



IIAS Statutes

Version Augustus 3rd, 2023

Amending the version

Adopted on 15 September 1961 by the Council of Administration, ratified on 20 July 1962 by the General Assembly,

Amended on 6 September 1968, 10 September 1971, 26 July 1974, 4 July 1980, 23 September 1983, 20 September 1985, 28 July 1989, 16 July 1997, 11 July 2001, 19 July 2006, 13 July 2010 by the Council of Administration,

On 2 June 2013 by the General Assembly and
Modified by the Council of Administration early 2017

Presented by the IIAS Governance Taskforce,

Duly established by the IIAS Council of Administration (2022-2025) during its June 30th, 2022 meeting held in Rome,

Which discussed the various dispositions contained in earlier versions of the present document in its meetings held on October 17th, 2022, December 15th, 2022, January 18th, 2023, March 7th, 2023, April 12th, 2023 and May 12th, 2023

To the IIAS Council of Administration,

Meeting on June 14th, 2023

Translated into French,

Adopted in the Extraordinary General Assembly hybrid meeting of October 4th, 2023 pursuant article 51 of the current statutes,

Entered into force immediately at the exception of art. 4 and 5 that will enter into force at the date of the royal decree that will approve the new purpose and objects of the association,

And filed for publication in the *Moniteur Belge*



Chapter I Name and Registered office

Article 1

The non-profit international association is named “International Association of Administrative Sciences”, abbreviated as “IIAS” in English, and “Institut International des Sciences Administratives”, abbreviated as “IISA” in French.

In the Statutes and internal regulations, it shall be referred to as “the Institute” or “the Association”.

The Association is subject to the Belgian law of 23 March 2019 “Code des sociétés et des associations” (Companies and Associations Code) governing non-profit international associations (AISBL) in particular to Book 10.

Article 2

The registered office of the Association is located in the Brussels-Capital Region. The registered office of the Association may be transferred to any other location in Belgium by a decision of the Council of Administration, provided that said transfer will not imply a change of the language of the Statutes according to the legal provisions governing the use of official languages in Belgium.

If the transfer of the registered office of the Association implies a change of the language of the Statutes according to the legal provisions governing the use of the official languages in Belgium, only the General Assembly will be competent to decide on the transfer of the registered office of the Association according to the applicable voting majority.

Article 3

Established in Madrid in 1930, the Association shall be established for an unlimited duration of time. It may be dissolved at any time.

Chapter II Non-Profit Purpose and Object

Article 4 Non-profit purpose

The non-profit purpose of international utility of the Association shall be, within the European Union and worldwide, to promote (i) the development of the administrative sciences, (ii) the better organisation and operation of public administrative agencies, (iii) the improvement of administrative methods and techniques, (iv) the progress of international administration, and (v) building relations with and between governments and their administrative bodies, worldwide or regional international organisations, associations, institutions, scientific associations, education in the domain of public administration, including universities training institutes, academies, and schools and experts in the administrative sciences in order to advance the purposes of the Association.

Article 5 Object

To that effect, the Association may develop, alone or in collaboration with its members or third parties, directly or indirectly, all activities related, directly or indirectly, to its purpose. The Association may, in particular develop the following non exhaustively listed activities for the general or specific benefit of its members and/or third parties:

- a) Study, taking into account the experiences of the various countries, the means of action at the disposal of administrative authorities for carrying out their duties. Its field of interest shall include the teaching of the administrative sciences, the pre-entry and post-entry training of officials, methods related to the organisation of services and the implementation of different scientific disciplines in the field of public administration;
- b) Conduct studies and surveys, develop plans and projects, and conclude agreements likely to improve the organisation and operation of public services. It shall in particular participate in development programmes in these fields.
- c) Collect the necessary documents for carrying out the above tasks, and for replying to requests made by governments, governmental or non-governmental international organisations or private persons, for information concerning the matters within its field of study;
- d) Study questions of international administration, develop comparative administrative studies and encourage exchanges of information on these subjects;
- e) Organise international scientific meetings, conferences, congresses, symposia and seminars;
- f) Establish an information and documentation center, an Internet site, and archives, to be made available to members of the Association, members of the Council of Administration, officials, scholars, experts, students and interns, under conditions determined by the Council of Administration;
- g) Set up committees and commissions for the study of particular problems, notably in the fields of administrative law, public management, or administrative practices;
- h) Collaborate to establish centers;
- i) Publish monographs and reports, as well as an *"International Review of Administrative Sciences"*;
- j) Offer quality assurance services for public administration training, both academic and professional;
- k) Perform research, both institutional and subject specific, in line with its mission of setting the governance agenda worldwide; and
- l) Offer advisory and consultancy services to its members for building capacity in public administration.

