A. MISSION AND AREAS OF FOCUS

The mission of the Institute for Public Management and Community Service (IPMCS) is to promote the development of knowledge about, encourage the dissemination of such knowledge and support its implementation in terms of promoting: (1) effective public management capacity; (2) meaningful citizen participation mechanisms; and (3) the strengthening of democratic institutions throughout the world. The Institute conducts research, carries out technical assistance projects, and organizes conferences and training programs for government officials, private citizens and scholars in the accomplishment of its mission. In general, IPMCS limits its activities to international programs in order to avoid overlap with the Institute of Government, another unit within the School of Policy and Management of the College of Health and Public Affairs.

B. ORGANIZATION, EXTERNAL TRENDS AND STRATEGIC DIRECTIONS

1. Organizational Issues

   College of Health and Urban Affairs
   Dean
   Dr. Ronald Berkman

   School of Policy and Management
   Director
   Dr. Terry Buss

   Institute for Public Management and Community Service
   Director
   Dr. Allan Rosenbaum

   Assistant Director for International Programs and Budget
   Cristina A. Rodriguez-Acosta, MA

   Program Assistant
   Estela Hernandez

   Student Assistants
   Martha Cabrera
   Eduardo Goyanes

2. Advisory Board Members --- NOT APPLICABLE (N/A)
   a) List of members
   b) Enhanced Program

   Because of the absence of any university funding, the organizing of an IPMCS advisory board is not feasible. However, as regards the IPMCS’s principal project, the annual Inter-American Conference of Mayors and Local Authorities, IPMCS relies very heavily upon an informal advisory body composed of the following individuals: Javier Souto, Miami-Dade County Commissioner and Conference principal sponsor; Alex Penelas, Miami-Dade County Mayor and Conference co-host; J.A. Ojeda, Jr., Director of Protocol, International Trade and Commerce in the Office of the Mayor;
and the heads of the International Union of Local Authorities/South America (IULA/SA), the Federation of Central American Municipalities (FEMICA) and the Inter-American Foundation (IAF).

3. External Trends: With the exception of approximately 15% released time provided during the academic year to the Director, all IPMCS staff and activities are supported through external funding. Given the nature of its mission IPMCS had been heavily dependant upon USAID funding. However, there continues to be very significant cutbacks in US Government foreign assistance funds. USAID/Latin America funding has been reduced each year for the past six or seven years. In addition, USAID has been significantly reducing the amount of projects which involve open competitions. The IPMCS will, however, continue to compete for some number of USAID projects. In addition, the IPMCS continues to seek other international and local funding. Increasingly, we are establishing relationships with various countries and their national municipal associations as a means of obtaining various contracts for training activities and technical assistance programs. We shall also be seeking support this year from the Hewlett Foundation.

4. Strategic Directions and Areas of Emphasis: The IPMCS and Miami-Dade County organized the Seventh Inter-American Conference of Mayors and Local Authorities in June of 2001. This was again judged by the funding source, Miami-Dade County, to be a very successful event. The three-day event was attended by more than 500 officials from 26 countries in the Hemisphere. IPMCS will again organize on behalf of Miami-Dade County what will be the Eighth Inter-American Conference of Mayors and Local Authorities to be held in Miami in June 2002. In addition to publicizing FIU very highly, both in the US and Latin America (each year 2 mailings are done to 10,000 government and private sector local leaders throughout the Hemisphere), this event links us very closely to the top political leadership of Miami-Dade County government as it is co-hosted by Mayor Alex Penelas and Commissioner Javier Souto.

IPMCS will continue its work in Latin America and the Caribbean, Eastern and Western Europe and Asia. Special emphasis will be placed upon promoting effective citizen participation, decentralization and democratic development throughout Latin America and the Caribbean. IPMCS is currently proposing to organize training activities on budgetary issues, citizen participation and urban planning for elected and administrative officials in Latin America. IPMCS will continue supporting the modernization and strengthening of Latin American public administration officials through training activities. We will also continue to work on the strengthening of public administration education in Eastern Europe and China. Other proposals will be initiated this year. These activities contribute to the University’s Urban and International Academic Themes.

