COVID-19 RESPONSE
INTERNATIONAL DEVELOPMENT CAPABILITIES
A MESSAGE TO OUR CLIENTS

Crisis management requires a depth and breadth of resources to respond at scale to complex problems in every corner of the world. Tetra Tech has the global footprint, financial resources, and in-house expertise to support immediate, medium, and long-term COVID-19 response needs.

The global COVID-19 pandemic presents unprecedented challenges for both developing and developed economies, potentially stretching every resource—physical, economic, and psychological—to the breaking point. Tetra Tech is uniquely positioned to help mitigate the myriad of issues arising from COVID-19 and it is our responsibility as members of the global community to do so.

Tetra Tech has more than 50 years of experience addressing complex challenges that threaten basic human needs and the quality of life. Our teams have a long track record of improving government’s capacity to deliver public services; strengthening economies and enhancing the quality of life in different political, economic and social contexts; and responding to public health crises like Ebola, HIV and the H1N1 Avian flu and various natural disasters, including earthquakes, tsunamis, fires, floods and cyclones.

Tetra Tech is on the front lines supporting the COVID-19 pandemic response around the world. We are working with governments and donors to source material, construct facilities, monitor and evaluate programs, conduct communications campaigns, strengthen health ministries to respond, develop municipal emergency action plans, provide shelter and services for vulnerable populations, and support violent extremism prevention efforts in conflict-prone countries.

We operate in more than 100 countries with 450 offices and support hundreds of international donor projects. Our headquarters located in Adelaide,

“The rapid spread of the COVID-19 within the U.S. and to more than 180 countries has demonstrated that a disease threat anywhere is a disease threat everywhere. In today’s interconnected world, it only takes 36 hours for a pathogen to spread around the globe – a threat that is even more real when 70% of the world remains underprepared to prevent, detect, and respond to a public health emergency.”

U.S. Global Leadership Coalition
London, and Washington, D.C. have access to hundreds of in-house development experts and thousands of locally based staff. Our field offices, staffed by experienced and connected local experts, offer access to leaders and communities from Norte de Santander in Colombia to Phnom Penh, Cambodia. These experts work together to support governments and communities fighting the pandemic.

Tetra Tech’s international development team has the added benefit of drawing support from our emergency management and community resilience experts, who provide services across the spectrum of man-made and natural crises in North America. These U.S.-based emergency management experts are available at any time to complement our international development expertise and expand our ability to effectively respond to crises in developing countries.

While the COVID-19 pandemic is global, interventions need to reach every community at a local level. Our support is managed by nimble teams well known to our clients—we offer the strength of a global company with the client focus of a smaller business. This enables us to provide our clients with responses to critical events, like COVID-19, that are easily adaptable, quickly deployable, and can be performed fully in-house.

As the world addresses the COVID-19 pandemic crisis, Tetra Tech is a trusted partner with donors and stakeholders around the world. From emergency response to “building back better” in the recovery phase, Tetra Tech is dedicated to helping countries respond, mitigate, and recover from this crisis. We are all united in this fight.

To access our services, please visit our Contract Vehicles page.
COVID-19 RESPONSE SERVICES

SERVICES AT A GLANCE

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SERVICES AT A GLANCE

Tetra Tech has a range of services that are available to our clients as they look to address COVID-19 response, mitigation, and longer-term recovery efforts.

**Infrastructure and Energy**
- Setup Physical Space
- Provide Power
- Work in Austere Environments
- Plan for Recovery

**Water, Sanitation, and Hygiene**
- Hygiene Behavior Change
- Rural Sanitation Services
- Safe Drinking Water

**Conflict Prevention and Stabilization**
- Combating Misinformation
- Conflict Mitigation Capacity Building
- Material Support to Vulnerable Populations
- Risk and Vulnerability Analytics
- Social Network Mapping
- Trauma and Psychosocial Support
- Land Governance

**Governance**
- Fighting Corruption
- Security and the Rule of Law
- Coping with Refugee Flows
- Helping Leaders

**Social & Behavior Change and Crisis Communications**
- SBCC Program Design and Management
- Communicating Effectively
- Messaging, Creative Development, and Dissemination

**Education**
- Adaptive Program Design and Delivery
- Remote Learning
- Student and Teacher Education

**Agriculture, Environment, and Livelihoods**
- Food Security
- Combating Wildlife Trafficking/Zoonotic Diseases
- Access to Finance
- AgTech Solutions
- Business-Enabling Environment
- Early Warning and Contingency Planning

**Monitoring, Evaluation, and Analysis**
- Evaluating for Impact and Accountability
- Monitoring COVID-19 Programming
- M&E in Health Insecure Environments

**Data Collection, Management, and Visualization**
- Data Access and Management
- Light Touch and No Touch Data Collection
- Fit-for-Purpose Visualizations and Reports
Emergency infrastructure services prevent the degradation of critical infrastructure such as power, water, and wastewater treatment, and develop temporary facilities to support response operations, treat the sick, and house affected or displaced people. The COVID-19 pandemic adds an urgent demand for reliable power for health centers to store lifesaving vaccines and operate ventilators.

