



INNOVATIONS FOR SUCCESSFUL SOCIETIES

Building Institutions, Escaping Development Traps

[Controlling Deforestation in the Brazilian Amazon](#)

In the early 2000s, the municipality of Alta Floresta was part of Brazil's Arc of Fire, a curving frontier of communities whose residents were clearing old-growth forests in the Amazon region so they could graze livestock, harvest timber, or cultivate crops. In 2008, Brazil began to crack down on deforestation and placed Alta Floresta and 35 other municipalities on a blacklist of worst violators of deforestation laws. Inclusion on the blacklist meant Alta Floresta could no longer access rural agricultural credit and area ranchers were precluded from selling their cattle to slaughterhouses. To get off the list, Alta Floresta had to convince owners of 80% of privately held land---more than 2,500 owners in all---to register their property, map property boundaries, declare the extent of deforestation, and agree to restore any illegally degraded or deforested areas within 10 years. A new [ISS case study](#) describes the steps that the municipality took to get off the environmental blacklist, a goal it achieved in 2012.

[Streamlining Tax Administration in Rio de Janeiro](#)

When Eduardo Paes became mayor of Rio de Janeiro in 2009, the city labored under a complex and inefficient paper-based tax collection system that burdened businesses and resulted in lost public revenue. A new [ISS case study](#) describes how Paes and his team overcame significant challenges to implement a new electronic invoicing system, called Nota Carioca. The case offers useful lessons in improving revenue administration and implementing reforms that feature information technology, stakeholder communications, and partnerships.

Visit the [ISS website](#) to read about other successful reforms in [Brazil](#), including one-stop shops in [Minas Gerais](#) and [Bahia](#), [public safety](#) efforts in Rio de Janeiro, and civil service reforms addressing [ethics](#) and [public administration](#) implemented under President Fernando Henrique Cardoso.

Featured Interview

In an interview with ISS, [Silvia Ramos](#) describes efforts to reduce crime and violence in the favelas of Rio de Janeiro. Ramos was a senior staff member of Rio de Janeiro's Center for Studies on Public Security and Citizenship which oversaw implementation of the Pacifier Police Unit (Unidade Pacificadora da Policia, UPP). UPP provided a continuous police presence in the favelas and extended the reach of the government into contested areas. The program and its results are explored in a [2011 ISS case study](#).

Where ISS Has Worked

Africa: Botswana, Burundi, Ghana, Kenya, Lesotho, Liberia, Madagascar, Mauritius, Mozambique, Niger, Nigeria, Rwanda, Sierra Leone, Somaliland, South Africa, Tanzania, Uganda, Zambia

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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 126 case studies and 370 interviews, all of which are available for free on a web repository. 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 case studies in the classroom to engage students in the operational and strategic aspects of public sector reform.

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