Upon decision of the Council of Administration, the activities of the Association can be of a commercial and profitable nature, provided always that the profits generated through these activities shall at all times and entirely used for the realisation of the non-profit purpose of the Association.



In addition, the Association may develop, support, incorporate, constitute, set up, participate to, and have interests in (including owning shares, stocks, bonds, warrants, options, participations and/or investments, etc.) any Belgian or foreign legal entity, commercial or not, not-for-profit or for-profit, private or public or semi-public, having the legal personality or not, having similar purposes and activities than the ones of the Association.

Chapter III Membership – Rights and Obligations

Article 6

The Association shall be comprised of both natural persons and legal persons established in keeping with the laws and practices of the State under whose jurisdiction they are placed.

The Association shall be comprised of members of the eight following categories:

- a) Member States, each represented by its delegate;
- b) Governmental International Organisations, each represented by their delegate;
- c) Non-Governmental International Organisations, each represented by their delegate;
- d) National Sections, each represented by their delegate;
- e) International Sections, each represented by their delegate;
- f) Corporate Members, each represented by their delegate;
- g) Honorary Members.

A Conditions and formalities of entry

Section 1 Member States

Article 7

Any State which has undertaken to comply with the Statutes may be approved by the Council of Administration as a member of the Association.

Once approved, the State shall inform the Association of the name of the natural person whom it has delegated as its permanent representative to the Association. This delegate shall have a seat at the General Assembly of the Association for as long as the State respects the terms set out in the Statutes. The State may replace its duly authorised delegate. It shall then inform, in written, the Association of this decision.

Section 2 Governmental International Organisations

Article 8

Any worldwide or regional governmental international organisation founded by a treaty, comprising at least in part Member States of the Association, may be approved, under the same conditions as a State, as a member of the Association. It shall appoint its delegate under the conditions provided in Article 7.

Section 3 Non-Governmental International Organisations

Article 9

Any non-governmental international organisation may be approved, under the same conditions as a State and as a governmental international organisation, as a member of the Association. It shall appoint its delegate under the same conditions provided in Article 7.

Section 4 National and International Sections

Article 10

Professionally qualified persons of the same Member State may, with the approval of the Council of Administration, be admitted as a National Section provided they undertake to comply with the Statutes.

Professionally qualified persons of the same non-Member State of the Association may, with the approval of the Council of Administration and the consent of the General Assembly, be admitted as a National Section provided they undertake to comply with the statutes. This Section shall be sufficiently representative at the State level.

An organisation already established in a State where there is no National Section, and sufficiently representative at the national level, may be admitted as a National Section. If the organisation is set up in a Member State, the Council of Administration shall approve the National Section. If the organisation is set up in a non-Member State, the Council of Administration and the General Assembly shall approve the National Section.

Article 11

In cities or countries where one or more executive offices of the United Nations, specialised agencies or other intergovernmental or supranational organisations are seated, international civil servants, regardless of their nationalities, may, with the approval of the Council of Administration, be admitted as an International Section, provided they are at least ten in number and undertake to comply with the Statutes.

Article 12

Each Section shall determine its membership conditions. It shall elect its bodies, in compliance with the applicable laws. Once a year, it shall send the Council of Administration of the Association a copy of its annual report, if any, and a list of the members of its bodies. It shall inform the Association of its scientific activities.