**INFRASTRUCTURE AND ENERGY**

**Powering Critical & Temporary Facilities**

**Set-up Physical Space** Crises demand rapid renovation of existing facilities and set-up of temporary facilities. We conduct rapid site assessments to confirm availability of water and electricity, often achieved remotely via GIS mapping and satellite photography. We develop plans for installing prefabricated buildings or simple retrofits for medical and logistics personnel, add hospital bed capacity (quarantine facilities) or provide housing for impacted people. Tetra Tech also will review and adapt operation and maintenance plans to anticipate potential supply chain disruptions, changes in operating conditions or staff impacted by the virus.

**Provide Power** Tetra Tech designs and implements emergency energy solutions for health facilities in pre- or post-conflict environments. In response to the Haitian earthquake, Tetra Tech installed battery storage systems for health centers and hospitals; identified and converted under-utilized diesel generators to power hospitals; and installed solar PV systems. In Guyana, we installed diesel, solar, and battery hybrid power systems for remote communities and off-grid customers and provided energy efficiency upgrades at small and medium-sized health facilities. In Liberia, during the West Africa Ebola crisis in 2014, Tetra Tech rehabilitated remote off-grid water treatment plants.
INFRASTRUCTURE AND ENERGY
Powering Critical & Temporary Facilities

Work in Auctere Environments COVID-19 is in every corner of the globe, including areas with limited infrastructure and support. Tetra Tech has conducted architecture and engineering services in Afghanistan, Ethiopia, Haiti, Liberia, Philippines, Mongolia, Tunisia, and Timor-Leste, and temporary housing in Djibouti, Pakistan, Lebanon, and Iraq at US mission-critical facilities. We will go where you need us.

Plan for Recovery As attention turns to re-opening economies and moving beyond essential services as the COVID-19 response takes hold, Tetra Tech will help assess, prioritize, design, and implement critical infrastructure. We have designed road repair projects to employ locals and access to markets and crops, and developed major off-grid systems to get schools, businesses and government back in action. We offer full-cycle support from crisis response to rebuilding.

Projects

**USAID, Liberia Network Expansion and WASH Oversight project (2020-2022)** Providing design review and quality assurance oversight for improvements to 24 health clinics. We are supporting USAID to prioritize clinics that will serve COVID-19 patients.

**MCC, Timor-Leste Feasibility Study for Disease Burden Reduction (2020-2022)** Evaluating the feasibility of developing disinfection manufacturing plants and the potential for the formation of a public-private partnership to operate the production facilities.

**USAID, Ethiopia Health Infrastructure Project (2015-2018)** Designed health facilities, agricultural and pharmaceutical warehouses, and water supply systems.

**USAID, Development of Regional Energy Markets (D-REM), Europe and Eurasia** Advising the Albania electricity utility to provide 24/7 electricity to their hospitals and health centers to support COVID-19 response.

**USAID, Power Supply for Off-Grid Health Facilities, Haiti and Guyana** Tetra Tech designed and implemented emergency energy solutions for health facilities in Haiti. Just after the earthquake we installed battery storage systems for health centers/hospitals; identified and converted under-utilized diesel generators to power hospitals; and installed solar PV systems. In Guyana Tetra Tech installed diesel, solar battery hybrid power systems for remote communities and no-grid customers and provided energy efficiency upgrades at small and medium-sized health facilities.
INFRASTRUCTURE AND ENERGY
Powering Critical & Temporary Facilities

Experts

**JANE ZHONG, PE**
SENIOR STRUCTURAL ENGINEER

With 26 years of structural engineering experience, Jane leads the structural design activities for the delivery of infrastructure projects for U.S. Department of Defense, USAID, and the MCC.

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**THOMAS KEEFFE, PE**
WATER AND WASTEWATER SPECIALIST

With 23 years of experience as a consulting engineer for U.S. municipal water and wastewater infrastructure improvement projects, Thomas leads water and wastewater components of projects for the U.S. Army Corps of Engineers and Department of State in Afghanistan, El Salvador, Iraq, Pakistan, Saudi Arabia and Lebanon, as well as projects for the USAID and MCC in Ethiopia, Georgia, Haiti, Liberia, Mongolia, Tunisia and Timor-Leste.

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**MASOUD KEYAN**
SENIOR ENERGY SPECIALIST

Masoud is a recognized global leader in transforming poorly performing government and publicly owned electric utilities into viable commercial entities. He has worked as an advisor in more than 20 countries helping improve utility operations.

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**CAROLINA BARRETO, PHD**
SENIOR ENERGY SPECIALIST

Carolina is a renewable energy professional with 17 years of experience in the off-grid and small-scale renewable energy sectors. She has designed projects and advised companies from rural electrification of public health facilities to solar home systems and powering agriculture solutions in more than 15 countries.

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CONFLICT PREVENTION AND STABILIZATION

The global pandemic will give rise to new crises and exacerbate existing ones in environments characterized by violent conflict and poverty, weak institutions, severe resource constraints, and a legacy of poor governance. Tetra Tech can rapidly help governments and citizens protect themselves, maintain stability, and rebuild their lives.

