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PRINCETON UNIVERSITY

INNOVATIONS FOR SUCCESSFUL SOCIETIES
Building Institutions, Escaping Development Traps

Leading a Renaissance in Palermo, Italy

In 1993, Palermo residents elected Leoluca Orlando mayor with 75% of the vote. For decades, the Sicilian Mafia had held a strong political, cultural, and physical grip on the city. At the time of Orlando's election, a series of assassinations of high-level anti-Mafia leaders had left the city reeling. During a previous term (1985-1990), Orlando had begun to purge the government of Mafia influence. In his second and third terms in office (1993-2000), he and his administration continued those efforts in a period known as Palermo's Renaissance. Three new case studies by ISS describe the Orlando administration's efforts to restore Palermo's civic identity and public spaces, reform city hall, and improve municipal services.

Restructuring Service Delivery in Johannesburg, South Africa

In mid-1997, Johannesburg, South Africa faced a fiscal meltdown. Management problems, low tax compliance, and a fragmented system of municipal budgeting and expenditure put the city's budget in deficit. Under the leadership of newly-appointed City Manager Ketso Gordhan, transformation manager Pascal Moloi, and a team of reformers, the city embarked on "Igoli 2002," a three-year effort to increase the cost-effectiveness of municipal service delivery by corporatizing service providers. In describing the work of Gordhan and his team, a new case study by ISS explores the implementation of this new structure, how it improved the financial position of the city, and why it departed from "New Public Management" initiatives in other parts of the world.

Improving Government Accountability and Leading Reform

Innovations for Successful Societies (ISS) helps public servants, policy

makers, and scholars to share institution-building strategies that work in especially challenging contexts. Interview-based case studies facilitate these exchanges and provide a basis for scholarly research. In November, ISS published its hundredth reformer-focused case study.

All ISS cases are available for free on a web repository and thousands of people around the globe access these web resources each month. Governments use the materials to learn from each other, inspire discussion in their ranks, and recall the steps they took to implement a reform. Universities and training programs use the cases in the classroom to engage students in the operational and strategic aspects of public sector reform.

ISS Readers Respond

Highlighting "Home Grown" Reforms

"Many thanks for sharing these cases on improvements in Jordan's passport and document processing, which are excellent examples of how talented leadership and perseverance can result in some truly impressive improvements in service delivery that are entirely home grown."

- World Bank Official after reading ISS's two Jordan cases

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