Policy has commitment from Agency leadership.	3	7	45	125	127	47	5	359
<i>Response Percent</i>	1%	2%	13%	35%	35%	13%	1%	
ADS 205 provides concrete and specific guidance on how to integrate gender into my Bureau/Office's programming.	2	14	87	112	41	94	9	359
<i>Response Percent</i>	1%	4%	24%	31%	11%	26%	3%	
Overall I am a good advocate for	1	16	75	162	80	12	13	359

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
the GE/FE Policy.								
<i>Response Percent</i>	0%	4%	21%	45%	22%	3%	4%	
The GE/FE Policy and ADS 205 will help the Agency produce better development outcomes.	2	6	60	140	96	48	6	358
<i>Response Percent</i>	1%	2%	17%	39%	27%	13%	2%	
answered question								360
skipped question								581

42. When you have had questions related to the GE/FE Policy or ADS 205, where have you sought assistance? Was it useful?

Answer Options	Did not know assistance existed here	Did not seek assistance	Sought assistance, but did not receive response	Received response that was not useful	Received moderately useful response	Received useful response	Not applicable	Response Count
PPL Gender Advisor	78	116	0	0	7	42	88	331
<i>Response Percent</i>	24%	35%	0%	0%	2%	13%	27%	
Office of the Senior Gender Coordinator	57	139	0	2	8	32	93	331
<i>Response Percent</i>	17%	42%	0%	1%	2%	10%	28%	
Regional	40	104	1	0	13	70	103	331

Answer Options	Did not know assistance existed here	Did not seek assistance	Sought assistance, but did not receive response	Received response that was not useful	Received moderately useful response	Received useful response	Not applicable	Response Count
Bureau Gender Advisor								
<i>Response Percent</i>	12%	31%	0%	0%	4%	21%	31%	
Pillar Bureau Gender Advisor	49	97	0	3	11	73	97	330
<i>Response Percent</i>	15%	29%	0%	1%	3%	22%	29%	
GenDev Office	53	125	0	4	12	52	85	331
<i>Response Percent</i>	16%	38%	0%	1%	4%	16%	26%	
Implementing Partner	34	127	1	4	13	35	114	328
<i>Response Percent</i>	10%	39%	0%	1%	4%	11%	35%	
Gender Working Groups	49	125	1	2	16	42	96	331
<i>Response Percent</i>	15%	38%	0%	1%	5%	13%	29%	
answered question								343
skipped question								598

43. When you had questions related to the GE/FE Policy and/or ADS 205, where else have you sought assistance and how useful was it?

Answer Options	Response Count
	63
answered question	63
skipped question	878

44. Please indicate how the GE/FE Policy and ADS 205 have improved USAID's work in the following:

Answer Options	No improvement	Some improvement	A lot of improvement	Don't know	Response Count
Integrating activities to address gender equality and female empowerment	4	94	67	152	317
<i>Response Percent</i>	<i>1%</i>	<i>30%</i>	<i>21%</i>	<i>48%</i>	
Pursuing an inclusive approach to foster equality	5	105	53	154	317
<i>Response Percent</i>	<i>2%</i>	<i>33%</i>	<i>17%</i>	<i>49%</i>	
Building partnerships across a range of stakeholders around gender equality and female empowerment	7	92	50	166	315
<i>Response Percent</i>	<i>2%</i>	<i>29%</i>	<i>16%</i>	<i>53%</i>	
Harnessing science, technology, and innovation to reduce gender gaps and empower women and girls	12	85	33	187	317
<i>Response Percent</i>	<i>4%</i>	<i>27%</i>	<i>10%</i>	<i>59%</i>	
Addressing the differing needs of men and women in crisis- and conflict-affected environments	7	76	42	190	315
<i>Response Percent</i>	<i>2%</i>	<i>24%</i>	<i>13%</i>	<i>60%</i>	

Answer Options	No improvement	Some improvement	A lot of improvement	Don't know	Response Count
Serving as a thought-leader for closing key gender gaps and empowering women and girls	11	86	47	171	315
<i>Response Percent</i>	<i>3%</i>	<i>27%</i>	<i>15%</i>	<i>54%</i>	
Committing to gender equality and female empowerment by senior managers	11	94	50	158	313
<i>Response Percent</i>	<i>4%</i>	<i>30%</i>	<i>16%</i>	<i>50%</i>	
Reducing gender disparities and gender-based violence, and increasing women's and girls' capacity to realize their rights	5	87	41	178	311
<i>Response Percent</i>	<i>2%</i>	<i>28%</i>	<i>13%</i>	<i>57%</i>	
answered question					317
skipped question					624

#### 45. Does your Bureau have a Gender Advisor or Gender Point of Contact?

Answer Options	Response Percent	Response Count
One full-time Gender Advisor	33.0%	108
One part-time Gender Advisor	3.4%	11
One Gender Point of Contact	4.6%	15
More than one Gender Advisor and/or Point of Contact	24.5%	80
There are people who support gender, but I am not sure whether they are Gender Advisor(s) or Point(s) of Contact	9.2%	30
No Gender Advisor or Point of Contact	3.1%	10

Don't know	22.3%	73
answered question		327
skipped question		614

46. Please indicate your agreement or disagreement with the following statement:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
The person (or persons) providing support on gender for my Mission/Field Office is (are) sufficiently knowledgeable to provide me with guidance on implementing the GE/FE Policy and ADS 205.	1	6	19	58	107	23	33	247
<i>Response Percent</i>	0%	2%	8%	23%	43%	9%	13%	
answered question								247
skipped question								694

47. Are you a member of any Gender Working Group(s)?

Answer Options	Response Percent	Response Count
Yes	18.2%	60
No	81.8%	270
answered question		330
skipped question		611

48. How actively do you participate in any Gender Working Group?

Answer Options	Response Percent	Response Count
Very active	19.7%	12
Active	29.5%	18
Somewhat active	39.3%	24
Inactive	11.5%	7
answered question		61
skipped question		880

#### 49. In which Bureau or Office do you currently work?

Answer Options	Response Percent	Response Count
Bureau for Food Security	8.7%	29
Bureau for Economic Growth, Education and Environment	10.5%	35
Bureau for Democracy, Conflict and Humanitarian Assistance	6.3%	21
Bureau for Global Health	8.1%	27
Bureau for Foreign Assistance	0.0%	0
Bureau for Legislative and Public Affairs	1.5%	5
Bureau for Management	6.6%	22
Office of Acquisition and Assistance	1.5%	5
Bureau for Policy, Planning and Learning	6.9%	23
U.S. Global Development Lab	10.8%	36
Bureau for Africa	13.6%	45
Bureau for Europe and Eurasia	2.1%	7
Bureau for Asia	1.2%	4
Bureau for Middle East	0.9%	3
Bureau for Latin America and the Caribbean	8.1%	27

Answer Options	Response Percent	Response Count
Office of the Administrator	0.6%	2
Office of Afghanistan and Pakistan Affairs	3.0%	10
Office of Budget and Resource Management	0.0%	0
Office of the Executive Secretariat	0.3%	1
Office of the General Council	0.6%	2
Office of Human Capital and Talent Management	2.7%	9
Office of Innovation and Development Alliances	0.0%	0
Office of the Inspector General	0.9%	3
Office of Security	1.2%	4
Office of the Small and Disadvantaged Business Utilization/Minority Resource Center	0.6%	2
Office of the Chief Operating Officer	0.3%	1
Office for Faith-based and Community Initiatives	0.0%	0
Office of Civil Rights and Diversity	0.3%	1
--Other Offices and Partnerships--	2.4%	8
Other (please specify)		9
answered question		332
skipped question		609

50. Please indicate your agreement or disagreement with the following statements: For OAPA respondents, please answer for your office.

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Bureau assists and supports Missions to apply gender analysis findings into their RDCS or CDCS.	0	0	4	39	28	16	6	93
<i>Response Percent</i>	0%	0%	4%	42%	30%	17%	6%	
My Bureau informs Missions about tools, resources, new research, and innovative approaches for increasing gender equality and female empowerment.	0	0	6	38	32	16	1	93
<i>Response Percent</i>	0%	0%	6%	41%	34%	17%	1%	
My Bureau ensures that technical officers carry out gender analyses and incorporate findings into Bureau project designs and solicitations.	0	1	11	41	20	19	1	93
<i>Response Percent</i>	0%	1%	12%	44%	22%	20%	1%	
My Bureau includes gender equality and female empowerment considerations, as identified in mandated gender analysis, into its solicitations, awarded contracts, and grants.	0	1	5	37	26	21	2	92
<i>Response Percent</i>	0%	1%	5%	40%	28%	23%	2%	
My Bureau ensures that integration of gender equality and female empowerment is included as one dimension of the Bureau portfolio review.	0	5	10	25	22	29	2	93
<i>Response Percent</i>	0%	5%	11%	27%	24%	31%	2%	
My Bureau's leadership ensures accountability for implementation of the GE/FE Policy and ADS 205 in Bureau portfolios.	0	5	10	31	20	26	1	93

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
<i>Response Percent</i>	0%	5%	11%	33%	22%	28%	1%	
answered question								93
skipped question								848

### 51. Are you, or have you been in the last 2 years, an AOR or COR?

Answer Options	Response Percent	Response Count
Yes	26.6%	25
No	73.4%	69
answered question		94
skipped question		847

### 52. Please indicate your agreement or disagreement with the following statements:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Bureau provides guidance on how gender equality and female empowerment can be advanced or achieved within our technical sectors.	3	3	5	27	27	7	0	72
<i>Response Percent</i>	4%	4%	7%	38%	38%	10%	0%	
My Bureau informs Missions about tools, resources, new research, and innovative approaches for increasing	0	2	5	31	22	11	1	72

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
gender equality and female empowerment.								
<i>Response Percent</i>	0%	3%	7%	43%	31%	15%	1%	
My Bureau ensures that technical officers carry out gender analyses and incorporate findings into Bureau project designs and solicitations.	1	2	5	27	22	15	0	72
<i>Response Percent</i>	1%	3%	7%	38%	31%	21%	0%	
My Bureau includes gender equality and female empowerment considerations, as identified in mandated gender analysis, in its solicitations, awarded contracts, and grants.	1	0	5	32	25	9	0	72
<i>Response Percent</i>	1%	0%	7%	44%	35%	13%	0%	
My Bureau ensures that integration of gender equality and female empowerment is included as one dimension of the Bureau/Office portfolio review.	1	2	9	20	25	15	0	72
<i>Response Percent</i>	1%	3%	13%	28%	35%	21%	0%	
My Bureau's leadership ensures accountability for implementation of the GE/FE Policy and ADS 205 in Bureau portfolios.	1	1	12	19	16	23	0	72
<i>Response Percent</i>	1%	1%	17%	26%	22%	32%	0%	

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
				%	%			
answered question								72
skipped question								869

53. Are you, or have you been in the last 2 years, an AOR or COR?		
Answer Options	Response Percent	Response Count
Yes	40.8%	31
No	59.2%	45
answered question		76
skipped question		865

54. Please indicate your agreement or disagreement with the following statements. Please speak to what E3 is doing outside of GenDev's work.

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Bureau provides guidance on how gender equality and female empowerment can be advanced or achieved within our technical sectors.	0	3	3	13	10	4	1	34
<i>Response Percent</i>	0%	9%	9%	38%	29%	12%	3%	

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Bureau informs Missions about tools, resources, new research, and innovative approaches for increasing gender equality and female empowerment.	1	0	1	14	10	7	1	34
<i>Response Percent</i>	3%	0%	3%	41%	29%	21%	3%	
My Bureau ensures that technical officers carry out gender analyses and incorporate findings into Bureau project designs and solicitations.	0	1	3	12	9	8	1	34
<i>Response Percent</i>	0%	3%	9%	35%	26%	24%	3%	
My Bureau includes gender equality and female empowerment considerations, as identified in mandated gender analysis, in its solicitations, awarded contracts, and grants.	0	2	1	12	11	7	1	34
<i>Response Percent</i>	0%	6%	3%	35%	32%	21%	3%	
My Bureau ensures that integration of gender equality and female empowerment is included as one dimension of the Bureau portfolio review.	0	1	2	11	8	11	1	34
<i>Response Percent</i>	0%	3%	6%	32%	24%	32%	3%	
My Bureau's leadership ensures accountability for implementation of the GE/FE Policy and ADS 205 in Bureau portfolios.	0	2	1	10	6	12	2	33
<i>Response Percent</i>	0%	6%	3%	30%	18%	36%	6%	

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
answered question								34
skipped question								907

55. Are you, or have you been in the last 2 years, an AOR or COR?		
Answer Options	Response Percent	Response Count
Yes	25.7%	9
No	74.3%	26
answered question		35
skipped question		906

56. Please indicate your agreement or disagreement with the following statements:								
Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Office requires contract and agreement officers to perform due diligence to ensure that the results of gender analyses are clearly reflected in all solicitation documents.	0	0	0	2	3	0	0	5
<i>Response Percent</i>	<i>0%</i>	<i>0%</i>	<i>0%</i>	<i>40%</i>	<i>60%</i>	<i>0%</i>	<i>0%</i>	
answered question								5
skipped question								936

57. Are you, or have you been in the last 2 years, an AOR or COR?

Answer Options	Response Percent	Response Count
Yes	16.7%	1
No	83.3%	5
answered question		6
skipped question		935

