

Chapter 11:

Characteristics of a Core Team



REDUCING POVERTY THROUGH GROWTH

Characteristics of a Core Team

The necessary characteristics of an MCA Country Core team

Last updated: November, 2006

One of the lessons learned by MCC from the first Compacts is that early identification of an MCA main Point of Contact (POC) to lead the eligible country's program development process, and establishment of a country core team, is integral to concluding a quality Compact quickly. The POC and core team must be empowered to run the process, enjoy a high level of political commitment, and have access to senior officials who can quickly make decisions and stay actively engaged.

The POC should be assigned full-time to the MCA process. The POC will need dedicated financial and administrative resources to carry out a timely, participatory and meaningful consultative process and to coordinate technical program design. This individual should have a clear mandate to develop the program, delegated authority to make some decisions, possess the skills and mandate to manage cooperation by relevant Ministries, coordinate with existing donors, and build and implement a strategy for public consultation. The POC will need to access resources from Ministries, projects, the private sector, etc., as Compact development and program design is the responsibility of the MCA country core team and not MCC. Successful MCA countries have allocated a budget of between \$500,000 and \$2 million for their core teams. It is likely that the MCA country core team will change over time as the Compact development process progresses and probably will be comprised of both full time and part time resources.

In addition to the POC, MCC believes that the most effective MCA country core teams will initially comprise at least the following elements:

Outreach/Participation Coordinator:

This person develops and implements a strategy for public consultation on the MCA program so that there is a timely, participatory, and meaningful consultative process. This person should have experience with building participatory processes for development programs and experience working with a broad range of society representing 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.

Economist/Development Expert:

The country core team should include one or more individuals that will organize and facilitate the constraints analysis, build the economic logic of the program, conduct economic analysis of the program concepts, and demonstrate how the program will lead to poverty reduction through economic growth. Such person(s) should ensure that measurement for results is fully integrated into program development, that the potential economic rate of return is analyzed coherently, and that program and project goals and expected results, and how they will be measured, are all set forth clearly.

Monitoring and Evaluation Expert:

The country core team should include a Monitoring and Evaluation (M&E) expert who will work closely with the team economist. This country core team member will be ultimately responsible for formulating the M&E Plan and for refinement of the program logic, identification of performance indicators and appropriate baseline data, setting indicators targets and working with the entity responsible for collecting data, monitoring results and evaluating performance.

As program design progresses, the MCA country core team will need to access specialized resources related to the specific program components before proposal submission as well as during the due diligence phase. As priorities emerge from the consultative process and projects are designed to stimulate poverty-reducing economic growth, the POC will need to identify the following experts to participate as country core team members:

Environment/Social Impact Expert:

The country core team should include an individual who understands the country's environmental regulations and requirements, who has experience conducting or reviewing environment and social impact assessments, and who can work with the MCA country core team to ensure that environmental and social/gender considerations are factored into the design, feasibility, timing, and cost of the Compact proposal. Experience has shown that it is sometimes difficult to identify individuals with both environment and social/gender impact expertise. If this is the case, MCC

recommends that the core team consist of either two experts with complementary skills or that environment or social/gender expertise is captured in another core team member's skill set.

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 build a program proposal likely to be negotiated successfully and implemented expeditiously thereafter.

Technical/Sector Experts:

The priorities that emerge from a consultation process focused on activities to reduce poverty through economic growth will determine the type of technical and sector expertise the country core team will need to complete a detailed program proposal. As the program elements are defined, the POC and MCC should identify and bring on board the technical expertise needed to supplement the country core team.