Material Support to Vulnerable Populations

In Armenia, Colombia, and the Democratic Republic of the Congo, Tetra Tech is using rapid risk and vulnerability mapping to identify service gaps and streamlined procurement processes to deliver critical equipment in response to the spread of COVID-19. Working in partnership with government and community partners, we are delivering locally sourced hygiene kits, hospital beds, generators, food baskets, medical equipment, and computers and video equipment to local governments and communities.

Combating Misinformation

Local conflicts foster distrust in public health directives and scapegoating of fellow citizens. Misinformation causes anger toward those perceived as bringing the virus to their community. We leverage media literacy training and social media monitoring analytics, including sentiment analysis to counter the effects of misinformation while promoting tolerance. In Indonesia, Tetra Tech’s Harmoni project is working with USAID to monitor social media sentiment and counter the impact of messaging from extremist groups mobilizing to capitalize on COVID-19.

Social Network Mapping

Understanding the networks through which people travel, socialize, and communicate is key to launching a public health offensive and to inform and target crisis and health response. Using social network analysis (SNA) and mapping software, we help authorities and public health officials map the key actors and influencers in society to better target public health resources and behavior change communication efforts.

Risk and Vulnerability Analytics

Tetra Tech offers its rapid assessment methodologies, data visualization expertise, conflict assessment, and political economy analysis frameworks to help governments quickly determine how to target assistance to the hardest hit and most vulnerable communities. We conduct visualizations of migration routes of Venezuelan refugees vulnerable to COVID-19; map COVID-19 implications for criminal economies and organized crime for law enforcement officials; analyze the exploitation of COVID-19 social disorder by non-state armed actors; and conduct gender assessments aimed at public health officials.
**Conflict Mitigation Capacity Building** Some countries will experience unrest inflamed by xenophobia, opposition political forces, a breakdown of law and order, and citizen actions over frustrations with inadequate response to the virus. Tetra Tech’s conflict sensitivity training and conflict analysis capabilities—including remote online training capabilities—can help public health officials, and community leaders mitigate and manage rising tensions.

**Trauma and Psychosocial Support** The toll of COVID-19 on the mental health of populations in fragile environments will fall disproportionately on vulnerable groups. Women will face vulnerability to sexual exploitation or abuse while accessing services. In northern Iraq, Tetra Tech is working with victims of gender-based violence to improve livelihoods and provide legal advocacy and mental health and psychosocial services. Tetra Tech also is providing training and technical support to mental health service providers to work remotely with women and girls unable to leave their homes due to COVID-19, while ensuring that conditions for confidentiality, safety, and security are in place.

**Land Governance** During major crises, latent issues like land speculation and resource grabbing, often erupt and undermine efforts to maintain peace and stability. Our team analyzes complex conflict situations, convenes inclusive consultations on sensitive tenure issues, and provides guidance on ways to resolve tenure disputes and strengthen state presence at the local level. Where COVID-19 recovery leads to construction of new or improved public health and education facilities, our team can help clarify and negotiate legal access to land needed for this investment. In Colombia, our team helped title land for 21 health clinics and 159 schools.
SOCIAL & BEHAVIOR CHANGE AND CRISIS COMMUNICATION

The collective behavior of all people will determine the length and severity of the COVID-19 pandemic. Social & Behavior Change Communications (SBCC) that mitigate the spread of disease and the ability of governments and communities to communicate effectively are critical to an effective pandemic response. Tetra Tech blends art with science in the design of SBCC interventions and crisis communication skills in response to COVID-19.

When health crises emerge, all issues become communication issues. Decision-makers must use effective channels and messages to provide the public with the critical health information. Communicating threat severity, risk messages, and medical information while reducing stigma, addressing herd behavior, and motivating correct health actions are vital. Our communications expertise stems from more than four decades of experience using effective communications to shape and share knowledge, and affect behaviors during chronic and acute crises in the world’s most challenging environments. Tetra Tech’s community of 200 communications professionals worldwide presents a strategic opportunity to support the global response to the COVID-19 pandemic.

SBCC Program Design and Management

A pandemic response requires interventions that are evidence-based and can be rapidly applied. Working with medical professionals, public health practitioners, and governments, our designers can use data to build integrated communication solutions to protect communities from COVID-19. Our services include rapid situation analyses; quantitative and qualitative research; assessment of public readiness for behavioral adoption; channel analyses; audience segmentation; message development; knowledge management; and monitoring and evaluation of campaign effectiveness.

