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 PRINCETON UNIVERSITY



INNOVATIONS FOR SUCCESSFUL SOCIETIES

Building Institutions, Escaping Development Traps

The Power of Information in Kenya

Open Data initiatives offer many potential benefits to societies. They can increase citizen access to services, enable civic groups to monitor government performance, and support economic development. Recognizing those potential benefits, [Bitange Ndemo](#) launched a national Internet portal, Kenya Open Data, in July 2011. This portal now functions as a one-stop shop for government census, economic, health, and education data. Under Ndemo's leadership, the Ministry of Information and Communications has taken crucial steps to ensure the system's effectiveness. It is training journalists in how to use the data in reporting, encouraging software developers to build applications to analyze the data, and working to streamline the continuous flow of information to the site from government institutions. A [new ISS case study](#) highlights Ndemo's efforts to open Kenya's government to the country's citizens and the world.

Building on "Rapid Results"

Leaders in more than a dozen countries have piloted a "Rapid Results" approach, implementing inexpensive, short-term projects to generate measurable results and build the management skills needed to sustain long term success. While efforts to sustain and expand the program have faltered at times, four recent ISS case studies explore the accomplishments and stumbling blocks of the program.

Rapid Results grew quickly in [Madagascar](#), from a small pilot project in 2005 to a nationwide effort that affected vital ministries a year later. A coup d'etat in 2009 ended the official program but some public and private leaders have continued to use the approach. [Kenya](#) achieved early success with Rapid Results beginning in 2005 before violent election disputes derailed the effort three years later. The Kenyan Ministry of Local Government has continued to promote Rapid Results and all local authorities, 45 state corporations, and three public universities are currently using the program. In 2008, [Rwanda](#) successfully piloted Rapid Results, helping residents of one of the country's poorest districts access government services. Despite some positive results, leaders determined that the program's costs did not warrant its continuation and opted not to extend it. In 2006 [Bangladesh](#) worked with Britain's aid agency, DFID, to employ a

Featured Interviews

[Mauro De Lorenzo](#) describes the refugee voting process in Bosnia's first post-conflict elections in 1996, including the legal framework of voter registration and the technical and logistical challenges they faced to facilitate refugee voting.

[Aldo Civico](#), Palermo (Italy) Mayor Leoluca Orlando's senior adviser from 1991 to 1995, discusses his relationship with Mayor Orlando and the mayor's political leadership and unusually outspoken anti-Mafia stance.

Conveying ISS Research

The "High-Level Knowledge Forum: Expanding the Frontiers in Development Policy under Korea's Knowledge Sharing Program" took place in South Korea October 15-16, 2012. ISS Director Jennifer Widner presented research on leading institutional reform. Her comments can be downloaded from the forum's [website](#). The event was co-organized by the World Bank, the Korean Ministry of Strategy and Finance (MOSF) and the Korea Development Institute (KDI) and includes

similar approach, called Managing at the Top 2 (MATT 2). Five years later, MATT 2 trainees had completed more than 200 projects in health, education, poverty alleviation, and other sectors but struggled to generate institutional changes.

Improving Government Accountability and Leading Reform

Innovations for Successful Societies (ISS) helps public servants, policy makers, and scholars to 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 95 reformer-focused cases, which are available for free on a web repository. Each week, more than 1,500 people around the globe use these web resources. Governments have tapped 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 have used the cases in the classroom to help engage students in the operational and strategic aspects of public sector reform.

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presentations on the Korean experience, new policy ideas, and "the science of delivery."

Where ISS Has Worked

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