58. Please indicate your agreement or disagreement with the following statements:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Office ensures that Bureaus comply with the GE/FE Policy gender integration requirements in documents cleared by the General Council.	1	0	1	0	0	0	0	2
<i>Response Percent</i>	50%	0%	50%	0%	0%	0%	0%	
My Office ensures that Missions comply with the GE/FE Policy gender integration requirements in documents cleared by the General Council.	1	0	1	0	0	0	0	2
<i>Response Percent</i>	50%	0%	50%	0%	0%	0%	0%	

My Office serves as a resource for Bureau and Mission staff to answer questions on the GE/FE Policy compliance and implementation.	1	0	0	0	1	0	0	2
<i>Response Percent</i>	50%	0%	0%	0%	50%	0%	0%	
answered question								2
skipped question								939

59. Are you, or have you been in the last 2 years, an AOR or COR?		
Answer Options	Response Percent	Response Count
Yes	0.0%	0
No	100.0%	2
answered question	2	
skipped question	939	

60. Please indicate your agreement or disagreement with the following statements:								
Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Office periodically reviews and revises required competencies for Foreign Service backstops, civil service employees, and Foreign Service Nationals to ensure they reflect the knowledge, skills, and abilities needed by technical and program officers to implement the GE/FE Policy and ADS 205.	0	0	0	2	0	5	1	8

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
<i>Response Percent</i>	0%	0%	0%	25%	0%	63%	13%	
My Office develops, in concert with PPL, GenDev, and other Bureaus as appropriate, the competencies necessary for Gender Advisors.	0	0	0	0	0	7	1	8
<i>Response Percent</i>	0%	0%	0%	0%	0%	88%	13%	
My Office encourages supervisors to ensure employees receive the training necessary to meet standards for gender competencies in their backstop or job series.	0	0	0	3	1	4	0	8
<i>Response Percent</i>	0%	0%	0%	38%	13%	50%	0%	
My Office encourages supervisors to use incentives such as on-the-spot and time off awards, Meritorious Honor Awards, Special Act Awards, and Certificates of Appreciation to recognize accomplishments in gender integration.	0	0	0	1	0	6	1	8
<i>Response Percent</i>	0%	0%	0%	13%	0%	75%	13%	
My Office coordinates with GenDev and other Bureaus, as appropriate, to identify opportunities for external gender training or to develop in-house training (online, on-the-job, sector or other) for staff.	0	0	0	1	1	6	0	8
<i>Response Percent</i>	0%	0%	0%	13%	13%	75%	0%	
My Office monitors and seeks to ensure a positive climate for women in the Agency.	0	0	0	3	1	4	0	8

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
<i>Response Percent</i>	0%	0%	0%	38%	13%	50%	0%	
answered question								8
skipped question								933

### 61. Are you, or have you been in the last 2 years, an AOR or COR?

Answer Options	Response Percent	Response Count
Yes	37.5%	3
No	62.5%	5
answered question	8	
skipped question	933	

### 62. Please indicate your agreement or disagreement with the following statements:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Bureau ensures that gender equality and female empowerment are integrated into Agency-wide policies and strategies.	0	0	1	14	7	0	0	22
<i>Response Percent</i>	0%	0%	5%	64%	32%	0%	0%	
My Bureau and provides appropriate guidance for gender integration within RDCS or CDCS, project design, and learning and evaluation products.	0	0	3	11	8	0	0	22

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
<i>Response Percent</i>	0%	0%	14%	50%	36%	0%	0%	
My Bureau ensures that gender equality and female empowerment are integrated into all PPL-led training processes (e.g., Program Cycle, project design, monitoring and evaluation, and others).	0	0	2	11	8	1	0	22
<i>Response Percent</i>	0%	0%	9%	50%	36%	5%	0%	
answered question								22
skipped question								919

### 63. Are you, or have you been in the last 2 years, an AOR or COR?

Answer Options	Response Percent	Response Count
Yes	45.5%	10
No	54.5%	12
answered question	22	
skipped question	919	

### 64. Please indicate your agreement or disagreement with the following statements:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
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Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
My Office ensures sufficient resources are available to implement the GE/FE Policy and ADS 205.	0	0	0	0	0	0	2	2
<i>Response Percent</i>	0%	0%	0%	0%	0%	0%	100%	
My Office uses its power to highlight the importance of gender equality and female empowerment as key development objectives.	0	0	0	1	1	0	0	2
<i>Response Percent</i>	0%	0%	0%	50%	50%	0%	0%	
My Office reaches out to foreign governments to explain and stress the importance of gender equality and female empowerment in development assistance.	0	0	0	2	0	0	0	2
<i>Response Percent</i>	0%	0%	0%	100%	0%	0%	0%	
My Office reaches out to civil society to explain and stress the importance of gender equality and female empowerment in development assistance.	0	0	0	2	0	0	0	2
<i>Response Percent</i>	0%	0%	0%	100%	0%	0%	0%	
My Office reaches out to Congress to explain and stress the importance of gender equality and female empowerment in development assistance.	0	0	0	1	1	0	0	2
<i>Response Percent</i>	0%	0%	0%	50%	50%	0%	0%	
answered question								2
skipped question								939

65. Are you, or have you been in the last 2 years, an AOR or COR?

Answer Options	Response Percent	Response Count
Yes	16.7%	14
No	83.3%	70
answered question		84
skipped question		857

66. Please indicate your agreement or disagreement with the following statements:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
I hold my implementing partners responsible for integrating gender into their work.	1	1	15	116	79	2	14	228
<i>Response Percent</i>	<i>0%</i>	<i>0%</i>	<i>7%</i>	<i>51%</i>	<i>35%</i>	<i>1%</i>	<i>6%</i>	
I hold my implementing partners responsible for developing gender-sensitive indicators.	0	5	15	109	72	2	25	228
<i>Response Percent</i>	<i>0%</i>	<i>2%</i>	<i>7%</i>	<i>48%</i>	<i>32%</i>	<i>1%</i>	<i>11%</i>	
My implementing partners report their data disaggregated by sex.	0	2	12	100	87	1	27	229
<i>Response Percent</i>	<i>0%</i>	<i>1%</i>	<i>5%</i>	<i>44%</i>	<i>38%</i>	<i>0%</i>	<i>12%</i>	
My implementing partners report on results related to gender equality and female empowerment.	2	18	32	89	52	2	33	228
<i>Response Percent</i>	<i>1%</i>	<i>8%</i>	<i>14%</i>	<i>39%</i>	<i>23%</i>	<i>1%</i>	<i>14%</i>	
As a result of the GE/FE Policy and	6	14	65	59	23	38	23	228

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
ADS 205, my projects are better able to reduce gender disparities.								
<i>Response Percent</i>	3%	6%	29%	26%	10%	17%	10%	
As a result of the GE/FE Policy and ADS 205, my projects are better able to reduce gender-based violence.	7	17	64	38	16	37	49	228
<i>Response Percent</i>	3%	7%	28%	17%	7%	16%	21%	
As a result of the GE/FE Policy and ADS 205, my projects are better able to increase women's and girls' capability to realize their rights.	6	14	59	59	25	27	37	227
<i>Response Percent</i>	3%	6%	26%	26%	11%	12%	16%	
answered question								229
skipped question								712

### 67. Please indicate your agreement or disagreement with the following statements

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
As a result of the implementation of the GE/FE Policy and ADS 205, my Bureau/Mission's projects/activities are doing a better job of addressing the unique needs of females and males.	10	15	106	248	71	214	18	682

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
<i>Response Percent</i>	1%	2%	16%	36%	10%	31%	3%	
The GE/FE Policy has raised awareness in my Bureau/Mission about gender equality and female empowerment.	9	16	63	325	121	137	11	682
<i>Response Percent</i>	1%	2%	9%	48%	18%	20%	2%	
The GE/FE Policy has raised awareness in my Bureau/Mission about the need to ensure the rights of LGBT persons.	12	38	91	259	82	179	20	681
<i>Response Percent</i>	2%	6%	13%	38%	12%	26%	3%	
I think that the Agency's current organization and structure for the implementation of the GE/FE Policy is working.	15	52	145	202	56	200	11	681
<i>Response Percent</i>	2%	8%	21%	30%	8%	29%	2%	
Staff in my Bureau/Mission demonstrate commitment to implementing the GE/FE Policy and ADS 205.	9	41	120	283	97	118	10	678
<i>Response Percent</i>	1%	6%	18%	42%	14%	17%	1%	
The GE/FE Policy and ADS 205 directly contribute to making my Bureau/Mission's work more gender-sensitive.	8	24	123	260	92	164	10	681
<i>Response Percent</i>	1%	4%	18%	38%	14%	24%	1%	
Since the GE/FE Policy and ADS 205, my Bureau/Mission has developed the capacity to recognize resistance to	10	39	132	186	58	245	11	681

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
gender equality and female empowerment.								
<i>Response Percent</i>	1%	6%	19%	27%	9%	36%	2%	
Since the GE/FE Policy and ADS 205, my Bureau/Mission has developed the capacity to address resistance to gender equality and female empowerment.	12	39	151	173	52	241	12	680
<i>Response Percent</i>	2%	6%	22%	25%	8%	35%	2%	
answered question								683
skipped question								258

68. Please indicate how the following factors enable or constrain implementation of the GE/FE Policy:

Answer Options	Strongly Constrain	Constrain	Neither constrain nor enable	Enable	Strongly enables	Don't know	Not applicable	Response Count
Level of staffing or resources to implement the GE/FE Policy and ADS 205	58	132	75	136	57	191	7	656
<i>Response Percent</i>	9%	20%	11%	21%	9%	29%	1%	
Level of support from Agency leaders	12	29	94	226	114	173	9	657
<i>Response Percent</i>	2%	4%	14%	34%	17%	26%	1%	
Level of support from my Mission/Bureau management	13	29	95	235	123	146	10	651
<i>Response Percent</i>	2%	4%	15%	36%	19%	22%	2%	

Answer Options	Strongly Constrain	Constrain	Neither constrain nor enable	Enable	Strongly enables	Don't know	Not applicable	Response Count
Skill levels of Gender Advisors or Points of Contact	22	42	51	205	157	163	12	652
<i>Response Percent</i>	3%	6%	8%	31%	24%	25%	2%	
Level of support of host countries for gender equality and female empowerment	33	87	95	157	64	196	23	655
<i>Response Percent</i>	5%	13%	15%	24%	10%	30%	4%	
Understanding among implementing partners of their roles in including gender in objectives, activities, monitoring and evaluation	12	66	80	213	96	177	14	658
<i>Response Percent</i>	2%	10%	12%	32%	15%	27%	2%	
Skill levels of implementing partners to carry out gender integration activities	20	72	80	190	92	188	14	656
<i>Response Percent</i>	3%	11%	12%	29%	14%	29%	2%	
Skill levels of implementing partners to report on gender-sensitive indicators	14	76	74	201	86	192	13	656
<i>Response Percent</i>	2%	12%	11%	31%	13%	29%	2%	
Amount of training staff have received on how to implement the GE/FE Policy and ADS 205	22	107	93	186	52	179	14	653
<i>Response Percent</i>	3%	16%	14%	28%	8%	27%	2%	
Access to GE/FE Policy implementation guidance at the Bureau/Mission level	8	45	107	219	67	197	10	653

Answer Options	Strongly Constrain	Constrain	Neither constrain nor enable	Enable	Strongly enables	Don't know	Not applicable	Response Count
<i>Response Percent</i>	1%	7%	16%	34%	10%	30%	2%	
Resources available to integrate gender	15	68	75	223	88	174	10	653
<i>Response Percent</i>	2%	10%	11%	34%	13%	27%	2%	
Availability of tools and toolkits on best practices for gender integration	8	34	87	252	91	174	8	654
<i>Response Percent</i>	1%	5%	13%	39%	14%	27%	1%	
Staff perception of the relevance of promoting gender equality, reducing GBV, or promoting female empowerment	24	70	100	215	98	140	9	656
<i>Response Percent</i>	4%	11%	15%	33%	15%	21%	1%	
Level of staff time and skills to do gender analysis and integrate the findings into PADs and solicitations	53	129	78	142	80	161	12	655
<i>Response Percent</i>	8%	20%	12%	22%	12%	25%	2%	
Other	10	14	20	28	9	119	69	269
<i>Response Percent</i>	4%	5%	7%	10%	3%	44%	26%	
(Please specify)								38
answered question								662
skipped question								279

69. Please indicate your agreement or disagreement with the following statements:

Answer Options	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable	Response Count
USAID staff are more gender-aware than they were prior to the issuance of the GE/FE Policy.	7	16	76	280	95	188	4	666
<i>Response Percent</i>	<i>1%</i>	<i>2%</i>	<i>11%</i>	<i>42%</i>	<i>14%</i>	<i>28%</i>	<i>1%</i>	
The GE/FE Policy has led to changes in the mindsets or attitudes of USAID staff on the importance of gender integration.	11	32	104	256	62	197	4	666
<i>Response Percent</i>	<i>2%</i>	<i>5%</i>	<i>16%</i>	<i>38%</i>	<i>9%</i>	<i>30%</i>	<i>1%</i>	
USAID programming is more responsive to the needs of women and girls since the GE/FE Policy was put into place.	11	13	99	257	77	205	4	666
<i>Response Percent</i>	<i>2%</i>	<i>2%</i>	<i>15%</i>	<i>39%</i>	<i>12%</i>	<i>31%</i>	<i>1%</i>	
USAID programming is doing better at addressing gender gaps or reducing inequality since the GE/FE Policy was put into place.	13	13	106	247	73	209	4	665
<i>Response Percent</i>	<i>2%</i>	<i>2%</i>	<i>16%</i>	<i>37%</i>	<i>11%</i>	<i>31%</i>	<i>1%</i>	
ADS 205 has helped USAID staff to operationalize the requirements of the GE/FE Policy.	13	12	89	259	72	211	6	662
<i>Response Percent</i>	<i>2%</i>	<i>2%</i>	<i>13%</i>	<i>39%</i>	<i>11%</i>	<i>32%</i>	<i>1%</i>	
answered question								667
skipped question								274

70. Please indicate how well the ADS 205 has improved integration of gender into various parts of the USAID Program Cycle:

Answer Options	No improvement	A little improvement	A fair amount of improvement	A lot of improvement	Don't know	Not applicable	Response Count
Gender integration into the RDCS or CDCS	12	56	142	123	303	26	662
<i>Response Percent</i>	2%	8%	21%	19%	46%	4%	
Gender integration into Project Design	8	77	182	146	244	6	663
<i>Response Percent</i>	1%	12%	27%	22%	37%	1%	
Gender integration into solicitations	13	77	165	134	264	7	660
<i>Response Percent</i>	2%	12%	25%	20%	40%	1%	
Gender integration into evaluations	13	86	163	120	271	9	662
<i>Response Percent</i>	2%	13%	25%	18%	41%	1%	
answered question							663
skipped question							278

71. What next steps do you suggest to strengthen USAID's work to promote gender equality, reduce gender-based violence, and empower women and girls?