The COVID-19 response calls for communications that impact individual behaviors, as well as wider community, social, and government systems. Our teams can:

- produce advocacy communications that motivate governments to enact safety policies
- update guidance and training materials for frontline health workers, and community leaders
- facilitate social mobilization that generates public demand for goods and services
- build communications approaches that address individual health behaviors
Communicating Effectively Governments, leaders and communities need to build confidence with the people they serve, whose receptivity during a crisis is both more important and tinged with fear. Tetra Tech helps leaders develop overall COVID-related messaging, including targeted campaigns, infographics, video development, podcasts, social media and more. Our current experience providing communications support to USAID/Kenya and East Africa suggests a combination of evidence-based communications interventions at multiple levels for greater effectiveness. WE can build on our country expertise and networks to customize:

- COVID-related campaigns, utilizing quick impact videos, social media content, podcasts and creative infographics
- Internal messaging to include e-newsletters, webinars, and videos
- Preparation for COVID-related media interviews, including building effective spokespeople
- Media monitoring and analysis of COVID coverage

Messaging, Creative Development, and Dissemination Getting people the right information at the right time is critical to the COVID-19 response. Our teams can translate technical medical information into creative and relatable public messages; change public threat perception; reduce stigma; correct misinformation; and motivate the health behavior needed to stop transmission. Approaches include traditional communications tools (e.g. PSAs, billboards, etc.); mass media campaigns; inbound and outbound SMS messaging and telephone hotlines that facilitate the asking and answering of health-related questions and concerns; press releases and briefings; and paid advertisements.
SOCIAL & BEHAVIOR CHANGE AND CRISIS COMMUNICATION

Projects

Today, Tetra Tech is supporting several COVID-19 response efforts with crisis communications services. In Indonesia, we are currently working on a social media public education campaign targeting 20 to 40-year-olds to support the use of LAPOR!, Indonesia’s national complaint handling system, to submit questions and concerns. Additional ongoing programming includes:

**USAID, Office of Transition Initiatives, Armenia (2019-2022)** We are helping the government to augment its capacity to handle COVID-19 crisis communications by its Information and Public Relations Center (IPRC). Tetra Tech’s rapid response is effectively backstopping a key institution otherwise struggling with inadequate resources, allowing the Government of Armenia to more effectively communicate with its population during the COVID-19 crisis.

**USAID, Kenya Development Outreach and Communications Training (2018–2023)** We developed an updated communications strategy to respond to the current crisis. We also organized an all-hands, implementing partner meeting, and developed a survey to ascertain which activities implementing partners are carrying out and their messaging approaches.

**USAID, Vietnam Saving Species (2016 – 2021)** Combating the trafficking of wildlife known to spread zoonotic disease including pangolins; the suspected host of the COVID-19 virus. We work with local partners and the government to combat individual and societal norms and behaviors that contribute to the poaching, trading, and consumption of wildlife in Vietnam and throughout Asia.

**USAID, DRC Kivu Strengthening Value Chains (2017 – 2022)** Using SBCC interventions to increase knowledge and consumption of nutrient rich foods to improve health and nutrition.
SOCIAL & BEHAVIOR CHANGE AND CRISIS COMMUNICATION

Experts

**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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**MORGAN HILLENBRAND**  
SENIOR SBCC SPECIALIST

With more than 15 years of experience, Morgan has spearheaded social, behavior change, advocacy, risk, and crises communications activities across programs in 35 countries. She has led and implemented interventions for large-scale public health and pandemic response programs, including the global response to the highly pathogenic H5N1 Avian flu virus and the USG Human Pandemic Preparedness Initiative.

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**GREGG RAPAPORT**  
SENIOR TECHNICAL DIRECTOR

Gregg has more than 25 years of experience in the private and public sectors, with a special emphasis on digital communications strategies. He has served as a senior advisor to a diverse array of clients, developed virtual trainings, and created a methodology for monitoring impact. He also trained 150 international communications officers to proactively use advanced communications and outreach approaches.

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**ANNIE WARD**  
SBCC SPECIALIST

Annie has 10 years of experience managing global health programs that combine education, social marketing, and SBCC approaches for pandemic response, water, sanitation and hygiene (WASH), condom use, and tobacco control and cessation. Annie led the nationwide social and behavior change communication response during the Ebola crises in Liberia in 2016, preventing transmission across 1,600 communities.

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MONITORING, EVALUATION, AND ANALYSIS

Tetra Tech has more than 200 monitoring and evaluation (M&E) experts worldwide who have already mobilized to provide M&E for COVID-19 emergency programming.

Tetra Tech has been a leading provider of M&E services to governments for four decades, designing and delivering research and evaluations of small- and large-scale projects, often in crisis-affected areas. Our M&E services provide ready expertise and tools to support our clients’ fights against the pandemic, like the 14 studies we are currently undertaking on education in a COVID-19 context for USAID.

**Monitoring COVID-19 Programming** We help clients capture real time data on operations and outcomes so managers can continuously adapt programming. We design data collection systems, dashboards, and visualizations to ease the use of monitoring data. During the pandemic, a surge in humanitarian assistance will likely target vulnerable populations in fragile countries. Our experience with remote monitoring allows us to access even the hardest hit populations.

