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# EVALUATION

## BUREAU FOR POLICY, PLANNING AND LEARNING: EVALUATION OF PROGRAM CYCLE IMPLEMENTATION

September 2013

This publication was produced at the request of the United States Agency for International Development. It was prepared independently by EnCompass LLC.

# **BUREAU FOR POLICY, PLANNING AND LEARNING: EVALUATION OF PROGRAM CYCLE IMPLEMENTATION**

## **SURVEY INSTRUMENT FOR BUREAU FOR POLICY, PLANNING AND LEARNING STAFF**

September 6, 2013

Contract No. AID-OAA-M-12-00021; Evaluation Mechanism No.M/OAA/GRO/LMA-12-00800

This document is a supplement to the full evaluation report, which can be accessed on the Development Experience Clearinghouse (DEC).

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## PPL Evaluation: Program Cycle Survey

In support of Administrator Shah's commitment to strengthen the discipline of development, the Bureau for Policy, Planning and Learning (PPL) commissioned EnCompass LLC to conduct an external evaluation of PPL's policies, guidance, and support related to the Program Cycle.

This survey is directed to PPL staff only, and examines PPL's perspective of how well the Program Cycle is understood, implemented, supported, and institutionalized across USAID, with a particular focus on the Missions. A similar survey was sent to most USAID staff last week.

This survey will take approximately 15 minutes to complete. Your responses will be kept completely confidential. No respondents will be identified individually or by Office.

Please respond before June 7, 2013.

You are able to close the survey part way through and return to it at anytime to complete. To do so, simply click again on the link you received in the email.

If you have any difficulties with the survey, please contact Dana Phelps at [dphelps@encompassworld.com](mailto:dphelps@encompassworld.com).

Thank you in advance for taking the time to complete the survey.

# PPL Evaluation: Program Cycle Survey

## Demographics

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

- 0-3 years
- 4-9 years
- 10+ years

### 2. What is the nature of your current employment?

- Foreign Service Officer (FSO)
- Civil Servant (GS)
- Contract Employee (PSC)
- Other (please specify)

### 3. In which Office do you work?

- Program
- DE (Donor Engagement)
- P (Policy)
- LER (Learning, Evaluation, and Research)
- SPP (Strategic and Program Planning)
- Front Office

### 4. What is your function?

- Administrative/Support Staff
- Technical Staff
- Senior Leadership
- Other (please specify)

# PPL Evaluation: Program Cycle Survey

## Awareness

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

	Never heard of it	Aware of it, but never looked at it	Have taken a look at it	Read it carefully
USAID Policy Framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrator's Policy Directive on Agency Wide Policy and Strategy Implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluation Policy (2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education Strategy (2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development Response to Violent Extremism and Insurgency Policy (2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate Change and Development Strategy (2012)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Equality and Female Empowerment Policy (2012)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth in Development Policy (2012)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resilience Policy (2012)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water and Development Strategy (2013)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Cycle Overview (2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Country Development Cooperation Strategy guidance (versions released in 2010 and 2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Design guidance (released in December 2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADS Chapter 201 Planning (revised in 2012 to include CDCS and Project Design guidance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADS Chapter 203 Assessing and Learning (revised in 2012 to include updated Evaluation and Performance Monitoring guidance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Draft Program Cycle Learning Guide (2012)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## PPL Evaluation: Program Cycle Survey

### 6. Overall, to what extent do you think the following policies, guidance, and strategies have been integrated into the implementation of the Program Cycle within the Missions?

	Not at all	Very little	Somewhat	To a great extent	Too soon to tell
Evaluation Policy (2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate Change and Development Strategy (2012)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Equality and Female Empowerment Policy (2012)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Cycle Overview (2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Country Development Cooperation Strategy guidance (versions released in 2010 and 2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Design guidance (released in December 2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADS Chapter 201 Planning (revised in 2012 to include CDCS and Project Design guidance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADS Chapter 203 Assessing and Learning (revised in 2012 to include updated Evaluation and Performance Monitoring guidance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 7. Overall, to what extent do you think the following policies, guidance, and strategies have been integrated into the implementation of the Program Cycle within the Regional/Pillar Bureaus?

