MESSAGE FROM THE CHAIRMAN

Dear SICA Members!

Thank you for your continual support of SICA, a growing ASPA section. As indicated in the last newsletter, SICA leadership is still working closely with board members to ascertain innovative strategies to make our organization highly effective. Our Riggs Symposium in Seattle was a huge success. Special thanks to Dr. Haque and his committee, for selecting the world-class presenters who shared their comparative public administration research. Dr. Haque is currently exploring the possibilities to publish the symposium best papers.

We had also an outstanding turnout for SICA business meeting during which the following elected board members were acknowledged:

• Demetrios Argyriades, Ph.D.
• Aroon Manoharan, Ph.D.
• Patricia B. Robertson, Ph.D.
• Heidi Jane M. Smith, Ph.D.

While excited to work with these accomplished scholars, allow me to express my thankfulness to the retiring board members,
MESSAGE FROM THE CHAIRMAN

(Continued)

Drs. Chaya Jain, Lenneal Henderson, Genevieve Meyers, and Cynthia Lynch. Their active participation in various SICA committees has made a remarkable difference, and their constructive feedback will always be appreciated.

I take also this opportunity to recognize the winners of several SICA Awards. Dr. Jeanne-Marie Col was the first winner of the Col Award for Outstanding SICA Service. The Award was named after her because of her commitment and dedication to SICA over many years. The winners of this year’s Gould scholarship Award were Mr. Grant Reissler from Virginia Commonwealth University and Ms. Brittany Haupt from the University of Central Florida. Three winners received the 2016 Garcia-Zamor best paper award, and last but not least, Dr. Jennifer Brinkerhoff was the recipient of this year’s Riggs Symposium. Her lecture delivered during SICA business, is fully reproduced in this newsletter.

SICA leadership is committed to keep you posted of your organization’s plans and accomplishments. Please reach out to me if you would be interested in serving on the various SICA committees.

Regards,

Gedeon M. Mudacumura

Gedeon M. Mudacumura, PhD
SICA Chairperson
2013-2017

QUOTE OF THE ISSUE

“I think there's no higher calling in terms of a career than public service, which is a chance to make a difference in people’s lives and improve the world.”

- Jack Lew

76th U.S. Secretary of the Treasury
THIRD INTERNATIONAL CONFERENCE ON DEMOCRATIC GOVERNANCE IN THE DEVELOPING WORLD

ADVANCING DEMOCRATIC GOVERNANCE IN THE DEVELOPING WORLD: THE ROLE OF CONFLICT, COMPLEMENTARITY, AND COLLABORATION IN FOSTERING DEMOCRATIC IDEALS, PRACTICES, AND INSTITUTIONS.

The conference took place at the Center for Strategic and International Studies (CSIS), Washington, DC on July 18 - 19, 2016.

THE CONFERENCE WAS ORGANIZED AND SPONSORED BY:

- Serve as a forum to support and promote opportunities for symposiums, occasional papers, and other similar outcomes;
- Involve members in the creation of innovative conference programs and ideas;
- Keep our members timely informed of global professional opportunities and events;
- Once again, this is your newsletter!

CONTRIBUTE TO THE NEXT ISSUE OF THE NEWSLETTER

We hope you will continue enriching this newsletter through your contributions; opinions and ideas to help strengthen not only your professional growth but also sustain SICA as a global professional forum to bridge the relativity gap among world societies.