C. 2000-2001 ANNUAL ACCOMPLISHMENTS

Goal 1: To provide technical assistance to selected communities to improve their systems of governance. (Addresses University Goal 3, 4)

Assessment Criteria and Accomplishments: A wide variety of activities of the Institute addressed this particular goal. Through the organization of the Seventh Inter-American Conference of Mayors and Local Authorities- which was attended by more than 500 municipal leaders from Latin America - considerable information was conveyed to improve local governance throughout the Hemisphere. In addition, the Director and the Assistant Director participated in numerous activities designed to improve systems of governance both at the local and the national level. These ranged from seminars organized by IPMCS in conjunction with government officials in Panama, Honduras, Guatemala and Paraguay, to presentations by both the Director and Assistant Director to the Organization of American States (OAS) on issues of decentralization and local governance. Assistance was also provided to the OAS for the
organizing of a Ministerial Meeting on government decentralization in Bolivia and a seminar on
democratic local development in Costa Rica.

There are two additional accomplishments that we would call particular attention to. The first involves
the election of the Director of the Institute to a three-year term as President of the International
Association of Schools of Administration which is located in Brussels, Belgium. The election of the
Institute’s Director to this position is a reflection of the worldwide recognition that the Institute has
received in its field of activity. Second, we would note the re-publication of the Institute’s Director
article, “Decentralization, Governance and Democracy” as the foreign guest article published in issue
number 4 of the 2001 Journal of the Chinese National School of Administration. This is the most
important and most widely circulated public affairs journal in the People’s Republic of China. The lead
article in that issue of the Journal was written by Zhu Ronjai, the second highest ranking official of the
government of China.

Use of Results for Program Improvement: We continue to learn and modify programs from our prior
experience.

Goal 2: Generate proposals for public management reform based on state of the art research and
selected diagnostic studies to facilitate technical assistance and training activity. (Addresses University
Goal 2, 4)

Assessment Criteria and Accomplishments: IPMCS continued participating in various diagnostic studies
and also provided support and advice to public administration and State modernization efforts in China,
Poland, Ukraine and the United Arab Emirates and a variety of Latin American Countries. In addition,
every other year, the United Nations convenes all of the Civil Service Ministers from all of the countries
of Africa for a two day meeting on Public Management Reform. For this year’s meeting which was held
in Windhoek, Namibia, the Institute’s Director was invited by the United Nations to prepare the
principal background paper for the meeting and to present an address to the assembled ministers.
IPMCS accomplishments are further reflected in the following invitational presentations made by the
Institute’s Director during the course of the past year:

a) “Accountability, Efficiency and Responsiveness: A Summing Up” – closing address at the annual
meeting of the International Association of Schools and Institutes of Administration, co-
sponsored by the Chinese National School of Public Administration (July, 2000; Beijing,
China).

b) “New (and not so new) Issues for Administrative Development Institutions in the Next Decade”
keynote address (paper also prepared) at the Sixth International Conference of the Institute of
Administrative Development of the United Arab Emirates (November, 2000; Dubai, United
Arab Emirates).

c) “Local Government and Inter-Governmental Relations in the United States: Lessons for China”
at the seminar for sub-national government officials organized by the United Nations
Development Program and the government of China (November, 2000; Qingdao, China).

d) “Accountability and Ethics in Local Governance” at the Summer Academy on Local
Government for Poland and Ukraine, sponsored by the Soros Foundation/Open Society Institute
(August, 2000; Lviv, Ukraine).

e) “Comparing Public Administration in France and the United States: A Summing Up” at the
Conference on Public Administration Education in France and the United States, organized by
the National Association of Schools of Public Affairs and Administration and the French
International Institute of Public Administration (October, 2000; Miami, FL).
Use of Results for Program Improvement: We draw upon our past efforts to continue generating proposals for public management reform based on diagnostic studies and the use of analytic policy frameworks that facilitate effective research, technical assistance and training activity.

