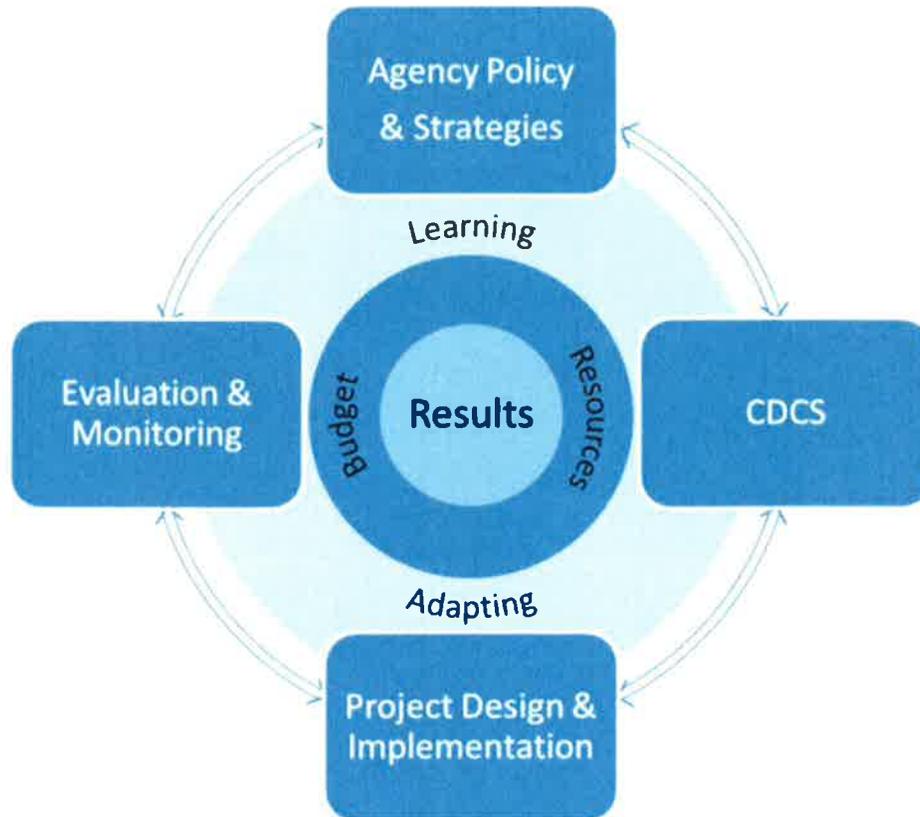




USAID
FROM THE AMERICAN PEOPLE



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 MISSION AND USAID/WASHINGTON 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 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. As part of the evaluation, this online survey examines how well the Program Cycle is understood, implemented, supported, and institutionalized across USAID, with a particular focus on the Missions.

This survey will take 15-30 minutes to complete, depending on the extent of your exposure to the Program Cycle. Your responses will be kept completely confidential. No respondents will be identified individually or by institution. Please respond before May 31, 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.

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

Involvement with the Program Cycle

***1. Have you been involved, either directly or indirectly, in the Program Cycle over the past three years, including: Agency Policies and Strategies, Country Development Cooperation Strategies, Project Design and Implementation, Evaluation and Monitoring, Learning and Adapting, Budget Financial Controls, and Human Resources.**

Yes

No

Demographics

2. How long have you worked at USAID?

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

3. What is the nature of your current employment?

- Foreign Service Officer (FSO)
- Civil Servant (GS)
- Foreign Service National (FSN)
- Third Country National (TCN)
- Contract Employee (PSC)
- Other (please specify)

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

- USAID/Washington
- Field Office/Mission

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

Other (please specify)

***6. In which Office do you work?**

- FM (Financial Management)
- Procurement
- Front Office
- Technical Office
- Program Office (including communications)
- EXO (Executive Office)
- RLA (Regional Legal Advisor)

Awareness

7. 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 updates to Evaluation and Performance Monitoring guidance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PPL Program Cycle Survey

Support from PPL

8. What training related to implementation of the Program Cycle have you received over the past 3 years and how useful was it?