Article 13

National Sections and International Sections may organise joint conferences within their regions to study certain common aspects of administrative sciences and practices. They shall inform the Council of Administration in advance of these meetings as well as their agenda.

The members of Council of Administration and the Director General of the Association shall be invited to attend such conferences.

In exceptional cases and in the interest of the Association, the Council of Administration may oppose the holding of such conferences.

Section 5 Corporate Members

Article 14

The Council of Administration may confer Corporate membership on duly established institutions or organisations whose activities, on an international or regional level, are in the field of public administration.

The National Section concerned shall be notified of any application for Corporate membership of duly established institutions or organisations whose activities are in the field of public administration. In the absence of a negative recommendation by the National Section within three months of such notification, the Council of Administration may approve them as Corporate Members. Where no National Section exists, the Council of Administration shall be solely competent to approve Corporate membership.

Corporate Members shall be represented within the Association under conditions determined by the Council of Administration.

Section 6 Honorary Members

Article 15

Honorary membership of the Association may, on the recommendation of the Council of Administration, be conferred by the General Assembly on any person who, by his or her work or support, has made an outstanding contribution towards the achievement of the purpose of the Association.

Section 7 General Provisions

Article 16

Institutions wishing to become a member of the Association, by virtue of Article 7 to Article 10, may be permitted by the Council of Administration to participate in the Association's activities and to work towards the achievement of its tasks until the next session of the General Assembly.

B Conditions and formalities of withdrawal

Article 17

The members shall be free to withdraw from the Association at any time and shall give notice of their resignation at least two months in advance by registered letter at the post office, addressed to the Council of Administration.

Decisions to exclude members from the Association may only be taken by the General Assembly of members upon taking a secret vote and with the majority of two-thirds of the members present or represented, after having heard the defence of the interested party. The President of the Association may suspend the interested party until a decision can be taken by the General Assembly.

A member who has ceased to belong to the Association, on account of death or for any other reason, shall have no claim on the social fund.

C Rights and Obligations

Article 18

All members of the Association have the same rights and obligations subject to provisions in the application of Article 24 concerning the right to vote.

Members are required, by their adherence to the Association, to pay a membership contribution fixed by the General Assembly on a proposal of the Council of Administration.

Chapter IV Organs of the Association

Article 19

The general steering organs of the Association, in keeping with the law, shall be:

- a) the General Assembly;
- b) the Council of Administration.

The administrative organs of the Association, in keeping with the law, shall be:

- a) the President;
- b) the Director General and the Permanent Administrative Services.

Section 1 The General Assembly

Article 20

The General Assembly shall meet every year during the Congress of the Association.

It shall comprise the official delegates of the members referred to under Article 6, lit. a-g.

The General Assembly shall be held the day, time and place indicated on the notice of convocation. All members shall be sent a notice of convocation.

An extraordinary General Assembly shall be called when the Council of Administration or two thirds of the members of the Association request one.

Article 21

Not less than two months prior to the General Assembly, the President of the Association shall send each member a notice of convocation via ordinary mail or by electronic correspondence. The agenda shall be sent to members at least two weeks prior to the General Assembly.

During this meeting the Council of Administration shall present a general report on the Association's activities and the orientation of its work.

Provided that the possibility to participate to the General Assembly via electronic means of communication has been granted by the Council of Administration and is detailed in the notice of convocation, a duly convened meeting of the General Assembly shall be validly held even if all or some of the members are not physically present or represented, but participate to the General Assembly via any electronic means of communication made available by the Association, such as a telephone, video or web conference, that allows (i) the Association to verify the quality and identity of the members, (ii) the members to take direct, simultaneous and uninterrupted notice of the discussions during the meeting and, if applicable, to exercise their voting rights with respect to all matters on which the General Assembly is required to decide and (iii) the members to participate to the deliberations and ask questions. The Council of Administration shall set up the practical procedures to organise this in practice. In such a case, the members shall be deemed present at the place where the meeting of the General Assembly is held. The members of the bureau of the General Assembly (which is at least the chairperson of the General Assembly) cannot participate in the General Assembly via electronic means of communication and shall meet physically.