If you are already a member, we appreciate your continued association and support. Let us know how we can serve you better. Email us at sicaASPA@gmail.com if you have items for our newsletter, blog, or social media sites including:
- New Publications
- Research Projects
- Conferences
- Recent Accomplishments
- Speaking Engagements
- Etc.
FOUR DECADES OF SICA LEADERSHIP

SICA was created out of the merger of ASPA's International Committee and the independent Comparative Administration Group (CAG). CAG, a group of self-selected academics and practitioners that coalesced in the late 1950s and early 1960s, consisted of a loosely knit group of scholars interested in furthering the development of the field of comparative public administration in the U.S. and abroad. Many CAG members were active in development administration abroad, living for substantial periods in country working with national and sub-national governments and groups, and then writing about their experiences and knowledge gained through participant observation. Renowned scholars including Fred Riggs, Ferrel Heady and Donald Stone were mainstays of CAG. CAG received Ford Foundation grant support to conduct research and publish a series of occasional papers in the 1960s largely through the efforts of Riggs, Heady and Clarence (Clancy) Thurber at Ford. SICA was created in December 1973 with Fred Riggs serving as the first chair. Since this time a long list of distinguished scholars and practitioners have served as SICA Chair and on the Section's Executive Committee. A list of SICA Chairs is available [HERE](#).

SICA COMMITTEE APPOINTMENTS - 2016

Riggs Symposium
- Shamsul Haque – Chair
- Kim Moloney
- Peter Haruna
- Veronica Junjan

Ferrell Heady Roundtable
- Raymond Cox – Chair
- Rym Kaki
- Demetrios Argyriades
- Evan Barman

Fred Riggs Award
- Gedeon Mudacumura – Chair
- Shamsul Haque
- Roseanne Mirabella

Best Paper Award
- Pan Suk Kim – Chair
- Evan Berman
- Jeanne-Marie Col
- Marco Ferreira
- Atta Ceesay

SICA Newsletter
- Patricia Robertson – Chair
- Zeeshan Noor - Editor
- Atta Ceesay
- Heidi Smith
- Roseanne Mirabella

SICA Social Media
- Meghna Sabharwal – Chair
- Patricia Robertson
- Karla Boyd

SICA Membership
- Darlene Pierre-Louis - Chair
- Jeanne-Marie Col

SICA Election
- Kim Moloney – Chair
- Heidi Smith
- Pater Haruna
NOMINATIONS FOR SICA BOARD MEMBERS 2017

On behalf of Gedeon, SICA Board and the SICA Election Committee are soliciting nominations for the position of "SICA Board Member". As March 2017 approaches, we have seven Board members whose terms will be expiring: Jose Irizarry, Marco Ferreira, Roseann M Mirabella, Raymond W Cox III, Suzie Mwarabu, Evan Berman, Rym Kaki.

We have been honored by their presence on our Board, their contributions, and their commitment to SICA and its growth.

To get our electoral process underway, we ask all SICA members to consider nominating yourself or someone you know for the position of Board Member. This is a three-year term that will begin in April 2017 and expire in April 2020. We will elect four persons to our Board in this current election cycle.

The nomination process is simple. Please send a short bio (less than 400 words) about yourself and why you wish to be a SICA Board member to Election Committee Co-Chairs by Friday, February 3, 2017. If the nominee is not already a SICA member, the nominee must become a SICA member.
by April 2017. The nominee must also be a member of ASPA.

Elections will be held via an online method between Monday, February 8th and Friday, February 26th. The new Board members will be announced at the SICA Board Meeting at the ASPA conference in Atlanta, GA over the weekend of March 17-21, 2017.

Interested persons should send their short bio to Kim Moloney (kmoloney@miami.edu) and Genevieve Myers (meyersge@udmercy.edu) by FRIDAY, FEBRUARY 3rd. SICA members will vote for their preferred candidates starting the following Monday.

JOIN ASPA AND BECOME A MEMBER OF SICA

BENEFITS OF ASPA AND SICA MEMBERSHIPS

ASPA is the leading interdisciplinary public service organization that advances the art, science, teaching, and practice of public and non-profit administration. Membership is open to anyone working in, studying, researching, or interested in public service. ASPA will help you build your professional networks and acquire the knowledge, skills, and necessary experiences to be exceptional public
servants. ASPA membership provides various opportunities that can help you succeed in your career.

