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INNOVATIONS FOR SUCCESSFUL SOCIETIES

Building Institutions, Escaping Development Traps

Strengthening Policy Management in Ghana

From the 1960s to the early 1990s, Ghana's policy management system deteriorated as a result of multiple coups d'état and years of military rule. Many competent civil servants left or were pushed out. Ministries seldom coordinated activities, and policy documents often lacked essential information required to evaluate proposals. A recent **ISS case study** recounts how a new unit inside the presidency strengthened the policy management system, drawing on assistance from the Canadian International Development Agency.

President John Kufuor's election in 2000 marked the first transfer of power between civilian leaders in Ghana's history. As Kufuor sought to implement his political agenda, he realized he needed a management system that could transform his priorities into well designed, collaborative, practical, and effective policies. Beginning in 2003, a newly-created policy unit helped to coordinate planning between ministries and reported on implementation to the president. The Cabinet Secretariat introduced standardized formats to guide ministries in policy development and ensure that proposals contained essential information. The Office of the Head of the Civil Services and the University of Ghana Business School worked together to train hundreds of civil servants in the practical tasks of researching, writing, and communicating policies. By 2008, the policy management machinery was largely in place and processes were much improved. A tumultuous government transition following the 2008 elections, however, challenged Ghana's ability to sustain the reforms.

Reforming Social Security in Morocco

Prior to 2001, Morocco's Caisse Nationale de Sécurité Sociale (CNSS, or National Social Security Fund) functioned unevenly, inefficiently, and, critics said, often unfairly. Although the fund was meant to provide insurance for all private-sector employees, it covered only about half of them. It had no proper accounting and was mismanaged and corrupt to

Featured ISS Interview

In a recent interview with ISS, **Dr. Clever Nyathi** discusses his work as the United Nations Development Program's technical adviser to Sierra Leone's Political Parties Registration Commission. Nyathi describes PPRC efforts to mitigate violence during the post-war 2007 elections, focusing on conflict mediation. He discusses setting up the Commission, the PPRC's facilitation of a political party code of conduct, and the creation of district code of conduct monitoring committees to mediate electoral conflicts.

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The ISS web repository is an idea bank that enables scholars and practitioners to evaluate the pros and cons of reform strategies and to weigh the effects of context. ISS invites feedback on its cases, including suggestions of additional topics and questions to be considered, corrections, and how case studies are being used: **iss@princeton.edu**.

Where ISS Has Worked

Africa: Botswana, Burundi,

the extent that it had lost the trust of companies, workers, and politicians. A new **ISS case study** describes how Mounir Chraïbi, CNSS's new director general, initiated an effort to improve service delivery and increase enrollment.

In 2001, following a parliamentary investigative report that revealed the agency's shortcomings, Chraïbi introduced reforms to the agency. In an effort that continued under his successor, Saïd Ahmidouch, agency leaders reorganized the CNSS to enhance accountability and efficiency, rebuilt the staff to raise skill levels, introduced an electronic system for handling many interactions with businesses, and changed the design of the auditing process. By 2010, when Ahmidouch implemented the final measures of the reform plan, the agency had sharply increased its enrollment of private-sector companies and their employees and regained the trust of its partners.

Improving Government Accountability and Leading Reform

Innovations for Successful Societies (ISS) helps public servants, policy makers, and scholars share institution-building strategies that work in especially challenging contexts. Interview-based case studies facilitate these exchanges and provide a basis for scholarly research. To date, ISS has published 116 reformer-focused case studies and 366 interviews, all of which are available for free on a web repository. 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.

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