Provided that this possibility has been granted by the Council of Administration and is mentioned in the convening notice, the Member States, the Members Governmental International Organisation, the Members Non-Governmental International Organisation, the Members National Section and the Corporate Members may vote via electronic means during a meeting of the General Assembly. Upon

request that such voting shall include secret ballots to the extent practicable; knowledge of the members of the Secretariat of the identity of voters or contents of the votes shall not be considered to violate the secrecy of the balloting if this is needed for the electronic voting to be practicable. The Council of Administration shall set up the practical procedures to organise the vote via electronic means, and shall ensure that the system for electronic voting used allows for (i) the verification of the quality and identity of the Member States, the Governmental International Organisations, the Non-Governmental International Organisations, the National Sections and the Corporate Members having expressed their vote(s) and (ii) the control of compliance with the prescribed time limit to vote.

The minutes of the General Assembly shall mention any technical problems and incidents that prevented or disrupted participation via electronic means of communication in the General Assembly or in the vote.

Article 22

The General Assembly shall have the powers specifically granted to it by the law or the Statutes. The General Assembly is competent for decisions related to:

- a) The transfer of the registered office of the Association when it implies a change of language of the Statutes according to the legal provisions governing the use of official languages in Belgium;
- b) If applicable, the nomination and dismissal of the statutory auditor and the determination of his/her/its remuneration;
- c) The amendment of the Statutes;
- d) The election, upon proposal of the Council of Administration, of the members of the Council of Administration referred under Article 28 a) to f) and h) to k) of the Statutes, the determination of the conditions (including the financial conditions, if any) upon which their mandate will be granted and exercised as well as the conditions under which said mandate can be terminated and the dismissal (ad nutum) of all the members of the Council of Administration;
- e) The election of the Senior Vice-President, upon proposal of the President;
- f) The establishment of Implementation Regulations;
- g) The discharge of or proceeding against members of the Council of Administration and/or statutory auditor;
- h) The approval of the annual accounts and the budget;
- i) The dissolution and liquidation of the Association, the allocation of the Association's liquidation balance in case of dissolution, and the appointment of one or more liquidator(s);
- j) The exclusion of members;
- k) The admission of members;
- l) The approval of the amount of the membership contribution and the calculation method of the membership contribution, upon proposal of the Council of Administration; and
- m) The restructuration or transformation of the Association pursuant to any of the procedures provided for under the Books 13 and 14 of the companies and associations Code, unless otherwise provided for by the companies and associations Code.

Article 23

The General Assembly shall be chaired by the President of the Association, or in his or her absence by the Senior Vice-President.

Article 24

All members shall have the same rights and obligations with the exception of the right to vote which shall be regulated as follows:

- a) Member States: 5 votes

- b) Governmental International Organisations, Non-Governmental International Organisations and National Sections: 3 votes
- c) Corporate members: 2 votes

Decisions shall be taken by the absolute majority present or represented, except in cases where the law or Statutes decide otherwise, in particular in the case of the dissolution of the Association (Article 487).

Article 25

Decisions taken by the General Assembly shall be included in the minutes signed by the President and Director General and shall be kept in a special register at the registered office. Extracts or copies shall be signed by the President and Director General.

Article 26

On the proposal of the Council of Administration, the General Assembly shall elect the President of the Association for a three-year term of office. The election shall be by secret ballot if at least one member requests it. The President may be re-elected once.

The election shall be by absolute majority. If this majority is not attained after a second ballot, a third ballot shall be taken. The election shall then be decided by a relative majority.

Article 27

The General Assembly shall elect for a three-year term of office the Vice-President of the Host State of the seat of the Permanent Administrative Services. The election shall be by secret ballot if at least one member requests it. The General Assembly shall make its selection from a list of three names presented by the Host State, provided that the President or the Vice-President is not a citizen of the State where the seat of the Association is established.