**Evaluating for Impact and Accountability** We help managers understand whether programs are working and how best to improve them. For fragile countries, the pandemic’s impacts could reverse valuable economic and development gains and undermine billions in taxpayer investments. Rigorous, reliable evidence ensures sound decision-making and accountability to oversight committees in Congress and Parliaments. Our team can undertake assessments and evaluations that:

- Explore the social, political, and/or economic effects and implications of COVID-19, including effects on communities or local governments
- Track health effects on internally displaced persons and refugees and relations with host communities as a result of the crisis
- Analyze health service provision in light of who receives services, who is excluded, and the socio-political effects

**M&E in Health-Insecure Environments** As Tetra Tech adapts its research practices to COVID-19, we are finding that many of the methods we developed for working in insecure situations also apply in health-insecure contexts. All our evaluations apply international best practices and metrics, including the World Health Organization’s Framework for Monitoring and Evaluation and Joint External Evaluations under the Global Health Security Agenda.
MONITORING, EVALUATION, AND ANALYSIS

Projects


USAID, Nigeria Monitoring Program (2019 – 2024) Providing independent monitoring of humanitarian assistance programs funded by USAID’s Office of Foreign Disaster Assistance in the insecure region of northern Nigeria.

DFID, Cities and Infrastructure for Growth: Results Management & Learning (2018 – 2023) M&E support for urgent livelihoods programming, and monitoring infrastructure and energy programming in Africa and Asia.

Experts

JOSEPH CHRISTOFF
SENIOR VICE PRESIDENT

Joseph oversees the U.S. M&E, education, and leadership and organizational development teams, and brings more than 30 years of experience developing strategies and methods for monitoring government program effectiveness.

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SIMON GRIFFITHS
EVALUATION AND RESEARCH PRACTICE LEADER

Simon oversees the 50-person UK team of statisticians, economists, social researchers, and evaluation and research managers that develops and applies innovative approaches to challenging research work for UK and EU clients.

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DATA COLLECTION, MANAGEMENT, AND VISUALIZATION

Tetra Tech has been a leader in data collection, management, and visualization for more than 20 years. We take ownership of the data collection process from beginning to end to ensure your organization has access to reliable, relevant, and timely data ready to inform critical decisions during the COVID-19 response.

Our holistic approach uses the latest technology solutions and innovations which allow your organization to synthesize and understand COVID-19 data. For example, our tools and subject matter experts can collate and visualize data on COVID-19 urban risk and mitigation factors like health system capacity, economic insecurity, and local infrastructure to help your organization prioritize resources and develop a targeted COVID-19 response plan.

Light Touch and No Touch Data Collection We have developed a range of light touch and no touch remote monitoring tools to collect COVID-19 data that minimize or eliminate the need for enumerators on the ground, including:

- Community monitoring and crowdsourcing
- Computer Assisted Telephone Interviews (CATI) and Interactive Voice Response (IVR)
- Structured and dynamic SMS surveys enhanced with natural language processing and artificial intelligence (AI)
- Mobile instant messaging like WhatsApp and Facebook
- Earth observation and remote sensing, using satellites and terrestrial technologies
- Data scrapping and integrations with existing COVID-19 data sources like demographics and health system capacity

Tetra Tech’s team of subject matter experts and technologists are ready to understand your data priorities, incorporate local context, and navigate the collection process.

Fit for Purpose Visualizations and Reports Data is only useful if it is used to inform decisions and in mission critical analysis. We can rapidly map COVID-19 data to an interactive dashboard, updated in real-time, to help your organization understand the pandemics’ impacts and focus on high priority issues. Through decades of helping clients collect and use data, we’ve come to understand that long analytical reports and dashboards are not enough in rapidly changing environments. Our approach moves beyond basic dashboards and focuses on action-oriented reporting that is easy to use and understand complete with flag reporting to prioritize critical, time-sensitive information to support quick decision-making.

Data Access and Management Tetra Tech’s flexible data management approach combines robust quality control procedures and fit for purpose technology that supports rapid ingestion of quality-controlled data, integration with external data assets, structured and unstructured data, and commercial off-the-shelf or custom-built solutions.
DATA COLLECTION, MANAGEMENT, AND VISUALIZATION

Projects

Office of U.S. Foreign Disaster Assistance and Food for Peace, Nigeria Monitoring Project (2019 – present) Transitioning to remote monitoring approaches like IVR and SMS to minimize travel and person-to-person contact while maintaining data quality and usefulness.


USAID, Pakistan PERFORM (2015 – 2020) Built a state-of-the-art GIS open-source database using a combination of traditional, light touch, and no touch approaches like SMS, CATI, and web surveys to deliver static maps, dynamic online dashboards, and online learning tools to USAID/Pakistan.

Experts

CHIP TEMM
CHIEF TECHNOLOGY OFFICER
Chip leads implementation of technology projects in difficult environments, including Pakistan’s largest early-grade reading assessment of more than 30,000 students that combined traditional paper-based data collection, optical mark recognition, and structured SMS reporting.
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TIM SHIFFLETT
DEPUTY DIRECTOR OF CLIENT SOLUTIONS
With over a decade of experience in remote data collection and geospatial analysis, largely in conflict zones, Tim is an expert in action-oriented reporting.
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MARCELO SUAREZ
INFORMATION TECHNOLOGY AND COMMUNICATIONS SPECIALIST
Marcelo has more than 20 years of experience implementing GIS open-source databases and using light or no touch data collection methods for performance monitoring.
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Tetra Tech currently implements water and sanitation programs in 20 countries and works directly with water and sanitation utilities, national and local governments, communities, and private sector service providers to improve and sustain access to safe drinking water and sanitation services.

