PRINCETON UNIVERSITY

INNOVATIONS FOR
SUCCESSFUL SOCIETIES
Building Institutions, Escaping Development Traps

Short-Route Accountability

Most governments face an age-old problem: How to manage a service when the delivery point is far away and hard to monitor. "Short-route accountability" systems provide a potential means to improve performance under these conditions. They vest responsibility for monitoring---or even planning and management---with citizens who are the intended beneficiaries. ISS case studies from Indonesia and the Philippines introduce some of the implementation challenges associated with community-driven development and citizen monitoring, two types of short-route accountability systems.

Services for the People, By the People: Community Empowerment in Indonesia

In 1997, financial crisis and bad weather dealt a double blow to poor rural households in Indonesia. Political uncertainty and weak capacity in some parts of the government made conventional social safety net programs hard to manage. Instead, leaders decided to give citizens direct control over resources. Initiated by a group of forward-thinking reformers, and supported by the World Bank, the **Kecamatan Development Program (KDP)** grew into a community-led development program that operated on a massive scale. Starting in 2006, the Indonesian government built upon KDP's progress and expanded it to the rest of the country under the banner of the **National Program for Community Empowerment (PNPM)**. Two new ISS case studies portray the implementation challenges that reformers confronted and the solutions they devised.

Improving Textbook Procurement and Delivery in the Philippines

In 2002, the Philippines faced serious problems with the quality and delivery of public school textbooks. Publishers often delivered textbooks several months after the start of the school year -- if at all. When

delivered, the books frequently had poor bindings, printing defects, and missing pages. **An ISS case study** describes how the Textbook Count project, launched in 2002, substantially improved procurement and textbook delivery to the country's 40,000 public schools.

As a part of Textbook Count, nongovernmental organizations monitored the Department of Education's bidding process, inspected the quality of textbooks, and tracked deliveries. By 2005, textbook prices had fallen significantly, binding and printing quality had improved, and volunteers reported 95 percent error-free deliveries.

Advancing Rural Public Works in the Philippines through Citizen Monitoring

In the early 1980s, the poor condition of infrastructure in remote areas of the Philippines hindered economic growth and heightened inequalities. Taking advantage of the Community Economic Development Program, launched by President Corazon Aquino in 1986, a group of residents in the northern province of Abra formed Concerned Citizens of Abra for Good Government, a citizen-run organization.

By visiting construction sites, checking compliance with technical standards, and keeping track of progress, the group ensured that officials and contractors carried out their jobs faithfully. **An ISS case study** details the work of the Concerned Citizens of Abra and the challenges associated with citizen monitoring.

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 120 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.

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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