On a proposal of the Council of Administration, it shall in the same way elect for a three year term of office, the regional Vice-Presidents representing the following regions: Eastern Europe (1), Western Europe (1), Middle East (1), Africa (1), Latin America (1), North America (1), East Asia (1), South Asia and the Pacific (1). They may be re-elected once.

On a proposal of the President, it shall elect for a one year term of office the Senior Vice-President amongst the eight regional Vice-Presidents.

It shall likewise elect in the same way for a three year term of office a maximum of thirty five members including those having specific duties as covered in Article 278. These members shall be part of the Council of Administration.

Section 2 The Council of Administration

Article 28

The Council of Administration shall comprise:

- a) the President of the Association;
- b) The retiring President, until the expiration of the normal mandate of his/her successor;
- c) The Senior Vice-President of the Association;
- d) The seven other regional Vice-Presidents and the Vice-President of the Host State where the Association's registered office is established;
- e) The Chairperson of the Programme and Research Advisory Committee;
- f) The Chairperson of the Finance Committee;

- g) The Presidents of the Specialised Scientific Entities and Regional Groups as set out in Article 32
- j)
- h) The Vice-Chairperson of the Programme and Research Advisory Committee;
- i) The Director of Publications;
- j) The Editor-in-chief of the Review;
- k) Additional members up to the maximum stipulated in Article 27

Should a member of the Council of Administration other than the President be unable to take part in the work of a session of the Council of Administration, he/she may arrange for another member of the Association who is not a member of the Council of Administration to represent him/her.

Except as provided in alinea one, item (b) of this Article, former Presidents of the Association may attend the meetings of the Council of Administration, without a right to vote.

The Director General shall attend the meetings of the Council of Administration, without a right to vote.

Article 29

No candidate of members referred to in Article 6 which have outstanding contributions during the year preceding an election, shall be eligible as member of the Council of Administration.

Article 30

No member may have a seat on the Council of Administration for more than three consecutive mandates in the same position listed under Article 28.

The General Assembly may remove from office, by a two-thirds vote, a member of the Council of Administration and take steps to replace him/her.

Article 31

The members of the Council of Administration shall take up their duties from the close of the General Assembly during which they were elected. Their term of office shall be terminated at the close of the General Assembly during which their successors are appointed.

Should a member of the Council of Administration resign or die, the Council shall ensure that this person is temporarily replaced. An election shall be held at the next meeting of the General Assembly.

Article 32

The Council of Administration has all residual power over the affairs of the Association, except as provided by law, or as expressly set forth in the Statutes.

The Council of Administration is competent for decisions related to:

- a) The determination of the rules relative to the status of the Association's personnel, including salary scales and the pension scheme;
- b) The transfer of the Association's registered office when it does not imply a change of language of the Statutes according to the legal provisions governing the use of official languages in Belgium;
- c) The permission to the candidates to membership to participate in the Association's activities and to work towards the achievement of its tasks until the next session of the General Assembly;
- d) The proposal of candidates President, Regional Vice-Presidents and members of the Council of Administration referred under Article 28 a) to f) and h) to k) of the Statutes;

- e) The determination of the orientation of the Institute's work in light of deliberations of the General Assembly;
- f) The definition of the methods of operation of the services of the Association;
- g) The setting up, with a view to carrying out the tasks of the Association, of standing committees and appoint their chairpersons;
- h) The taking of such measures and initiatives as may be deemed advisable for the Association;
- i) The already established Specialised Entities and Regional Groups (IASIA, EGPA, AGPA and LAGPA), and the establishment of Specialised Entities and Regional Groups within the Association, and the approval of their statutes and regulations. For purposes of approval within the bounds of the CAC, such Statutes and regulations shall be deemed regulations of the Association and shall accordingly be approved by the Council of Administration and the General Assembly of IIAS in accordance with the requirements of the law and shall grant the Presidents of Specialised Entities and Regional Groups or their representatives the right to vote. This right shall be accorded only after a minimum of three years following their establishment. These Specialised Scientific Entities and Groups shall be component institutions of the Association and shall participate in its administration and activities.
- j) The general management and direct control of the Association's affairs;
- k) The determination, on the proposal of the Programme and Research Advisory Committee, of the Association's programme of activities;
- l) The carrying out of the decisions and directives of the General Assembly;
- m) The approval of the reports of the Director General and the statements of account of the Finance Committee;
- n) The proposal of the amount of the membership contribution and the calculation method of the membership contribution to the General Assembly;
- o) The appointment and the dismissal of the Director General;
- p) The adoption, the amendment and the revocation of the internal regulation;
- q) The adoption, the amendment and revocation of the Implementation Regulations; and
- r) The assessment of the income and expenditure and the establishment of the Association's annual budget and the adoption of the accounts on the basis of the report prepared by the Auditor whom it shall appoint.

