MSI Supports COVID-19 Response in the Middle East & North Africa

SERVICES AT A GLANCE

The global pandemic will have devasting long-term implications for all countries, particularly the conflict-affected and fragile states in the Middle East and North Africa (MENA). COVID-19 related health, education, economic, and governance challenges will give rise to new crises and exacerbate existing ones. These challenges will intersect with wars, weak institutions, extremists ready to capitalize on fear and anger, resource constraints, a legacy of poor governance and leadership.

Tetra Tech/MSI has the size, internal expertise, global footprint and contract vehicles to respond quickly to these shifting conflict landscapes. We have ready resources to deploy in support of:

Analytics & Assessments

Institutional and Materiel Support

Essential Services

Crisis Communications

Emergency Preparedness & Response

Social Media Monitoring

COVID-19 VE Mitigation

Conflict Analysis

Transparency & Accountability

Behavior Change Communications

Countering Violent Extremism

Third Party Monitoring

Conflict Sensitivity Training

Economic Recovery

Social Network Mapping

Psychosocial & Trauma Support

Media Literacy Training

Civil Society Support

Rapid Assessment

Tetra Tech/MSI is already providing direct support to USAID COVID-19 response efforts in Armenia, Bolivia, Colombia, Ghana, Indonesia, Jordan, Kenya, Liberia, Mali and Mozambique. See below for specific services, and links to contract vehicles for rapid access to our support capabilities.

EFFECTIVE GOVERNANCE RESPONSES TO COVID-19 SHOCK

Authorities in MENA have historically struggled to deliver **essential services** like water, shelter, emergency medical equipment, facilities and care. Providing services during this pandemic is not only necessary to save lives, prevent disaster and mitigate future risk, but is critical to improving citizens' trust in their governing authorities.

Tetra Tech/MSI's WASH, energy, and infrastructure experts join with our national and local governance and conflict specialists to help governments at all levels deliver the services their people desperately need in a time of crisis. Our off-grid energy team can help local field hospitals maintain power supplies, while we help national governments support municipal governments at the frontline of the pandemic response. The result is lives saved and a stronger foundation for citizens and their leaders to rebuild economies and communities.

Tetra Tech/MSI can also provide **institutional and materiel support** to overwhelmed authorities. We can help national and subnational governments better respond to the current crisis by improving

In Iraq, MSI worked closely with the Ministry of Health to invert its typical planning process and build its five-year plan from the bottom up, resulting in the first-ever strategic plan endorsed by all governors. The plan built local resources for health crisis management that were soon tested by infectious disease outbreaks during an ISIS offensive.

policy, resource and service delivery bottlenecks within health and education systems. Whether it is augmenting woefully understaffed authorities with surge support or providing short-term international expertise, our teams meet immediate needs with long-term preparedness in mind. We want to ensure government institutions come out of this crisis stronger and better equipped to handle future shocks and stressors.

EFFECTIVE GOVERNANCE RESPONSES TO COVID-19 SHOCK

Tetra Tech/MSI is currently **delivering materiel support to vulnerable populations** impacted by COVID- 19. In Ninawa, Iraq, which suffered decades of neglect, as well as theft and destruction during the ISIS occupation, Tetra Tech/MSI maintains wide contacts that enable us to overcome red tape and deliver necessary supplies and equipment where they are most needed.

Using rapid risk and vulnerability mapping to identify gaps in services, equipment, and materiel coupled with streamlined procurement and

selection processes, we can deliver the critical equipment needed to respond to the spread of COVID-19. In Armenia, Colombia (below), and the DRC, Tetra Tech/MSI **rapidly responded** to the emerging crisis by working with government, medical and community partners to deliver locally sourced hygiene kits, hospital beds and sheets, room dividers, generators and fuel, food baskets, medical equipment, cash payments and computers/video equipment for message dissemination.

TRANSPARENCY BUILDS TRUST IN TIMES OF CRISIS

Tetra Tech/MSI's extensive experience strengthening anticorruption safeguards can help national and local governments ensure that **transparency and oversight** mechanisms are mainstreamed into emergency response plans. The potential for corruption risks during times of crisis is well-known, particularly in countries already struggling with weak governance and accountability systems. Effective responses to COVID-19 will demand transparency and accountability in the procurement, logistics and delivery of emergency response resources.

