



INNOVATIONS FOR SUCCESSFUL SOCIETIES

Boosting Investment in Senegal & Finance Ministry Overhaul in Indonesia

High-performing economic services are key to kick-starting economic growth. Three new ISS case studies explore how governments innovated to encourage investment and improve institutional performance.

A New Route to Development in Senegal

In 2000, traffic jams choked the only major road in and out of Dakar, Senegal's capital city. To make it easier to travel and transport goods, the country's new Agency for Investment Promotion and Major Works (APIX) created a public-private partnership to build a new highway. In exchange for helping to finance, build, and maintain the new road, the company would keep the tolls that drivers paid for a 30-year period, gradually realizing a return on investment. APIX helped address technical and financial challenges and sought ways to mitigate the social and environmental impacts, including the displacement of 30,000 people from their homes and businesses. Although the Dakar-Diamniadio toll highway, which opened in August 2013, helped to alleviate Dakar's congestion, resettlement of those displaced by the project remained a thorny issue into 2016.

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The road to Dakar in 2006. Photo by Sofia Henriques.



Dakar-Diamniadio toll highway in 2016. Photo by Maya Gainer

Registering Businesses Faster Together in Senegal

In 2006, registering a business in Senegal was a months-long undertaking that involved six different government agencies. The complex process was a barrier to business investment and created opportunities for corruption. President Abdoulaye Wade challenged the new Agency for Investment Promotion and Major Works (APIX) to enable businesses to register in just two days. To meet that target, APIX's leaders negotiated with many different stakeholders to create a one-stop shop.

Between the time that the Business Creation Support Office opened in November 2007 and January 2016, the time required to register fell from 58 days to a single day, exceeding the president's goal.

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Realizing the Promise of Reformasi in Indonesia

After the Asian financial crisis in 1997-98, Indonesian leaders took steps to reform the country's public financial institutions. Sri Mulyani Indrawati, appointed Minister of Finance in 2005, sought to improve performance. She pursued a multi-pronged strategy that included, among other things, developing standard operating procedures, drafting clear job descriptions and performance metrics, enhancing communication, increasing pay, and cracking down on corruption. By 2009, Mulyani had gained a reputation as a highly effective reformer both within Indonesia and internationally, changing the public's perception of government institutions.

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ISS Featured Interview

In a 2009 interview with ISS, **Sri Mulyani Indrawati** discusses the sweeping reforms she introduced as Indonesia's Minister of Finance. She talks about the importance of securing the support of the President when she took steps to contain patronage pressures. She also describes the steps she took to tackle corruption, including firing whole departments where corruption occurred. Throughout these changes, she built a strong and productive relationship with the media, encouraging them to hold her accountable and to monitor the activities of the ministry.



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Innovations for Successful Societies

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