Answer Options	Response Count
	273
answered question	273
skipped question	668

72. Do you have any other comments about the GE/FE Policy and ADS 205 implementation that you would like to share?

Answer Options	Response Count
	178
answered question	178
skipped question	763

## OPEN-ENDED QUESTIONS

### 1. What next steps do you suggest to strengthen USAID’s work to promote gender equality, reduce gender-based violence, and empower women and girls?

When recruiting in a culture where it is male dominated, then more consideration should be given to hiring women.

Please move beyond discussions of "gender." What is the real problem we are trying to solve? If we get better at articulating that, we might also get better at actually solving it.

USAID need to continue promoting gender equality, reducing gender-based violence and empowering women and girls around the world.

Ensure that USAID's implementing partners can easily access all the gender materials and online training courses. Currently, only Gender 101 can be accessed by the public. Expand staff training on ADS 205. An abridged ADS 205 training module could be developed (3 hours) and Gender Advisors/POCs trained to use it to orient their missions and offices. Abridged ADS 205 webinars could be held periodically as well. Enable TDY assignments (out of Washington and between missions) to help missions and offices to integrate gender in particular activities. Establish mentor-mentee relationships between Gender Advisors/POCs. Establish a central repository of all USAID's gender materials and online courses produced by USAID/W and field offices.

Maybe people should read the ADS 205. I never have!

I haven't seen issues with gender equality, any gender-based violence, nor do I see a need to empower women and girls in my office, as I women are in leadership positions in SEC.

Don't have yet enough information to respond this since I have been in USAID since 5 months.

Set more ambitious targets, get a presidential initiative with funding.

Hire a full time gender technician.

The gender hammer sees everything as a gender nail. Gender emphasis has gone overboard. It's now treated as a compliance issue rather than as an issue of making development sense sometimes. Gender, LGBT, disabled, and the list goes on. We are chasing issues and losing sight of underlying fundamental constraints to development. Sometimes inclusivity is the cause but often times it is not.

Make sure all staff is trained.

More awareness is needed in the Mission.

It would be great to have resources on best practices around the world on how missions integrated gender into the programs within various sectors. Best practices on working with host country government would be good to have too.

Give the Gender Advisor more time to focus on their role as gender advisor. Having other responsibilities take away from the primary purpose of their position.

To make investments on education from the first ages.

1. Team leadership have different understanding of the importance of integrating gender in activities, so without the support of Managers and Leaders actual integration is a challenge. Some Managers/Leaders do not see the importance of gender integration. Some feel by having a number of women in activities is good enough showing clear ignorance about the issues at stake  
2. There is need to develop capacity on how to integrate gender and provide tools for measuring gender equality in different sectors that the Agency works in.  
3. On line training is not good enough, people do it to fulfill the requirements. Why not have a gender training that is classroom based like PFA, PDM?

Paid maternity leave.

More advocacy to promote integrated gender activities.

Make people see this is not just a requirement to fulfill, but a change of principles and life style.

It would great to have a gender fair, where the different ways of promoting gender equality and female empowerment can be shown. Missions / Washington offices level.

I've only worked for USAID for 1 week, so I honestly don't know.

Conduct annual refresher courses with AOR/COR, CO/AO, implementing partners, program managers etc. to continuously promote gender equality and female empowerment policy.

The guidance needs to be more specific (ADS remains somewhat general) and attuned to specific areas of work/environments. More resources are needed specifically to promote gender-integrated work across sectors (it is uneven). And more hands-on training for USAID staff to address gender in program design, development, and M&E. Capacity building needs to be an ongoing effort, and sector-specific. Toolkits are useful, but can't take the place of actual in-person, guided training.

A more detailed training on how to integrate and operationalize gender into program planning and cycle.

Woman need to stand out at our Mission to be empowered.

Work to influence policy at host country government level. Earnestly promote education and awareness of the subject with implementing partners.

Our Mission needs a more active and capacitated Gender Advisor and advisory group to review all documentation.

Ensure the gender information is shared by Mission employees at large.

We need more activity design tools that are concrete to help implement. USAID has been working on gender for a long time, but I don't feel that we do it much better than we did 15 years ago. To the extent progress is being made in activities (i.e. our grants and contracts which are the tools that we use to make change happen), it still comes down to committed individuals who are trying to ask the right questions and design better programs. But you have to help people do it within their programs. If I want to work on improving reading skills or civic advocacy or use of bed nets or improving farming tactics, how gender should be addressed varies dramatically. I am constantly disappointed however about the lack of activity specific best practices that we have. You have to help staff operationalize policies all the way and into activities.

Move the funding to missions in their OYB instead of keeping large pots of money in DC. Provide more staff time and training to actually have staff in the Mission able to do this work. Provide training for implementing partners at the Mission level. Provide assistance and training on M&E with regards to gender equality.

We need to motivate girls and work closely with the communities to better understand that both girls and boys have the same opportunities.

There is need to have staff that focus on gender and have a gender focal person per technical team/office so that gender is given more focus especially in countries where there are many issues related to GBV, and other gender programming. It is also important to make gender mainstreaming practical.

Update the definition of gender. The current definition conflates sex and gender. Gender is not only about the differences between men and women / boys and girls. Gender is about unequal power relations and limited opportunities due to social and institutionalized gender norms and roles. All gender minorities (not just women/girls) are discriminated against and are negatively affected by gender norms. We can only eradicate gender inequality (and improve the lives of women and girls) if we get to the source of the problem and take a holistic approach that focuses on all gender minorities. Gender minorities are people who have less social power and fewer opportunities because of their gender identity and/or gender expression such as women, youth, LGBTI individuals. When men's gender identities do not conform to gender stereotypes or social norms (e.g. transgender men or sometimes gay men) they can also experience discrimination. This understanding of gender should be advanced in USAID's gender policy. Similarly, people who are intersex are completely ignored by the male/female binary that USAID uses in the gender policy. Intersex persons are at higher risk for gender discrimination since many do not conform to societies' gender expectations and rules. Obviously sexual orientation is different from gender but ignoring the connection between sexual orientation and gender identity and expression prevents us from having effective interventions. LGBTI issues should also be mainstreamed throughout the gender equality work. The connections between gender/sex/and sexual orientation can be clarified in USAID's policy, ADS 205 and throughout its work. Finally, if we want to get at the source of gender inequality and eradicate the suffering of women and girls, men and boys must be included in programming. Women's empowerment can only happen if we also support healthy masculinities as well.

Secure more leadership buy-in; increase accessibility of resources to all USAID staff; increase mentorship/feedback opportunities for missions working to integrate gender; define a minimum percentage of time and requirements for mission gender POCs.

USAID is doing a great job strengthen and promoting gender-based violent.

I work in an admin support office. I don't work on project design and implementation. However, I think that the Agency is implementing all these gender policies on the programs.

Design messaging that is meaningful to all, rather than separating out vulnerable groups; with an eye towards making this a universal reality moving forward.

Strong Mission management support; dedicated staff to promote gender policy.

To mainstream gender issues in all proposals prepared for USAID.

Work to move the consideration of gender issues applied in CDCS' from lip service intended to meet the Policy requirements to deeper analysis (not a universal problem certainly, but disappointing in those strategies where it's evident the analysis is very surface-level), possibly in

part by working to distinguish women's empowerment issues from broader human rights challenges in various country contexts.

More frequent training opportunities for all, including implementing partners.

Continue to require that (1) all USAID staff take at least one on-line gender-related course and (2) gender be a required component of all RFAs, evaluations, PADs, CDCS, and other program-related documents and processes.

More support-targeted training, hands on support and resources (human and financial)-to really delve into the specific contexts in which we work to address constraints to inclusive development. Right now it often is tacked onto solicitations. The Agency needs to better understand how to integrate the gender/inclusive development analyses into the design process and to track during activity and project implementation. More robust evaluations around gender outcomes will also better inform integration.

Everyone should be aware of gender policy and ADS 205 to better promote gender in the Mission!

Increase available resources across sectors and reduce the shaky dependence on PEPFAR

I work for a support office, so I hear about gender mention when I attend technical meetings (program related). What about Mission staff. I know I did an online course on gender but that was it.

There should be a person or more people dedicated 100% to gender per Mission. Not people who do this job part time. A complete description of this position should be available. Cross-training for people inside the Mission should be available to make a career path in this field. More experts should come to the Mission to talk about different topics that arise from Gender issues on more frequent basis.

Make Gender trainings mandatory to most of the staff related to programming of US funds.

Push implementers to hire predominantly female field staff, and do more direct engagement and even implementation ourselves (as USAID, without subcontracting).

Senior leadership should be more involved and supportive of gender work.

More trainings with practical examples of the "how" within our context.

More awareness.

Training on ADS 205.

Mapping or reviewing of current awards and see where the challenges are in the programme cycle. Design specific in person training to address the gaps. These training will include teaching gender integration to USAID implementing partners.

If gender equality and female empowerment are to be effectively integrated into programming, there must be strong leadership from the administrator down through bureaus, missions and technical offices. I feel that gender is not considered from the beginning of project design, rather just treated as a compliance requirement. To strengthen our work technical training in all sectors must include real examples of gender integration and must demonstrate to staff why it is important. If staff don't believe that it is critical to the success of their projects...then they will just meet the compliance requirements.

More and more trainings.

To have more awareness campaigns and advocate for more of the host country buy in to the policy

More in education and governance and peace sectors.

I have supported other sector teams to integrate gender and implement the policy over the years. I have worked with the program office and technical team gender focal points to ensure that their program track the applicable indicators. I have trained agriculture partners on the policy. But, has the gender focal point on that team been monitoring their progress? I have no idea. I was one of the co-authors on the gender assessment for the CDCS. I got great feedback from Washington on the documents but not one question from Mission staff. I doubt that management has read it. Everyone comes to me when it is time for annual reporting. Some of the teams do a good job reporting while others can barely remember what their partners have done. For this policy to work, buy in is needed from the Mission Director, Program Office and Technical Office Chiefs. Without that, technical teams don't feel compelled to comply and gender winds up in a box to be ticked.

Field support and training to staff about implementation.

Make funding available to projects specifically designated to GENDER issues.

Ongoing capacity strengthening of staff and implementing partners. Provide sector specific support to missions. Cross bureau learning. Leverage, complement and coordinate mission investments with HQ funded activities. Showcase promising approaches across missions, bureaus, sectors

Continue to implement policy promoting gender awareness.

Missions need the human and financial resources to effectively carry out the necessary analysis and integrate into programs.

The mandatory indicators on gender need to be revised completely. Instead of helping, complying with reporting several of these indicators hinder advancing in gender and do not measure changes which would make a meaningful change at the level of a person. Some of these indicators create an extra burden or cost and do not provide any value or useful information.

Continue tracings on the policy. Build accountability into work obj. and performance measures.

Provide more training to staff on these areas.

It's going to take a long time for men to a) trust women leaders as much as they do themselves; and, b) recognize the benefits to them personally from women's and girl's empowerment. Men who want to dance, care for kids or simply do non-breadwinning careers recognize the benefits but for many men, female empowerment remains a threat as they are one-note songs, doing breadwinning. Internationally, in some situations, it will be best to make economic and social arguments, such as in Egypt, where villages in Upper Egypt were losing eligible men to somewhat educated Cairene women. The village educated its girls so that they could compete.

In my experience, the best way to empower women and girls is through education, vocational training and economic investment (i.e. helping women increase their economic worth).

Provide updated and continuous training in this area and provide mission wide instructions that are easy to understand and apply in different contexts. Make emphasis in formal and informal communication on the importance of complying with the policy and integrate gender in all our activities. Promote the creation of working groups. Make emphasis with implementers to read and complete Gender 101.

The Projects and Activities need to include in their budgets a line item to promote gender equality, empower women and girls, or reduce GBV, and other social inclusion initiatives, as appropriate. These resources will help to work in all of these topics which will contribute to an impact in the vulnerable populations in the long term.

Staff understand what they need to do and why they need to do it, but the How is a big question.

Awareness, awareness, awareness. It will promote the idea of, the use of, and the need to incorporate/apply gender equality, specific gap reduction and female empowerment analysis/activities/indicators into project designs, toolkits, M&E plans and evaluations as well as to communicate more readily this intention to IPs and Sub-IPs. The same as Reg.216 is a requirement for environment and evaluations to account for sustainable results in any project and activity, there should be a specific regulatory-based piece pushing AORs/CORs and IPs to address gender into design for closing gender gaps, beyond the basic action of desegregating info, indicators or reporting gender-F-indicators.

