

GOVERNANCE

SERVICES Democracy & Governance

Sector Overview

Tetra Tech's Democracy and Governance Sector helps developing and transitioning countries establish the systems and institutions for democratic, accountable governance that are essential for equitable economic growth, social development, protection of human rights, and security.

The worldwide movement for democratic political systems and market-based economies has engendered pressing needs for governmental and institutional reforms. To be successful, though, such reforms must consider the complex factors that make each country unique. Tetra Tech conducts in-depth analysis of these factors and develops programs that facilitate transparency, accountability, decentralization, inclusion, rule of law, and civic participation. Our approach builds the skills and knowledge of our local partners to affect meaningful democratic reforms and sustainable, long-term development.

The Democracy and Governance team has developed and refined its tools and methodologies since the early 1980s, with increasing attention to supporting democratic transitions and creating systems of governance to achieve the development goals of our clients and partners.

Sector capabilities include:

- Analytical services
- Anticorruption and transparency
- Civil society
- Legislative strengthening
- Local governance
- Rule of law
- Public administration reform
- Urban Development
- Democratic security
- Human and institutional capacity development (HICD)
- Legislative and municipal capacity building

Projects also address cross-cutting components, such as civil society support, gender integration, and support to women and youth.



Tetra Tech's Governance and Institution-Building Approach

Tetra Tech is an innovator in helping developing countries promote good governance and effective institutions. As a partner to the United States Government for nearly 30 years, we have analyzed, designed, implemented, and managed programs that promote citizen well-being and stability in all regions. We have provided some of U.S. Agency for International Development (USAID)'s most strategic thinking and design of efforts to decentralize government, build local government capacity, assist with municipal financing needs, and strengthen representation. We continue to lead efforts to reform ineffectual judicial systems, strengthen effective legislative process, defeat corruption, and increase citizen participation. Our focus continues to accommodate more recent work in conflict-prone countries, conflict zones, and post-conflict areas that are moving to reconstruction, recovery, and stability.

Legislative Strengthening

Tetra Tech has helped strengthen national legislatures as well as sub-national deliberative bodies since the early 1990s in over 26 countries worldwide. Off-the-shelf trainings and cookie-cutter activities often fail to generate results. We have developed innovative approaches to design programs based on local realities while generating stakeholder support for and ownership of assistance.

A Leader is Born

USAID Mexico Crime and Violence Program (CVPP)

Like many other youth his age in the state of Nuevo Leon in Mexico, Jaime Guadalupe Corpus Lopez couldn't find work, he didn't study, nor did he have a plan for the future. Jaime was 23 years old, living in a house with eight people, including his uncles and grandparents. He didn't have any friends and spent most of his days alone. Jaime graduated from high school but could not continue his studies due to lack of financial support. However, after entering the *Yo Construyo* ("I Construct") Program, sponsored by the **USAID Mexico Crime and Violence Program**, CEMEX and local NGO, *Jóvenes Constructores de la Comunidad*, his life changed forever.



According to Jaime, “before I joined *Jóvenes Constructores de la Comunidad*, I didn't do anything and was serious and quick to get angry. After I entered JCC's [*Jóvenes Constructores de la Comunidad*] classes and began working with my peers, this changed. What I have liked most is working with others, the friendships that I have formed, and helping the youth in this community that don't have anything so that they can stop hanging out in the streets and do something productive and learn. This experience has helped me to have confidence in myself. The coordinators motivated us to be better, and supported me to reach my goals.”

Today, thanks to the support of USAID, Jaime's life has changed for the better. Jaime is a leader in his community and manages the “El negocio de la blockera project”, which consists of building concrete blocks that can be used for construction purposes or be sold. He also mentors youth in the community, helping those struggling to find employment search for stable opportunities. In addition, Jaime knows how to express himself and understands the important role the community can play, by providing resources such as the *Yo Construyo* Program, in preventing problems caused by crime and violence.