In Lebanon, Tetra Tech/MSI has a rich history of working with local municipalities to develop **emergency preparedness and response plans**. These plans can be quickly adapted to meet the new challenges of the COVID-19 pandemic. In Indonesia, we are creating online public service information and **citizen complaints mechanisms** that support the government's response to

complaints and reports received as a result of the COVID-19 emergency. These mechanisms also improve the government's ability to analyze COVID-19 related data to inform and prioritize government pandemic responses. Tetra Tech/MSI provides **online procurement process training** to prepare Inspector General auditors to better handle massive funding allocations expected in response to the emergency.

Tetra Tech/MSI can support governments in developing transparent budget tracking tools, **corruption risk assessments and mitigation plans**. We can also assist in the creation of oversight task forces with representatives of the relevant ministries, national audit offices, civil society experts and watchdog organizations for the review and oversight of policies and procedures, procurement processes, complaint mechanisms and public awareness campaigns.

UNDERSTANDING COVID-19 IMPACTS

MSI's **rapid assessment methods**, data visualization expertise, and honed conflict, violent extremist and political economy analysis frameworks can help governments quickly craft informed responses to keep pace with COVID-19's speed of transmission. Rapid assessments may include:

► A rise in protests and monitoring of government response.

► Monitoring of rising food prices and food insecurity due to the pandemic.

► Ministry scenario planning for the eventuality of substantial attrition of learning.

► Analysis of the exploitation of COVID-19 by non-state armed actors and opposition groups.

► Gender assessments aimed at public health officials on the impact of COVID-19 on increasing gender-based violence rates in hard hit communities.

Social network mapping is a pre-requisite to launching an effective COVID-19 public health response. Using Social Network Analysis (SNA) methodologies and mapping software, we can help national and local government authorities and public health officials map the key actors and influencers in society to better target public health resources and **behavior change communication** efforts. We develop tailor-made messaging designed to immediately impact the way populations interact with health directives. We use locally relevant messages and mediums as we did to counter wildlife trafficking in Vietnam or for health campaigns in DRC.
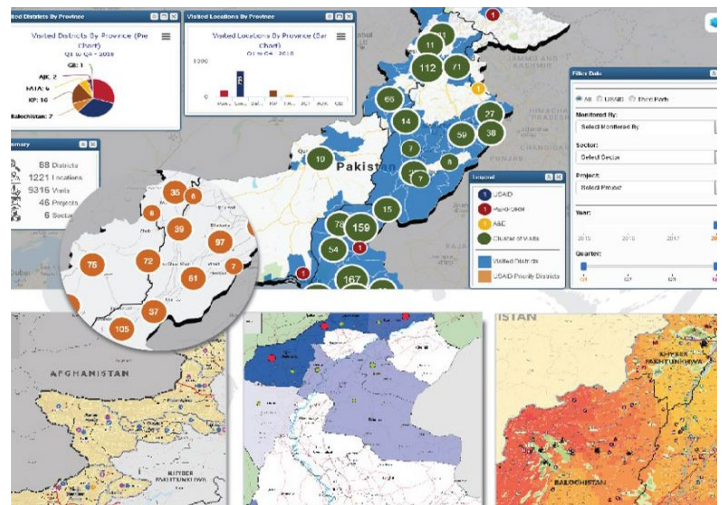
UNDERSTANDING COVID-19 IMPACTS

Accurate, timely public information can be lifesaving during a pandemic. Addressing misinformation is just as critical. National and subnational governments must be proficient in **strategic communications** to provide essential information and directives to their citizens. Accurate and transparent messaging is critical to building trust in government. Without trust there may be little respect for government instructions for behaviors that would limit transmission. MSI has supported USAID DOC programs for over a decade, and works with governments to build communications planning, development and delivery. MSI can provide several capabilities:

► Providing Short-Term Technical Assistance (STTA) to ministries/institutions critical to the response to the pandemic.

► Procuring computer and communications gear for resource strapped ministries to ensure the free flow of information.

► Establishing call-in hotlines for information and training staff under lockdown and working remotely.

► Creating and maintaining public websites, Facebook pages, Twitter, and Instagram accounts to help governments disseminate life-saving information.

► Carrying out media monitoring and analysis on events, COVID-19 related materials, and emerging political, economic, and humanitarian issues.

