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USER'S GUIDE FOR BUY-INS TO THE

Governance Integration for Stabilization and Resilience in the Middle East and North Africa (GISR) Task Order
under the OASIS Schedule

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USAID missions and offices in the Middle East and North Africa can now request buy-ins under GISR, a GSA OASIS Task Order, managed by the Bureau for the Middle East's Office of Technical Support (TS). GISR, which means "bridge" in Arabic, is designed for Missions and offices to **respond rapidly to shocks** that impact governance and fragility, **address gaps in governance and resilience programming**, and **test and scale pilot activities** that address the sources of fragility, conflict and poor governance.

Task Order Overview

GISR MENA is a $95 million, five-year Cost Plus Fixed Fee (CPFF) Task Order that allows for buy-ins without competition. The Task Order is managed by ME/TS. The prime contractor is Tetra Tech/Management Systems International.

The Task Order COR is Najiyah Alwazir at nalwazir@usaid.gov. The A/COR is Rachel Goldberg at rgoldberg@usaid.gov.

The period of performance is August 15, 2018 – August 14, 2020. Three option years, if exercised, would extend Task Order availability until 2023.

GISR Competencies:

GISR can be used by missions and offices for analytical work, field implementation and capacity development of staff, implementing partners and host country institutions. Buy-ins can be initiated to:

- **Conduct assessments** to understand shocks, stressors and changing political and social dynamics to inform governance, countering violent extremism (CVE) and conflict mitigation programming

- **Meet rapid response needs** to address significant political or socio-economic shocks and unexpected governance opportunities

- **Test pilot activities** related to stabilization, governance, conflict/CVE and resilience and adapt them for scaling

- **Share promising practices and lessons learned** and strengthen knowledge and skills to address governance and fragility challenges

Children in Yemen who participate in Search for Common Ground's "Peace Education" project that aims to create a violence-free environment for children and to provide youth with concrete alternatives to violence.

- **Develop bridge activities** that help span gaps in governance programming while developing a new strategy or program or the transition from humanitarian to development assistance

- **Ensure the inclusion of youth, women and marginalized populations** in governance and conflict programming

GISR is intended to generate and disseminate knowledge of the factors that lead to fragility and stability and how best to address them.

Tetra Tech/Management Systems International (MSI) is the prime implementing partner for this pre-competed single-hold Task Order. MSI's capable pool of subcontractors includes Global Communities, Deloitte, Navanti, Search for Common Ground and Souktel. Collectively this team has extensive experience in the MENA region. A table and map at the end of this brochure present an overview of consortium capabilities.

Technical Areas of Work:

LEARNING AND KNOWLEDGE MANAGEMENT	ENABLING EFFECTIVE GOVERNANCE RESPONSE TO SHOCKS AND STRESSORS	COMMUNITY RESILIENCE	ESSENTIAL SERVICES

LEARNING AND KNOWLEDGE MANAGEMENT

The learning and knowledge management components of GISR focus on **research, feasibility studies, assessments and information sharing**. Examples of applied research could explore gender and violent extremism (VE), political economy of land rights, positive youth development, corruption in service delivery and ethno-religious conflict. Missions and offices can commission quick studies to explore unexpected shocks or more robust research to understand longer-term stressors. Assessments can support longer term strategy development such as scenario planning and can support projects such as conflict sensitivity plans or context and Complexity Aware Monitoring and Evaluation plans (CAM-E).

Missions and offices can establish pilot programs with the intent of testing approaches to see what works in a specific context and/or to learn how to adjust pilots for scaling. They can also commission support for evaluations, after-action reviews and strategy reviews to enable adaptive management. They may also buy in to obtain support for workshops and conferences to promote skill and knowledge enhancement.

The Bureau itself will support learning across governance and stabilization programs in the region and will establish a **knowledge management system** that will support cross-Mission learning and peer exchanges. The Bureau will help Missions and offices disseminate promising approaches and practices, tools, relevant research and other material pertinent to governance and resilience programming in the region. The Bureau will **support regional exchanges, trainings and workshops to support learning**, along with virtual Communities of Practice, as useful.