	Never took it	Not useful	A little useful	Useful	Very useful
Programming Foreign Assistance (PFA)	<input type="radio"/>				
Program/Project Design and Management (PDM)	<input type="radio"/>				
Advanced Project Design (APD)	<input type="radio"/>				
Evaluation for Program Managers (EPM)	<input type="radio"/>				
Evaluation for Evaluation Specialists (EES)	<input type="radio"/>				
PPL's Mission CDCS Workshop	<input type="radio"/>				
PPL's Mission Project Design Workshop	<input type="radio"/>				
PPL's Performance Monitoring Workshop	<input type="radio"/>				
PPL's online Program Cycle course	<input type="radio"/>				
Training on the Gender Equality and Female Empowerment Policy	<input type="radio"/>				
Training on the Climate Change and Development Strategy	<input type="radio"/>				
In-person and E-TDYs related to the Program Cycle	<input type="radio"/>				

What other relevant training have you received and how useful was it?

9. Have you used any of the following PPL supports for the Program Cycle?

	Accessed it	Aware of it, but never accessed it	Did not know it existed
ProgramNet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL 'How To' and Technical Notes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Webinars on Program Cycle Topics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TDYs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What other supports have you used for the Program Cycle?

PPL Program Cycle Survey

10. Where do you get your information about new developments from PPL? Please check all that apply:

- 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
- ProgramNet
- Learning Lab
- Emails sent to the Program Officer distribution list
- Other Bureau newsletters/emails

Other (please specify)

Influence of the Program Cycle

11. Please indicate your agreement or disagreement with the following:

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

Institutionalization of the Program Cycle

12. Please indicate how important the following would be for your ability to effectively implement 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. Presidential Initiatives)	<input type="radio"/>				
Having fewer changes in the guidance so we have more time to understand and implement before they change again	<input type="radio"/>				
Better learning across Missions about how to implement the Program Cycle guidance	<input type="radio"/>				
Centralized platform for learning across Missions about specific programming	<input type="radio"/>				
Short summaries of the guidance	<input type="radio"/>				
Practical examples or case studies of what the guidance effectively carried out would look like	<input type="radio"/>				
Templates for Mission Orders and other processes that could be standardized	<input type="radio"/>				
A staffing pattern that supports the implementation of the Program Cycle	<input type="radio"/>				
Clearly defined roles for each office engaged in the Program Cycle	<input type="radio"/>				
TDYs	<input type="radio"/>				
Training or Workshops at the Mission	<input type="radio"/>				
Webinars	<input type="radio"/>				
Online Training (e.g. Program Cycle Online training)	<input type="radio"/>				
How-To and Technical Notes	<input type="radio"/>				

The Program Cycle Components

Since 2010, PPL has produced guidance on various aspects of Program Cycle implementation. The next series of questions focus on your awareness of this guidance and how useful it has been in your day to day work.

13. Please indicate your awareness of the Country Development Cooperation Strategy (CDCS) guidance (versions released in 2010 and 2011):

- Never heard of it
- Aware of it, but never looked at it
- Have taken a look at it
- Read it carefully

***14. Have you worked in a Mission when it was developing its CDCS (current or previous posting)?**

- Yes, at my current or previous posting
- No, although my current Mission has a CDCS, I was not present during its development
- No, since 2010, I haven't worked in a Mission that has done a CDCS
- Don't know

15. How useful has the CDCS guidance been in the development of your Mission's CDCS?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read the guidance
- I have not been involved in CDCS development

16. Please indicate your agreement or disagreement with the following:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
I understand my role in the development of a CDCS	<input type="radio"/>				
I have the knowledge and skills I need(ed) to carry out my work under the CDCS	<input type="radio"/>				
There are/were sufficient staff at the Mission to develop the CDCS	<input type="radio"/>				
During development, the CDCS process has/had commitment from Mission leadership	<input type="radio"/>				

PPL Program Cycle Survey

17. When you had questions related to CDCS development, where did you seek assistance, and how useful was it?

	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
Mission Front Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mission Program Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M Bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ProgramNet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learning Lab	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical/Pillar Bureaus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (Specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When you had questions related to CDCS development, where else did you seek assistance and how useful was it?

