

# STATUTES & REGULATIONS

In case of differences between the English and the French versions,  
the original French text shall prevail.

# **Part I – Statutes**

(Adopted on 15 September 1961 by the Council of Administration, ratified on 20 July 1962 by the General Assembly, and 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 and on 2 June 2013 by the General Assembly)

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## - Chapter I - Name and Seat

**Article 1** - The non-profit international association is named “International Association of Administrative Sciences”, abbreviated as “IIAS”.

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 27 June 1921 governing non-profit international associations and to laws which complement and amend the said-law.

Names must, in all proceedings, invoices and announcements, publications, letters, order forms and other documents emanating from the Association, be preceded or followed by the mention “association internationale sans but lucratif” (non-profit international association) or abbreviated as “A.I.S.B.L.”

This must, in addition, be accompanied by the exact location of the social seat, the words “registre des personnes morales” (register of legal persons) or initialled “R.P.M.”, followed by the address of the seat or seats of the commercial court under whose jurisdiction the Association has its seat and has been registered.

**Article 2** - The seat of the Association is established in Belgium at the following address: rue du Commerce 96, 6<sup>th</sup> floor, Block 6 at 1040 Brussels. The seat may be transferred to any other location upon the decision of the General Assembly or the Council of Administration, if the General Assembly cannot meet. This decision shall be published in the Annexes of the Belgian “*Moniteur*” and the Public Federal Justice Service shall be informed of the decision within one month.

**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 - Purpose and Means of Action

**Article 4** - The purpose of the Association shall be to promote the development of the administrative sciences, the better organisation and operation of public administrative agencies, the improvement of administrative methods and techniques, and the progress of international administration.

**Article 5** - In order to achieve the purpose defined in Article 4, the Association shall:

- 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.

**Article 6** - The means of action of the Association shall be:

- a. to organise international scientific meetings, conferences, congresses, symposia and seminars;
- b. to promote relations with governments and their administrative bodies, worldwide or regional international institutions, scientific associations, universities and schools and experts in the administrative sciences;
- c. to establish an information and documentation centre, an Internet site, and archives, to be made available to members of the Association, administrators, officials, scholars, experts, students and interns, under conditions determined by the Council of Administration;
- d. to set up committees and commissions for the study of particular problems, notably in the fields of administrative law, public management, or administrative practices;
- e. to establish National Sections for the purpose of furthering the progress of the art and science of public administration, and of contributing with comparative terms of reference to the study of problems related to public administration;
- f. to establish International Sections for the purpose of furthering the progress of the art and science of public administration within international bodies, and of contributing with comparative terms of reference to the study of problems relative to international administration;
- g. to publish monographs and reports, as well as an *“International Review of Administrative Sciences”*.

### - Chapter III - Membership – Rights and Obligations

**Article 7** - 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 its delegate;
- c. Non-Governmental International Organisations, each represented by its delegate;
- d. National Sections;
- e. International Sections;
- f. Corporate Members;
- g. Honorary Members.

#### **A. Conditions and formalities of entry**

##### *◇ Section 1 - Member States*

**Article 8** - 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 these 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 9** - 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 8.

##### *◇ Section 3 - Non-Governmental International Organisations*

**Article 10** - 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 8.

##### *◇ Section 4 - National and International Sections*

**Article 11** - Professionally qualified persons of the same Member State may, with the approval of the Council of Administration, be established 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 established 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 approved 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 12** - 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, establish an International Section, provided they are at least ten in number and undertake to comply with the Statutes.

**Article 13** - Each Section shall determine its membership conditions. It shall elect its general committee. 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 general committee. It shall inform the Association of its scientific activities.

**Article 14** - 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 15** - 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 16** - 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 17** - Institutions wishing to become a member of the Association, by virtue of Articles 8 to 11, 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 18** – 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 19** – All members of the Association have the same rights and obligations subject to provisions in the application of Article 26 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 20** - 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 Delegation of the Council of Administration;
- c. the Director General and the Permanent Administrative Services;

◇ *Section 1 - The General Assembly*

**Article 21** - The General Assembly shall meet every year during the Congress of the Association.

It shall comprise the official delegates of States, the Governmental and Non-Governmental International Organisations who are members of the Association, the members of the National and International Sections, the delegates of the Corporate Members, and the Honorary Members.

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 22** - 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.

**Article 23** – The General Assembly shall have extensive authority without prejudice to jurisdictions conferred to the other bodies of the Association.

**Article 24** – The General Assembly may deliberate on points not on the Agenda providing that all members present at the Council of Administration agree, excluding decisions concerning statutory amendments, budgets and accounts, the fixing of membership contributions, the dissolution of the Association and the exclusion of a member.

**Article 25** – The General Assembly shall be chaired by the President of the Association, or in his or her absence by the Senior Vice-President.