Train the POCs on the gender issues and also include that in their PDs - some office don't recognize it. They give the responsibility to the junior staff who have no say in the senior management meetings.

Allocate more funds specifically to address gender gaps and gender-based violence. Require training of office directors and mission management in addressing gender inequalities. Require implementing partners proof that they have completed gender trainings.

Work closely with faith based communities and local governments to change societal attitudes.

Hire a full time Gender Advisor at the Mission level who can work closely with teams and implementing partners to integrate gender in project activities, conduct frequent monitoring and reporting.

Repetition and repeated awareness is needed. Online training was good, but that was about it. There was a Mission wide training but those are often scheduled with short lead time 2-3 weeks at best which often leads to conflicts with previously scheduled project work.

Build the capacity of local staff on operationalizing the gender policy for proper integration of gender into programming. There are no specific indicators to report on gender stuff except gender disaggregated data reporting on beneficiaries indicator.

In-person training for Mission and Washington staff; developing training modules and incorporating them into required training for all backstops; incorporate gender into personal working plans and AEFs; provide recognition to staff who has been promoting gender integration in their work; include criteria on gender into senior management performance evaluation.

Consolidate technical leadership through GenDev to coordinate with Regional and Pillar Bureaus.

Have more men technical advisors.

We need to increase the skill levels of Gender POCs for specific sectors, so they can actually contribute substantially to analysis, rather than merely asking questions. Advice is generic. Technical offices tend to do the heavy lifting. A sound gender analysis does not always translate into gender-specific programming (like girls programs etc.). A lot of good programs (which take into consideration of gender biases) often result in reducing gender disparity, without signaling a group out. ADS should reflect this.

More awareness sessions for technical teams.

Role plays between male and female staff towards inclusive and respect of basic human rights. Maintain a fair perception of staff without labeling and discriminating staff based on personal opinions that severely affects the mission performance, staff welfare and overall productivity.

(1) Gender analysis needs to be done at the Activity design stage and should influence the design. (2) No gender analysis should be done "after the fact" - after award... Yes, it needs to be updated and tracked, but to conduct the analysis AFTER award, after the project is designed, is too late. (3) Any activity that doesn't actively seek to benefit women equally is a "Men's project." We have too many Men's projects. (4) I still see numerous examples where gender is a box to be checked. (5) There are very little funds put forth to support greater gender integration and gender focused projects. The Agency needs to put money where we say we have priorities. (6) A good gender advisor is worth his/her weight in gold. We need to find more of these experts and set up a system for support. A gender rapid response team? Staff it with enough people that needs can be met. (7) A Foreign Service gender backstop should be seriously considered. Agency backstops haven't changed in YEARS....we're still staffing to meet the needs of the agency decades ago. (8) Don't stop the senior leadership endorsement of the Gender Policies. This is extremely important. Consider gender advocacy as something that the promotion boards evaluate.

Commit on every level to working across sectors.

Continue to build capacity of staff around conducting effective gender analyses.

Women can be the solution for the political and economic crisis. Would like to see USAID's work to promote gender equality in politics and business sector.

Need to have a dedicated gender person in each mission. This is essential and super helpful.

More training and resources (staff and funds).

Sharing of actual and/or practical lessons learned in mainstreaming gender in what we do to add more value to the ADS205.

Thank you, everyone, who works on gender related issues in the Agency.

More/better training (maybe access to external trainings vs. trying to create our own). More resources (our Bureau advisor is great but carrying too much for one person). More focus in solicitations. More capacity by implementing partners. Move, from the requirement/box ticking language (i.e. constant reference to ADS205) to concept, action, and impact oriented language that is meaningful.

Apply the principles internally, there is still gender discrimination within the Agency. We should certainly begin with the basics and have our nation ratify CEDAW because who wants to

keep company with rogue states like Somalia and the Sudan? Continue to support basic education and access to contraceptives in order for young girls not to have foreshortened choices.

Address the resource issue. As a program officer I would prefer that Missions allocate 50% at least to a gender position and not simply have it be one of a dozen duties of one of our program development specialists in the program office. Unfortunately there are competing priorities and the learning curve for technical office staff is a long one that requires a fair amount of coaching and guidance. The policy and approach are well written and good. I would recommend the Agency sync up the large volume policy, guidance, and other requirements into a more coherent framework. At present it is incredibly complex to explain to new staff and help them to apply.

Expand beyond tradition definitions of sex and gender identify. Consider roles and responsibilities of all individuals in promoting equality, reducing violence, and empowering individuals -- as well as effects of policy and programs on all individuals.

More training related to gender equality.

Implementation of more gender related activities.

It is suggested to have person who have command on Gender and ensure regular training, analysis and incorporation of gender component in project design, MELP and activities.

I think one Regional mission point of contact for gender issues is not enough. If the person is on TDY nobody can clearly answer questions on gender. Country gender specialists are not helpful at all. Our country gender specialist was Administrator who has no any understanding of programs. So I never heard anything useful on gender from this person. The real asset is always only Regional gender specialist.

Increased training for USAID staff and IPS - required every 3-5 years - requirement of incorporating at least one gender based indicator when applicable or within the office's portfolio.

More programs to address these issues.

Only do programs for girls and women.

Provide training to staff (especially new comers) in gender.

Staff recruitment should be based on gender sensitivity.

Each staff to complete online gender courses annually. Integrate gender in project/portfolio review Dynamic gender TWG.

Train implementing partners and hold them accountable for results.

Share more case studies of how field programs are better addressing gender equality and GBV.

Get commitment from Mission leadership.

I think there should be an annual agency-wide training mandatory for all staff, regardless of hiring mechanism.

All offices at each level need to ensure that the policy is actually being implemented. The technical offices are not used to writing their SOWs from a gendered perspective. Also, the program office is not integrated enough in the design process and even if they are don't push the technical offices enough to integrate gender into the Program Descriptions and SOWs. If the front office and contracting office allow contracts to be signed without very specific gender sensitive language, milestones and goals on how to reduce gender gaps the contractors will not focus on this.

More resources.

Esta muy bueno impulsar proyectos que van contra la violencia hacia la mujer.

First, the Agency needs to reflect this commitment by example. There are still institutionalized obstacles to full gender equality in the Agency. Also, gender-related working groups, including those related to trafficking in persons and gender-based violence, are disproportionately made up of women. LGBTI-related working groups are disproportionately made up of LGBTI-identifying persons. To me that points to the fact that the Agency still does not have a culture of believing that gender integration is truly important to the work that we do. It also points to the fact that the Agency is markedly understaffed, so people who might be interested, but don't feel that they have a personal stake in the matter, do not have the time and/or bandwidth to engage.

Policy, trainings, questionnaires such as this, etc., need to be greatly simplified and made more meaningful and accessible. If people see this work as mandatory and irrelevant progress may be limited.

Sector specific gender analyses and integration training at the Mission level.

More resources are needed for gender at the Mission level, including a mandate for a full time gender advisor and a functional TWG that has strong POCs. Gender cannot sit at the policy level and with small pots of funding.

Provide additional technical staff to Bureaus and Missions to provide support and guidance on integrating the gender policy at all levels of planning and programming.

Continue to increase USAID staff awareness and skills in GBV. Share program/project implementation details and efforts against GBV.

Help staff get more familiar with the Gender Policy and ADS 205 of USAID.

An aggressive Human Rights focus tied to foreign policy priorities with assistance - everything across the 150 Account - tied to concrete changes in policy, practice and enforcement on the part of the assistance recipient.

More sensitization is required in the Mission.

1. Strengthen community interventions to empower women and engage with men 2. Strongly supportive of the Programmes that engage males and females.

One of the orientation process for new employee is to take the on-line gender 101 class. I would suggest that all mission will do the same.

Training of all staff to them at the same level Reporting should be refined to go beyond gender disaggregated data.

Have the new staff trained on Gender as a standalone training which must be undertaken

I think every Mission should have a gender 'champion.' We used to have one - and it resulted in better incorporation of gender issues in activity design. We don't have one anymore, and it seems as though the gender focus is largely formulaic, in one or two sentences, but not incorporate/woven into activity design in the way in which it should be. If we had a gender 'champion' - that person could push its inclusion.

Senior Mission Management/Leadership support is a must step. Commit ample resources/funding. Develop a standardized Gender Integration Training manual(s)/materials to help field Missions train their IPs/Contractors staff. Training of all relevant Mission staff. Empower FSNs in all technical offices and train them on Gender Policy and ADS 205 requirements on gender integration, Team Leaders to appoint an FSN in each technical offices as Gender POC and include his/her gender roles/responsibilities in h/her PD through support from HR. Implementing partners/contractors should be mandated in solicitation to recruit and or hire a gender specialist. Organize semiannual and annual regional workshops/seminars and refresher training for Gender Advisors/POCs to share best practices/experiences on lessons learn from other Missions that have succeeded in fully integrating gender in all aspects throughout the program cycle.

Focus on empowering everyone, not just women and girls, as women and girls are not disadvantaged in all countries.

I think USAID is doing a much better job than previously at conducting gender analysis and incorporating it into CDCSes and PADs. And at least in our Mission, the Gender Policy and our Gender Mission Order allowed us to work with OAA to really integrate gender analysis findings into solicitations and into all aspects of source selection criteria. So that is huge progress. However, we hear from other donors in-country that our USAID staff (esp. AOR/CORs) are not

as knowledgeable or committed to gender equality as they should be (even though USAID chairs the donor gender working group). We also have a gender working group among some of our larger implementing partners. Many of them are very committed to gender equality but say their AOR/CORs don't seem to promote it. So there is still a long way to go in building AOR/COR skills and commitment. This is challenging, because most of them have had an introductory gender training and think they get it. I also think an important next step is better integrating gender into our MEL efforts. The standard gender indicators are good but not enough and not applicable to a lot of our activities. I would love to see our projects doing more than just sex disaggregation. We need more training and guidance on developing custom indicators and evaluations and learning plans that really measure how well we are doing at narrowing gaps in access to resources, participation, attitudes, leadership, etc. Our efforts to seek guidance on this from M&E and/or gender experts in Washington has not generated many ideas.

Incorporate an orientation/training for new Mission personnel that reviews specific actions and policies dedicated to gender equity, GBV and empowerment of women and girls.

Provide more region relevant tools, examples, evidence- studies and analyses on how addressing gender inequalities improve achievement of results in USAID projects.

Include training or information on the gender equality during the onboarding process, either formally or in resources provided to Operating Units during new hire orientation.

Continued outreach/training to all Agency staff even in jobs that are not program-focused.

Send support to technical clean energy offices where gender is harder to incorporate.

Perhaps an annual award or recognition for the work of a non-gender specialist that does a particularly good or insightful job of incorporating the agency gender policy into a USAID program. Award could include managers and directors that do something to motivate staff or encourage outstanding efforts at engendering a regional or technical bureau program. If such an award program already exists, then never mind (I wasn't aware it existed).

I would like to see more activities (such as brown bags) concerning gender equality.

Hire more staff to advise on gender, particularly in the humanitarian arms of USAID.

Increase awareness of the program and POCs through ads, flyers & live presentations. Provide statistics on how USAID performed prior to policy implementation and after policy implementation so that employees can do a side by side comparison.

Consolidate and support staff resources- currently there doesn't seem to be a strong centralized nexus of guidance and support in this area. GenDev has limited staff and resources and struggles to work across the agency and with the interagency, and all other points of expertise/contact/advising appear decentralized. This means direction, coordination, learning,

and knowledge sharing is relatively diffuse, and it can be hard for staff to find consistent guidance for planning and on implementation given their particular context. Additionally, moving more resources into educating on LGBTQ issues (particularly in context) and helping people differentiate from gender issues in concept and practice could help better integrate such considerations into design and implementation.

Ensure that every operating unit has a well-skilled full-time Gender Advisor. Encourage each technical office in every operating unit to identify and support the training of a gender POC for that office who can complement the work of the Gender Advisor. Increase available resources (funding, personnel) to provide technical assistance (virtual and in-country) to operating units when needed for gender analysis, strategic planning, project design, preparation of solicitations, and evaluation.

More one-on-one incorporation of Gender Advisors into work planning and program management. Training resources are useful to raise peoples' awareness, but they are typically not enough to help program managers and implementing partners identify context-specific opportunities for advancing gender equality and empowering women and girls.

It is confusing to have leadership on gender in both GenDev and in PPL. Better to have clear leadership in just one place.

Budget line for Gender activities.

Invest more in in-person training. All GA or POCs should attend training of trainers sessions and then be required to conduct trainings/workshops/sessions in their Bureau/Mission/Operating Unit. GenDev and others should provide support and assistance. This will help build capacity of GAs (teaching is the best way to learn it!) and broader staff. Online 101 isn't enough and isn't engaging. - standardize the roles and responsibilities of GA and POCs. Create minimum guideline as well as broader recommendations and guidance. Include recommendations on how many people (1/2 time? full time? more than one person?) should cover gender in a given OU based on staff and budget. - We need more consistency in INTERNAL messaging around gender. Gen Dev, Senior Coord, PPL, DRG, BFS, and others all talk about gender in different ways. Different emphasis is fine, but this really needs to be harmonized. Currently, it creates confusion for staff, especially in field. We need someone to create a holistic and consistent way USAID should think about and address vulnerable populations/inclusive development/social inclusion or whatever we call it. These areas are very silo-ed. In particular, LGBT and women/girls need more formal coordination and integration. -We need to rethink the structure of gender leadership. If you want GenDev to be the technical hub for gender related issues, you must move GenDev out of E3. Its presence there biases GenDev towards E3 portfolio (env, education, econ growth) and artificially separates other technical areas/perspectives (ag,

humanitarian assistance, Human rights, health). This artificial separation really limits GenDev's scope and perspective in negative ways.

