



## INNOVATIONS FOR SUCCESSFUL SOCIETIES

Building Institutions, Escaping Development Traps

### Transforming Citizen Services

*Generating rapid improvement in citizen services such as identity cards, driver's licenses, or land titles can enhance satisfaction with government and support economic growth. It can also help overcome skepticism about the capacity of a government to deliver. An ISS case series reveals how public servants have executed these single-agency transformations in a variety of settings.*

#### [One-Stop Shops in Minas Gerais, Brazil](#)

In 2003, obtaining work permits, passports, driver's licenses, and other vital documents in the state of Minas Gerais, Brazil was a long and difficult process. An earlier experiment with one-stop shops that integrated citizen services under a single roof, had failed to reduce delay and confusion. A new [ISS case study](#) describes how a governor and his reform team improved the state's one-stop shops.

Between 2007 and 2010, the reformers persuaded federal, state, and local agencies to cooperate more closely, revamped management practices, improved the appearance and organization of facilities, streamlined procedures, and installed an electronic monitoring system. The new one-stop shops improved services, reduced delays, and sharply increased processing volume. By 2012, the state's 30 one-stop shops were handling more than 6 million citizen transactions annually---more than seven times the annual volume in 2009.

#### [Faster Land Registries in Sarawak, Malaysia](#)

From 2006 to 2009, Sudarsono Osman worked to make land registration processes more efficient in Malaysia's Sarawak state. Before Osman became director of the state's Land and Survey Department, registration processes were complex, and citizens waited for up to a year to obtain registered titles.

#### Featured Interviews

In interviews with ISS, [Nasouh Marzouqa](#) and [Awni Yarvas](#) describe their efforts to increase the efficiency and effectiveness of Jordan's Civil Status and Passports Department.

[Marzouqa](#), who led the department from 1991 to 1996, describes how he improved the physical infrastructure of the department, streamlined the process for issuing passports, instituted a system of national identification numbers, and began the process of computerizing the department. Efforts to motivate employees were a critical component of his reforms.

[Yarvas](#), who led the department from 1996 to 2005, built upon the progress made by Marzouqa. In his interview, he describes the steps taken to improve the departmental structure, strengthen employee incentives, and continue the process of computerizing the department.

#### Join the ISS Team

ISS is currently hiring an [Associate Director](#). The successful candidate will be responsible for managing the

Osman challenged the registrars in the state's busiest land registry to develop and implement improvements that could become templates for other registries. By early 2009, the registry had eliminated its backlog and achieved 100% single-day registration. Osman extended the reforms to the department's 10 other registries, holding superintendents accountable for their registries' progress. By the end of 2009, the department had erased its backlog and achieved 98%-100% single-day registration across its 11 divisional registries. An [ISS case study](#) describes how Osman implemented this turnaround.

## [Speedier, Easier, and More Accurate Passport Services in Jordan](#)

When [Nasouh Marzouqa](#) took charge of the Civil Status and Passports Department in 1991, Jordanians scorned the agency for the poor quality of its services. Facing long delays that impeded access to government benefits and hindered travel planning, many citizens paid middlemen to shepherd their applications through the grueling process.

Marzouqa tackled these problems, overhauling the department's highly centralized structure, eliminating unnecessary steps, reorganizing offices, and using data to prepare for seasonal increases in demand. By 1996, the time required to get or renew documents had shortened to a matter of hours. When [Awni Yarvas](#) assumed control of the Department that year, he deepened Marzouqa's reforms, took aim at some of the remaining inefficiencies, and improved the department's accuracy. [Two ISS case studies](#) describe the early reforms under [Marzouqa](#) and the added improvements under [Yarvas](#).

## Single-Agency Transformations

The ISS series includes additional case studies on successful efforts to improve citizen services:

[Rejuvenating the Public Registry: Republic of Georgia, 2006-2008](#)

[Reforming without Hiring or Firing: Identity Document Production, South Africa 2007-2009](#)

[Reworking the Revenue Service: Tax Collection in South Africa, 1999-2009](#)

[A Change Agent in the Tax Office: Nigeria's Federal Inland Revenue Service, 2004-2009](#)

[A Higher Standard of Service in Brazil: Bahia's One-Stop Shops, 1994-2003](#)

## 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

research and publication activities of ISS researchers, overseeing external relations on behalf of ISS, managing key program support functions, and other duties. This position will be based in Princeton, New Jersey but will involve travel overseas.

Additional information about ISS, the open position, and the application process is available on the [ISS website](#).

### Share Your Feedback

The ISS web repository is an idea bank that enables scholars and practitioners to evaluate the pros and cons of reform strategies and to weigh the effects of context. ISS invites feedback on its cases, including suggestions of additional topics and questions to be considered, corrections, and how case studies are being used: [iss@princeton.edu](mailto:iss@princeton.edu).

### 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

**Europe & Central Asia:** Albania, Bosnia, Croatia, Georgia, Italy, Kosovo, Latvia, Lithuania, Macedonia, Northern Ireland, Slovenia

**The Americas:** Bolivia, Brazil, Colombia, Costa Rica, El Salvador, Guyana, Haiti, Mexico, Nicaragua, United States

**Middle East & North Africa:** Afghanistan, Egypt, Jordan, Morocco

### Contact Us

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.

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