**Article 26** – 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 49).

**Article 27** – 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 social seat. Extracts or copies shall be signed by the President and Director General.

**Article 28** – 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 29** - 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 National Section of 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 30. These members shall be part of the Council of Administration.

◇ *Section 2 - The Council of Administration*

**Article 30** – 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 seat is established;
- e. The Chairperson of the Delegation of the Council of Administration;
- f. The Chairperson of the Programme and Research Advisory Committee;
- g. The Chairperson of the Finance Committee;
- h. The Chairperson of the Nominations Committee;
- i. The Chairperson of the Strategy Committee;
- j. The Presidents of the Specialised Associations and Regional Groups as set out in Article 34, f;
- k. The Vice-Chairperson of the Programme and Research Advisory Committee;
- l. The Director of Publications;
- m. The Editor-in-chief of the Review;
- n. ten members maximum

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 paragraph 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 and the Treasurer shall attend the meetings of the Council of Administration, without a right to vote.

**Article 31** – Those representatives of States, National or International Sections or Governmental or Non-Governmental International Organisations who have outstanding contributions during the year preceding an election, shall not be eligible to be members of the Council of Administration.

**Article 32** – No member may have a seat on the Council of Administration for more than three consecutive mandates.

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 33** - The members of the Council of Administration shall take up their duties from the close of the Congress during which they were elected. Their term of office shall be terminated at the close of the Congress 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 34** – The Council of Administration shall have authority over the following:

- a) The Council of Administration shall determine the rules relative to the status of the Association's personnel, including salary scales and the pension scheme;
- b) It shall determine the orientation of the Institute's work in light of deliberations of the General Assembly;
- c) It shall define the methods of operation of the services of the Association;
- d) It shall set up, with a view to carrying out the tasks of the Association, standing committees and appoint their chairpersons;
- e) It shall take such measures and initiatives as may be deemed advisable for the Association;
- f) It shall establish Specialised Associations and Regional Groups within the Association and approve their statutes; it shall grant the Presidents of 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 Associations and Groups shall be component institutions of the Association and shall participate in its administration and activities.
- g) It shall be responsible for the management and direct control of the Association's affairs;
- h) It shall decide, on the proposal of the Programme and Research Advisory Committee, the Association's programme of activities;
- i) It shall be responsible for carrying out the decisions and directives of the General Assembly;
- j) It shall be responsible for making decisions pertaining to the management of the Association's affairs;
- k) It shall receive the reports of the Director General and the statements of account of the Treasurer;
- l) It shall examine income and expenditure and establish the Association's annual budget. It shall adopt the accounts on the basis of the report prepared by the Auditor whom it shall appoint;
- m) It shall submit to the General Assembly the candidacies for offices to be filled by election in accordance with Articles 28, 29 and 30;

- n) It shall authorise the President to take any and all legal action in the name of the Association.
- o) It shall be organised in the framework of the Statutes.

In unforeseen circumstances, the Council of Administration may incur an unexpected expenditure. If a decision must be made before the next session of the Council of Administration, the President shall have the authority to decide. He/she shall then give an account of his/her decision to the next session of the Council of Administration.

**Article 35** - 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. The voting procedure may be carried out electronically.

◇ *Section 3 - The President*

**Article 36** - 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 Congress 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 permanently 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 37** - 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 Delegation of the Council of Administration*

**Article 38** – The Council of Administration may appoint a Delegation of the Council of Administration. It shall appoint its Chairperson and shall freely decide upon its members.

**Article 39** – The main task of the Delegation of the Council of Administration shall be to improve the cooperation and coordination between the Council of Administration and the Director General.

The Delegation may, on its own initiative or at the request of the Director General, advise the latter on questions related to the implementation by the Director General of decisions taken by the General Assembly or the Council of Administration.

◇ *Section 5 - The Permanent Administrative Services*

**Article 40** - The Director General shall be appointed by the Council of Administration. He or she shall be placed under its authority and that of the President.

He/she shall be in charge of the Permanent Administrative Services and shall be responsible for their functioning as well as budget, financial management and marketing activities. In this respect he/she shall be authorized to sign on behalf of the Association for a maximum amount specified in the Association's regulation. For amounts that exceed this amount, the joint signature of the Treasurer shall be required.

He/she shall be responsible for collecting membership contributions and the diverse amounts owed to the Association.

He/she shall be responsible for drawing up the activity programme of the Association and implementing it.

Without prejudice to the intervention of the President and Vice-Presidents in the external relations of the Association, the Director General shall, on behalf of the Association, maintain relations with its members, with international organisations and other partners.

He/she shall co-ordinate activities among the various standing committees and groups of the Association and with those of the Specialised Associations and Regional Groups.

The Council of Administration shall determine the indemnity or salary of the Director General.

In 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.

**Article 41** - The council of Administration may appoint a Treasurer for a three-year term of office which may be renewed. Preferably, a national of the host State should be chosen. He/she shall be responsible for the management of assets.