> ***Sample Buy-in to GISR:*** **Northern Iraq Genocide Recovery and Persecution Response – Sexual and Gender-based Violence**
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> At the end of FY18, a $5 million buy-in was issued to pilot test services for minority survivors of Sexual and Gender Based Violence (S/GBV) in Iraq. MSI is working with selected local service providers in districts in the north to shape and deliver high quality integrated services that take into account socio-cultural sensitivities. Information about the activity's approaches and effects will be carefully documented and packaged for dissemination to other donors, NGOs and host governments. This information also will feed into the overall GISR Knowledge Management plan and shared with other Mission and Bureau staff.

ENABLING EFFECTIVE GOVERNANCE RESPONSE TO SHOCKS AND STRESSORS

GISR supports improved crisis management through assistance to national, sub-national and non-government actors, to aid in the response to and recovery from shocks and stressors. MENA Missions and offices can buy-in to GISR **for rapid response support to address immediate governance, service delivery or stabilization needs and opportunities**. It can also be used for **bridge activities to provide coverage until long-term programs can be set in place**. Buy-ins can support policy, regulatory and institutional reforms; system improvements such as ones intended to strengthen transparency and accountability; improved coordination between government entities or government and non-government actors; improved communications with citizens; and capacity development for host country partners.

GISR can also provide support for decentralization and deconcentration, enhancing local governance performance and increasing citizen engagement. In addition, GISR can help strengthen CSO engagement in governance, stabilization and crisis management.

COMMUNITY RESILIENCE

GISR can be used to **enhance communities' resilience to stressors** which may result in violence, conflict or upheaval. Community resilience is characterized by strong collaborative relationships between citizens and authorities, expanding the space for civil society and media to hold institutions to account, fostering high levels of social cohesion, and promoting meaningful inclusion of youth, women and marginalized populations including those with disabilities. Missions and offices can draw on GISR for support in addressing local level resilience, including for programs to address violent extremism, reconciliation efforts, addressing the drivers of localized conflict, socio-political upheavals, religious engagement, youth empowerment and gender equality.

Children in Ta'izz City collecting water.
Credit: Navanti Researcher

ESSENTIAL SERVICES

GISR may be used to support government or civil society to **improve essential services such as municipal lighting, issuance of identification documents, waste management and basic education**. GISR can support capacity development, improved planning and citizen engagement in decision-making for these critical services. GISR cannot support large-scale construction activities but can be used to promote innovative methods to sustainably improve small-scale infrastructure, such as community school and health facilities and tertiary roads.

Initiating Buy-ins to GISR

TO INITIATE A BUY-IN,

1. Contact ME/TS COR Najiyah Alwazir at nalwazir@usaid.gov and A/COR Rachel Goldberg at rgoldberg@usaid.gov to discuss your project concept or scope of work and its fit with GISR's scope of work.

2. When a potential project concept or scope of work matches GISR's mandate, your Mission or office can select one of the following options:

   • **Option 1:** Submit a rough or fully fleshed out scope of work to the COR and A/COR for feedback and/or approval; or

   • **Option 2:** Put forward a concept that still needs development to define a scope of work, and request one or more of the following forms of assistance:

     » Technical and political economy assessments and/or stakeholder consultations to inform concept development and scope of work design; and/or

     » a co-design process with ME/TS and the MSI consortium to convert the concept into a scope of work.

3. Once there is an approved scope of work, the COR will request the MSI consortium to provide comments on the SOW and a draft budget for discussion with your Mission or office and the ME/TS COR.

GISR can also be used to support technical and organizational assessments that will inform the conceptualization of longer-term governance and fragility programs that will be competed separately.

Have a Question about GISR?

For overall questions about GISR, its scope of work, labor categories and rates, and implementer capabilities, contact:

Dr. Lynn Carter, Chief of Party, at lcarter@msi-inc.com, and

Dr. Perin Arkun, Senior Project Manager at parkun@msi-inc.com

msi.idiq.gisr@msi-inc.com

Mudhafar Mosque in Ta'izz City
Credit: Navanti Researcher

How Buy-Ins Will be Managed

Name an activity manager: A Mission or office initiating a buy-in under GISR will designate an activity manager to guide and oversee the MSI team implementing the activity. The Mission activity manager is in "the driver's seat."

