



INNOVATIONS FOR SUCCESSFUL SOCIETIES

Building Institutions, Escaping Development Traps

ISS Chronicles Revenue Authority Turnarounds, Liberian Reconstruction

Often the most innovative ideas are internally generated, framed by people who have deep knowledge of local conditions. ISS helps chronicle these ideas and the processes of institutional change by enabling reformers to tell their unique stories. Case studies based on these conversations promote learning and convey important operational detail. To date, ISS has published 82 portraits of institution building in 32 countries and released over 300 interviews with public sector reform leaders on its website.

Revenue Authority Turnarounds

Between 1996 and 2008, direct tax revenue collection in [Ghana](#) nearly doubled as a proportion of the country's gross domestic product. In [Nigeria](#), Omoigui Okauru improved tax collection and built coalitions to support legislative, policy and administrative reforms. Between 1998 and 2009 several internal organizational changes in the revenue service of [South Africa](#) helped persuade more South Africans to pay taxes, yielding an increase of 1.5 million tax-payers in that period.

Focus on Liberia

[Liberia's first post-war elections](#), 2004-2005, concentrated on inclusivity and transparency. ISS case studies on the Liberia National Police examine the process of building [civilian police capacity](#) and a [gender-sensitive, inclusive national police service](#). Three management-oriented cases examine successful efforts to [clean the payroll following a protracted civil war](#) and agency turnarounds in the politically sensitive [National Port Authority](#) and [Roberts International Airport](#). Future ISS case studies will explore coordination at Liberia's center of government: the Cabinet Secretariat and Philanthropy Secretariat.

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**In their own words: Two
featured interviews with
reform leaders...**

[Frances Johnson-Morris](#), the former Chairwoman of the Liberian National Elections Commission, provides insight into the decision to overhaul and restructure the elections commission and shares the challenges faced by the NEC in ensuring the credibility of the 2005 Liberian general elections.

[Pravin Gordhan](#), the former South African Revenue Service Commissioner, describes the internal organizational changes that helped the service consistently meet or exceed its revenue targets during his tenure.

Where ISS Has Worked

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