Work to ensure staff are well aware of this vision, including what the differences are between a society that practices gender equality and female empowerment and one that doesn't --> an awareness campaign? So much incredible work has been done but what percentage of USAID staff is aware of it?

Periodical reminder of mandatory training - Add it as part of initial training for newcomers.

More training with concrete practical examples.

Provide more sector related gender trainings.

Place a professional gender advisor in every mission!

Ensure qualified and well-trained gender advisors at each mission who have the bandwidth to work with technical offices to incorporate gender more effectively throughout the program cycle.

Stop calling it "gender indicators, approach, strategy, etc." Including sex-disaggregated info is simply a part of good development program, and as long as it is partitioned out as a specialty "gender shop," it will never be a meaningful part of USAID program.

Provide additional funds to the field for gender encourage cross sectoral objectives for vulnerable groups in CDCSs, so that missions are not constrained to only fund gender activities within the confines of two or three development objectives.

Generally speaking, gender is an issue for women. Men also experience gender issues but this is very vague and at small extent. When we consider gender issue for women, the main thing is for women to understand that they're not less qualified or less skilled than men. This leads to their own empowerment; then men will find it necessary to respect women and girls' rights. Gender equality is not a real issue. As long as women think their existence depends upon decisions made by men, they will be underscored. Women need to understand and show what they're able to do. That way they'll prove their capability and will deserve consideration from men behalf. USAID needs to provide opportunities to women to demonstrate all this through implementation of different programs that help both men and women so that people know women and girls are capable of doing everything as men do.

Continue to engage all USAID staff in Washington and in the field by making gender training mandatory on a yearly basis.

Continuing trainings on the topic.

More dedicated staff with technical expertise (i.e. gender experts with technical expertise in environment/health/education/energy etc...

Regular training of Mission staff on the ADS and Women Empowerment topics.

Require indicators of gender integration into staff's individual performance reviews. Require gender integration as a question during all hiring procedures. Require all COR/AORs to receive a gender and procurement training. Require that all contractors be familiarized with the Gender Policy and take the online 101 training.

Incentives for contractors to change behaviors; incentives for beneficiaries to change.

I have been a part of the Gender Working group but I am not a part of the group anymore. I suggest that to strengthen gender equality in the office environment there should be some sort of survey to measure resistance to this policy. Everyone in the Mission received the Gender training. Recently there has been a new initiative and guidelines have been. I am in an administrative position. I strongly agree that gender equality be a part of the recruitment process and it should be reported in some sort of way.

Abandon the pluralistic and relativistic concept the gender is fluid, changeable, or choosable. Adopt an absolute truth philosophy and model, such as Plato's Theory of Forms. Advocate that gender is intrinsically tied to biology and genetics. Promote the perfection of each gender and the aspirations to achieve that perfection. Espouse the idea that male and female are equal but different, as well as complementary. Teach all women Brazilian jujitsu and Krav Maga. Teach men non-violent anger management strategies.

#### EQUAL OPPORTUNITY AND RESPECT.

Conduct more training sessions on Mitigation of GBV and women empowerment.

Effective implementation of the gender policy at mission, bureau, and regional office level should be heightened.

The efforts should be all inclusive.

Recruit more staff to facilitate the inclusion of gender issues into the programming.

Included into the Intranet security tips every time you open computer.

Training of technical staff on gender issues.

Get the Contract Officers fully trained up and onboard with strengthening gender integration in solicitations and procurements. And make sure a gender expert checks up on their efforts. AORs/CORs and other Mission staff have little power to ensure gender integration at the implementation level if the contract/agreement doesn't push for it. Also, ensure that all M&E Officers are fully trained and respecting the policy; they shouldn't even be hired if they have no experience in this area, or no desire to enforce. I can't tell you how many M&E Officers (and I am one, so I know a lot of them), simply overlook the importance of even the basics of gender

integration: sex disaggregation. I've even heard one M&E Officer say that she felt gender had no real role in M&E work. What?? And, many evaluations simply don't even mention the word gender, sex, female, or male. It's a real shame. So, perhaps create training that specifically merges M&E with gender. I have done such trainings, and I think they are very helpful.

Aware new staff about the Gender Policy and ADS 205 by organizing training about this subject.

Recruitment of full-time gender advisor with requisite skills and expertise in the subject matter.

Staffs and partners training.

Gender advisors in the missions who can provide focused support to technical teams.

Most countries in Africa have very big issues with Gender equality and female empowerment, USAID should work with these countries to change mind set or believes, so that women can be given a chance or can be even heard.

Override and rewrite regulations which do not expressively comply with Gender Equality Policy, rather than feel limited by them. Regulations are created by humans to facilitate workflow, and can be changed by humans. When regulations start stifling the application of new attitudes, like Gender Equality, they should be replaced.

1. Form a gender working group. 2. Train AOR/COR on gender integration. 3. Train implementing partners on gender integration.

USAID should continuously provide tools and skills to staff, partners and host government to include gender dimension in daily operation and development business for better results.

Have a designated Gender POC at the Mission; make training on ADS 205 more widely available (either as in-person training, or a mandatory online training); include mandatory standard indicators on gender part of the PPR.

Since being new to USAID, I will appreciate Gender Related issues if I get the opportunity of being a member to Gender Team. However, I do agree that, Gender related issues are critical to the achievements of any development agenda including USAID's CDCS.

More gender-focused evaluations to help with the continuous learning agenda.

We don't need more policies. We need more flexible funding, such as greater flexibility in Basic Ed funding that would allow us to deliver support for secondary schools which is critical for girls in Africa; more DRG funding to address issues of rights for women and girls including training of judges, magistrates, prosecutors and chiefs on gender equity and GBV laws so justice can prevail; and identify better economic growth models than just training women in "handicrafts". But that would require more discretionary DA funding for private sector development and technical training such in book keeping etc., to allow women greater engagement in the private

sector. It would also help if we assigned points to gender in RFPs and RFAs in the evaluation criteria. Without assigning points, people don't focus upon the issue in their proposals, which means the whole program thereafter will overlook the importance of gender in activities.

Have a meeting with FSN to understand their culture to avoid misunderstanding.

Of course gender is important, but it should be one consideration among many that should be taken into account in developing projects. In my experience with project design and implementation, gender is still regarded by USAID and implementer staff as a box to check before implementing programs however we would want to anyway. Staff are definitely aware of the political importance of gender, so it gets a lot of special paperwork, but it is not mainstreamed into project design and implementation how GEWE would like. Sometimes if gender is prioritized too much, it can even be detrimental. We can and should basically take it for granted that men and women are equal and should be treated equitably in our programming. However, the GEWE approach often goes a step further to carve out women as a special class that need a special set of interventions. Sometimes, that makes sense but sometimes it results in programming that is counterproductive and/or patronizing to some female beneficiaries. I have seen ridiculously high targets for women beneficiaries under a project I worked on, but no one (myself included) dared push back lest it seem we were not appropriately deferential to gender, and I have a feeling we were setting the local implementer up to fail. I do appreciate the mission of GEWE to promote greater awareness of gender issues. And it is great to provide training (especially sector-specific training) and toolkits, but those should be optional. Gender POCs are also a good idea - but they should really be regarded as a resource able to make our project stronger, rather than another link in the clearance process.. Additional gender-related requirements will result only in more compliance with the letter of the law but not its spirit. Gender is one of many cross-sectoral considerations that we need to take into account when designing and implementing projects, just like sustainability, environment, local solutions, STIP, etc. Thank you for the opportunity to provide feedback.

Customize gender related policies to specific country needs based on the gender issues arising from the respective countries.

The awareness should be provided in a more aggressive way. All the question asked in the survey us hard to answer as it is easy to assess the way gender program has been implemented there should be more assessment done very specific to Gender and the information should be shared. IT is hard to say for a staff who has newly joined to answer these questions.

Organize a mandatory in person gender training for all CORs/AORs on operationalizing ADS 205.

Provide sufficient classroom gender training to USAID staff, who will be able to ask questions and be asked questions, instead of mandatory online gender training, which is done, only to

fulfill the mandatory training, instead of gaining knowledge. The classroom training should be different for different departmental staff as, it will focus in their daily activities, so that each staff may apply gender in his/ her activities, rather than the general gender training.

Address the root causes of GBV and disparity through programming at local level.

Strengthen Pillar GENDEV, Bureau, and Mission resources with IQC or LWA mechanisms to offer flexible Program Cycle support to field missions to implement 205 and GEFE.

Build capacity of newcomer staff in USAID Gender Policy.

Strong support from the senior management and leadership.

Personally, I feel a lot in this Agency is done just to check a box. I do not know what suggestions I will have but I certainly feel that this should not be the case in relation to gender and all other areas.

I would suggest that besides ensuring these issues are integrated, the Agency should require that all programmings actually implement these and mandate each Mission to report/accountable on progress for each issues raised above.

Train gender POCs and set specific responsibilities of the GWG.

Implementation of the policy at our Mission is still limited. Our Project Design and Gender Specialist cannot commit 100% on gender (his position was designed to be half on PD and half on Gender). The next step for the mission is for the Mission leaders to prioritize gender and equip the mission with adequate resources (human resources and materials).

Walk the Talk.

More dedicated staff positions for gender advisors with expertise in specific technical areas - too much of that work is still being done by people who have a personal commitment but wear multiple hats and when they leave, the role can disappear with them. Dedicated gender advisors in missions - ideally in Program Offices - are also needed.

Awareness on gender, gender expressions, roles etc, clarification on sex and gender and sexual orientation.

Develop staff capacity to understand and incorporate gender sensitivity in its programming.

Start with empowering women within the agency then move to empowering women under activities. The missions are not empowering places for women to work. Managers need significantly more training in how to reduce sexism and gender bias in the workplace and empower female staff working for USAID.

Give staff the time and space to consider gender elements of our work meaningfully. Share successes and challenges between DC and missions.

Additional funding and/or earmarks targeted to gender sensitive work within program areas, similar to the PEPFAR GBVI.

Have Mission directors and program officers ask about it. Have access to competent people who help you figure out things like how to integrate gender meaningfully into trade and logistics or energy work.

Increased enforcement and implementation of USAID's gender policy.

More specialized training rather than just reading the ads.

Female Technical experts should be promoted in the energy sector.

I suggest bi-annual trainings of Mission staff and partners on gender and gender-based violence. There is so much turnover amongst our partners in the field; it's important that this knowledge is retained within organizations.

Open a position to lead Gender department in Benin office.

Only hire people who are gender advocates. This is the 21st Century. A gender-blind development professional is a blind development professional.

Make 102 online course mandatory for all staff.

More open innovation in this area -- more partnering with non-traditional partners, more engagement with private sector in local situations on the advantages to them of empowering women and girls.

Inform new staff about US gender policies, ADSs on gender. Gender advisor should address newcomers during the orientation sessions.

I think that people view "gender" as something that needs to be mentioned and it is a genuine concern, but I am not sure how thorough gender equality is viewed in program design, implementation, and Monitoring/Evaluating/Learning.

Think about the women and girls who remain on the sidelines and are not accessing our development assistance - who are they and how can we ensure we are fully including them. Also take into consideration compounded marginalization faced by women and girls of certain ethnic, linguistic, religious backgrounds and women and girls with disabilities and those who identify as lesbian, bisexual and transgender. What do we know about these women and girls and what additional information do we need to ensure our programs are fully inclusive and that we are meeting the three objectives of the Gender Policy with all women and girls in mind?

More training; joint training with IPs and USAID staff; hiring Gender Specialists to work in each Office within each Bureau;

Gender is still considered a cross cutting domain and as such does not receive the amount of resources necessary to make a real change in program design, implementation and evaluation. If a sector strategy calls for one specific result based on one specific goal, such as the global USAID education strategy for instance, then gender considerations and requirements just vanish as all resources are aimed towards the achievement of the one and only strategy goal. It is a major constraint to any progress to be made to further the gender agenda.

Gender 101 could use better examples (disabilities 101 was great online, good examples)

I don't know if a newsletter already exists that focuses specifically on success stories around the USAID world of projects helping to empower women and girls. I have read articles occasionally in general newsletters, perhaps impact blog?

Train Implementing Partners- Create toolkits for implementing partners to access when developing proposals, implementing programs and evaluating work. Ensure, Agency Leaders/Mission management know that it is part of their job to advance the policy within Mission programs and that they will be held accountable for doing so (will need to report to their DAAs and AAs about the issues they have faced and the progress they are making. Choose some pilot countries to focus your resources and try new approaches, share lessons learned.

Consistent messaging from senior leadership on all priorities (including gender) is important to ensure optimal buy in from all levels of the organization.