Additionally, Section membership in SICA will bring you together with ASPA members committed to introducing an international and comparative perspective into public administration practice and academic endeavors. SICA is comprised of practitioners and academics that are involved in, or interested in, international or overseas public administration activities.

The section is concerned with promoting research and communication of public administration with an international and comparative focus. Your SICA membership and engagement will provide numerous additional benefits to your ASPA membership including forums for practitioners, instructors and researchers to share experiences and to reflect on challenges facing the field worldwide. Read More HERE.

If you would like to join ASPA or re-instate an expired membership please click HERE. On the Dues and Section Renewal page you will be able to select your ASPA membership type, local chapter (for local engagement with ASPA) and your section of choice. On the Sections page you can select membership for SICA for an additional $40.
SICA LEADERSHIP TEAM
Gedeon Mudacumura, PhD
Chair (2015-2017)
Shamsul Haque, PhD
Chair-Elect (2015-2017)
Darlene Pierre-Louis
Treasurer
Patricia Robertson, PhD
Secretary
Jean-Marie Col, PhD
Immediate Past Chair
SICA ELECTED BOARD MEMBERS 2016
Demetrios Argyriades, Ph.D. (2016-2019)
Aroon Manoharan, Ph.D. (2016-2019)
Patricia B. Robertson, Ph.D. (2016-2019)
Heidi Jane M. Smith, Ph.D. (2016-2019)

SICA BOARD MEMBERS 2015
Kim Moloney, PhD (2015-2018)
Atta Ceesay, PhD (2015-2018)
Peter Haruna, PhD (2015-2018)
Pan-Suk Kim, PhD (2015-2018)
Menghna Sabharwal, PhD (2015-2018)
Jordi Romeu-Granados (2015-2018)

SICA ELECTED BOARD MEMBERS 2014
Jose Irizarry (2014-2017)
Marco Ferreira, PhD (2014-2017)
Roseann M Mirabella, PhD (2014-2017)
Evan Berman, PhD (2015-2017)
Rym Kaki, PhD (2015-2017)
DR. ROBERTSON PRESENTING THE ANNUAL SECRETARY REPORT

MS. PIERRE-LOUIS PRESENTING THE ANNUAL TREASURER REPORT

DR. KIM MOLONEY PRESENTING THE ELECTIONS COMMITTEE REPORT

DR. MUDACUMURA SHARING THE SICA HIGHLIGHTS OF THE YEAR
DAVID GOULD SCHOLARSHIP PROGRAM

The David Gould Scholarship Program offers graduate students in the fields of public administration, public policy, or international development with support to attend ASPA’s annual conference. Each year at least two students receive a nominal stipend and a free registration for the Workshop. The program is named in honor of David Gould, an active SICA member and long-time professor of public administration at the University of Pittsburgh, who was among those killed in the bombing of Pan AM flight 103 over Lockerbie, Scotland, December 21, 1988.

Ferrel Heady Roundtable

The Ferrel Heady Roundtable is convened annually at the ASPA conference and features notable scholars discussing their careers and research in a workshop format designed to allow students, academics and other participants to interact with giants in the field. Headliners in the Heady Roundtable series have included Ferrel Heady himself and the legendary comparative administration scholar Fred Riggs.
PRESENTATION OF THE GARCIA-ZAMOR, COL AND THE FRED RIGGS AWARDS

CO-AUTHORS MICHELE TANTARDINI AND DR. PALINA PRYSMAKOVA RECEIVE THE 2016 GARCIA-ZAMOR AWARD FOR BEST PAPERS BY DR. MUDACUMURA

DR. CYNTHIA E. LYNCH SHARING BACKGROUND OF COL AWARD

DR. MUDACUMURA AND DR. LYNCH PRESENT COL AWARD FOR OUTSTANDING SICA SERVICE TO DR. JEANNE MARIE COL
DR. JENNIFER M. BRINKERHOFF, WINNER OF THE 2016 RIGGS AWARD FOR LIFETIME ACHIEVEMENT IN INTERNATIONAL AND COMPARATIVE PUBLIC ADMINISTRATION