For more than 30 years, Tetra Tech has been a leading implementer of the USAID Water, Sanitation, and Hygiene (WASH) portfolio through our involvement with past and current flagship global programs—including Water, Sanitation, and Hygiene Partnerships and Learning for Sustainability (WASHPaLS) and WASH Finance (WASH-FIN).

We have contributed to improved health outcomes and reduced the incidence of illness in numerous countries across the globe. Specific capabilities to address COVID-19 risks include:

- Public behavior change communications campaigns on handwashing, disinfecting, and other preventive measures
- Advisory support to governments and utilities to prepare and implement water service continuity of operations plans
- Identification and assessment of technologies and methods for minimizing personal contact with water utility customers (i.e., estimated billing, remote meter reading, third party payment systems)
- Preparing and implementing water utility worker hygiene protocols, including proper use and disposal of personal protective equipment
- Communications and training for private sector actors such as plumbers, masons, and septage truck operators on hygiene and disinfection
- Analysis of water utility minimal financial requirements to maintain water supplies in a revenue-constrained environment
WATER, SANITATION, AND HYGIENE

Projects

USAID, Jordan Water Management Initiative (2016 – 2021) Assisting water utilities and the national government to implement investments in new equipment and information technology, reduce water losses, improve customer services, and increase revenues.

USAID, Uganda Sanitation for Health Activity (2018 – 2023) Collaborating with national and local governments and private sector partners to expand access to safe sanitation services and good hygiene practices in homes, schools, and clinics.

USAID, Water, Sanitation and Hygiene Finance (WASH-FIN) (2016 – 2021) In Mozambique, we are developing a communication campaign in partnership with the water and sanitation regulator targeting private sector providers and contract operators addressing key concerns of business continuity planning, water quality testing, and recommended precautions in customer interaction.

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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ANDREW KECK
WATER AND INFRASTRUCTURE DIRECTOR

Andrew is an environmental economist with 30 years of international development experience focused on improving organizational performance and accountability, increasing access to capital and investment, expanding private sector participation in service delivery, and improving transparency of public services.

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COVID-19 RESPONSE INTERNATIONAL DEVELOPMENT CAPABILITIES

Pandemics threaten the structure and future of entire societies. Tetra Tech helps governments, civil society, and vulnerable populations build resilience to crises and lay the groundwork for a swift recovery.

**Fighting Corruption** In crisis situations, governments often procure materials in large volumes with great speed, which can result in far less oversight and more opportunities for corruption. Tetra Tech can deploy leading experts to work with government officials to bolster accountability and transparency, ensuring taxpayer money is properly spent and materials reach the intended recipients. We also strengthen audit institutions to detect and report fraud in COVID-19 responses activities.

**Security and the Rule of Law** The pandemic and attendant health norms can seriously impact legal proceedings and detention. We use web-based video and teleconferences to maintain the ability of courts to continue vital services. Our experts advise on court facilities planning and redesign, including modified workflows and circulation patterns to maintain social distancing. We develop protocols to protect the health of detention center staff and inmates, law enforcement officials, and first responders. Our staff works with security providers to safely and respectfully maintain order amid crises and prevent COVID-19 related crime by detecting illegal activities and enforcing laws on profiteering, fraud, and cybercrime.

**Coping with Refugee Flows** Our experience with Syrian and Venezuelan refugees indicates support for migrant communities impacting host communities already devastated by COVID-19 will be a major flashpoint. We provide direct support to refugees, help local governments deal with their impact in part by securing additional resources, and defuse tensions between refugee and host communities. For example, a rapid response ability to counter false narratives can head off catastrophic confrontations between frightened communities.

**Helping Leaders** Governments may find their limited resources and capacity to deliver essential services quickly overrun by a pandemic. Loss of citizen confidence can set back decades of donor investment in a stable social compact. Tetra Tech fortifies governments by building capacity to react to crises, augmenting ministerial staffs, and providing strategic planning for pandemic response. Tetra Tech can bolster emergency skills like strategic communications for leaders, rapid response techniques, and the procurement of humanitarian and medical supplies.
Projects

**USAID, Jordan, Rule of Law Program (2015 – 2020)** Mapped the needs of 14,000 prisoners and beneficiaries of care centers in the Jordanian penal system, seeking to prevent a COVID-19 outbreak. Tetra Tech helped make emergency purchases of critical supplies including protective and cleaning gear. We are activating video and teleconference systems linking police and courts to allow for remote hearings and limit the need to transfer detainees.

**USAID, Colombia Transforma (2019 – 2022)** We helped local communities with emergency procurements of locally sourced health supplies as the COVID-19 outbreak threatened to overwhelm densely crowded refugee populations. Tetra Tech supported the Colombian peace process, helped northern mayors deal with influxes of Venezuelan refugees, and provided emergency planning, financial management and communications training.

**USAID, Indonesia Anti-Corruption Project (2016 – 2021)** Engaging journalists and civil society to monitor the national budget and the disbursement of COVID-19 funds for containment efforts including public procurement of coronavirus control and treatment supplies.