USAID needs to look internally at its workplace environments and hiring practices in terms of gender equality (e.g. starting salary levels and/or grade/rank levels for the multiple mechanisms, such as USDHs (FS, FSL, GS, etc.), FSNs, USPSCs, TCNs, institutional contractors, etc.). USAID needs to ensure that the core values of inclusion, empowerment, and respect [e.g. "valuing every member of our team," "ensure that all voices are heard," "value all people equally and treat others as we would like to be treated" are practiced by all staff within bureaus/missions, regardless of physical location (overseas and all USAID/Washington work locations, including RRB, WLC, Potomac Yards, GH in Crystal City, State/F, etc.).] Bullying, harassment, and other issues in the workplace go far beyond old stereotypes of male bosses using their power over female subordinates. Internally, USAID needs to "walk the talk." We need to modernize our own HR policies, training, and actual support--not just Staff Care; we need to fix HCTM/ELR and their ability/inability to help managers deal with these sensitive topics. HCTM, AMS Offices, EXOs, and senior leaders can help lead the solution in Washington and the field. Unfortunately, they often do not have up-to-date information, statistics nor strategies to prevent, mitigate or deal with these issues that still tend to impact women disproportionately. These same issues are also faced by our implementing partners too.

To public lessons learned. Teach empowered women to be examples for new generations create empowered women/girls team or council.

We don't know the policy. We struggle to do our best but we need training and clear guidance from senior staff.

Making everyone track how their programming impacts gender is just a box checking exercise. If USAID really wanted to promote gender equality, reduce gender-based violence, and empower women and girls it needs to understand the causes of those issues in the contexts where they occur and develop programming specific to those needs.

Expand conversation about gender equality and the gender policy to include LGBT rights, rather than discussing this as a separate issue, and also to think more strategically on how to program interventions targeting men.

You have a very big problem when it comes to certain religions on this and it won't change.

Remember the youth aspect and the overlap there. There's been a focus on men and women in terms of gender but little on what gender means at younger ages. If we continue to only target the adults in countries, the generational change will be far more stunted.

1. Improve data collection and stratify the different levels of gender-based violence between men and women. 2. Make it a requirement to “introduce to address” gender-based issues in all rule of law programs/projects to improve quality of life across genders.

Work with everyone not only women and girls.

There needs to be a stronger staffing presence in the Missions for gender.

Continue to promote employee Awareness to educate and promote gender equality for USAID employees.

Require on-line and in person training. Provide good examples of designs that integrate gender considerations. Provide better Monitoring tools to measure gender integration and hold Implementing partners accountable in achieving gender integration results.

Continually document and disseminate development gains as a result of employing gender guidance. The benefits from utilizing gender knowledge at the design and implementation phases of an activity should not be overlooked or minimized.

Promote gender equality measures internally as well as externally and provide training with concrete examples of how gender equality work can be incorporated into the different USAID offices.

More in-person trainings, maybe not annually mandatory like ethics training, but how about mandatory once then refresher trainings? It's better, to me, when people get together to discuss - the learning sticks more.

Continue to work with AAs to lead on gender equality and female empowerment. Many people in my Bureau have not taken Gender 101 and clearly do not understand let alone try to implement the Agency Policy on this, and there has not been leadership to encourage or require this, although it is a mandatory course. I am a gender champion and am still often the only one to raise gender equality and female empowerment when talking about strategy and other actions. At the same time, I do not have/am not given, the space and time to take additional trainings to become more competent in this area. The same is the case for most staff.

Better training to the implementers.

More training for non-gender focal points of how to integrate the policy

More education, more awareness of working groups.

Raise the required minimum spending in gender categories.

Require training of all staff that serve as AORs/CORs in addition to Gender 101; have targeted sessions with Mission Directors and Deputy Directors to ensure their commitment to implementing the policy. Targeted follow up with operating units that integrate gender into some parts of their program cycle, ie their strategy and parts of project design, but do not report on gender indicators in their PPR, for example. More detailed/specific training related to gender-sensitive indicators, monitoring, and evaluation.

We have to put our money where our mouth is and hire more gender experts to work in the Missions and in Washington. Especially in the Missions, the Gender POC is usually an FSN in the Program Office that is not a gender expert and has five other jobs. If we really want to do a better job incorporating gender considerations into our projects, we need to get more staff who know how to do it and who's full time job is working on it -- otherwise it's going to be lip service as usual.

Refine and update the policy.

Gender is still just a box to check when doing CDCS and program design.

More resources.

We should practice what we preach. For example, until USAID addresses the unfair treatment of LGBT staff within the assignments process (for example: LGBT FSOs are restricted to serving in the very small number of countries <20% of posts which accredit same sex partners).

Increase accountability of Mission Directors and Deputy Mission Directors to ensure that ADS 205 is being implemented and that all solicitations have a mandatory section that addresses gender. USAID/W should identify a short-list of priority missions for certain areas of gender - like WPS, GBV, FGM, early marriage, CTIP, etc and mandate that Missions on those short-lists address those gender inequalities directly in their programming. Be more clear and directive in the ADS on the roles of support offices (Program, OAA) in ensuring compliance with the Gender Policy and ADS 205. Conduct Gender Audits of Mission programming - either internally or encourage the OIG to do so. Continue to develop and publicize programming tools for gender integration - sample SOW, gender analysis, etc. Emphasize more the expectations around integrating gender into evaluations, beyond sex-disaggregation.

Apply the policy to ourselves. USAID is gender inequitable and not welcoming to women.

USAID has done a lot but there is still probably a lot more to be done, particularly in this country, where women's participation and presence in decision-making --- as well as access to resources --- are quite limited.

Hiring of direct hire gender experts in FS and CS More robust learning agenda with a lot of communication. More extensive training of staff.

**Total number of responses: 253**

**N/A: 21**

## **2. Do you have any other comments about the Gender Policy and ADS 205 implementation that you would like to share?**

One day training on ADS205. It's really hard to commit a full week to it and word on the street is that it is largely wasted time.

Don't have yet enough information to respond this since I have been in USAID since 5 months.

The gender hammer sees everything as a gender nail. Gender emphasis has gone overboard. It's now treated as a compliance issue rather than as an issue of making development sense sometimes. In a USAID universe where Missions are under-resourced and under-staffed, staff just can't keep up. We are an Agency of "Johnny one-issues" and, in the overwhelming shrill, staff just learn to ignore and do the best they can with what they have. Even this survey exemplifies the issue. This was way too long and way too nuanced -- the quickest way to lose your participant's interest.

In the "additional resources" part of ADS 205 it would be good to include useful resources.

More mission-wide training and gender sensitization activities are needed.

In my opinion, regardless of any policies and guidance, USAID (and certainly OAPA) has been a very gender-aware workplace because it hires good, smart, thoughtful people and these people create a gender-aware culture. In fact, if we (or any organization) are relying on a policy or ADS guidance to create gender awareness, then we are missing the mark in the first place.

I am new to the agency (less than one year) and I am extremely impressed with management's commitment to the gender policy and its implementation. I'm even more impressed with the level of dedication exhibited by staff working on implementing the policy internally and in contributing to global efforts on gender equality and empowerment of women and girls.

What are the accountability mechanisms to ensure that the policy and guidance are implemented at activity level?

USAID/Honduras non-technical staff need to be trained in gender policy beyond to Gender 101.

Great work and continue to advocate gender policy and ADS 205 inclusion into our PEPFAR program.

Do not create another Washington fund that we have to compete for. If you want to put money behind it, give it to missions to figure out how best to use. We are like NGOs running after USAID/W funds and it undermines effective program design, planning and implementation.

It is one of many things we are trying to do at the Mission and too many initiatives and things to "integrate" into our program has taken its toll on our ability to achieve results.

We are working on our Integrated Gender Mission Order, hope will soon be approved and apply it as well as create the working group in the Mission. Thanks.

It should be updated to reflect the activities in Washington as well. ADS 205 focuses on Missions so the processes to follow in DC are not always clear.

The gender policy and ADS 205 is helpful.

I work in an admin support office.

Just fyi I've only been on board for 3 weeks.

A revision to the Gender 101 training course which goes a bit deeper, particularly given the number of staff who have now taken it several times, would be fantastic.

Thank you for spending the time and effort to develop, promote, operationalize, and enforce the Gender Policy and ADS 205.

Missions and operating units should take a hard look, assessing their operations and adapting as needed to make sure that our operating environments are inclusive and sensitive to nuances in

the various contexts in which we work. We can also measure/track our progress and model in our operations integration, empowerment and inclusiveness.

Hard to speak to any changes in strategic docs (CDCS, PADs, etc) or programming since I am not familiar with life before the Gender Policy.

Why is the knowledge not replicated by the experts so there are more people per Mission involved in Gender issues? I think Missions should have a group that consists of a representative of every office so that we all know how our different duties can generate better outcomes for Gender initiatives Mission-wide.

I must admit my awareness is not very high. I have tried to push for better integration of gender into the project activities I have been involved with, however in the end it seems it is not taken seriously...gender is just added on to meet policy requirements.

Not at the moment, I am, still too new to the Mission to spot something out.

Use some of the content/illustrative examples under gender 103 in ADS 205 to provide practical examples especially in integrating gender into solicitations and when conducting evaluations

It seems that this survey was based on the assumptions that we were not advancing in Gender before the policy and ADS 205. This is a wrong assumption in our case. The learning from implementation are immediately included in future designs, it is part of good development work. Progress was made before and improvements in programming would have continued. However, the Gender Policy and ADS 205 has supported this improvement and perhaps accelerate it.

It's a good policy that is improving the Agency's development work.

Shorten the survey, I probably won't take another one if it's this long.

Will read ADS 205.

Just to point out that USAID has been a leader in gender based programming for a very long while. It did not begin with the Gender Policy or ADS 205. While this policy and related training has certainly contributed to the learning of newer professionals, many of us have deep experience in gender programs going back a decade or more.

The required as applicable F indicators are hard to measure because the way the questioners are phrased. In several occasions we have had baselines that practically say we don't have an equality or GBV problem. It could also be that implementers don't have guidance on how to ask the questions.

Just that it is not necessarily specific to STIP work. With more specificity on STIP work, I think there would be more interest from the Lab.

Sure. Make more men becoming the champions for gender equality and women empowerment at each mission/office. That's a powerful awareness for everyone. It pushes hesitants and back female champions in other levels, strengthening the concept that gender equality is not a girly idea but a societal value.

There is lack of true commitment in the Mission for implementing Gender Policy, there is no Gender Advisor in the Pakistan Mission for more than a year now. There was short time support in the Mission, I see we only do gender work for the sake of reporting numbers only rather than doing something constructive in this regard. There is no Gender compliance related language in the solicitations which is lack of know-how at OAA side. There is need for a lot more to do on this Gender issue, there is no clear understanding of Government to implement Gender Equality and Women Empowerment policy at their workplace, there are hardly few women working in the different sectors, there is no leadership roles for women working, no exposure given to learn and grow in the career.

It needs annual training sessions for USAID agency staff as well as Implementing Partners to voice the importance of Gender Policy in day to day working. Public awareness and improvement in general attitudes is significant towards gender equality.

I'm very happy to see that this evaluation is taking place. There has been a lot of work devoted to improved policy and implementation, but the gaps/loopholes need to be identified and filled and there is still a lot to be done to change perceptions and attitude.

This should be covered in NEO! I recently joined and had no idea that there was a gender adviser assigned to my bureau, or that ADS 205 was so important.

I think both the policy and ADS 205 are a very important first step toward greater awareness and streamlining of equality and social inclusion into USAID policies and programming, but there is room for updating and perhaps expanding key concepts and definitions.

So many questions trying to validate the Gender Policy and ADS, but issuing a policy or ADS barely skim the surface when it comes to truly improving gender equality, stopping GBV, and empowering women and girls in any country. It's about having the resources and good management -- just for starters -- to make things happen.

I think the Gender policy and ADS 205 have been useful in getting 'gender' back on the map at USAID, and making the case for why it should be integrated. However, if we really want this to take root, something else needs to happen. In most cases, it's being addressed because it's required. Senior leaders haven't fully bought in to it, and until they do, I don't know that we will really see it being fully integrated. People don't "own" it, it's something externally imposed and required. I wish I could offer a useful suggestion for how to move beyond this conundrum, but I struggled with this when I was a Gender POC in a mission... and we really only saw real change

once the Front Office took it on (though they didn't call in 'gender'... in some ways that word is the dirty word and half of the problem).

Remember to think about not just gender policy in our USAID projects but also implementing gender equality within the Agency and workplace.

Washington based thought processes and Western cultural perceptions are often hard to force onto host country nationals. We can say what we want and try to implement the policy, but the reality is a lot of the success comes from the way in which the host country views gender. We can only do our best to ensure that gender elements are integrated, hard to enforce, especially in cultures where host country nationals disagree. This is even more exaggerated for the LGBT policy.

The gender groups must be empower to act beyond their boundaries.

I love it, Thanks!

Why include LGBT under gender?

Someone has far too much time on their hands developing this long a questionnaire for busy staff...

Including Gender in the Standardized Program Structure.

Heal thyself - If USAID were serious about gender equity, it would practice affirmative discrimination in the hiring practices of FSNs, including programs that tie training and education support leading to a full time staff position. I have been in too many missions where women are not hire-able as a result of cultural restrictions on their training and education. Rarely has this been addressed in creating promote-able training positions in a PD or classification. The few women who are hired are often hired into administrative support positions and have limited opportunities to take on professional, technical or management roles. Moreover, gender is seen to be a particularly Washington-driven agenda that gets caught up in the disconnect between the Washington culture of technical/sector work and the field-based, field-oriented culture of FSOs. "Trainings" are often formulaic and simplistic and do not speak to many mid- and senior-level FSOs.

More sensitization required.

Copies be provided.

Resource allocation by Bureaus and Congress should be made with gender sensitivity.

The policy was helpful to me personally in convincing our front office to create a gender advisor position, approve a gender mission order, and create a gender working group. Furthermore, the policy gave us the space and momentum to then integrate gender into other Mission orders and

procedures--such as activity design and procurement--in a much more concrete way than we had in the past. It's important to have "champions" throughout the mission--and we have them in technical offices, OAA, and program office--but the policy and ADS 205 make it easier for us to convince others that gender is important to the Agency, and they send a clear signal to implementing partners and other stakeholders that USAID is serious about this.