DR. JENNIFER M. BRINKERHOFF, RIGGS AWARD LECTURE
Associate Dean for Faculty Affairs and Special Initiatives, Professor of Public Administration and International Affairs
Elliott School of International Affairs
The George Washington University

It is a tremendous honor to have been unanimously selected for the 2016 Fred Riggs Award for Lifetime Achievement in International and Comparative Public Administration, which recognizes contributions to the conceptual, theoretical or operational development of international and comparative or development administration.

It is a particular delight since I had the privilege of meeting Fred in my early years of attending ASPA conferences as a then graduate student. Fred was ever cheerful and very high energy in his pink suit and white shoes. Perhaps some of you old-timers might remember that too. Of course, I studied Fred's writings on development administration, and we later assigned readings on the prismatic society in our own doctoral seminar on development administration. Today I assign an article on one of his later passions, American exceptionalism. In “Bureaucracy and the Constitution,” Fred argued that our presidentialist system is not necessarily the best or most durable. In fact, it survives as an exception only because of the way our bureaucracy has evolved. This is a powerful line of thinking for encouraging MPA students—as future public servants—to question basic assumptions in the quest for finding the best ways to serve citizens in a democratic society.

Fred was a forward thinker. I just didn’t know how much until later. He was an early adapter of information technologies and maintained an extensive webpage that was a tremendous resource on a variety of subjects on public administration and development administration in particular. I visited it several times during my doctoral studies. But imagine my surprise when I started examining the potential role of diasporas in development to find that not only did Fred have an entire page on the subject, he also had links to a range of diaspora organizations and some early key writings on the subject. Among the latter were writings of another one of our fore-scholars in development management, Milton Esman. I have followed in the steps of very big shoes. It is an honor to be here today, not just to receive this award, but also to celebrate this research and practice agenda. I feel privileged just to be part of it.

This is not my first opportunity this year to reflect on my career as it has evolved and the cumulative impacts of my work. I was also very privileged this year to have been selected by a

doctrinal student at the University of Colorado Denver for an assignment to write a scholarly biography as part of a Historical and Comparative Foundations of Public Administration course. Jennifer Kagan honored me by capturing so well my motivations, not just the academic content of my work. Like the original members of the Comparative Administration Group, the predecessor group of ASPA’s Section on International and Comparative Administration, my research aims are not just academic. My attraction to the field of public administration was precisely because it is an applied field. I cannot imagine investing so much of my intellectual capacity and energy to research for the sake of research. I want my research to reflect and engage with the world of practice.

The contours of that world of practice are different at different times and across different research projects. My consistent aim in this field has been to identify, explore, and seek to promote the engagement of underutilized resources that can be brought to bear on development processes. Hence, my research agenda has evolved from NGOs and cross-sector partnerships to include diasporas, and most recently individual agents as institutional entrepreneurs. Throughout this evolution, I have maintained a focus on development management and the role of government and effective public administration.

I want to highlight my deep and abiding commitment to government and public administration. One might otherwise look at my body of work and conclude that I may perceive government as less important than the non-state actors I have focused so much attention on. Again, these actors—NGOs and diasporas—have, or continue to be, underutilized in development processes. This does not mean they should be privileged over governments.

Indeed, when I was in my doctoral studies at the University of Southern California, I reached out to one of the founding members of the Development Management Network (a professional network closely affiliated with SICA in its first fifteen years or so). David Korten was one of the few at the time writing about NGOs and development. He was living in Asia then. And—I know this is hard to believe for most of you in the audience—correspondence was by snail mail and took a long time. Still, we exchanged several letters about our mutual interest in NGOs. I was shocked, though, at his response to my proposed dissertation topic. I proudly outlined how I would explore the potential of complementarity between governments and NGOs for achieving development outcomes. Korten politely declined my request to be an advisor on my project as he no longer believed governments could play a constructive role in development.