► Design and production of printed materials, and video, TV and radio content.

► Training government officials on media interaction, including press briefings and appearances.

► Creating community response teams through messaging apps and other platforms.

MSI helped the Armenian government's Information and Public Relations Center deal with a flood of communications needs as the pandemic response required significant outreach and explanation.

MSI's long-standing expertise in **monitoring and evaluation in crisis environments** provides an ideal opportunity for donors to adapt programming on the fly to changing operational realities, and to reach remote and dangerous areas for **Third Party Monitoring** (TPM). MSI has an internal community of over 50 M&E specialists and a community of practice spanning hundreds of data collection, visualization, evaluation and TPM experts across the globe. We are currently providing COVID-19 related M&E in DRC, Ghana, Indonesia, Kenya and Mozambique with more requests for support coming in daily via our 12 M&E platform contracts. As the sole holder of the MENA MELS buy-in IDIQ, MSI can very rapidly mobilize specialized or general M&E support to any USAID mission in the region (see here for more information). Finally, our newest white papers on M&E for COVID-19 are available here.

SOCIAL COHESION AMIDST SOCIAL DISORDER

COVID-19 will place additional stress on societies and systems already at the breaking point. MENA countries will experience unrest and violence inflamed by xenophobia, opposition forces taking advantage of the crisis, a breakdown of law and order, and citizens demonstrating their frustrations with inadequate government responses.

Government, civil society, and media need to be equipped to mitigate conflict in their communities. MSI's **conflict sensitivity training and conflict analysis** capabilities— including remote online training for those under lockdown orders— can immediately be leveraged by government, public health officials, and community leaders to mitigate and manage rising tensions.

Many MENA communities do not trust public health directives and are inclined to scape goat fellow citizens in times of crisis. Misinformation inflames stigma, suspicion, and anger at those perceived as infecting their community. Leveraging **social media monitoring analytics**, including sentiment analysis, we can counter the effects of misinformation while promoting tolerance. Harnessing the influence of religious leaders coupled with **media literacy training** we can help craft counter messages to those offered by violent extremists (e.g., calling COVID-19 a "soldier of Allah") of all religions and ideologies.

The toll of COVID-19 on the mental health of MENA populations will be high and felt disproportionately by the most vulnerable. MSI can offer **psychosocial and trauma services** to support women and girls impacted by the decline in mental health services at the same time their vulnerability to sexual exploitation and physical abuse increases. In the Kurdistan Region of Iraq, MSI is rapidly responding to the problem of gender-based violence (GBV)

by working with women and girls to improve livelihoods, provide legal advocacy and gender-sensitive negotiation, and incorporate mental health and psychosocial services (MHPSS) in primary health care. MSI can also provide training and technical support to mental health service providers so they can remotely help women and girls unable to leave their homes during the pandemic while ensuring their confidentiality.

This flier was developed to advertise the availability of legal support in the midst of COVID-19 to women and girls in the Ninewa Plains in Iraq.

MSI has been offering **support to MENA's civil society** for 26 years. Prior to the COVID-19 pandemic, civil society groups across the MENA region faced significant loses in civic space. With increased anxieties and fears around transmission of the virus, most countries are now dealing with government enforcement of shelter-in-place orders. As USAID's DRG Center recently noted this sometimes includes "…disproportionately restricting freedoms of expression, assembly, association and movement, limiting digital rights, reducing transparency, restricting participatory processes, cancelling or delaying elections indefinitely, and/or holding elections with diminished transparency and competition."
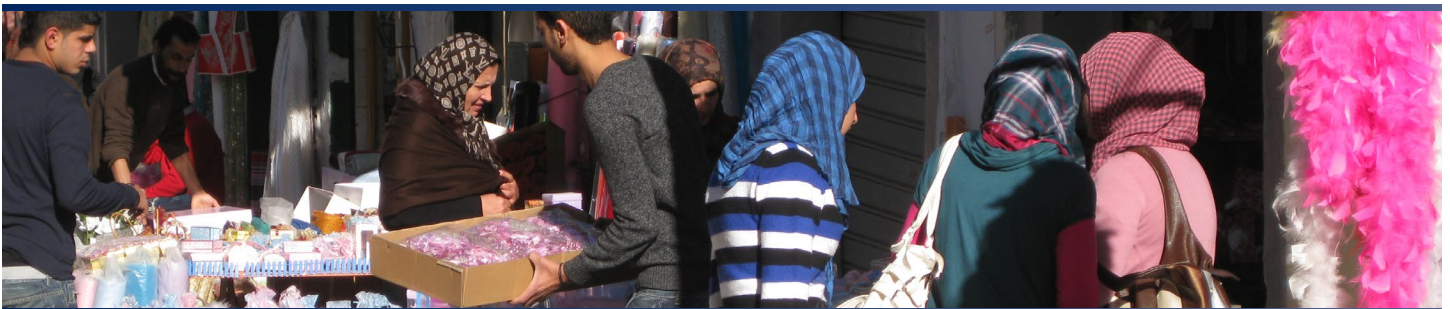
SOCIAL COHESION AMIDST SOCIAL DISORDER