Experts

**KATHY STERMER**  
DIRECTOR, DEMOCRACY AND GOVERNANCE  
Kathy brings 27 years’ experience designing and adapting democracy and governance programs to respond to crises and emerging events.  
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**BERT SPECTOR, PHD**  
TECHNICAL DIRECTOR, ANTI-CORRUPTION  
With more than 40 years’ experience, Bert designs and implements anti-corruption and good governance programs worldwide.  
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In uncertain times, Tetra Tech understands the importance of access to quality education to support and empower people and communities for long-term development and success.

Tetra Tech has been leading the design, delivery, and evaluation of education programs for more than 30 years in some of the world’s most remote regions, and within challenging and unpredictable environments particularly in Asia and the Pacific. In sometimes rapidly changing and dynamic contexts, our focus is on adaptability, resourcefulness, and continuous, effective management and delivery.

To support our clients’ responses to COVID-19, we have developed—and are now delivering—adaptability and continuity of programs with solutions created using both our country-specific knowledge and insight, along with innovative technological and programmatic solutions to support delivery in these unprecedented times of social distancing and isolation. Our education specialists are supported by our gender equality, disability and social inclusion, communications and stakeholder management, indigenous engagement and research, and monitoring and evaluation specialist teams to design, deliver and evaluate long-term and sustainable educational projects.

**Projects**

- **DFAT, Vanuatu Education Support Program (2013 – present)** Assisting the Vanuatu Ministry of Education and Training to design and deliver an education contingency plan to ensure continuity of educational outcomes throughout the COVID-19 pandemic. We are helping to adapt teaching plans to incorporate home schooling packages for parents and communities. In addition, the program’s communications staff are developing materials, including posters, direct SMS, and videos to communicate the Ministry’s COVID-19 response and guidelines for schools, communities, teachers, and parents.

- **USAID, Global Data and Evidence for Education Program (2018 – 2020)** Producing rapid assessments for USAID so they can improve distance learning, support psychosocial needs of students and teachers, and help partner governments implement data-driven emergency preparedness and response plans.
EDUCATION

DFAT, Basic Education Quality and Access in Lao PDR (2015 – 2020) Supporting the Laos Ministry of Education and Sports to redesign their teaching resources for online and digital platforms in the wake of long-term school closures. The team has already successfully delivered the Ministry’s first online YouTube channel, Learn Together, bringing video-based learning to Lao children, particularly those in remote and regional areas. The program is providing advisory support for the development of TV and radio-based teaching materials, including COVID-19 prevention measures suitable for children.

DFAT, Kiribati Education Improvement Program (2016 – 2020) Supporting the Ministry of Education to develop and circulate information packages and classroom activities to primary and junior secondary schools. The packages included digital and hard copy versions to support swift and timely information to support the ministry to mitigate the risk of COVID-19 in school communities.

Experts

DAVID LETICHEVSKY
EDUCATION TECHNICAL SPECIALIST

With over 20 years’ experience, David is an expert in education technologies, strategic economic and education sector analysis, and teacher training program development.

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MELISSA KAMP
SENIOR PRINCIPAL, RESEARCH, MONITORING, AND EVALUATION

With twelve years of experience as a policy specialist and program manager, Melissa is an accomplished researcher and design, monitoring, and evaluation professional with experience working with people and programs across Asia and the Pacific.

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NITIKA TOLANI, PHD
EDUCATION TECHNICAL DIRECTOR

With over 20 years’ experience, Nitika leads the U.S. Education and Strategy practice which uses innovative models to monitor and evaluate education programs.

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AGRICULTURE, ENVIRONMENT, AND LIVELIHOODS

Pandemics threaten every level of the food chain, from farmers to suppliers and consumers. Livelihoods are suddenly at risk, and food insecurity becomes a serious threat to health and social cohesion. Tetra Tech has more than 50 agriculture, environment, and economic growth experts versed in crisis environments to support national and local COVID-19 response and recovery solutions.

**AgTech Solutions** Tetra Tech can deliver appropriate digital and remote tools like digital supply chain support, remote sensing, mapping, and trend analysis to mitigate COVID-19 impacts in agriculturally productive zones. From pilot activities to full-scale interventions, we match technology to the needs and capabilities of rural communities.

**Early Warning and Contingency Planning** Tetra Tech can support advanced analysis, research, and monitoring of COVID-19’s impact via its FEWSNET contract. We are currently working with the World Bank to develop advanced analytics to forecast financial support needed for food security crises, and our UK office supports agribusinesses in Africa preparing for pandemic impacts and recovery planning.

**Access to Finance & Business Analytics** A critical element of response, resilience, and recovery is the ability of Micro-, Small-, and Medium-Sized Enterprises (MSMEs) and the private sector to access financial support to address interruptions, bottlenecks, and cash flow risks that could compromise recovery. Tetra Tech has designed and implemented diverse strategies to improve MSMEs and smallholder access to financial services. In response to COVID-19, Tetra Tech can access existing networks to rapidly collect and analyze data on local business needs, and work with national and sub-national governments to devise, enact, and administer targeted business regulations and laws.