	Not at all	Very little	Somewhat	To a great extent	Too soon to tell
Evaluation Policy (2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Climate Change and Development Strategy (2012)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Equality and Female Empowerment Policy (2012)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Cycle Overview (2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Country Development Cooperation Strategy guidance (versions released in 2010 and 2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Design guidance (released in December 2011)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADS Chapter 201 Planning (revised in 2012 to include CDCS and Project Design guidance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADS Chapter 203 Assessing and Learning (revised in 2012 to include updated Evaluation and Performance Monitoring guidance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# PPL Evaluation: Program Cycle Survey

## 8. Please rank the following in terms of effective ways you get information about new developments from PPL, (1 = most effective and 13 = least effective)

Agency policies

Training opportunities

PPL Intranet site

The Policy Pulse

Read out from Bureau meetings

Agency notices

Foreign Assistance Bulletin (FAB)

Interaction with PPL staff

Staff meetings

ProgramNet

Learning Lab

Email sent to the Program Officer distribution list

Other Bureau newsletters/emails

# PPL Evaluation: Program Cycle Survey

## Influence of the Program Cycle

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

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
The Program Cycle represents an innovative way for USAID to do its work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of the Program Cycle is changing the way USAID does business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Program Cycle has influenced stakeholders outside of USAID (such as, State Department, local partners, other donors)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of the Program Cycle components is helping USAID to strengthen the discipline of development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(optional) Other effects of the Program Cycle:



# PPL Evaluation: Program Cycle Survey

## Institutionalization of the Program Cycle

**10. Please indicate how important the following are/would be to support implementation of the Program Cycle components:**

	Not important	A little important	Fairly important	Important	Don't know
The alignment/agreement of the Program Cycle and related policies with other guidance and policies (e.g. specific Presidential Initiatives)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making fewer changes in the guidance so staff have more time to understand and implement before they change again	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better learning across Missions and Bureaus about how to implement the Program Cycle guidance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Centralized platform for learning across Missions and Bureaus about specific programming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Short summaries of the guidance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practical examples or case studies to demonstrate what effective implementation of the Program Cycle looks like	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Templates for Mission Orders and other processes that could be standardized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A staffing pattern that supports the implementation of the Program Cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clearly defined roles for each office/backstop engaged in the Program Cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training or workshops for Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training or workshops for Regional/Pillar Bureaus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Webinars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online training (e.g. Program Cycle online training)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How-To and Technical notes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(optional) Other things that you think are/would be important to support implementation of the Program Cycle components:

# PPL Evaluation: Program Cycle Survey

## 11. Please indicate your agreement or disagreement with the following in terms of PPL's current role with respect to implementation of the Program Cycle:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
PPL is able to support the changes needed at the Mission level regarding implementation of the Program Cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL is able to support the changes needed at USAID/Washington regarding implementation of the Program Cycle	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL effectively coordinates across its own Offices to support Program Cycle implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL effectively coordinates with Regional/Pillar Bureaus to support Program Cycle implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL effectively coordinates with Missions to support Program Cycle implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL is effectively addressing the necessary competences in Missions and in USAID/Washington to implementing the Program Cycle (such as leadership, team building, facilitation, negotiation, etc. )	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 12. Please indicate your agreement or disagreement with the following in terms of PPL's future role with respect to implementation of the Program Cycle:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
PPL should play a stronger coordination role with others in the Agency to ensure that all Strategy and Design guidance is consistent across the Agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL should have a seat at the table during discussions of strategic agency shifts that might impact the focus of the CDCS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessments should be undertaken of the resources needed to implement policy and guidance at USAID/Washington and in Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL should assess how effectively Program Offices are implementing/supporting the Program Cycle in Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL should increase its efforts to market its goals and objectives to USAID staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# PPL Evaluation: Program Cycle Survey