I found this shocking. And in many ways, it proved very helpful for me as I thought through my beliefs about how meaningful change in developing countries (and even domestically) might occur. I came out the other end of this reflection wondering why on earth more people weren’t interested in public administration and government. We may love our NGOs (or domestically our nonprofits). We may champion the role of the private sector. We may even laud and support the myriad micro-enterprises and individual entrepreneurs. But at the end of the day, how can we ensure the provision of public goods? How can we control for free-riding? How can we ensure governance outcomes respectful of human rights and equity? Indeed, why aren’t more young scholars interested in studying governments and public administration?
Of course, this is not to say that governments are necessarily effective. We know we cannot assume they are always democratic. But governments are. They exist. They are often the only legitimate authority to act with public resources on behalf of the public. And in the twenty-first century particularly, we have a keen understanding of the tragic consequences of failed and fragile states—when such legitimate governments do not exist. On the other hand, states can become fragile precisely because the demands on them are so great and/or diverse and irreconcilable, and the capacity to respond is low. Non-state actors are not the answer.

Just this week I was asked to give a talk on transnationalism, celebrating the 100th anniversary of Randolph Bourne’s coinage of the term in an article in The Atlantic. That exercise was also fodder for reflecting on what I’ve learned from my scholarship over the years, this time, more precisely from my work on diasporas and development and my most recent work on institutional reform. The evolution of transnationalism has produced a very complex context for thinking about governance in the public interest and particularly as it concerns developing countries. Among the observations I made were the diverse array of transnational actors and how that diversity is often encompassed in particular issue-focused transnational networks. It is now difficult to isolate the roles and contributions of particular types of transnational actors. I also focused on the dynamism of transnational action. Stated and even intentional agendas shift with changing circumstances and perceived incentives and opportunities. Transnational actors can move between state and non-state arenas, sometimes transitioning, themselves, to becoming state actors.

I have observed this same network diversity and dynamism in the ecosystems of institutional reform I studied for my recent book, Institutional Reform and Diaspora Entrepreneurs: The In-Between Advantage. It strikes me that this macro, transnational context, and the micro, institutional change arena, both reflect the kind of prismatic effects Fred Riggs talked about. It’s not just developing country societies. As the world has evolved, worldwide we have moved from relatively stable and predictable systems and networks to refracted ones. The possibilities are endless; the range of actors infinite.

But I want to come back to my earlier point. Despite this complexity, despite this almost boundless scope for action and mixing of actors and comparative advantages, and maybe because of these, there remains a central role for government. Let me now say a few words about how this relates to my most recent book.

For fifteen years now I have studied the potential role of diasporas in development. The practice arenas I sought to engage with and influence ranged from individuals to global policy processes. I learned how impactful it could be to tell individual diasporans’ stories and how those stories could support and influence other diasporans and the policymakers they engage with. I investigated the coordinated efforts of diaspora organizations and networks of those diaspora organizations. I developed training materials to build their capacity for partnering with other actors for pursuing development in their countries of origin. Through comparative and analytic work and subsequent policy guidance and training, I cautioned country of residence governments and international donors to avoid instrumentalizing all immigrants as they sought to engage diasporas for development or diplomacy. I participated in the Global Forums on Migration and Development Civil Society Days to learn more about diaspora organizations and to help to articulate their agendas to policy makers.

I continue to believe that diasporas hold enormous potential to contribute to improved quality of life in their places of origin. And in those individual places, their impacts are enormous. Diasporans may be the sole actors motivated to support and help develop a particular geographic area. These may be small, remote locales that would never rise to the economies of scale that would enable larger development processes to engage there.