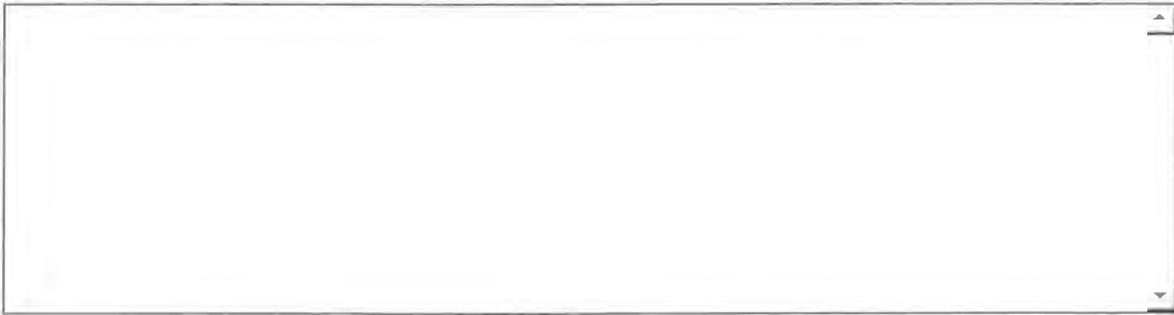
18. Please indicate the extent of your agreement or disagreement with the following:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Not applicable
Since developing our CDCS, actual funding levels align with CDCS priorities and budget scenarios	<input type="radio"/>					
Our Presidential Initiatives align with the focus of our CDCS	<input type="radio"/>					
Congressional Earmarks we receive align with the focus of our CDCS	<input type="radio"/>					
Other initiatives we receive align with the focus of our CDCS	<input type="radio"/>					
We received timely feedback on our CDCS from USAID/Washington during a CDCS review for final clearance and approval	<input type="radio"/>					
We continue to refer back to our CDCS in our ongoing work	<input type="radio"/>					
The CDCS is flexible enough to accommodate changes in political, economic or other contexts	<input type="radio"/>					
Our Mission structure is adequately aligned with our CDCS	<input type="radio"/>					
Input from USAID/Washington is important in the development of our CDCS	<input type="radio"/>					
I believe my work will contribute to the development objectives (DOs) in our CDCS	<input type="radio"/>					
The CDCS will help us produce better development outcomes	<input type="radio"/>					

19. 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 the Mission	<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 our Missions' work	<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"/>

20. (optional) Other comments about the CDCS:



Project Design and Implementation

21. Please indicate your awareness of the new Project Design guidance (released in December 2011):

- Never heard of it
- Aware of it, but never looked at it
- Have taken a look at it
- Read it carefully

***22. Have you ever participated in the development of a Project Design Document under the new guidance, including a concept paper and/or a Project Appraisal Document (PAD)?**

- Yes, I have been involved in the Project Design and approval process, but not through to a completed PAD
- Yes, I have been involved in the design and/or review or approval for at least one completed PAD
- I have not been involved directly, but my Mission has designed projects under the new Project Design guidance
- No, my Mission has not designed any projects under the new guidance
- Don't know

23. How useful has the Project Design guidance been in helping your Mission through the Project Design process?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read the guidance
- I have not been involved in any aspect of Project Design activities

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

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
I understand my role in the Project Design process	<input type="radio"/>				
I have the knowledge and skills I need to carry out my work within the Project Design process	<input type="radio"/>				
There are enough human resources in place in this Mission to implement the Project Design process	<input type="radio"/>				
The Project Design process has commitment from Mission leadership	<input type="radio"/>				

25. When you had questions related to the Project Design process, where did you seek assistance, and how useful was it?

	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
Mission Front Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mission Program Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M Bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ProgramNet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical/Pillar Bureau(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When you had questions related to the Project Design process, where else did you seek assistance and how useful was it?

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

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
The new concept paper process of the new Project Design guidance is an important part of the Project Design process	<input type="radio"/>				
The analyses required as part of the Project Design process are useful for informing the design of the project	<input type="radio"/>				
The Project Design process, as outlined in the guidance, adds value to the way I do my work	<input type="radio"/>				
The PAD is an improvement over the Activity Appraisal Document	<input type="radio"/>				
The PAD is a valuable project design tool	<input type="radio"/>				
The PAD is a valuable management tool	<input type="radio"/>				
Mission leadership believe that the PAD can be used to facilitate approval of multiple instruments at once	<input type="radio"/>				
The new Project Design process has simplified our work by no longer requiring detailed documentation and review processes for each activity through separate AADs	<input type="radio"/>				
The Project Design/PAD process is appropriately aligned with the procurement process	<input type="radio"/>				
In our Mission, the timing of CDCS and Project Design has been adequately aligned	<input type="radio"/>				
The Project Design process will help us produce better development outcomes	<input type="radio"/>				

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

Integration of Policies

We would like to find out about your awareness of Policies, Strategies and Guidance, released since 2010.

