



INNOVATIONS FOR SUCCESSFUL SOCIETIES

Building Institutions, Escaping Development Traps

Fulfilling Campaign Promises through Delivery Units

As demand for government services increases and budgets shrink, leaders must focus on a few priorities in order to have impact. A new [ISS case study](#) explores how Indonesian president Susilo Bambang Yudhoyono set up a delivery unit - a special organization within the head of state's office that helps fulfill commitments by crafting monitoring plans and tracking results.

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In 2009, President Yudhoyono began his second term, pledging to develop Indonesia's infrastructure, strengthen education, and increase business investment. Because he presided over a coalition government, he had to convince ministers from competing political parties to support his plans. In addition, his policy office included few advisers who could help him think strategically about policy decisions, monitor implementation, and keep projects on track.

To overcome these challenges, Yudhoyono created the President's Delivery Unit for Development Monitoring and Oversight, known by its Indonesian abbreviation, UKP4. To lead the unit, he chose Kuntoro Mangkusubroto, who had earned national respect and international stature for managing reconstruction work following the devastating tsunami of December 2004 and the earthquake of March 2005. UKP4 helped set priorities, kept the president informed of ministry progress toward meeting those priorities, and stepped in to resolve bottlenecks. Later the president altered the unit's activities to accommodate the preferences of some of his coalition partners. This case study is part of an ISS series on improving performance at the [center of government](#).

Improving Government Accountability and Leading Reform

Featured Interviews

In an interview with ISS, [Momo Rogers](#), director general of Liberia's Cabinet Secretariat, relates the steps he took to reduce the length of cabinet meetings. He also discusses how he prepared a cabinet manual and improved communication between the Cabinet Secretariat and ministers using text messages and email. The [Africa Governance Initiative](#) provided support to Rogers and his team in implementing these reforms.

[Gordon Evans](#) has worked with cabinet offices in more than 25 countries, helping them improve their effectiveness and efficiency. In a recent interview with ISS, Evans reflects on some of the common impediments to center of government reforms and the importance of setting concrete priorities and communicating goals and accomplishments. He also describes effective mechanisms for institutionalizing reforms.

In the News

In April, the World Bank hosted a [conversation](#) with World Bank President Jim Yong Kim, former British Prime Minister Tony Blair, and the former head of the Prime Minister's Delivery

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 [108 reformer-focused case studies](#) and [364 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.

ISS Readers Respond

"Your report on the Philanthropy Secretariat in Liberia was excellent. I actually found it really useful for some volunteer work I might be doing for a newly-created organization that is planning to start a program in Liberia in the next couple of years.... Your article was really helpful for understanding how the government identifies its strategic priorities and channels funding to local organizations and how the organization I'm helping out might go about identifying local partners to work with."

- Former U.S. Aid Worker in Liberia

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Unit, Michael Barber. The leaders discussed the importance of building government capacity to create positive change for people in the developing world and emphasized the science of delivery, innovation, and prioritization.

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

Asia & Pacific: Bangladesh, Bhutan, Cambodia, India, Indonesia, Malaysia, Mongolia, Nepal, Papua New Guinea, Philippines, Singapore, Solomon Islands, Timor-Leste, Vietnam

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