## Country Development Cooperation Strategy

### 13. Please indicate your agreement or disagreement with the following regarding the CDCS:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Not applicable
Actual funding levels align with CDCS priorities and budget scenarios at Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presidential Initiatives align with the focus of Mission CDCSs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Congressional Earmarks align with the focus of Mission CDCSs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Initiatives align with the focus of Mission CDCSs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
USAID/Washington provides timely feedback in the CDCS clearance and/or approvals process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CDCS is flexible enough to accommodate changes in political, economic, or other contexts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Input from USAID/Washington is important to the development of the CDCS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL plays a supportive role in the application of the CDCS over time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CDCS guidance is consistently interpreted across Regional Bureaus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CDCS guidance is consistently interpreted across Pillar Bureaus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CDCS guidance is consistently interpreted across Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CDCS will help Missions produce better development outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The CDCS process has commitment from Agency leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 14. Please indicate how much the CDCS has improved the following areas:

	No improvement	A little improvement	A fair amount of improvement	A lot of improvement	Too soon to tell	Don't know	Not applicable
The selectivity and focus of USAID's work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaboration inside Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaboration with external stakeholders in the development of the CDCS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bringing evidence to inform strategic decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bringing a holistic picture of the work done at Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of project designs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## PPL Evaluation: Program Cycle Survey

**15. (optional) What else is needed to facilitate the uptake/institutionalization of the CDCS guidance in Missions?**

**16. (optional) What else is needed to facilitate the uptake/institutionalization of the CDCS guidance across Regional/Pillar Bureaus?**

**17. (optional) Other comments about the CDCS:**

## Project Design and Implementation

**18. Please indicate your agreement or disagreement with the following regarding the new Project Design process:**

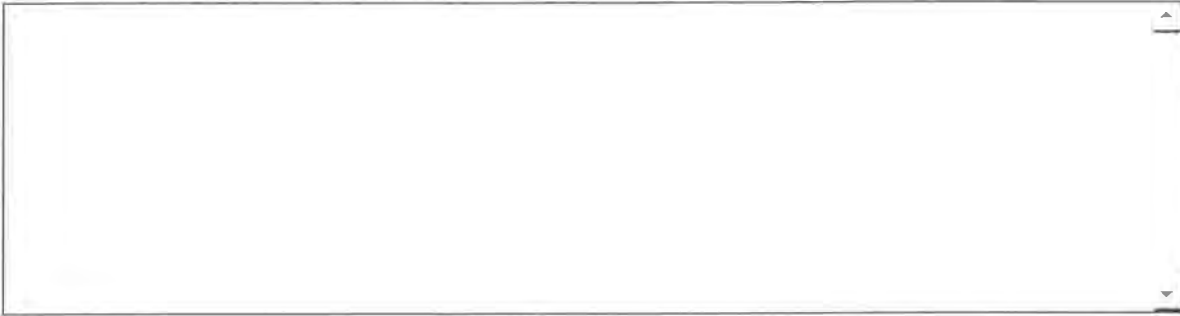
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
The Project Design process has commitment from Agency leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Project Design guidance is consistently interpreted across Regional Bureaus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Project Design guidance is consistently interpreted across Pillar Bureaus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Project Design guidance is consistently interpreted across Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Project Design process will help Missions produce better development outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**19. (optional) What else is needed to facilitate the uptake/institutionalization of the Project Design guidance in Missions?**

**20. (optional) What else is needed to facilitate the uptake/institutionalization of the Project Design guidance across Regional/Pillar Bureaus?**

## PPL Evaluation: Program Cycle Survey

**21. (optional) Other comments about Project Design under the New Project Design guidance:**



# PPL Evaluation: Program Cycle Survey

Next, we would like your perspective on 2 specific policies:

- o The Evaluation Policy (released January 2011)
- o The Gender Equality and Female Empowerment Policy (released March 2012)

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

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Not applicable
I am able to provide support needed to help Missions in their evaluation activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Evaluation Policy is followed in evaluation practices in my Bureau/Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluation findings are used in decision making in the agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluation findings are being circulated to/discussed with relevant stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I work collaboratively with others in the Agency to support evaluation in Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Evaluation Policy has commitment from Agency leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Current evaluation activities throughout the Agency will help produce better development outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 23. Please indicate how the Evaluation Policy has improved the following areas:

	No improvement	A little improvement	A fair amount of improvement	A lot of improvement	Don't know	Not applicable
The rigor of evaluation designs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of evaluations being done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of the evaluations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The usefulness of the evaluations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# PPL Evaluation: Program Cycle Survey