28. 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"/>
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 updates to Evaluation and Performance Monitoring guidance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next, we would like your perspective on three specific policies and strategies:

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

***29. Have you worked in a Mission that has made changes to the way it approaches evaluation since the release in 2011 of the Agency Evaluation Policy?**

- Yes
- No
- Don't know

30. How useful has the Evaluation Policy been to you in strengthening evaluation practices in your Mission?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read the policy
- I have not been involved in the evaluation design, implementation or procurement at my Mission

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

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Not applicable
I understand my role in evaluation under the 2011 Evaluation Policy	<input type="radio"/>					
I have the knowledge and skills I need with respect to evaluation under the new policy	<input type="radio"/>					
There are enough human resources in place to properly implement evaluation at my Mission	<input type="radio"/>					
My Mission is setting aside the needed funds for evaluation	<input type="radio"/>					
Evaluation findings are used in decision making	<input type="radio"/>					
Evaluation has commitment from Mission leadership	<input type="radio"/>					
Current evaluation activities at my Mission will help produce better development outcomes	<input type="radio"/>					

32. When you had questions related to evaluation, where did you seek assistance and how useful was it?

	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
Mission Front Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mission Program Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
M Bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ProgramNet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical/Pillar Bureau(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When you had questions related to evaluation, where else did you seek assistance and how useful was it?

PPL Program Cycle Survey

33. 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 our 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"/>

Gender Equality and Female Empowerment Policy

34. How useful has the Gender Equality and Female Empowerment Policy been in helping you be more aware of important gaps between males and females, to the extent that it results in better gender analyses feeding into Project Designs?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read the policy

35. Please indicate your agreement or disagreement with the following:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
I understand my role under the Gender Policy	<input type="radio"/>				
I have the knowledge and skills to apply the Gender Policy in my work	<input type="radio"/>				
My Mission has the resources necessary to implement the Gender Policy	<input type="radio"/>				
The Gender Policy has commitment from Mission leadership	<input type="radio"/>				
The Gender Policy will help us produce better development outcomes	<input type="radio"/>				
The Gender Policy has been useful during CDCS development	<input type="radio"/>				

36. Please indicate how the Gender 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 integration of gender into the CDCS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of the required gender analysis for Project Design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The integration of gender into Project Design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The integration of gender into evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The integration of gender into learning and adapting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PPL Program Cycle Survey

37. When you had questions related to the Gender Policy, where did you seek assistance, and how useful was it?

	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
Mission Front Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mission Program Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Advisor/Point of Contact at Mission or Regional Mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Advisor at PPL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ProgramNet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Advisor in my Regional Bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender Advisor in my Technical/Pillar Bureau(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When you had questions related to the Gender Policy, where else did you seek assistance and how useful was it?

38. How useful has the Climate Change and Development Strategy been in strengthening and focusing climate interventions in your Mission?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read the strategy
- Not applicable at my Mission

39. Please indicate your agreement or disagreement with the following:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Not applicable
I understand my role under the Climate Change Strategy	<input type="radio"/>					
I have the knowledge and skills I need to apply the Climate Change Strategy in my work	<input type="radio"/>					
There are enough human resources in place to apply the Climate Change Strategy to my Mission's work	<input type="radio"/>					
The Climate Change Strategy has commitment from Mission leadership	<input type="radio"/>					
The Climate Change Strategy has been useful during CDCS development	<input type="radio"/>					

PPL Program Cycle Survey

40. When you had questions related to the Climate Change and Development Strategy, where did you seek assistance and how useful was it?

	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
Mission Front Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mission Program Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ProgramNet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional Bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Technical/Pillar Bureau(s), not E3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Where else did you seek assistance and how useful was it?