At the same time, I saw how thinking about these diaspora roles is far from institutionalized in development thinking or government and donor policymaking. I worked hard to accelerate this learning and integration. However, I had to acknowledge that, I, too, had become somewhat skeptical when I considered the expediency of development challenges writ large. Do all of these localized, impactful diaspora interventions have a cumulative effect on national governments such that the more general populace benefits from improved human development outcomes? Are these interventions sustainable? Do they connect to local governance structures at all?

It was actually a bit of a scholarly crisis for me. Where do I go next? I went back to my foundations as an international development specialist. What would development writ large look like? It didn’t take long for me to settle upon institutional reform. Material changes cannot be sustained unless they are accompanied by attitudinal and behavioral changes. These are the essence of institutional reform.

I set out to examine the potential role of individual diasporans to catalyze institutional reforms. I ended up learning that, yes, diasporans do offer a potential In-Between Advantage as institutional entrepreneurs. The components of the diaspora in-between advantage include:

The back-with-the-future effect: diasporans know what the future can be, because they have already lived it in diaspora. They can link problem understanding with potential solutions.

The fulcrum effect: diasporans can have an impact potentially exponentially greater than their ideational, material, or operational effort. As one diaspora business entrepreneur put it, “I can’t create a stock exchange in the US; they already have one!”

Operational advantages include connecting various sources of resources, both material (most commonly funding, expertise, network extensions) and non-material (e.g., legitimacy, moral support, and authority).

Psycho-social advantages include the opportunity to operate by exception, and to hedge identities and risks. When it is useful to stress their—in my cases—American selves, they can operate by exception, bending rules with greater latitude than locals. When they need to frame a reform as less threatening or present themselves as trustworthy, they might instead stress their Egyptian or Chadian identity—“I understand you, we want the same things, we can work together for the greater glory of our culture and country.”
I also learned, though, that diaspora institutional entrepreneurs cannot achieve reforms independently from networks of other institutional entrepreneurs, and variations of in-between advantages may be more broadly available.

I revive our earlier understandings of entrepreneurism. After all, the word—a French word—means the taking from in-between. This is precisely what Schumpeter (1911) identified as entrepreneurism: the taking from in-between to create new combinations.

In all of the institutional reform cases I examine, reform movement required committed participation of institutional entrepreneurs from inside the institutions targeted for reform. These institutional entrepreneurs worked alongside diaspora institutional entrepreneurs. And this, of course, brings us back to the unavoidable role of governments and government actors.

My next project was to delve more deeply into this particular application of embedded agency. How would government actors, being embedded in existing institutions, be able to envision let alone have incentives for promoting institutional reforms? My preliminary answer, of course, is that they would participate in broader networks of institutional entrepreneurs. But the question remains, why would they?

I recently took on a new job that will prevent me from diving into these important questions any time soon. Under the leadership of a new and exciting Dean of the Elliott School of International Affairs at George Washington University, I am now Associate Dean for Faculty Affairs and Special Initiatives. This new role relates to other priorities I’ve had throughout my career: mentoring and supporting new entrants to the field and, in this case, younger faculty colleagues; and looking for those creative combinations that will yield innovation and great impact—in this case through special initiatives that will focus on creating a new Institute for African Studies, and new or expanded curriculums and programming on ethics and practice.

So as I step away—only temporarily—from my primary research focus, this recognition of my lifetime scholarly and practice achievements—so far mind you!—is extremely well-timed. Knowing that my existing work may continue to inspire and influence enables me to focus on these new facilitating agendas with less anxiety about questions like, have I done enough through my research yet? No, not enough. Never enough. But some. And I so appreciate your recognition of it.


STAY TUNED FOR UPDATES
MORE DETAILS IN THE FALL 2016 ISSUE

2017 ANNUAL CONFERENCE
March 17-21, 2017
Sheraton Hotel, Atlanta, GA

JOIN US IN OUR LINKEDIN GROUP TO START OR JOIN A DISCUSSION ON ITEMS CONTAINED IN THE NEWSLETTER OR OTHER MATTERS OF INTEREST!