



## INNOVATIONS FOR SUCCESSFUL SOCIETIES

### Cleaning Up the Teacher Payroll in Liberia

In late 2015, Liberia's newly appointed education minister, George Werner, learned that the teacher payroll included significant numbers of ghost workers, teachers who never showed up for their jobs or did not exist. Werner and senior ministry officials created a program implementation unit that drove a nationwide effort to identify and remove ghost workers and introduce mandatory competency testing. By February 2018, the education ministry had removed 83% of the 2,046 ghost teachers, and planned to remove the remaining 17% that it identified during the last six months of the project. Overall, the project generated \$2.3 million in annual savings that opened spaces for new teachers in the school system and budget, with the ministry anticipating that this number would increase to \$3.1 million once all ghost teachers were gone.

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*Liberian teachers protest at the Ministry of Education. Photo by Jefferson Krua. (Own work) [CC BY-SA 4.0 (<https://creativecommons.org/licenses/by-sa/4.0>)], via Wikimedia Commons.*

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From Saving the Census to  
Google Maps, a US Open

## Data Story

After the 1980 US national census, 53 state and local governments sued to correct alleged errors in the population count, and the US Census Bureau found itself at a crossroads. For years, the bureau had integrated information from paper-based sources to create maps for its census takers, and the procedure was slow and unreliable. Robert Marx, head of the bureau's geography division, decided to take advantage of new advances in computing technology to improve performance. As part of that initiative—known as Topologically Integrated Geographic Encoding and Referencing, or TIGER—the bureau built interagency cooperation to create a master map, developed a software platform, digitized information, and automated data management. Its efforts generated a nationwide geospatial dataset that fed an emerging geographic information industry and supported the creation of online services such as MapQuest, OpenStreetMap, and Google Maps. This case provides insights on how to overcome common obstacles that arise in the collection, digitization, and publication of information in accessible formats, challenges that affect many open-data reforms.



*TIGER is the US Census Bureau's Topologically Integrated Geographic Encoding and Referencing initiative.*

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### ISS Cross-cutting Briefs Explore Land Registry and Land Tenure Reforms

ISS releases cross-cutting briefs on land registry management and land tenure. Improving land tenure security helps mitigate conflict, limit land-linked injustice, and enable people to invest in improvements that enhance livelihoods. With the help of the Omidyar Network and the British Academy-DFID Anti-corruption Evidence Programme, ISS has just released two cross-cutting briefs that reflect on a set of ten case studies about registry management and tenure systems. Find the series and the briefs on our website under Property & Land.

[Read the cross-cutting briefs.](#)

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