41. (optional) Other comments about implementation of the Evaluation Policy, the Gender Policy, the Climate Change Strategy, or other policies:

Learning

42. Please indicate your awareness of the following learning guidance:

	Never heard of it	Aware of it, but haven't looked it	Have taken a look at it	Read it carefully
The learning and adapting section of the Program Cycle Overview (2011)	<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"/>

43. Please indicate your agreement or disagreement with the following:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Too soon to tell	Not applicable
The Program Cycle process has encouraged collaboration among Mission staff around sharing knowledge, learning, and applying those learnings (adapting)	<input type="radio"/>						
The Program Cycle process has encouraged collaboration with stakeholders outside the Mission around sharing knowledge, learning, and applying those learnings (adapting)	<input type="radio"/>						
The Program Cycle process has helped our Mission learn from past experience	<input type="radio"/>						
Our Mission has created some formal or informal structures to facilitate learning	<input type="radio"/>						
Our Mission adapts its programs based on our learning	<input type="radio"/>						
The Project Design process has increased Mission-wide learning	<input type="radio"/>						
The new evaluation processes have increased Mission-wide learning and adapting	<input type="radio"/>						

44. Please respond to the following:

	Yes	No	Maybe	Don't know
Our Mission has or is planning to create a separate procurement on learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our Mission has or is planning to integrate learning activities into procurements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

45. (optional) Other comments about learning and adapting at USAID?

Management of Guidance

***46. Which of the following best describes the situation at your Mission?**

- We are able to manage the various policies, strategies, and guidance that are coming to us
- We are struggling to manage the various policies, strategies, and guidance we receive – we have the resources to do it, but it is too much too fast
- We are struggling to manage the various policies, strategies, and guidance we receive – we do not have the human resources or capacity in our Mission to do all the things that are asked of us
- Unsure



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HQ Survey

47. In which Bureau or Office do you work?

48. What is your function?

- Procurement
- Independent Office Director/Deputy Director
- Bureau Front Office
- Technical Advisor
- Program Office (strategy, design, M&E, communications, budget)
- Administrative Management Support (Staffing, IT)
- Legal Counsel

Awareness

49. 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"/>

50. What training related to implementation of the Program Cycle have you received over the past 3 years and how useful was it?

	Never took it	Not useful	A little useful	Useful	Very Useful
Programming Foreign Assistance (PFA)	<input type="radio"/>				
Program/Project Design and Management (PDM)	<input type="radio"/>				
Advanced Project Design (APD)	<input type="radio"/>				
Evaluation for Program Managers (EPM)	<input type="radio"/>				
Evaluation for Evaluation Specialists (EES)	<input type="radio"/>				
PPL's online Program Cycle course	<input type="radio"/>				
Training on the Gender Equality and Female Empowerment Policy	<input type="radio"/>				
Training on the Climate Change and Development Strategy	<input type="radio"/>				

What other relevant training have you received and how useful was it?

51. Have you used any of the following supports for the Program Cycle?

	Accessed it	Aware of it, but never accessed it	Did not know it existed
ProgramNet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL 'How To' and Technical notes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Webinars on Program Cycle topics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PPL Program Cycle Survey

52. Where do you get your information about new developments from PPL? Please check all that apply:

- 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
- ProgramNet
- Learning Lab
- Emails sent to the Program Officer distribution list
- Other Bureau newsletters/emails

Other (please specify)

Influence of the Program Cycle

53. Please indicate your agreement or disagreement with the following:

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

Institutionalization of the Program Cycle

54. Please indicate how important the following would be for your ability to implement 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"/>				
Making fewer changes in the guidance so we have more time to understand and implement before they change again	<input type="radio"/>				
Better learning across Missions and Bureaus about how to implement the Program Cycle guidance	<input type="radio"/>				
Centralized platform for learning across Missions and Bureaus about specific programming	<input type="radio"/>				
Short summaries of the guidance	<input type="radio"/>				
Practical examples or case studies to demonstrate what effective implementation of the Program Cycle looks like	<input type="radio"/>				
Templates for Mission Orders and other processes that could be standardized	<input type="radio"/>				
A staffing pattern that supports the implementation of the Program Cycle	<input type="radio"/>				
Clearly defined roles for each office engaged in the Program Cycle	<input type="radio"/>				
Training or workshops	<input type="radio"/>				
Webinars	<input type="radio"/>				
Online Training (e.g. Program Cycle online training)	<input type="radio"/>				
How-To and Technical notes	<input type="radio"/>				

The Program Cycle Components

Since 2010, PPL has produced guidance on various aspects of Program Cycle implementation.

The next series of questions focus on your awareness of this guidance and how useful it has been in your day to day work.