Each year, before the approval of the annual accounts by the Ordinary General Assembly, the Council of Administration shall report to the Ordinary General Assembly on the annual activity of the Association which includes at least information regarding (i) the use of the budget, (ii) the setting of the calculation method and the amount of the annual membership contribution, and (iii) the activities of the Association.

At any time, the Council of Administration may delegate specific powers to one or more member(s) of the Council of Administration, or other persons or bodies, with or without sub-delegation powers to the legal extent possible.

Article 33

Meetings of the Council of Administration may be held in person, by remote means or in a hybrid of these two. The Council of Administration shall hold an ordinary session at least twice a year, at such time and place as it may determine; an extraordinary session of the Council may at any time be convened by the President or on the request of a majority of its members, in which case the President shall fix the date and place of the session.

The decision of the Council of Administration shall be taken by a majority of the members present and voting. In the event of a tie, the President shall have a casting vote.

A duly convened meeting of the Council of Administration shall be validly held even if all or some of the members of the Council of Administration are not physically present or represented, but

participate in the deliberations via any electronic means of communication that allow the members of the Council of Administration to directly hear each other and directly speak to each other, such as a telephone, video or web conference. The Director General shall set up the practical procedures to organise this in practice. In such a case, the members of the Council shall be deemed present.

Provided that the possibility to vote via electronic means is mentioned in the notice of convocation, the members of the Council of Administration may vote via electronic means during a meeting of the Council of Administration. The Director General shall take the necessary steps allowing the members of the Council of Administration to vote electronically. The Director General shall set up the practical procedures to organise this in practice, and shall ensure that the system for electronic voting used allows for (i) the identification of the members of the Council of Administration having expressed their vote and (ii) the control of compliance with the prescribed time limit.

Section 3 The President

Article 34

The President of the Association shall preside at the General Assembly and the Council of Administration. He/she may not sit as the representative of his/ her government or of a National or International Section.

He or she shall serve from the close of the General Assembly meeting during which he or she is elected until the close of the Congress during which his or her successor is appointed.

Should the President be unavailable, his/her duties shall be performed by the Senior Vice-President or, failing such appointment, by the Vice-President selected by the Council of Administration.

At the time of each General Assembly, the President shall propose the candidacy of a Senior Vice-President chosen amongst the eight regional Vice-Presidents.

Should the President's office become vacant, an appointment shall only be valid until the next session of the General Assembly. Thereafter, the approval of the General Assembly must be obtained for the remaining mandate, if any, of the appointment.

The term of the interim appointment shall not be taken into account for the purposes of subsequent elections.

The President shall see that the decisions of the General Assembly and the Council of Administration are carried out.

The President shall supervise the activities of the Permanent Administrative Services of the Association and shall have the right to decide; he shall convene the General Assembly and the Council of Administration, and establish the agenda of their sessions.

The President shall represent the Association in all legal matters and proceedings.

Article 35

Not less than four months prior to a session of the General Assembly, members of the Association shall be notified of any seats on the Council of Administration which are due to be filled and of the nominations for the filling of the vacancies.

Other nominations may be presented by the members of the Association and must reach the President two months at the latest before the session at which the elections are to be held.

All nominations must be agreed to in writing by the candidates and be communicated to the members of the Council of Administration at least one month before the said session.