The Gender Policy and ADS 205 were/are a great step to truly mainstream gender in our work by establishing responsibilities across all levels of the Agency/missions and the Program Cycle (Gender as a Key Issue in OP and PPR, M&E, CDCS, PAD, etc.. ) There is a great difference between the before and after Gender Policy and the ADS 205. Kudos!!

Include training on the Gender Policy during new hire orientation either in the overall Agency onboarding process (NEO) or within the individual new hire trainings within each operating unit.

I didn't know it existed - so improve circulation? As a communications officer, I only tell the stories I know about but there could/ should be a stronger push on female success stories/ topics. I'm not sure how else to participate in a women and gender policy given my function in the agency.

Attended OFDA "Humanitarian Protection" course which includes discussion of GBV.

The online training was TERRIBLE!!! Please re-do because frankly the training was so bad, it left a bad taste in my mouth about anything Gender-related. And I say this as a woman. I cannot emphasize enough how bad the training was. Absolute worst training on anything that I have ever taken in my entire life.

For support staff, this training is really not applicable. Taking this training is overly burdensome for employees in the print shop, vehicle fleet, space planning, facilities, etc. For those of us in support services, taking a very specific course on gender policy that primary benefits overseas programs is a waste of resources.

More resources are needed for fully gender-sensitive research and evaluation. In the context of evaluations, at least, fully mainstreaming gender (for example by including a survey of women within households "headed" by a male) can be prohibitively expensive - and resources for all kinds of programming are becoming more scarce, particularly for good M&E.

I think awareness, throughout USAID, of issues related to gender has greatly increased over the past several years. I'd also like to give a shout out to AFR's passionate, driven, energetic gender adviser Matthew Emry. He's great at giving examples of how and when we should take gender related issues into consideration and just a fabulous advocate for the Gender Policy.

The Africa Bureau's Gender Advisor, Matthew Emery, is excellent.

Missions do not always have money to hire a gender professional, so they simply appoint someone who is not a gender expert and tell them that they have a new responsibility. I think that this is not what ADS 205 indicates is the definition of a professional gender expert. Missions need a person, who is trained, educated, and who was hired to handle only gender issues if ADS 205 is to be implemented fully.

Policies do not change people's behavior - incentives do.

I believe that the Mission has taken steps towards introducing the Gender Policy and ADS 205 but there still some work to be done to empower women in the workplace.

Efforts to popularize ADS 205 and make it Mission staff aware of this policy should be strengthened.

Should be encourage in the community levels and youth.

It would be relatively simple to approach this from an M&E aspect, basic monitoring data that is sex disaggregated and then analysis is a good first couple of steps. Maybe start with that.

The Program Office must lead the way in the integration of gender into activities and ensure that the Mission is on course.

See question 15.

I'd need to review them first to have comments; they've never come/been brought to my attention.

Programming Gender Related issues into any development agenda can achieve many success, of which research has shown, if program officers and other staff are equipped in implementing. Though Programming Foreign Assistance (PFA) has some gender training, it is not enough. I will recommend that, Gender Policy including ADS 205 should be made mandatory just like Ethical Training and other mandatory trainings.

My responses are mostly negative only because I don't think a "Policy" is the issue nor do I think it has changed us much. My Mission doesn't address gender inequality or GBV because there is a policy nor would we ignore it if the Policies all disappeared. We do so because it is critical for us to reach our development objectives of quality of life of ALL citizens. I think obsessing about whether we follow the Policies or their impact is immaterial. I haven't read many of these policies but I'm very knowledgeable about how to apply a gender perspective onto programming and understand their ramifications and importance. I think having more detailed trainings on the gender dimensions and actions that can be taken may be more helpful (such as very specific types of interventions to address education disparities, income inequality, etc.) But this survey was focused upon the importance the particular policies and frankly I would focus on gender whether there was a policy or not.

This course was extremely long and give the time in which we had to complete this was stressful. I strongly agree with GENDER EQUALITY and applaud USAID for bringing this to the workplace.

Check and try to understand the host country culture to see when and where USAID can implement the Gender policy.

USAID should lead by example by ensuring that their offices are at the forefront of implementation.

This has to be made aware to the staff. I have been here for one and half year I do not feel I have been oriented and much on this. More training and rigorous information flow should be there for all the staff.

Cover more pieces of the policy and ADS 205 during PDM& CORs/AORs training.

Developing tools for motivating all the responsible for the implementation.

The policy itself is reader-friendly but as always ADS requires a lawyer for interpretation.

Please cite who has the authority to approve or clear for the Gender Analysis.

People out in the sticks do not have enough information and running an annual program or two does not cut it.

Very proud to have been a part of this shift in the Agency. The profile of this issue has completely changed since I started at USAID, thanks in large part to the influence of key Agency leaders as well as the tireless work of champions throughout the Agency. We can't guarantee the leaders will always be as committed to this, but we can continue to strengthen the capacity and the number of gender champions - and FORMAL gender advisors - throughout the Agency's workforce. This should continue to be a top priority going forward.

We have all of the tools and overall our work has improved, but there is still a lot of variation. Within our office and within teams. Some offices are really forward thinking and taking advantage of available resources and some really aren't and are somewhat obstructive. My comments overall were positive but I do still think there is much room for improvement especially in helping get those on board who aren't natural gender advocates.

I am a gender advocate, a strong one, but in my current Mission it is not a priority for the host country nor mission management, so even though I am a mid-level manager, I don't pursue it. Our in house gender POC and gender working group don't add value.

If your work automatically infuses the Gender Policy, there is no further need for such intensive training. I believe I have attained this level and would only appreciate infrequent updates on these issues as new lessons are learned.

More cross border learning - understanding, for instance, what is being applied in other Asian countries successfully.

I think that all staff in the field and at HQ should receive in-person training on this.

We are an organization of passion, not policy. Where policy aligns with passion (gender being a good example) uptake of policy is better. But where, in the eyes of the passionate, policy looks like bureaucracy, the passionate will simply check the block and move on. Successful policy enables our passion. So when we write or consider new policy or the implementation of policy, we need to consider "will the Development Professional see the passion, or does the policy present itself as a bureaucratic requirement?" Gender Policy does this better than most of our USAID policies, that's why it is working. Just because folks don't read it in detail doesn't mean that it isn't shaping our thinking at a deeper level. All that is a long way of me saying that I think you asked the wrong questions on this survey, so the results may not show the real, deeper change in the Agency.

Better dissemination for when comes to better understand role it plays within mission, programming, staff. An interactive gender session either as a brow bag for newcomers or a physical training will have better than only online trainings.

More coordination and leadership from Gender Advisors/Points of Contact-- facilitating workshops, trainings, informational sessions, etc. would be very helpful

Believe many were doing good at gender/women's empowerment even without ADS and policy.

I am not directly involved in programming and technical matters for projects, so I don't have a good grasp at how much the technical offices think about gender. In our Mission we have someone designated that champions this perspective and is tasked to integrate gender in all the programs...

Would like to see a Gender FSO backstop. Oftentimes the gender advisor or POC is multi-hatted or not even a gender person. Having a backstop would help ensure dedication to the portfolio as well as demonstrate agency support for gender.

I was struck (and positively so) by the requirement that I take an on-line course in gender and development immediately after entry on duty with the Agency.

I loved the Gender 101 education. I thought it was very well done because of the way it flowed, presented so much information, and kept it interesting at the same time.

I know I have made an effort to integrate gender issues in my program and we have a good gender expert in the Mission that has provided good advice as well as a good implementing partner sensible to this issue but I don't think this happening because of the policy. I don't even know what it says.

Your survey is way too long and I was not able to complete it.

The ADS is a means to an end--focusing this survey specifically on the ADS is silly. Moreover, most of us are not in a position to speak on behalf of our entire bureau or agency; we can only speak on what we've worked on. The survey also does not take into account whether we work on gender-specific tasks or seek to integrate gender into other tasks/sectors--there's a difference in the amount of time, resources, etc. between these things.

The survey assumed I was able to attribute a focus on gender to the Gender Policy and ADS 205. There are many factors influencing my Office, namely growing evidence of the importance of gender. So, would we have taken on the mantle of gender equity in the absence of the Gender Policy? Probably. Did the Gender Policy help? Probably. But the questions seemed to want to attribute much of the change to the internal USAID documents. And that I just simply can't judge.

I am very new to USAID but have received orientation on Gender policies.

Much of the propaganda around Gender policy elicits the assumption that women are marginalized players in their economies and are subjugated by men. This is likely true in many places, however, absent context and research, there shouldn't be an assumption that it is true in all cases. Additionally, a focus on women in programming neglects the role of men in establishing societies/economies in which there is equal representation and participation. My worry is that if we focus so much of our gender efforts on women, our programming will marginalize the other half of the population. Lasting gender equality, engagement, and protection (for women explicitly as this is the implicit meaning behind "gender") are likely to increase more directly as a consequence of general economic and governance improvements, not as a consequence of targeted gender aid.

Instead of what is in the policy itself, the agency putting a focus on gender is what I suggest is really the genesis for the increased inclusion of gender in USAID's work.

Gender should be treated equally to technical sectors and not simply a policy.

The gender policy is good, but the training(s) are far too long and boring. This survey was also far too long and impossible to complete during a busy workday. Please work with LPA or others to modify the trainings (and surveys like this) to be more concise. This will help get more people excited about the policy and work, and bring more people on board. Thank you.

This is an important initiative that has the power to impact development profoundly. The Agency should continue to support this initiative.

There needs to be more support to the field on how to operationalize the policy.

It's a good start, but we need more help in operationalizing them. People, especially in the missions, are so overworked that they don't intentionally ignore gender, but they do just proceed with business as usual or give gender lip service and check the box. We need to hire more gender experts in order to operationalize the policy and ADS.

Why is there no recognition of the impact of gender disparities within USAID. The gender policies/work is all externally-focused. We need to look inward. We have significant issues within our own offices. Let's get our own house in order before trying to effect cultural and societal change in the countries in which we operate.

Only improving opportunities for the suppressed gender does not improve and or build a better environment for that gender. It is also, perhaps equally important, to aggressively educate the other gender suppressing women, LGBT, etc.

It is *\*NOT\** about the policy or the ADS - it's about the work we do. We have so many policies and initiatives and other new papers coming out of Washington we can't get any actual work done. We need less strategies written by Washington-based employees who have never worked at a Mission or managed a program on-the-ground.

Go further in holding leadership at all levels accountable (even down to team leaders) and in providing awareness to staff (including FSOs and FSNs). Make roles and expectations of various staff very clear.

I love seeing that the emphasis on the Gender Policy. I am new so would love to join a working group or other efforts to support further integration and implementation. Keep up the good work, but we have a long way to go!

**Total number of responses: 112**

**None, Don't know, N/A: 65**

# ANNEX 6: LIST OF SOLICITATIONS

## SOLICITATIONS REVIEWED

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
2011							
1	RFA	Accelerating the Reduction of Malaria Morbidity and Mortality Program (ARM3)	RFA-680-11-000001	Bilateral Mission	Africa	Benin	Global Health/WASH
2	RFA	Strengthening Political Accountability and Civic Engagement in Moldova (SPACE-Moldova) Program	RFA-117-12-000001	Bilateral Mission	E&E	Moldova	Democracy, Human Rights and Governance
3	RFA	Anti-Corruption Civic Organizations' Unified Network (ACCOUNT)	RFA-168-12-000001	Regional Mission	E&E	Bosnia	Democracy, Human Rights and Governance
4	RFP	Georgia Primary Education Project (G-PriEd)	SOL-114-11-000012	Bilateral Mission	E&E	Georgia	Education
5	APS	Reduction of Vulnerability to Coastal Natural Hazards in Asia	APS-OFDA-11-000001	USAID/Washington	Asia	Asia	Environment and Global Climate Change

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
6	APS	Zambia Economic Resilience Program for Improved Food Security (ZERS)	APS-611-11-000001	Bilateral Mission	Africa	Zambia	Agriculture and Food Security
7	RFA	Empowering New Generations to Improve Nutrition and Economic opportunities (ENGINE) - An Integrated Nutrition Program	RFA-663-11-000012	Bilateral Mission	Africa	Ethiopia	Global Health/WASH
8	APS	Implementation Science Research to Support Programs under the President's Emergency Plan for AIDS Relief (PEPFAR) Round 2	APS-OAA-11-000002	USAID/Washington	Global	Global	Global Health/WASH
9	RFP	Afghanistan Workforce Development Program (AWDP)	306-11-0023	Regional Mission	AP	Afghanistan	Economic Growth and Trade
10	RFP	Learning Environment: Technical Support Program	SOL-278-11-000003	Bilateral Mission	ME	Jordan	Education
11	RFA	Ethiopia Comprehensive HIV/AIDS Treatment Care and Support Program	RFA-663-11-000005	Bilateral Mission	Africa	Ethiopia	Global Health/WASH
12	RFA	Sustainable Management of the HIV/AIDS Response and Transition to Technical Assistance (SMART TA) Project	USAID-VIETNAM-486-11-023-RFA	Regional Mission	Asia	Vietnam	Global Health/WASH

