

Guide to the Program Surveys



MILLENNIUM
CHALLENGE CORPORATION
UNITED STATES OF AMERICA

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In preparation for the annual decision to select countries as eligible to develop compact programs or to select countries for threshold program assistance, MCC gathers a great deal of internal reporting and information on country partners' performance during prior or current threshold programs and/or compacts. One key resource that MCC utilizes is the Star Report, which provides a comprehensive assessment on MCC's investments in a given country from the initial country selection by MCC's Board of Directors through the final project evaluation. These reports are based upon information captured during key checkpoints during the program development phase as well as quarterly and annual progress reports developed during the implementation phase of the partnership.

In addition to the Star Reports, MCC also surveys staff on topics related to the quality of the partnership during design and implementation of programs, progress towards program results, a partner country's commitment to undertaking policy and institutional reforms, and compliance with MCC standards. The following document is intended to provide a sense of the topics and questions addressed through this survey process and therefore the types of information shared with the MCC Board prior to making country selection decisions.

MCC has developed three separate survey tools to capture the above information:

- **The Threshold Program Survey:** This survey is designed to help gather information to assess a current or prior threshold program country's suitability for a compact by collecting information related to how a country is making progress towards "substantial implementation" of a current threshold program, or had implemented a completed threshold program.
- **The Compact in Implementation Survey:** This survey is designed to help gather information to assess a country's suitability for a concurrent compact by collecting information related to the implementation of an ongoing compact that is not due to be completed within 18 months of MCC's Board of Directors' selection decision.
- **The Compact Survey:** This survey is designed to help gather information to assess a country's suitability for a subsequent compact. The survey is targeted towards gathering information on the implementation of a completed compact and/or a compact that will be completed within 18 months of MCC's Board of Directors' selection decision.

The program surveys cover the following topics, as relevant to the stage of program design or implementation:

BASIC INFORMATION

- EIF Date/ Program End Date:
- Program Size:
- Amount disbursed through Q3 of the Fiscal Year: in \$ and % of program total
- Amount committed through Q3 of the Fiscal Year: in \$ and % of program total

PARTNERSHIP DURING SELECTION, DEVELOPMENT, AND IMPLEMENTATION

The purpose of these types of questions, asked of MCC staff, is to capture the nature of a given country's partnership with MCC. This includes two categories: political will and management capacity. Questions are designed to evoke team responses that:

- Assess the degree to which the partner government cooperates with MCC at the operational level, and their commitment to take action when necessary for successful design and/or implementation.
- Include details that describe the demonstrated depth of capacity and competence in managing the program development process and implementing programs according to budget and timeline, and with accountability.

PART A—POLITICAL WILL: SATISFACTION OF MAJOR CONDITIONS PRECEDENT AND APPETITE FOR REFORM

MCC staff description and assessment of the government's completion of significant conditions precedent or necessary policy reforms as required by the program agreement, especially those associated with the sustainability of program investments. MCC staff are also asked to characterize the government's broader appetite for policy reforms.

PART B—PROGRAM IMPLEMENTATION AND MANAGEMENT CAPACITY

This includes MCC staff assessment of the extent to which the government has, or is upholding, its responsibilities per the bilateral agreements, as well as an assessment of accountable entities and government's program management capacity. This includes an analysis of partners' capacity in program planning, risk mitigation, and implementation of accountability measures.

Where relevant, MCC will also assess additional factors that may have affected project performance, including the following:

- Whether there was a rescoping of the program or reallocation of funds, the reasons for such actions, and the degree to which the government partners exercised leadership in pursuing solutions to address issues.
- Impact of political transitions on the implementation of the program and work of the accountable entity/implementing entity.
- Assessment of the level of MCC engagement and oversight required during the life of the program, including details of why and when more or less MCC resources were required.

SUSTAINABILITY AND RESULTS

The purpose of these types of questions, asked of MCC staff, is to gather information on the degree to which accountable entities, implementation teams, and partner countries have demonstrated a commitment and capacity to measure and sustain program results. This includes an assessment of the monitoring and evaluation systems and processes in the programs, and where applicable the degree to which program objectives and goals have been, or are on track to being, achieved.

COMPLIANCE WITH MCC STANDARDS

The purpose of this type of question, asked of MCC staff, is to gather input on how the government and/or accountable entities have upheld MCC's operational policies and standards and, if warranted, responded to any violations.

This includes MCC staff rating of the government/accountable entity/implementing entity's commitment to upholding MCC operational policies and guidelines.

PORTFOLIO MANAGEMENT AND OVERSIGHT

The purpose of these types of questions, asked of MCC regional management, is to receive input from those who are able to look comparatively across MCC's entire portfolio.

MCC senior management assesses the extent to which a particular program required more/less/equal amounts of the following MCC resources relative to other similar projects. This includes:

- MCC country teams' work time either at HQ or through extended in-country missions
- Rescopings/reallocations related to accountable entity/implementation entity performance
- MCC senior management intervention to manage problems

Additionally, the surveys also seek to learn whether any ongoing audit investigations or reviews by the OIG, GAO, or others may present recommendations or findings that MCC's Board of Directors should bear in mind when considering a country for a subsequent compact.

Finally, the surveys ask MCC management to provide notes or context on resources required to ensure successful completion of a program.

Reducing Poverty Through Growth

