PRINCETON UNIVERSITY

INNOVATIONS FOR
SUCCESSFUL SOCIETIES

Building Institutions, Escaping Development Traps

Reform Leaders on Building Effective & Accountable Government

transparency
trust
the best political capital
that you can have

Sergio Fajardo
Former Mayor
Medellin, Colombia

ISS has produced a short video that provides a flavor of the work of the program and highlights key findings from some of our past interviews. Please click on the image above to view it.
http://youtu.be/8tFaezJEGKI

Learn More about the Reformers and Reforms Highlighted in the Video

Under the leadership of **Benjamin Mkapa**, president from 1995 to 2005, Tanzania launched one of the most wide-ranging civil service reform programs ever undertaken in a low-income country. An **ISS case**

About ISS

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 117 case studies and 370 interviews, all of which are available for free on a web repository.

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 case studies in the classroom to engage students in the operational and strategic aspects of public sector reform.

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

study, focusing on the period 1995-1998, describes how reform leaders reduced the size of the civil service by more than 25% while dramatically improving some core economic services.

While serving as chief director of Ghana's Ministry of Public Sector Reform, **Robertson Nil Akwei Allotey** reorganized and right-sized ministries, departments, and agencies, improved the efficiency and effectiveness of service delivery, and improved ethics and transparency. These reform initiatives were a part of the government's poverty reduction strategy.

In 2009, Malaysian Prime Minister Najib Tun Razak appointed **Idris Jala** to head the newly-created Performance Management and Delivery Unit (Pemandu). Idris and his team solicited input from the public through town hall-style meetings, encouraging government accountability through increased transparency. An **ISS case study** describes how Idris and his team focused ministries on six key results areas with measurable service delivery targets.

In 2006, **Sri Mulyani Indrawati** began to reform the Indonesian Ministry of Finance, an organization of 64,000 employees that many Indonesians viewed as unaccountable. An **ISS case study** describes how Mulyani and her team simplified and standardized ministry processes to enhance performance, significantly improving public services and earning popular acclaim.

In 1999, Nigerian President Olusegun Obasanjo appointed **Nasir El-Rufai** director general of Nigeria's Bureau of Public Enterprises. In that role, El-Rufai drafted and implemented a multi-stage plan for privatization and worked with the Economic and Financial Crimes Commission to reduce money laundering. While later serving as minister for the Federal Capital Territory, he implemented reforms that improved service delivery and combatted corruption.

When **Sergio Fajardo** became mayor of Medellín, Colombia in 2004, he inherited a city roiled by decades of violence and corruption. An **ISS case study** describes how Fajardo broke up clientelistic political networks, raised tax receipts, improved public services, and established civic pacts.

In 2007, after becoming governor of Lagos State, Nigeria, **Babatunde Fashola** began to overhaul the state's tax collection system. After revealing the corruption of the previous tax agency, he created a smaller internal revenue service that introduced a simplified, single-page tax form for informal businesses and better enforced existing rules. He began to improve public services, reduced congestion on some major roads and bridges, and employed youth to develop parks.

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