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
13	RFP	Implementation of Rwanda Family Health Program	RFP-696-11-000001	Regional Mission	Africa	Rwanda	Global Health/WASH
14	RFA	APHIAplus Northern Arid Lands Service Delivery in Kenya	RFA-615-12-000002	Bilateral Mission	Africa	Kenya	Global Health/WASH
15	RFP	Ethiopia Performance Management System	SOL-663-11-000002	Bilateral Mission	Africa	Ethiopia	Other
16	RFA	Food and Nutrition Technical Assistance (FANTA) III	RFA-OAA-11-000018	USAID/Washington	Global	Global	Global Health/WASH
17	RFA	Strengthening Human Resources for Health (HRH)	RFA-663-11-000009	Bilateral Mission	Africa	Ethiopia	Global Health/WASH
18	RFA	Kosovo Legal Profession (KLP) Program	SOL-167-11-000006	Regional Mission	E&E	Kosovo	Democracy, Human Rights and Governance
19	RFP	Poverty Assessment Tools III (PAT III)	APP-EGAT-11-000003	USAID/Washington	Global	Global	Economic Growth and Trade
20	RFA	National Training Mechanism (NTM) in Kenya	RFA-615-12-000001	Bilateral Mission	Africa	Kenya	Global Health/WASH
21	RFA	Literacy, Language and Learning - Early Literacy and Numeracy Initiative	USAID-RWANDA-RFA-696-11-	Bilateral Mission	Africa	Rwanda	Education

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
			000001				
22	RFA	Kazakhstan's Judicial Independence Program	RFA-176-11-000010	Regional Mission	Asia	Kazakhstan	Democracy, Human Rights and Governance
23	RFP	Maximizing Agricultural Revenue and Key Enterprise in Targeted Sectors (MARKETS II) Program	SOL-620-11-000001	Bilateral Mission	Africa	Nigeria	Agriculture and Food Security
24	RFA	Democratic Engagement at the Community Level	USAID-W-OAA-GRO-LMA-11-033613	Regional Mission	LAC	Cuba	Democracy, Human Rights and Governance
25	RFA	Strengthening HIV Prevention for General Populations in Namibia	RFA- 673-11-000001	Regional Mission	Africa	Namibia	Global Health/WASH
26	RFA	Ethical Schools	RFA-527-11-000006	Bilateral Mission	LAC	Peru	Education
27	RFA	USAID/Uganda Literacy and Health Education Program	RFA-617-12-000001	Bilateral Mission	Africa	Uganda	Education
28	RFA	Regional Victims of Torture Program	RFA-674-11-0051	Regional Mission	Africa		Democracy, Human Rights and Governance
29	RFA	Haiti Rehabilitation and	USAID-HAITI-	Bilateral Mission	LAC	Haiti	Global

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
		Reintegration of Persons with Disabilities Program	RFA-521-10-033				Health/WASH
30	RFA	Assets and Market Access Collaborative Research Support Program (AMA CRSP)	RFA-OAA-12-000001	USAID/Washington	Global	Global	Agriculture and Food Security
31	RFP	Improved School Effectiveness Program (ISEP)	611-2011-04	Bilateral Mission	Africa	Zambia	Education
32	RFA	Advancing National Integration (ANI) Project in Georgia	RFA-114-11-000002	Regional Mission	E&E	Georgia	Democracy, Human Rights and Governance
33	RFP	Asia Climate Change Adaptation Project Preparation Facility (ADAPT)	486-11-027	Regional Mission	Asia	Regional	Environment and Global Climate Change
34	RFA	Developing and Strengthening Services and Systems that Support Family Cohesion and Respond to the Separation of Children in Democratic Republic of Congo (DRC)	SOL-660-11-000003	Regional Mission	Africa	DRC	Other
2014							
1	RFA	USAID/West Africa's Sanitation	AID-RFA-624-	Regional Mission	Africa	West	Global

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
		Service Delivery Program	14-000005			Africa Region	Health/WASH
2	RFA	USAID Better Outcomes for Children and Youth in Eastern and Northern Uganda	RFA-617-14-000009	Bilateral Mission	Africa	Uganda	Education
3	APS	Annual Program Statement: Cultural Heritage Tourism in Egypt	263-14-000008	Bilateral Mission	ME	Egypt	Other
4	APS	USAID/Bangladesh Innovation for Improving Early Grade Reading Activity	APS-388-14-000001	Bilateral Mission	Asia	Bangladesh	Education
5	RFA	Azerbaijan Media Support Activity (AMSA)	RFA-112-14-000001	Bilateral Mission	E&E	Azerbaijan	Democracy, Human Rights and Governance
6	RFA	USAID Regional Health Integration to Enhance Services in Eastern Uganda (RHITES-E)	RFA-617-15-000004	Bilateral Mission	Africa	Uganda	Global Health
7	RFP	Pakistan Outreach and Communication Activity	REQ-391-14-000128	Bilateral Mission	AP	Pakistan	Other
8	RFP	Strengthening Somali Governance	SOL-623-14-000015	Regional Mission	Africa	Somalia	Democracy, Human Rights and

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
							Governance
9	RFA	Mali High Impact Health Services II Activity	RFA- 688-14-000005	Bilateral Mission	Africa	Mali	Global Health/WASH
10	RFA	Strengthening Voluntary Medical Male Circumcision (MMC), Early Infant Male Circumcision (EIMC) and Pre-Service Education in Lesotho	RFA-674-14-000002	Regional Mission	Africa	Lesotho	Global Health
11	RFA	Middle East North Africa Investment Initiative (MENAI)	RFA-OAA-14-000025	USAID/Washington	ME	ME Region	Economic Growth and Trade
12	APS	USAID/Cambodia's Civil Society Annual Program Statement	APS-442-14-000001	Bilateral Mission	Asia	Cambodia	Democracy, Human Rights and Governance
13	RFA	Zambia Family	RFA-611-14-000005	Bilateral Mission	Africa	Zambia	Global Health
14	APS	Urban Disaster Risk Reduction (Neighborhood Approach) and Disaster Response Capacity Building in Haiti	APS-OFDA-14-000005	USAID/Washington	LAC	Haiti	Environment and Global Climate Change
15	RFP	Diamer Bhasha Dam Project, Environmental and Social Impact	SOL-391-14-000035	Bilateral Mission	AP	Pakistan	Environment

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
		Assessment					
16	RFA	Promoting Integration, Tolerance and Awareness Program (PITA)	RFA-114-15-000004	Bilateral Mission	E&E	Georgia	Other
17	APS	Vietnam Disabilities Annual Program Statement (APS)	APS-440-14-000001	Bilateral Mission	Asia	Vietnam	Other
18	RFP	KISAN 2	SOL-367-15-000002	Bilateral Mission	Asia	Nepal	Agriculture and Food Security
19	RFA	Workforce Development and Enterprise Support Project	RFA-278-14-000002	Bilateral Mission	ME	Jordan	Economic Growth and Trade
20	APS	Annual Program Statement for Local Partners and U.S. PVOs	APS-SOL-521-14-000027	Bilateral Mission	LAC	Haiti	Other
21	RFA	Emerging Pandemic Threats Program 2, PREDICT-2	RFA-OAA-14-000019	USAID/Washington	Global	Global	Global Health/WASH
22	RFA	USAID Livestock Production for Improved Nutrition Program	RFA-388-15-000001	Bilateral Mission	Asia	Bangladesh	Other
23	RFA	Rwanda Health System Strengthening Activity	RFA69614000001	Bilateral Mission	Africa	Rwanda	Global Health/WASH
24	RFA	Expanding Economic Ties with Turkey Project	RFA-111-14-000005	Bilateral Mission	E&E	Armenia and Turkey	Economic Growth and Trade
25	RFA	Voluntary Medical Male	RFA-674-14-	Regional Mission	Africa	Swaziland	Global

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
		Circumcision (VMMC), Early Infant Circumcision (EIMC) Service Delivery and Support to the Government of the Kingdom of Swaziland	000001				Health/WASH
26	APS	Solicitation for Conflict Mitigation and Reconciliation Programs and Activities	APS-OAA-14-000003	USAID/Washington	Global	Global	Other
27	RFP	Quality in Health Project	SOL-520-14-000002	Bilateral Mission	LAC	Guatemala	Global Health/WASH
28	RFA	USAID/Uganda Social Marketing Activity	RFA-617-14-000011	Bilateral Mission	Africa	Uganda	Global Health
29	APS	The Innovation Fund for Improving Food Security in Ethiopia (IFSE)	APS-663-14-000003	Bilateral Mission	Africa	Ethiopia	Agriculture and Food Security
30	RFP	Energy Investment Activity in Bosnia and Herzegovina	SOL-168-14-000005	Bilateral Mission	E&E	Bosnia & Herzegovina	Other
31	RFA	Local Scholarship Program	RFA-263-14-000001	Bilateral Mission	ME	Egypt	Education
32	RFA	Advancing Kosovo Together-Local Solutions Program	RFA-167-14-000013	Bilateral Mission	E&E	Kosovo	Democracy, Human Rights and

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
							Governance
33	RFP	Sindh Capacity Development Project	SOL-391-15-000006	Bilateral Mission	AP	Pakistan	Education
34	RFA	USAID/Uganda Systems Strengthening and Health Commodities	RFA-617-14-000006	Bilateral Mission	Africa	Uganda	Global Health/WASH
35	RFP	USAID/Morocco Career Development Activity	SOL-608-14-000005	Bilateral Mission	ME	Morocco	Economic Growth and Trade
36	RFA	Leadership in Economic Governance (LEV) program in Ukraine	RFA-121-14-000010	Bilateral Mission	E&E	Ukraine	Democracy, Human Rights and Governance
37	APS	Climate Change Implementation and Adaptation Measures (CLIMA-Adapt)	APS-517-14-000001	Bilateral Mission	LAC	Dominica n Republic	Environment and Global climate change
38	APS	Youth Development in Georgia	APS-114-14-000001	Bilateral Mission	E&E	Georgia	Other
39	RFA	Feed the Future Innovation Lab for Integrated Pest Management	RFA-OAA-14-000018	USAID/Washington	Global	Global	Agriculture and Food Security
40	RFP	Strengthening Institutions for Peace and Development II (SIPED II) in Ethiopia	SOL-663-14-000014	Bilateral Mission	Africa	Ethiopia	Democracy, Human Rights and

#	Type	Title	Number	Issuing Entity	Region	Country	Sector
							Governance
41	RFA	Sri Lanka Elections Support through Voter Education (ESVE) program	RFA-383-14-00001	Bilateral Mission	Asia	Sri Lanka	Democracy, Human Rights and Governance
42	RFP	Logistical Support and Services	SOL-306-14-000014	Bilateral Mission	AP	Afghanistan	Other
43	RFP	Strengthening Urban Resilience for Growth with Equity (SURGE)	SOL-492-14-000003	Bilateral Mission	Asia	Philippines	Economic Growth and Trade
44	RFA	CrossBorder Health Integrated Partnership Project	RFA-623-14-000013	Regional Mission	Africa	East Africa Region	Global Health/WASH



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# ANNEX 8: LIMITATIONS

A few limitations were encountered during the process of this assessment that should be taken into consideration when interpreting the results. Data from all sources were triangulated during an assessment team data analysis and interpretation meeting, and findings were developed based on the overall strength of the data.

**Washington, D.C.-based Interviews and Participatory Group Discussions:** USAID/Washington interview and group discussion respondents were selected because of their engagement or interest in the GE/FE Policy. Therefore, these data do not represent the range of perspectives at USAID/Washington. Similarly, implementing partner representatives who participated in the group discussion were selected based on their knowledge of gender integration and familiarity with the GE/FE Policy.

**Online survey:** It is not possible to assess the representativeness of responses to the survey because the demographic makeup (or even the total number) is unknown. As with any voluntary online survey, the possibility for non-random patterns of response is high. For example, individuals with an interest in gender equality and female empowerment may have completed the survey at a higher rate. Because email reminders were sent out to a limited group of individuals through Regional Bureau Gender Advisors and other gender champions, it may have increased the possibility of voluntary response bias.

**Solicitation Scoring for Quality of Gender Integration:** Solicitations were selected randomly, and the presence or absence of a CDCS or PAD gender analysis was unknown by the EnCompass team. All solicitations were scored against the same scale, although the Annual Program Statements structure was inconsistent with RFPs and RFAs, making them more difficult to score. The scorecard was based on illustrative, not mandatory, questions in the ADS, which may account for the overall low scores across both years. The solicitation sample was not large enough to detect significance between the small differences seen for specific components of the checklist, nor for the overall score.

**Mission visits:** USAID/Washington preselected the three Missions for the EnCompass team to collect data. The selected missions were perceived by USAID to be successfully implementing the GE/FE Policy and ADS 205, and integrating gender into their work. As such, data from the Mission visits are not generalizable and findings may be biased towards contexts that enable GE/FE Policy and ADS 205 implementation and gender integration, and may not reflect constraints missions are experiencing in other contexts. Due to busy schedules and the short time in country, not all Mission staff were available for interviews. This may have biased attendance to those knowledgeable, interested, or enthusiastic about the GE/FE Policy and ADS 205. Gender Advisors at two missions visited participated in group interviews with their particular office and with the Gender Working Group. At one Mission, the Gender Advisor observed group interviews with implementing partners.

Missions often recommended implementing partners they perceived as doing “interesting work” in gender integration, which limited the assessment team’s opportunity to interview implementing partners struggling to or not interested in integrating gender.

A PPL staff person was a member of the assessment team at each Mission and it is possible that respondents may have been less forthcoming related to challenges or concerns related to PPL, USAID/Washington, or implementation of the GE/FE Policy and ADS 205 than if a PPL staff member had not been present.

# ANNEX 9: DISCLOSURE OF ANY CONFLICTS OF INTERESTS

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