Tetra Tech's programs take into account how the legislature links with other government offices, civil society organizations, and political parties. Legislative bodies self-govern, and an assistance program will move forward only when members and staff are committed to it. Tetra Tech employs participatory techniques to ensure program beneficiaries share ownership of program goals and activities.

Decentralization and Local Governance

Responsive, accountable local governments provide the ideal foundation for the development of a broad-based democratic culture that encourages popular participation, sustainable economic growth, and stable communities. Decentralization reduces the distance between government and the people it serves, and provides the basis for a more interactive relationship between government and citizens in a country.

Analytical Services

Tetra Tech works with USAID and other international donors to provide a full range of policy-relevant analytical services used in strategic planning of Democracy and Governance programming, including assessments, surveys, and evaluations.

Democratic Security

Tetra Tech has experience responding to the unique challenges of building democracy and systems of governance in weak and fragile states. Tetra Tech has designed, implemented, and managed programs that promote governance and community well-being and stability in conflict-prone countries, conflict zones, and post-conflict areas that are moving toward reconstruction and recovery.

In addition to employing our approaches, such as community-based policing, we also focus on ensuring the rights and political participation of vulnerable and marginalized populations, who often suffer disproportionately as victims of internal conflicts. Including all stakeholders into public decision-making processes increases the resiliency of communities not just to conflict, but also to extreme weather and drought, famine and malnutrition and disease.

Human and Institutional Capacity Development (HICD)

An important facet of successful projects that enhances many of our interventions across institutions and organizations is Human and Institutional Capacity Development (HICD). Tetra Tech has been improving the performance and human capacity of local organizations and institutions for the past 30 years. Lessons learned from decades of experience in organizational change and management has shown that it is essential to apply, in each context, a systematic approach that maps and assesses performance gaps as well as

clear plans to measure the changes needed for organizational improvement.

Tetra Tech has well-established tools and methods that when applied, maximize human resource effectiveness and ensure ownership and commitment of participating local or host country partners. Tetra Tech has successfully applied institutional capacity-building tools in legislative institutions, central government ministries, and municipal and regional government units, as well as community-based and non-governmental organizations and networks.

Public Administration Reform

Tetra Tech's work on decentralization and local governance is informed and enriched by our broader practice area of public administration reform. Tetra Tech works with government counterparts to design and reform inefficient bureaucracies at the national, regional, and local levels. We provide technical support, training, and IT-based applications to increase the transparency and accountability of public institutions in enhancing their performance management.

Rule of Law and Human Rights

Respect for rule of law and a well-developed justice system are underpinnings of a democratic society and modern economy. Effective rule of law solves conflicts and fosters social interaction in accord with legal norms and widely accepted social values.

Tetra Tech helps create the laws and policies that support the development of independent, effective judicial branches capable of functioning in a transparent, responsive, and accountable manner through the drafting of laws, training of legal professionals, and improving operations of the courts. We also work with both formal and informal justice institutions to improve access to justice and promote adherence to rule of law and the protection of human rights of all citizens.

Anti-Corruption and Transparency

Corruption poses a serious development challenge: it undermines the legitimacy of government and economic development by subverting formal processes; it reduces accountability and representation in policymaking; it suspends the rule of law; and it results in the unequal provision of services. Tetra Tech provides a wide array of anticorruption services to strengthen public-sector institutions, engage the private sector and civil society in the fight against corruption, and enhance transparency and accountability in other sectoral areas, such as health and education, natural resource management, corporate governance, or into key aspects of democracy promotion, such as rule of law, legislative oversight, or local government strengthening.