55. Please indicate your awareness of the Country Development Cooperation Strategy (CDCS) guidance (versions released in 2010 and 2011):

- Never heard of it
- Aware of it, but never looked at it
- Have taken a look at it
- Read it carefully

***56. Have you provided support or input to any Mission while it was developing its CDCS ?**

- Yes
- No
- Unsure

57. How useful has the CDCS guidance been in helping you support Missions with their CDCS development?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read this guidance
- I have not been involved in any aspect of CDCS development

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

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
I understand my role in supporting CDCS development	<input type="radio"/>				
I have the knowledge and skills I need to support Missions to develop their CDCS	<input type="radio"/>				
I am able to provide support needed to help Missions develop their CDCS	<input type="radio"/>				
I work collaboratively with others in the Agency to provide feedback to Missions on their CDCS	<input type="radio"/>				
The CDCS has commitment from Agency leadership	<input type="radio"/>				
Overall, I am a good advocate for the CDCS	<input type="radio"/>				
My contribution to the CDCS development is important	<input type="radio"/>				

59. Please indicate your agreement or disagreement with the following:

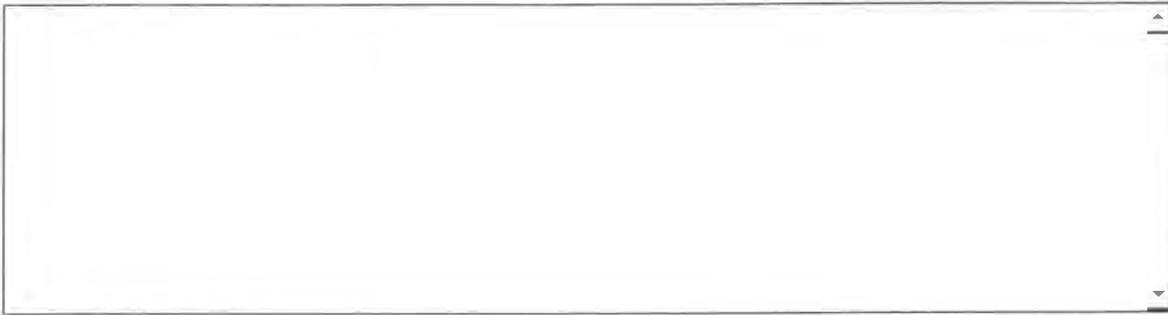
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Not applicable
Actual funding levels align with CDCS priorities and budget scenarios at Missions	<input type="radio"/>					
Presidential Initiatives align with the focus of Mission CDCSs	<input type="radio"/>					
Congressional Earmarks align with the focus of Mission CDCSs	<input type="radio"/>					
Other initiatives align with the focus of Mission CDCSs	<input type="radio"/>					
My Bureau provides timely feedback in the CDCS clearance and/or approvals process	<input type="radio"/>					
In our ongoing work with Missions, we make continuing reference to their CDCS	<input type="radio"/>					
The CDCS is flexible enough to accommodate changes in political, economic or other contexts	<input type="radio"/>					
I believe the CDCS is useful for Missions	<input type="radio"/>					
Input from USAID/Washington is important to the development of the CDCS	<input type="radio"/>					
The CDCS will help Missions produce better development outcomes	<input type="radio"/>					

60. 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 work 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 Program Cycle Survey
**

61. (optional) Other comments about the CDCS?



Project Design and Implementation

62. Please indicate your awareness of the new Project Design guidance (released in December 2011):

- Never heard of it
- Aware of it, but never looked at it
- Have taken a look at it
- Read it carefully

***63. Have you supported a Mission when it was developing Project Design documents, based on the 2011 guidance?**

- Yes
- No
- Unsure

64. How useful has the Project Design guidance been in helping you support Missions developing Project Designs?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read this guidance

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

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
I understand my role in supporting Missions in Project Design	<input type="radio"/>				
I have the knowledge and skills I need to support Missions in their Project Designs	<input type="radio"/>				
I am able to provide support needed to help Missions develop their Project Designs	<input type="radio"/>				
I believe the Project Design process adds value to the way Missions do their work	<input type="radio"/>				
The Project Design process has commitment from Agency leadership	<input type="radio"/>				
Overall, I am a good advocate for new Project Design process	<input type="radio"/>				
The Project Design process will help Missions produce better development outcomes	<input type="radio"/>				

66. (optional) Other comments about Project Design under the New Project Design guidance?

Integration of Policies

We would like to find out about your awareness of Policies, Strategies and Guidance, released since 2010.