Role of the COR: Because GISR is a single task order set up to accept buy-ins from Bureaus, Missions and offices, the GISR COR in the Bureau in Washington is tasked by the CO with approving all buy-in deliverables such as work plans, MEL plans and annual reports along with key personnel.

The GISR COR in ME/TS will approve personnel and deliverables for any buy-in **only after obtaining the approval of the Mission or office activity manager.**

For non-presence and limited presence missions facing staff shortages, ME/TS may be able to provide additional support for activity implementation, but the initiating Mission or office must still name a liaison who can support and guide the activity.

Supporting Learning

ME/TS will support the extraction of innovations and learning from relevant GISR buy-ins, particularly for those programming in areas that are common to several Missions (e.g., local governance in fragile contexts), where learning is urgently needed (e.g., CVE), and from the testing of experiments, pilots and innovations (e.g., engaging youth in peace building). Learning will be folded into the knowledge management system and formal and informal exchanges and will benefit all Missions and offices.

Raqqa Dress Shop
Credit: Navanti Researcher

GISR Contract Structure

GISR is a **cost-plus fixed fee (CPFF) term type task order**. Salaries and other costs are billed based on actual costs, and salaries are limited to the salary ceiling amounts for labor categories that have been negotiated at the umbrella task order level.

Limitations

Value: Individual GISR buy-ins should generally not exceed $15M, since it is not intended to support the implementation of larger, longer-term DRG, stabilization, or conflict mitigation field programs.

Grants: Currently **the GSA will not permit Grants under Contract to be administered under GISR**. This means that work channeled to local institutions and partners **must use a subcontract mechanism**. To learn more about how subcontracts can contribute to GISR objectives, please contact Lynn Carter and Perin Arkun at MSI: lcarter@msi-inc.com and parkun@msi-inc.com.

GISR Partner Capabilities

MANAGEMENT SYSTEMS INTERNATIONAL/TETRA TECH (MSI)
msiworldwide.com

MSI has worked on governance programs in MENA since the 1990s. Programming has included large-scale $500 million+ public administration reform and service delivery improvement programs (e.g., Tatweer and Tarabot in Iraq), local governance (Iraq, Morocco and Lebanon), civil society advocacy and capacity development (Egypt, Morocco, Syria, Lebanon), youth (Morocco, Lebanon), IDP policies and host community-refugee/IDP relations (Lebanon and Iraq), gender-based violence (Iraq) and CVE/conflict mitigation (Lebanon). MSI has developed several frameworks and tools of potential value to GISR including for:

- **Public sector reform** (the Advancing Policy and Institutional Reform framework, business process reengineering, and the 4D organizational development assessment tool among others)
- **Scaling up** pilot initiatives (scaling up framework)
- **Accountability** (vulnerability to corruption assessment tool, citizen advocacy offices, crowdsourcing software for reporting corruption)
- **CVE** (assessment framework and programming guide)
- **Conflict sensitivity** (a guide and staff training modules)
- **Youth development** (the Youth Compass)
- **CSO capacity building** (a variety of training curricula in Arabic)

MSI has a long history of supporting DRG, conflict and VE analytics including country and regional violent extremism risk assessments for most of MENA, DRG assessments in several MENA countries, and conflict assessments in Yemen and Lebanon. These assessments have been used to inform USAID strategy and programming. MSI has also deployed USAID's political economy analysis framework and developed its own adaptation.

MSI also works on demining in Syria and Iraq; monitoring, evaluation, learning and knowledge management in Jordan, Syria and Iraq; and education in Lebanon. It has also worked on entrepreneurship development and child labor in Morocco. MSI can draw on the expertise of other companies under the Tetra Tech umbrella for specialized expertise in rule of law, water supply, natural resources management and land and engineering among other topics. Such technical specialties may be useful to MENA Missions in addressing shocks and stressors affecting the performance and policies of ministries.

MSI has **managed DRG, OTI and CMM IQCs over the years, with multiple task orders running simultaneously**. It has experience with rapid response efforts to address sudden shocks and with co-design processes. It has staff experienced with the Rapid Results Institute's methodology of setting 100-day challenges to bring together diverse leaders and institutions to solve a specific problem in that period. This approach boosts confidence in problem-solving and helps change norms around institutional collaboration.