MSI's networks of community organizations and youth volunteers can rapidly be paired with national and local governments to provide material goods such as food baskets and hygiene kits or offer media literacy training to help combat misinformation. We build on our expertise with digital platforms to enhance the remote work capacity of CSOs while building new virtual communities that help connect people across age, gender, ethnicity, etc.

The importance of **countering violent extremism** is being elevated as we see ISIS and other violent extremist organizations (VEOs) taking advantage of COVID-19 to promote attacks and propaganda, such as COVID-19 is a product of the West, designed to kill Muslims; the only salvation from COVID-19 is a Caliphate and Shari'a government; and only groups gathering for prayers at mosques can spare people from contracting the virus. MSI can help **counter VEO exploitation** of the pandemic by assessing social media trends and engagement for government and civil society to shape counter-messaging, and by supporting alternate messaging via an array of CSOs and media platforms. Where VEOs and related non-violent groups are providing COVID-19 related services, and thus enhancing their credibility, we can work through CSOs, moderate religious organizations, or government to provide equal services and reduce space for VEOs.

Economic recovery will be critical to mitigate COVID-19's catastrophic economic impact. A global

In Aarsal, in northern Lebanon, MSI improved economic opportunities through delivery of public infrastructure and direct support to local farmers, reducing the marginalization and isolation of Aarsalis and chipping away at the effects of ongoing military-extremist conflict that isolated Aarsal from the rest of Lebanon. MSI's support helped reinvigorate the village's long-heralded hand-made carpet industry as well as improving agricultural production through the provision of seeds, supplies and greenhouses to local farmers.

recession of unknown scope is looming. Trade and food supplies will be disrupted, unemployment will continue to soar, and businesses will shutter. Communities will desperately need support to resume economic activity and rebuild lost livelihoods. MSI and its partners can manage activities that restore livelihoods and strengthen local market systems including rehabilitation of public infrastructure, access to finances, cash grants, entrepreneurship and vocational training.

SUPPORTING AMERICAN STRATEGIC INTERESTS IN MENA

Like the future of the virus itself, the impacts of the virus on the Middle East & North Africa is hard to predict. The dangers, however, are evident. Even long-term allies like Jordan and Lebanon could be in jeopardy if economic and social dislocations erupt into street protests and violence. MSI has been a steady partner for the US government in MENA through war and peace, hopeful periods and trying times. MSI and Tetra Tech's significant resources and hard-won knowledge are immediately available to deploy once again on behalf of our national interests, and the safety and health of our partners and friends throughout the region.

TETRA TECH/MSI'S MENA EXPERTS

ANDY GRIMINGER
EXECUTIVE VICE PRESIDENT

Andy is MSI's Executive Vice President. He has nearly 30 years of MENA experience, including 12 years resident in Jordan, Egypt, Tunisia and the UAE. Andy has managed governance and economic opportunities projects in the region, and served as USAID's Technical Director for the Iraq portfolio. He speaks Arabic.

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WAEL LAHHAM
TECHNICAL DIRECTOR

Wael has over thirty years of experience in MENA, including twenty five years leading fast-paced, donor-funded programs in complex environments. A native Arabic speaker.

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LYNN CARTER, PHD
SENIOR ADVISOR FOR GOVERNANCE AND CONFLICT

With more than 30 years' experience, Lynn provides technical guidance to analytic and field projects tackling governance, conflict, fragility, and extremism. Having worked intensively in the Middle East and South Asia, she has strong skills in assessment and applied research, project design, capacity building and monitoring and evaluation.

