



## INNOVATIONS FOR SUCCESSFUL SOCIETIES

### Delivering on Presidential Goals in the Dominican Republic

At his 2012 inauguration, Dominican Republic president Danilo Medina announced an ambitious plan to boost economic growth, raise living standards, increase access to healthcare, improve literacy, extend the school day for children, and more. But, fulfilling these promises in a country with a history of weak follow-through on policy and poor coordination between government institutions presented challenges. In order to engage ministries and agencies in advancing his administration's priorities, facilitate problem solving, and track progress on more than 100 goals, Medina used a management system developed by the UNDP's Systems for Managing Governance (SIGOB) initiative. At the end of his first term as president, the country had achieved some important successes, such as the implementation of a 911 emergency response system and expanded classroom time for most of the nation's schoolchildren. This case study introduces some of the issues that commonly arise in government project tracking.

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*The National Palace in Santo Domingo (Dominican Republic). Photo by demerzel21*

### Taiwan Closes the Civilian-Military Divide

Chen Shui-Bian's election as Taiwanese president in 2000 ended five decades of rule by the Kuomintang Party and an era of tight military control over defense decision making. Having long favored increased civilian participation in defense policy, strategy, and procurement, Chen faced the tough task of restructuring the Ministry of National Defense and appointing a civilian defense

minister in the face of resistance from conservative military officers. Chen's efforts sharply increased the number of nonmilitary personnel at the ministry and created new opportunities for civilian influence and oversight. He also transformed the National Security Council, an organization that had previously held little influence, into an effective advisory and policy coordination unit. In addition, the introduction of an annual political-military joint exercise increased the civilian staff's defense knowledge and preparedness.

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## ISS Featured Interview

In a 2012 interview with ISS, [Una Klapkalne](#) describes the policy design and strategic planning system that she implemented during her time at the Latvian State Chancellery. With her team at the Policy Coordination Department, Klapkalne trained ministry staff on the new system, increased cross-sectoral coordination, and reduced the cabinet officials' workload as well as the time spent in meetings.

## Leading Institutional Reform in Africa

*Innovations for Successful Societies, Sciences Po-Paris School of International Affairs and the French Development Agency*

On June 2-3, ISS hosted a workshop that enabled participants to explore a series of recent case studies documenting reforms in French-speaking African countries, [Morocco](#), [Tunisia](#), [Senegal](#), and [Benin](#), examining some of the themes that run through the cases, including colonial legacies and reform processes, partnerships between the private sector and government, and issues of scaling up pockets of effectiveness. Researchers from ISS, Sciences-Po's School of Public and International Affairs, and the French Development Agency collaborated on the development of the cases.

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## Innovations for Successful Societies

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