GLOBAL COMMUNITIES (GC, FORMERLY CHF INTERNATIONAL)
globalcommunities.org

Global Communities has been working in partnership with communities in MENA since 1995, with its first programs in Gaza. Over the past 20 years, GC's humanitarian and development programs have spanned several technical sectors from food security to local governance and Youth Engagement. GC operates loan guarantee programs for small and medium sized enterprises in Egypt, Iraq and Jordan and, through a holding company, operates microfinance institutions in Egypt, Iraq, Jordan, Lebanon and the West Bank and Gaza.

GC applies a set of tools and methodologies in engaging communities, strengthening civil society and community-based organizations, and building governance capacity. The **Participatory Action for Community Enhancement (PACE)** methodology offers a structured process for communities to work together to map their assets and strengths, identify priority needs, mobilize resources and set in motion a community-driven development process. By modeling practical engagement mechanisms that promote participation, accountability and citizen empowerment, PACE builds the capacity of elected community councils, called Community Development Committees, to work in partnership with local governments for improved service prioritization and implementation. GC also supports CSOs to conduct policy advocacy in support of community goals and needs, as well as to monitor government activity using innovative social accountability tools, including social audits and budget transparency tools. GC's **Appreciative Review of Capacity© (ARC)** methodology and suite of tools help organizations assess and improve their own abilities to fulfill their missions, manage quality projects and achieve long-term successes. ARC guides CSO staff through constructive self-assessment to discover their strengths and success factors and identify opportunities and necessary resources required to support sustainability, growth and increased impact.

Global Communities' approach to local government strengthening, embodied in the **Participatory Approach to Governance Excellence (PAGE)**, emphasizes close partnerships with and technical assistance to local governments and citizen groups, and a commitment to multi-stakeholder processes. Initially developed in the West Bank and Gaza, PAGE has expanded to include lessons and tools to improve citizen participation, local governance and community cohesion. GC also helps government improve services via its **Service Delivery Improvement Planning (SDIP)** framework, a bottom-up process focused on citizen-prioritized services.

SEARCH FOR COMMON GROUND (SEARCH)
sfcg.org

Search has strengthened community resilience and basic service delivery across MENA. Its resilience programming supports initiatives related to inclusive governance, reconciliation, religious engagement, transforming violent extremism, social cohesion, security sector reform and youth engagement. Search's approach to inclusive governance strengthens the capacity of marginalized groups, including youth and women, to foster their participation in decision making. In Tunisia, Search has established Youth Leadership Councils in all 24 governorates to equip marginalized youth with the leadership skills and networks to increase their civic and political participation. Search's social cohesion and reconciliation programming works closely with religious leaders, governments and local communities to identify and leverage windows of opportunity for dialogue and conflict resolution processes. Its **Community Dialogue Approach (CDA)**, enables communities to identify and address local conflicts dynamics through mediation. In Yemen, for example, this approach has proven to be effective as, 91% of the beneficiaries reported a reduction in conflicts within their communities. Search supports local and national reconciliation processes in post-conflict societies by working with internally displaced persons (IDPs), host communities and other marginalized groups to bridge divides across lines of tension. Search has also adopted creative and innovative media approaches to enhance social cohesion by embedding social norms around tolerance and social stability. Embedding conflict sensitivity into program design is an important pillar of Search's work in MENA; in 2018, Search established the **Yemen Conflict Sensitivity Platform**, to support collective action by those planning and delivering assistance in Yemen to enhance its impact and contributions to stabilization.

Search has also developed a **Transforming Violent Extremism (TVE)** methodology that aims to channel the underlying motivators of violent extremism into more constructive engagement. Search's TVE programming engages youth, prison and police systems, and government actors to develop collaborative approaches that transform the threat of VE. Search also recognizes the importance of security sector reform to peace and stability and facilitates dialogue between the community and security sector actors by creating "safe spaces" for open communication. Search also supports initiatives to (strengthen local service delivery and promote engagement between communities and local authorities in addressing service needs. For instance, Search-Yemen provides small grants to community leaders to design and implement local service delivery projects that address a root cause of local conflicts; Search-Tunisia provides small grants to community groups to act upon locally-identified drivers of violent extremism through micro-projects.

