

Chapter 1: Establishment of the Country Core Team

Once MCC's Board selects a country as eligible, MCC will send a high-level delegation to discuss the compact development process, timelines, best practices, risks, and resources. Eligible countries must immediately assign staff to work with MCC to begin the compact development process. This staff, called the core team, will be responsible for the management of the compact development process. Establishing the core team is essential to concluding a quality compact quickly. The core team will be MCC's primary partner in developing the compact, and will be primarily responsible for meeting an aggressive 27 month compact development timetable.

Characteristics of a Core Team

A Compact Development Coordinator will lead the core team. The Compact Development Coordinator should be assigned full-time to the compact development process. The Compact Development Coordinator will need dedicated financial and administrative resources to carry out a timely, participatory and meaningful consultative process and to coordinate technical project design. The Coordinator should have a clear mandate to develop the compact, and possess the mandate and ability to make decisions, manage cooperation by relevant ministries, coordinate with donors, and conduct public consultations.

Previously successful eligible countries have allocated budgets of between \$500,000 and \$3 million for their core teams. Staff composition on the core team will likely change over time as the compact development process progresses and probably will comprise both full-time and part-time staff.

Initial Team Composition

Core teams will initially include at least the following individuals:

Economist

The core team should include one or more economists with development experience to oversee the constraints analyses, conduct economic analysis of project concepts, build the economic logic of the compact, and demonstrate how the program will lead to poverty reduction through economic growth. Such person(s) will ensure that the potential economic rate of return is analyzed coherently and will work closely with the core team M&E specialist to ensure that the economic logic is translated into measurable results.

Monitoring and Evaluation (M&E) Expert

The core team should include one M&E expert who is responsible for ensuring that the economic logic is translated into measurable results, and that project goals and expected results along the entire continuum of results, including how they will be measured, are all set forth clearly. This country core team member will be ultimately responsible for formulating the M&E Plan and for refinement of the compact logic; identification of performance indicators and appropriate baseline data; setting indicator targets and working with the entity responsible for collecting data; and monitoring results and evaluating performance.

Social Inclusion and Gender Integration Expert

MCC requires that the core team include a social scientist (sociologist, anthropologist, or similar background) with gender expertise as soon as possible in compact development. This should be a senior person with the experience and standing to effectively carry out the position's responsibilities during the development of a compact, which include: 1) participating in the initial review of social and gender constraints and opportunities to complement the constraints to growth analysis; 2) contributing to the design of the consultation strategy to ensure it meets MCC requirements as articulated in MCC's Gender Policy; 3) ensuring sufficient social and gender analysis; 4) ensuring constraints to gender equality and poverty reduction are addressed; 5) supporting environmental and social assessment processes and products; 6) working with M&E on initial designs for baseline data collection and performance monitoring plans; and 7) beginning to develop an approach for gender integration in the compact.

Outreach/Participation Coordinator

This person develops and implements a strategy for public consultation on the compact so that there is a timely, participatory, and meaningful consultative process. This person should have experience building participatory processes for development programs and experience working with civil society, the private sector, women, rural and urban poor and other key constituencies. These functions can be outsourced if the specialized skills are available in the market. The core team's Social and Gender Expert will provide support to this position to ensure that consultations meet the requirements in MCC's Gender Policy.

Environment and Social Assessment Expert

It is important from the beginning of the compact development process to consider environmental and social issues and sustainability in addressing the constraints to growth, in public outreach and consultations, and in the consideration of alternative approaches to dealing with economic constraints in the definition and design of investment projects. The core team should include team members who have a broad strategic understanding of environmental and social issues and opportunities (such as involuntary resettlement and health and safety risks); environmental regulations and requirements; who have experience conducting or reviewing environment and social impact assessments; and who can work with the country core team to ensure that environmental and social considerations are factored into the feasibility, design, timing, and cost estimates of compact projects. This person will work closely with the Social and Gender Expert.

Project/Program Manager

This person would oversee the planning and execution of a wide range of activities associated with the development effort. It should be someone with extensive experience in managing large, multi-sectoral programs, with a proven record of team leadership, including strong communication skills and the ability to function at various levels.

Expanding the Team over Time

As compact design progresses, the core team will need to access specialized resources related to the specific compact projects throughout the compact development process. As priorities emerge from the consultative process and projects are designed to stimulate poverty-reducing economic growth, the Compact Development Coordinator will need to identify additional experts to participate as core team members, including:

Technical/Sector Experts

The priorities that emerge from the constraints analysis will determine the type of technical and sector expertise the core team will require. As the compact projects are defined, the Compact Development Coordinator should identify and bring on board the technical experts needed to supplement the core team.

Legal/Financial/Procurement Experts

Legal, financial management, and procurement expertise will be required at various stages of the process to integrate adequate planning for compact negotiation and implementation. Early identification of experts that will remain committed throughout the process, even on a part-time basis, will enable the team to design a compact that can be implemented expeditiously.

Project/Program Scheduler

As compact projects and activities begin to take shape, it will be essential to establish an early capability to set up preliminary work plans to critically assess timing issues, critical paths and evaluate risks and options for program implementation. This should be a person experienced in large project scheduling and project controls utilizing project scheduling software, such as Microsoft Project.