Section 4 The Director General

Article 36

The Council of Administration shall appoint a natural person, not being a member of the Council of Administration and not being a delegate, as Director General. This natural person could be a staff member of the Association or of a third party legal entity. His/her office may be remunerated. The Association shall cover all reasonable expenses exposed by the Director General. The Director General's mandate is of a definite, but renewable duration of three years. The terms and conditions of his/her office shall be determined by the Council of Administration, and shall include a periodic evaluation.

The mandate of the Director General terminates as of right and with immediate effect, (i) by death or incapacity, or (ii) if the Director General is under judicial administration, in bankruptcy, in judicial reorganisation, in dissolution or in liquidation, or is subject to insolvency proceedings of a similar nature under the laws of any jurisdiction.

The Council of Administration may dismiss the Director General at any time and possibly with immediate effect, without (i) having to give reasons to its decision, (ii) any compensation or cost becoming due by the Association, and (iii) prejudice to the mandatory labour law provisions and services agreement provisions, if applicable.

The Director General is free to resign from his/her/its office at any time by submitting, via registered mail or any other means of written communication (including email), with acknowledgment of receipt, his/her/its resignation to the Council of Administration, without prejudice to the mandatory labour law provisions and services agreement provisions, if applicable. In case of termination of the mandate of the Director General for whatever reason, except the cases of automatic termination of the mandate of the Director General or dismissal, the Director General shall continue performing the duties of his/her/its office until the Council of Administration has provided in his/her/its replacement within ninety (90) calendar days, without prejudice to the mandatory labour law provisions and services agreement provisions, if applicable.

In case of the end of the mandate of the Director General for whatever reason, the Director General shall have no claims for compensation on the Association or for its assets, without prejudice to the mandatory labour law provisions and services agreement provisions, if applicable.

The Director General shall be a permanent observer at all the bodies of the Association, and shall have the right to attend all meetings of the aforementioned bodies, without voting rights and with the right to be heard. All notices of convocation to all meetings of the aforementioned bodies shall simultaneously be notified to the Director General.

Notwithstanding the above paragraph, the President may decide that the Director General cannot attend one or more meeting(s) or part(s) of a meeting(s) of the Council of Administration.

Article 37

The Director General shall have the powers specifically granted to him/her/it by the Statutes. The Director General is competent for decisions related to:

- a) The daily management of the Association, within the approved budget and financial framework;

- b) In cooperation with the President, the coordination and the organisation of the meetings of the General Assembly;
- c) In cooperation with the President, the coordination and the organisation of the meetings of the Council of Administration;
- d) The delegation of tasks to the Permanent Administrative Services of the Association and the overseeing of it;
- e) Executing the decisions of the Council of Administration;
- f) The supervision of the financial affairs of the Association, under the supervision of the Chair of the finance committee;
- g) Maintaining relations with the members and ensuring the public relations of the Association, particularly regarding communication with third parties;
- h) Collecting membership contributions and the diverse amounts owed to the Association;
- i) Drawing up the activity programme of the Association and implementing it;
- j) Co-ordinating activities among the various standing committees and groups of the Association and with those of the Specialised Scientific Entities and Regional Groups;
- k) Within the framework of decisions taken by the Council of Administration, the Director General, with the approval of the President shall appoint the staff and determine their salaries.

The Director General shall always act under the responsibility of the Council of Administration and within the financial framework set by the Council of Administration. The financial thresholds determining the leeway of the Director General will be decided by the Council of Administration and further developed in the internal regulations, if appropriate.

The Director General shall report periodically to the Council of Administration on his/her/its actions and activities, and/or at the request of the Council of Administration.

Article 38

A financial regulation concerning budgetary, accounting and banking operations of the Association shall be decided by the Council of Administration.

Article 39

Should the Director General be unable to perform his/her duties, the President shall take the necessary measures to ensure the performance of those duties until the next session of the Council of Administration.