DELOITTE

deloitte.com

Deloitte's capabilities span the range of GISR activities including public financial management, domestic resource mobilization, regulatory and market reforms in the water, sanitation and energy sectors, public private partnerships, ICT for development, urban resilience, and social and economic reform programs. Deloitte's implementation of USAID programs has led to improvements in the effectiveness of the formation and impact of national, subnational and inter-governmental policy. Deloitte's success is based on its understanding of how to strengthen institutions and systems with the human capital, partnerships and technology needed to sustain enduring impact. In Tunisia, Deloitte supports a four-year governance project that aims to help the Government of Tunisia decentralize governance to the institutions closest to its citizenry and continue to strengthen its nascent democracy. Deloitte is working to enhance citizen participation in the process of governance, as well as the government's service delivery capacity in line with citizens' priorities. Deloitte's work in Jordan on **Financial Reform and Public Financial Management (FRPFM)** contributes to greater macroeconomic stability and inclusive economic growth by increasing revenue generation and collection, improving budgeting, expenditure and debt management, increasing public investment, and strengthening public-private dialogue on fiscal policy choices. Deloitte has focused on comprehensive tax reform, actively engaging with the Minister of Finance and the IMF to expand the tax base, to improve the structure of the tax system, and the implementation of over 13 projects aimed at combatting tax evasion and improving compliance.

SOUKTEL

souktel.com

Founded in Ramallah in 2006, Souktel maintains a steady presence throughout MENA. Souktel specializes in **bespoke dynamic digital tools** that perform strongly in complex ecosystems while remaining user-friendly, flexible, and scalable. An agile and user-centered development process allows Souktel to quickly deploy solutions in transitioning environments to gather data, promote good governance and accountability, and support civil society. Illustrative technology deployments related to GISR themes include: social media and web-based content monitoring for sentiment analysis; communications platforms (such as for CVE content dissemination); youth and gender-informed technology design; mobile data collection and assessment tools; technology training and capacity building; web-based M&E systems; and knowledge management portals.

NAVANTI GROUP (NAVANTI)

navantigroup.com

Navanti provides **timely and insightful data collection and analysis** that shapes programming and empowers local voices, bringing their concerns, ideas, and knowledge to a broader audience. Its systems inform high-quality interventions in rapidly evolving, conflict-affected environments, employing an approach to contextual, nuanced data that uncovers and engages local actors and opportunities in need of support, resources and training – to create sustainable and transformative solutions that impact their communities. Navanti offers near-real time understanding of local dynamics, enabling an anticipatory programmatic capacity that takes advantage of near horizon change. In MENA, **Navanti has developed and trained local networks of researchers indigenous to the communities from which they collect data since 2011**, producing over 500 analytical products crafted for activity design and evaluation and policy/strategic decision-making, spanning governance, reconciliation, political transition, media, civil society and community development, conflict mitigation, resiliency, youth empowerment, local security dynamics and countering violent extremism (CVE). Navanti's regional network includes over 150 primary researchers, trained in a variety of data collection methodologies. Current efforts include community driven mapping of security actors in Libya; infrastructure and market analysis in Yemen; quantitative surveys measuring service delivery post-ISIS in Syria; neighborhood atmospherics in Lebanon; and the research and design of youth-focused skills training in Morocco.

GISR Consortium Presence in the Last Two Years

SYRIA
- MSI/TT
- Souktel
- Search
- Navanti
- Global Communities

LEBANON
- MSI/TT
- Search
- Navanti
- Deloitte
- Global Communities

TUNISIA
- Deloitte
- Souktel
- Search
- Navanti

WEST BANK & GAZA
- MSI/TT
- Souktel
- Search
- Deloitte
- Global Communities

MOROCCO
- MSI/TT
- Search
- Navanti
- Deloitte

IRAQ
- MSI/TT
- Souktel
- Search
- Navanti
- Global Communities

LIBYA
- MSI/TT
- Souktel
- Search
- Navanti
- Deloitte

JORDAN
- MSI/TT
- Global Communities
- Souktel
- Search
- Deloitte

EGYPT
- Global Communities
- Souktel
- Deloitte

YEMEN
- Global Communities
- Search
- Navanti