67. 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"/>
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"/>

Next, we would like your perspective on 3 specific policies and strategies:

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

68. How useful has the Evaluation Policy been to you in strengthening evaluation practices in your Bureau/Office?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read the policy
- I have not been involved in evaluation design, implementation, or procurement

69. How useful has the Evaluation Policy been to you in supporting evaluation practices in the Missions?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read the policy
- I have not been involved in evaluation design, implementation, or procurement

PPL Program Cycle Survey

70. Please indicate your agreement or disagreement with the following:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Not applicable
I understand my role in supporting evaluation under the 2011 Evaluation Policy	<input type="radio"/>					
I have the knowledge and skills I need with respect to evaluation under the new policy and related guidance	<input type="radio"/>					
I am able to provide support needed to help Missions in their evaluation activities	<input type="radio"/>					
The Evaluation policy is followed in evaluation practices in my Bureau/Office	<input type="radio"/>					
Evaluation findings are used in decision making	<input type="radio"/>					
Evaluation findings are being circulated to/discussed with relevant stakeholders	<input type="radio"/>					
I work collaboratively with LER in PPL to support evaluation in Missions	<input type="radio"/>					
I work collaboratively with others in the Agency support Evaluation in Missions	<input type="radio"/>					
I believe evaluation is useful for Missions	<input type="radio"/>					
The Evaluation policy has commitment from Agency leadership	<input type="radio"/>					
Overall I am a good advocate for evaluation in the Agency	<input type="radio"/>					
Current evaluation activities throughout the Agency will help produce better development outcomes	<input type="radio"/>					

71. 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"/>

Gender Equality and Female Empowerment Policy

72. How useful has the Gender Equality and Female Empowerment Policy been in helping Missions be more aware of important gaps between males and females, to the extent that it results in better gender analyses feeding into Project Designs?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read the policy
- Not applicable in my Office or Bureau

73. Please indicate your agreement or disagreement with the following:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
I understand my role in supporting the Gender Policy in Mission and Bureau work	<input type="radio"/>				
I have the knowledge and skills to support uptake of Agency guidance with respect to gender	<input type="radio"/>				
I am able to provide the support needed to help Missions integrate gender into Mission programs, projects, and evaluations	<input type="radio"/>				
The Gender Policy has commitment from Agency leadership	<input type="radio"/>				
Overall I am a good advocate for the Gender Policy	<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"/>				
The Gender Policy will help the Agency produce better development outcomes	<input type="radio"/>				

74. How useful has the Climate Change and Development Strategy been in helping you to integrate climate change considerations into Agency programming?

- Not useful
- Somewhat useful
- Useful
- Very useful
- I have not read the strategy
- Not applicable in my Office or Bureau

75. Please indicate your agreement or disagreement with the following:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Not applicable
I understand my role in supporting the Climate Change Strategy	<input type="radio"/>					
I have the knowledge and skills I need with respect to the implementation of the Climate Change Strategy	<input type="radio"/>					
The Climate Change Strategy has commitment from Agency leadership	<input type="radio"/>					
Overall, I am a good advocate for the Climate Change Strategy	<input type="radio"/>					
The Climate Change Strategy has commitment from Agency leadership	<input type="radio"/>					
The climate change strategy will help the Agency produce better development outcomes	<input type="radio"/>					

76. (optional) Other comments about implementation of the Evaluation Policy, the Gender Policy, the Climate Change Strategy, or other policies:

Learning

77. Please indicate your awareness of the following learning guidance:

	Never heard of it	Aware of it, but never looked at it	Have taken a look at it	Read it carefully
The Learning and Adapting section of the Program Cycle Overview (2011)	<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"/>

78. Please indicate your agreement or disagreement with the following:

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

79. (optional) Other comments about learning at USAID:

Support from PPL

80. When you had questions related to the CDCS, Project Design, Evaluation, or Learning where did you seek assistance, and how useful was it?

	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
The Program Office in my Bureau	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL/SPP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL/LER	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PPL/Program Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ProgramNet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Where else did you seek assistance and how useful was it?

81. (optional) What recommendations or message would you like to send to PPL related to the Program Cycle?

A large, empty rectangular text box with a thin black border. It is intended for the user to enter their recommendations or messages. There are small upward and downward arrow icons in the top-right and bottom-right corners, respectively, indicating it is a scrollable area.

Thank you for your participation!



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