Goal 3: To organize high visibility events with key local institutions in order to encourage the carrying out of government reform and the strengthening of democratic institutions (Addresses University Goals 2, 4)

Assessment Criteria (Measurable Outcome): IPMCS very successfully organized the Seventh Inter-American Conference of Mayors and Local Authorities. The event was attended by more than 500 people from all over the Hemisphere. IPMCS also participated in a wide variety of relevant activities noted under goals 2 and 4.

In October 2000, IPMCS organized the Conference on Public Administration Education in France and the United States, in conjunction with the National Association of Schools of Public Affairs and Administration and the French International Institute of Public Administration. This event brought together leading figures in academic public administration from throughout France and the United States. French institutions represented at this Conference which was held at Biscayne Bay Campus included individuals representing the Sorbonne and the Ecole Nationale d’Administration. American participants included representatives from the Kennedy School at Harvard, Syracuse University, the University of Pittsburg and the President of the American Society for Public Administration, among others.

In May of 2001, IPMCS organized along with its Chinese counterparts (the Chinese National School of Administration and the Yunan College of Public Administration) the Sino-American Public Administration Seminar at the Yunan College of Public Administration in Kunming, China. This seminar which included 50 participants from throughout China, as well as four participants from FIU, represented the first major academic seminar involving an American higher education institute to occur in Yunan Province (population 40 million) in China. In addition to the Director of IPMCS, FIU was represented by faculty from its Public Administration and Health Services Administration Program.

Use of Results for Program Improvements: We continue to learn and modify programs from our prior experience. Future conference activity will reflect various lessons that we have learned from the Conference organized this past year.

Goal 4: To strengthen sub-national government managerial capability, citizen participation and decision-making capacity in selected communities. (Addresses University Goals 2, 3, 4)

Assessment Criteria and Accomplishments: IPMCS continued participating in training activities for Latin American and Eastern European elected and administrative officials. The results of these efforts are, to some extent, reflected in the following presentations that were made by the Director of the Institute:

a) “Women, Local Governance and Development in Latin America”; keynote address at the Special Meeting of the Panamanian Municipal Association on Building Local Government and Gender Equity: New Perspectives (March 2001; Panama City, Panama).

b) “Local Governance in the Forthcoming Summit of the Presidents: New Opportunities for New Relationships” at a special meeting of the Paraguayan Association of Municipalities (December 2000; Asuncion, Paraguay).
c) “Local Government and Economic Development: Some Observations” at the annual meeting of the Guatemalan Municipal Association (September, 2000; Guatemala City, Guatemala).

d) “Local Government, the Quebec Summit and the Declaration of Miami” – Testimony presented at the Special Committee on Inter-American Summits Management of the Permanent Council of the Organization of American States (September 2000; Washington, DC).

e) “Effective Municipal Management and Democratic Development; Some Insights from the U.S. and other parts of the World” at the 2000 Annual Meeting of Association of Brazilian Municipalities (May, 2000; Puerto Seguro, Brazil).

Use of Results for Program Improvement: We continue to draw upon prior work on strengthening sub-national government managerial capability, citizen participation and decision-making capacity in selected communities through training activities to improve future efforts.

Goal 5: To produce high quality scholarly research and policy analysis. (Addresses University Goal 4).

Assessment Criteria (Measurable Outcome): The scholarly research and policy analyses output of the Institute as reflected in the work of the Director includes the following:

Books and Proceedings:


b) “Improving Accountability, Efficiency and Responsiveness in Government: Ideas and Lessons for the New Millennium” (editor and contributor) Brussels, Belgium; International Association of Schools and Institutes of Administration, summer 2001 (in English and French).

Articles, Chapters and Papers:


f) “Preparing Public Administrators to Function in a Rapidly Changing World” paper prepared for the United Nations’ Department of Economic and Social Affairs for presentation as its background paper for the Third Biennial Pan-African Conference of Ministers of Civil Service,
organized by the government of Namibia and the African Training and Research Center in Administration for Development (February, 2001; Windhoek, Namibia).

\[ g \] “Public Administration in a Global Context: New Issues, New and Not so New Responses”. Presented at the joint CNSA/Yunan College/FIU Public Administration Seminar (June, 2001; Kunming, China)

D. 2001-2002 ANNUAL GOALS

2001-2002 Goal 1: To continue providing technical assistance to selected communities to improve their systems of governance (Addresses University Goal 3, 4)
Measurable Outcome: Activities and seminars organized by the Institute directed towards improving local governments’s systems of governance.