**Combating Wildlife Trafficking** Clear linkages between illegal wildlife trade and the origin of the Novel Coronavirus underscore the critical importance of counter-wildlife trafficking to prevent future global outbreaks of zoonotic diseases like COVID-19. Tetra Tech has extensive experience throughout Africa and Asia to reduce the illegal trafficking and trade of wildlife, linked with community awareness and government enforcement support.
AGRICULTURE, ENVIRONMENT, AND LIVELIHOODS

Biodiversity and Natural Resources Management Land use change and biodiversity loss due to habitat fragmentation and deforestation increase the interaction and proximity between humans and wildlife, raising the probability of zoonotic disease transmission. In addition, sound community-based management of wildlife and natural resources is critical for reducing spillover and spread of emerging future viruses. Tetra Tech can engage communities, regional organizations and governments in the long-term management of their habitats, wildlife, and natural resources.

Projects

DFID, Catalyzing Economic Growth in Northern Nigeria (2019-2026) Working across agricultural and non-agricultural sectors to raise the incomes of 3 million people and facilitate the creation of 100,000 jobs. In the current COVID-19 crisis our support is already pivoting to support food security, improve distribution networks, and maintain access to finance.

Bill and Melinda Gates Foundation, Enabling Crop Analytics at Scale (2020-2021) Catalyzing the development, availability, and uptake of agricultural remote-sensing data and applications by public and private actors, improving strategic and operational decisions for improvement in smallholder productivity, income, and nutritional security.

USAID, SERVIR West Africa (2016-2021) Partnering with NASA to use satellite imagery, geospatial analysis, maps, and other data, tools, and services to help improve the region’s resilience, to ensure that land use management is sustainable, and to reduce greenhouse gas emissions.

USAID, Vietnam Saving Species (2016 – 2021) Reducing consumer demand for and consumption of illegal wildlife and wildlife products; strengthening wildlife law enforcement and prosecution; and improving and harmonizing the legal framework for wildlife crime.
Experts

RICHARD CHOULARTON
DIRECTOR OF AGRICULTURE & ECONOMIC GROWTH (US)

Richard is a recognized expert in emergency preparedness, early warning and contingency planning, resilience, food security, agricultural, climate change adaptation, and risk finance.

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DAVID JOINER
ECONOMIC GROWTH PRACTICE LEADER (UK)

David has more than 20 years’ experience working on projects with bilateral and multilateral donors. He currently leads our work on market systems development and business enabling environment reforms in Africa, with a focus on Nigeria and Kenya.

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JOHN PARKER
DIRECTOR, ENVIRONMENT AND NATURAL RESOURCES

John provides leadership for a 15-project portfolio with more than $300M in contract capacity, delivering core technical services in climate change adaptation/resilience, forestry, biodiversity conservation, sustainable landscapes, and marine and coastal management.

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VANESKA LITZ
SENIOR ENVIRONMENTAL ASSOCIATE

Vaneska is a land management and biodiversity conservation expert with more than 15 years of experience working on land and forestry projects at the community, national, and regional levels in Africa, Southeast Asia, and North America.

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**CONTRACT VEHICLES**

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.

Tetra Tech has participated in the mentor-protégé program since its inception in the early 1990s. Our current protégé firms are:

- Quaternary Resource Investigations, LLC (QRI) [www.qri.com](http://www.qri.com)
- Sealaska Technical Services [www.sealaska.com](http://www.sealaska.com)
- Menya Communications Ltd [http://menyaltd.com](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 solution. [https://www.tetratech.com/en/one-acquisition-solution-for-integrated-services-oasis](https://www.tetratech.com/en/one-acquisition-solution-for-integrated-services-oasis)

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.

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

- **GISR** in support of emergency response, bridge contracts and pilot projects up to $10m in any MENA country
- **MENA MELS** allows for M&E and analytical work in any MENA country
- Existing M&E platforms can have M&E or analytical tasks added with no scope change. These include Senegal, Indonesia, Mozambique, Afghanistan, Mali, Syria, Nigeria, Colombia, DRC, South Sudan, Ghana, and Zambia.

We also have many IDIQs or Framework agreements that are directly applicable to COVID-19. These can be used in combination with OMB guidance to significantly accelerate standard contracting procedures.
## CONTRACT VEHICLES

| Dept. of State Weapons Destruction Support Services (WDSS) |  |  |  |  |  |  |  |
| MCC BPA for Infrastructure Consulting Services - Energy |  |  |  |  |  |  |  |
| USAID Afghanistan Engineering Support Program (ESP) |  |  |  |  |  |  |  |
| USAID Global A-E Services |  |  |  |  |  |  |  |
| USAID Energy II |  |  |  |  |  |  |  |
| USAID Famine Early Warning System Network (FEWS NET) |  |  |  |  |  |  |  |
| USAID Regional Integration and Stronger Economies (RISE) |  |  |  |  |  |  |  |
| USAID Strengthening Tenure and Resource Rights (STARR II) |  |  |  |  |  |  |  |
| USAID SWIFT IV and V |  |  |  |  |  |  |  |
| USAID, Global E3 Analysis and Evaluation (sole holder) |  |  |  |  |  |  |  |