## Gender Equality and Female Empowerment Policy

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

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Not applicable
The Gender Policy has commitment from Agency leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Gender Advisor/Points of Contact at the Mission or Regional Mission are able to respond to demand for assistance in integrating the Gender Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Gender Advisor at PPL is able to respond to demand for assistance in integrating the Gender Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Gender Advisor/Points of Contact in the Regional Bureaus are able to respond to demand for assistance in integrating the Gender Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Gender Advisor/Points of Contact in the Technical/Pillar Bureaus are able to respond to demand for assistance in integrating the Gender Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Gender Policy has provided adequate guidance to be more specific and concrete in how gender is integrated into portfolios	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Gender Policy will help the Agency produce better development outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 25. (optional) Other comments about implementation of the Evaluation Policy, the Gender Policy, or other policies:



# PPL Evaluation: Program Cycle Survey

## Learning and Adapting

**26. Please indicate your agreement or disagreement with the following, (guidance refers to CDCS, Project Design, Learning and Adapting section of the Program Cycle Overview document, and the Draft Program Cycle Learning Guide):**

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Too soon to tell
Since the release of the Program Cycle guidance, Bureaus/Offices have engaged in more learning, adapting, and sharing of knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since the release of the Program Cycle guidance, Missions have engaged in more learning, adapting, and sharing of knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since the release of the Program Cycle guidance, PPL has engaged in more learning, adapting, and sharing of knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**27. (optional) Other comments about learning and adapting at USAID:**

**28. Which of the following do you feel best describes the situation at Missions with respect to implementation of the Program Cycle?**

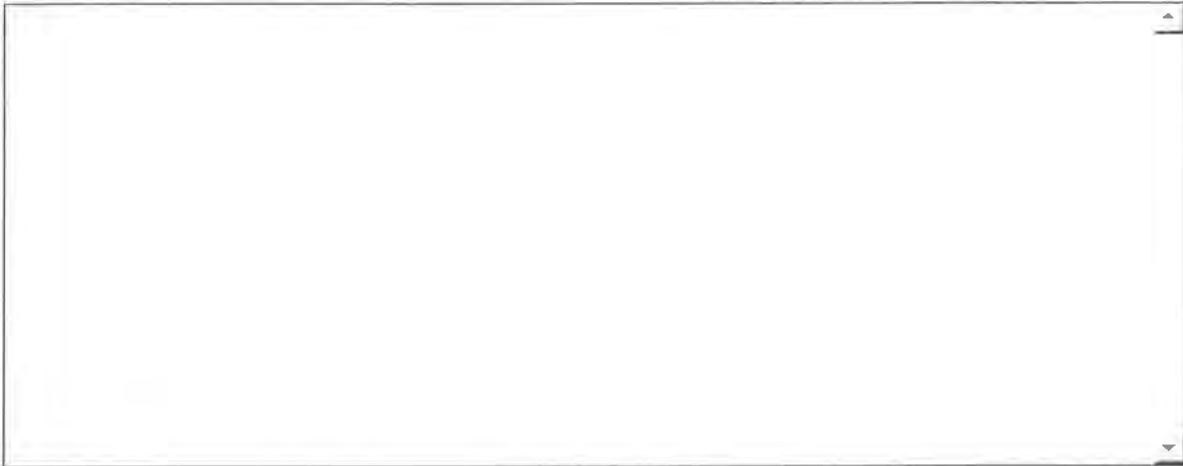
- Missions are able to manage the various policies, strategies, and guidance that are coming to them
- Missions are struggling to manage the various policies, strategies, and guidance they receive - they have the resources to do it, but it is too much too fast
- Missions are struggling to manage the various policies, strategies, and guidance they receive - they do not have the human resources or capacity in the Mission to do all the things that are asked of them

**29. (optional) What factors internal to PPL are enabling support for implementation of the Program Cycle?**

**30. (optional) What areas internal to PPL need improvement to strengthen support for implementation of the Program Cycle?**

## PPL Evaluation: Program Cycle Survey

**31. (optional) What recommendations would you like to make for strengthening Program Cycle implementation?**

A large, empty rectangular box with a thin black border, intended for the user to enter their recommendations. The box is currently blank.

Thank you for your participation!



**EnCompass LLC**

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