2001-2002 Goal 2: To continue generating proposals for public management reform based on state of the art research and selected diagnostic studies to facilitate technical assistance and training activity. (Addresses University Goal 2, 4)
Measurable Outcome: Various proposals and diagnostic studies that will be carried out.

2001-2002 Goal 3: To organize the Eighth Inter-American Conference of Mayors and Local Authorities and to continue organizing high visibility events with key local institutions in order to assist selected countries in carrying out government reform and the strengthening of democratic institutions. (Addresses University Goals 2, 4)
Measurable Outcome: A successful Mayors Conference will be organized.

2001-2002 Goal 4: To continue working on strengthening sub-national government managerial capability, citizen participation and decision-making capacity in selected communities through training activities. (Addresses University Goals 2, 3, 4)
Measurable Outcome: Various activities will be carried out in different parts of the world.

2001-2002 Goal 5: To continue producing high quality research and policy analysis.
Measurable Outcome: Additional high quality research and policy analysis will be produced.

E. EXECUTIVE SUMMARY (1-2 page Summary)

1. Major Activities - Prior Year
Please note that even though Institutes and Centers are not nationally ranked, IPMCS’s activities have insured it a nationally and internationally recognized role of prominence in its areas of activities. IPMCS’s staff are frequently invited to speak and/or attend and participate at conferences organized by the United Nations, the Organization of American States, the United States Agency for International Development, the Inter-American Development Bank and by foreign governments. Of particular note on this regard is the election of the Director’s Institute to a three-year term as President of the only worldwide association of schools and institutes involved in education and training in the field of Public Administration.

While much of the information relevant here has been presented above, it is useful to note that the activities of the Institute, particularly the Inter-American Conference of Mayors and Local Authorities receives considerable publicity, both in newspapers and on television here in the United States and in many countries around the world. It also provides a vehicle for various faculty and administrators from FIU to participate and interact with major figures in local and national governance from throughout the hemisphere, Europe and China.
IPMCS organized the Seventh Inter-American Mayors Conference on June 26th – 28th. More than 500 people participated at the Conference which was covered by many press and media from Latin America, as well as by the local press such as Diario Las Americas. It should be noted in that regard that this conference has come to be recognized both in Washington and throughout the Hemisphere as the most important annual meeting for people concerned with the developing and strengthening of local government throughout Latin America.

IPMCS also organized a major French-American Public Administration Conference on behalf of FIU’s College of Health and Urban Affairs. This Conference was co-sponsored by the French government’s highly prestigious International Institute of Public Administration and by the US National Association of Public Affairs and Administration. French participants in the Conference included that country’s premier scholars in the field. US participants included, in addition to FIU faculty, fifty of the preeminent American scholars in the field.

IPMCS organized with the Chinese National School of Administration in Beijing (that country’s premier public administration center) and the Yunan College of Administration a Chinese-American Public Administration Conference in which FIU faculty participated.

IPMCS participated in a variety of international activities focused upon the improvement of public management, the strengthening of local governance and the development and enhancement of democratic institutions invited by the National Municipal Associations of Guatemala, Paraguay, Honduras and Panama, as well as in an international seminars organized by the Organization of American States in Costa Rica and in Washington, DC. and high level ministerial meetings organized by the United Nations in Namibia and the Organization of American States in Bolivia.

2. **Major Activities - Coming Year**

It is anticipated the IPMCS will again organize the Inter-American Conference of Mayors and Local Authorities (the eighth) as funding has been allocated within the framework of the Miami-Dade County Budget which will be approved sometime this fall. It is also anticipated that IPMCS will continue to participate in a variety of international activities focused upon the improvement of public management, the strengthening of local governance and the development and enhancement of democratic institutions. As a consequence of these activities, the IPMCS will produce a variety of scholarly products including the edited proceedings of the French-American Conference.