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PAUL TURNER
TECHNICAL DIRECTOR

Paul Turner, Technical Director, has 25 years' experience in crisis response ranging from support to natural disasters domestically and overseas, supporting the planning and response to the Russian invasion of Georgia, and advising the Ebola response. He has worked in more than 40 countries promoting peace and stability.

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TETRA TECH/MSI'S MENA EXPERTS

DAVID FAVAZZA, PE
SENIOR WATER ENGINEER

Dave is a water utility management expert with 17 years of experience in the planning, design, implementation, management, and sustainability of municipal drinking water and sanitation systems. He's currently adapting our programs in Jordan and Liberia to maintain water utility service continuity during the COVID-19 pandemic.

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DEBORAH ORSINI
TECHNICAL DIRECTOR

Deborah Orsini has more than 30 years pf experience in international development management consulting, training and monitoring and evaluation, focusing on strategic planning, performance measurement, civil society, private sector development, advocacy and child labor and labor relations. She has extensive regional experience in the Middle East, Africa and Eastern Europe.

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ELLEN YOUNT
VICE PRESIDENT

Ellen was USAID's press director and media spokesperson in the immediate aftermath of 9/11, helping to shape the Agency's messaging and overall media approach. For close to a decade, she served as a senior advisor to Congressman and then Pennsylvania Governor Tom Ridge, leading communications efforts statewide and helping to shape messaging on critical issues.

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WESLEY HORNE
TECHNICAL MANAGER

Wesley is fluent in Arabic, and has lived and worked throughout the MENA region, including Iraq, Libya, Syria, Jordan, Lebanon and Egypt. He has extensive experience translating analysis for day-to-day implementation of governance, inclusion, and conflict projects.

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CONTRACTING MECHANISMS

Tetra Tech holds several contracting vehicles that can be used to gain quick access to our services. In combination with guidance from OMB that supports the use of emergency contracting means to meet urgent needs, our global partners can rapidly 'turn on' the full strength of Tetra Tech to achieve their COVID-19 response needs.

We hold several sole-source Mission buy-in mechanisms:

GISR is the Governance Integration for Stabilization and Resilience in the Middle East and North Africa Task Order. It 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. GISR which means "bridge" in Arabic is managed by MSI with support of our partners: Deloitte, Global Communities, Navanti, Search for Common Ground and Souktel. It is a buy-in vehicle available to all MENA USAID missions and bureaus or offices.

Programming Effectively Against Conflict and Extremism (PEACE) IQC was designed to address development challenges in environments affected by conflict, state fragility or violent extremism. Hosted by USAID's Office for Conflict Management and Mitigation (CMM), the PEACE IQC offers USAID missions, bureaus or offices a buy-in vehicle for program implementation, analytical work and training.

MENA Monitoring, Evaluation, and Learning Services (MELS) generates empirical data on program effectiveness, deepens accountability, fosters learning and knowledge management, and improves regional monitoring, evaluation and learning capacity. MENA MELS operates in Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Syria, Tunisia, West Bank and Gaza, and Yemen, with support of our Jordan-based partners Integrated International.

Existing M&E platforms can have M&E or analytical tasks added with no scope change. We hold support contracts in Yemen and Syria.

Tetra Tech has participated in the mentor-protégé program since its inception in the early 1990s. These firms are 8(a) and available for immediate sole source contracting. Our current protégé firms are:

- ▶ Quaternary Resource Investigations, LLC (QRI) www.qri.com
- ▶ Sealaska Technical Services www.sealaska.com
- ▶ Menya Communications Ltd http://menyaltd.com

We hold **OASIS** **Pools 1** (includes management consulting) **3 and 4**. OASIS is designated "Best-in-Class (BIC)" by OMB; it allows for any contract type or hybrid; and competition is limited to contractors holding the contract so provides an expeditious method of contracting for BIC solutions.

Tetra Tech holds the **GSA Professional Services Schedule (PSS)** which is a simple and quick way to support urgent COVID-19 demands. Ordering agencies can advertise on E-buy or send to limited sources (3) or justify sole source in accordance with FAR Part 8.

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