Current and Recent Projects

- Afghanistan: Kabul City Initiative (KCI) (USAID) (2010 - 2013)
- Africa: Anti-Corruption and Cross-Sectoral Program Mapping (USAID) (2013)
- Albania: Planning and Local Governance Project (PLGP) (USAID) (2012 - 2017)
- Armenia: Support to the Armenian National Assembly (SANAP) (USAID) (2012 - 2016)
- Bangladesh: Strengthening Democratic Local Governance (SDLG) in Bangladesh (USAID) (2010 - 2015)
- Colombia: Consolidation and Enhanced Livelihood Initiative/Central Region (Colombia CELI Central Region) (USAID) (2011 - 2016)
- Global: DRG Assessments, Strategy Support, Research and Technical Analysis (USAID) (2012 - 2015)
- Guatemala: Local Governance (LG) Project (USAID) (2009 - 2014)
- Guatemala: Transparency and Integrity Program (GTIP) (USAID) (2008 - 2013)
- Haiti: Limiyè ak Òganizasyon pou Kolektivite yo Ale Lwen (LOKAL) Plus (USAID) (2013 - 2018)
- Mexico: Crime and Violence Prevention Program (CVPP) (USAID) (2012 - 2015)
- Peru: Decentralization and Local Governance Project (PRODES I & II) (USAID) (2012 -2017)
- Zambia: Institutional Reform Program (ZIRP) (USAID) (2010 - 2013)



Community representatives attend a municipal planning meeting, Haiti: Limiyè ak Òganizasyon pou Kolektivite yo Ale Lwen (LOKAL) Plus

Tetra Tech provides scientific, sustainable, and industry-leading solutions to tackle the world's most complex challenges. Our service areas include: agriculture and economic growth, architecture/engineering services and construction, democracy and governance, energy, environment and natural resources, global security, land tenure and property rights, and water supply and sanitation. Tetra Tech creates practical, environmentally responsible solutions for federal agencies, governments, multilateral banks, and multinational corporations.



Launch of "Greening and Cleaning" public education campaign, Afghanistan: Kabul City Initiative (KCI)

Recent and Relevant Experience

Sustainable Urban Management (SUM) II IQC

The USAID Sustainable Urban Management (SUM IQC) addresses cross-cutting urban development issues in: governance, finance and credit, service provision and shelter, disaster preparedness, and environmental management.

Analytical Services III IQC

As a holder of USAID's Analytical Services IQC for over a decade, Tetra Tech has helped DCHA/DRG fulfill its mandate to provide technical leadership, field support, and program management services in the areas of governance, rule of law, elections and political processes, anti-corruption, conflict mitigation, and civil society. The purpose of this third-generation contract is to provide research and analytical services and support to inform the design and implementation of USAID-funded democracy and governance strategies and programs.

Strengthening Deliberative Bodies (SDB) IQC

The SDB IQC supports USAID missions and bureaus with technical expertise and program management services for assisting national legislatures, sub-national deliberative bodies, and legislative communities of civil society, private sector, and political organizations. The SDB IQC may be accessed for multi-year legislative strengthening programs as well as for short-term program assessments, designs, and evaluations.

Encouraging Global Anticorruption and Good Governance Efforts (ENGAGE) IQC

The objective of the Encouraging Global Anticorruption and Good Governance Efforts (ENGAGE) IQC was to provide USAID and its partner countries with the broad range of technical assistance and other resources necessary to develop and implement appropriate and meaningful strategies and programmatic approaches to curb corruption in the economic, political, and social spheres. Activities included: public financial, administrative, and regulatory measures that promote transparency, accountability, and effective governance; and, civil society advocacy on behalf of governmental integrity, implementation of anticorruption programs, and/or oversight of public functions and authorities.

Building Recovery and Reform through Democratic Governance (BRDG) IQC

The objective of the Building Reform and Recovery through Democratic Governance (BRDG) Indefinite Quantity Contract (IQC) is to support USAID's efforts to promote democratic governance by reinforcing state legitimacy, improving state capacity for effective public management, and facilitating critical policy and institutional reforms in nascent, fragile, and evolving democracies.

The conceptual and operational foundations of BRDG reflect the belief that strengthening democratic practices contributes to informed citizen participation, public transparency and accountability, and governance under the rule-of-law, whether in fragile states warding off or recovering from crisis, or in more stable states trying to remain on the path of transformational development.

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