Chapter V External Representation of the Association

Article 40

The Association shall be validly represented vis-à-vis third parties and with regard to all judicial and extra-judicial deeds by the President acting. In case of his/her unavailability, the Vice-President, chosen in the ways set out in Article 34, al. 3., or two (2) members of the Council of Administration, acting jointly and duly mandated by the Council of Administration, will represent the Association.

Within the framework of daily management, the Association shall also be validly represented vis-à-vis third parties and with regard to all judicial and extra-judicial deeds by the Director General, acting alone.

None of the aforementioned persons must justify his/her/its powers vis-à-vis third parties.

In addition, the Association shall also be validly represented vis-à-vis third parties, within the framework of their mandates, by one or more proxy-holder(s) duly mandated by the holders of representation rights, as set out in Article 40, al. 1 and 2.



Chapter VI Congresses

Article 41

The Association, including its Specialized Entities and Regional Groups organise annual Conferences to deliberate on critical issues, major trends and developments in Public administration worldwide. The organisation of these events shall be carried out in keeping into account the values of the Association and its Specialized Entities and Regional Groups, in accordance with the respective regulations as set in Article 32 i).

Article 42

The organisation of the Congress and the other Major Meetings of the Association shall be carried in keeping with terms set out in a regulation drawn up by the Council of Administration.

Chapter VII The Association's Resources

Article 43

The Association's resources include:

- a) The membership contributions of Member States, Member Governmental International Organisations and Member Non-Governmental International Organisations;
- b) The membership contributions of National and International Sections;
- c) The membership contributions of Corporate Members;
- d) Payments for activities and services rendered to states or to international organisations or to any other contractual party, the proceeds from sales of publications, gifts, legacies or endowments, and subsidies from States, private agencies or persons; and
- e) Proceeds from commercial activities.

The amounts due under paragraph 1 letters a) to c) of this Article shall be determined by the General Assembly on a proposal of the Council of Administration.

Article 44

Member States, Member Governmental International Organisations, Member Non-Governmental International Organisations, National Sections, International Sections, and Corporate Members who have not paid their membership contributions in full for three consecutive years shall be deemed to have resigned, and shall be so notified by the Council of Administration. The Council of Administration may, however, in exceptional cases, grant an extension of time, the duration and terms of which it shall determine.

Article 45

The members of the Association and those who have ceased to belong to the Association, on account of death or for any other reason, and their heirs and assigns shall have no claim to the assets of the Association.



Chapter VIII Implementation Regulations

Article 46

Regulations established respectively by the General Assembly and the Council of Administration shall prescribe the conditions under which the Statutes are applied.



Chapter IX Dissolution

Article 47

The dissolution of the Association shall be declared by the General Assembly at a session specially convened for that purpose, by a two-thirds majority of the members present or represented. The majority shall be calculated in accordance with the rule set out in Article 24.

Article 48

In the event of dissolution, the funds constituting the net assets of the Association shall, by a decision of the Council of Administration, be transferred to an institution having similar aims, or assigned to uses considered to be in accordance with the purpose of the Association.

When declaring the dissolution, the Council of Administration shall appoint a liquidator or a liquidation commission. The actions of the liquidator or liquidation commission shall be subject to the provisions of Belgian Companies and Associations Code.

Chapter X Revision of the Statutes

Article 49

Amendments to the Statutes may be considered on the proposal of the Council of Administration or on the request of the majority of all members or Specialized Entities and Regional Groups of the Association respectively referred to under Article 6, and Article 32 i).

Proposed amendments shall be forwarded in writing to the President, in time for them to be examined by the Council of Administration and for the text to be brought to the notice of all members of the Association at least two months before the meeting of the General Assembly at which the proposed amendments are to be considered.

All amendments must be decided by a two-thirds majority of all the votes cast in the General Assembly, in accordance with the provisions of Article 24 of the Statutes.

Article 50

The convening, meeting and the decisions of the General Assembly shall be valid if carried out in accordance with the Statutes, even before their publication.

Article 51

The Statutes shall come into force ten days after their publication in the appendixes to the *Moniteur belge*.