The Treasurer shall present, in the first quarter of the year, the provisional annual accounts of the previous year (Balance Sheet and Profit and Loss Account).

The Treasurer shall not in his or her personal capacity be held responsible for the financial commitments of the Association.

A financial regulation concerning budgetary, accounting and banking operations of the Association shall be decided by the Council of Administration. The latter shall also fix the remuneration of the Treasurer.

**Article 42** - Should the Director General or the Treasurer 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 -

**Article 43** – The Association shall organise a Congress every year to deliberate on a general theme centred on the major trends and developments in public administration worldwide.

**Article 44** – 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 VI - The Association's Resources

**Article 45** - 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.

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 46** - 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 47** - 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 VII - Implementation Regulations**

**Article 48** - Regulations established respectively by the General Assembly and the Council of Administration shall prescribe the conditions under which these Statutes are applied.

## **- Chapter VIII - Dissolution**

**Article 49** - 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 26.

**Article 50** - 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 Law on *sociétés commerciales*.

## **- Chapter IX - Revision of the Statutes**

**Article 51** – Amendments to the Statutes may be considered on the proposal of the Council of Administration or on the request of the majority of all the States, Governmental International Organisations, Non-Governmental International Organisations, National Sections and International Sections, members of the Association.

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 26 of the Statutes.

**Article 52** – 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 53** - The Statutes shall come into force ten days after their publication in the appendixes to the *Moniteur belge*.

## **- Chapter IX - Transitional Provisions**

**Article 54** – As the Statutes no longer include the category of individual membership, those members admitted as such, prior to the entry into force of the Statutes, shall keep their full and complete rights until their resignation, exclusion or death.

**Article 55** – The decisions taken by the Executive Committee in accordance with the former Statutes shall be the valid decisions of the Council of Administration in the Statutes.

**Article 56** – As the Executive Committee was renamed Council of Administration in the Statutes, the members of the Executive Committee and their mandate shall be transferred with the same rights and duties to the newly established Council of Administration. .

# **Part II – Regulations**

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**- Chapter I -**  
**Regulations of the General Assembly concerning**  
**Membership Contributions and Subscriptions**

*(As adopted on 27 June 1964 and amended on 23 July 1965,  
9 February 1970, 15 September 1972, 26 July 1974, 16 September 1977,  
29 March 1979, 4 July 1980, 17 September 1982, 28 July 1989,  
12 July 1992, 16 July 1997 and 11 July 2001; amended by the General Assembly on 4 July 2011)*

**Article 1** - These Regulations have been adopted to implement Article 45 of the Statutes. Their purpose is to determine the minimum membership contributions of the Association.

**Article 2** -

a. Member States not in Europe or North America shall pay an annual contribution based on the 1974-1976 scale of the United Nations (or, if they are not Members of that Organisation, of Unesco), it being understood that 1 per cent of the scale in question shall correspond to a minimum of 3,305.40 Euros.

b. Member States in Europe or North America shall pay an annual contribution of at least 13,21 Euros per 100,000 inhabitants or part thereof, except in the event of the amount thus arrived at being less than the amount arrived at by applying the scale mentioned in paragraph (a) above, in which event the said scale shall be applied.

c. Notwithstanding the provisions of paragraphs (a) and (b) above, the absolute minimum contribution to be paid yearly by any Member State shall be 1,431 Euros, except for small States - a list of which shall be drawn up by the Council of Administration - which need only pay 299 Euros.

**Article 3** - National Sections established in the Member States of IIAS shall pay an annual contribution of at least 76 Euros.

**Article 4** -

a. National Sections in States that are not Members of IIAS shall pay an annual contribution amounting to at least two-fifths of the contribution which would be due by their State, under *Article 2* above, if it were a Member State, but in no event exceeding 14,874 Euros in 1975 and in 1976, and as from 1977, the highest contribution payable by any one of the States which are Members of the Association.

b. Should one of the States referred to in paragraph (a) of this Article join the Association and have paid its contribution as a Member State, the National Section of the State concerned would be entitled to a refund of the portion of its contribution in excess of 76 Euros for the year of adherence of the State concerned.

**Article 5** - Corporate Members shall pay a contribution of at least 224 Euros a year and infra-national regional public institutions which adhere as Corporate Members shall pay an annual contribution of at least 408 Euros. They shall be sent a complimentary copy of each number of that year's *International Review of Administrative Sciences*, and be allowed a 50 per cent discount on the Institute's other publications of that year and a 10 per cent discount on its publications of previous years.

Should they pay a contribution of at least 408 Euros a year, they shall be sent a complimentary copy of all the Institute's publications of the year. Any institution which is a Corporate Member and a member of one or several component institutions of IIAS, as set out in Article 34 *letter* (f) of the Statutes, shall pay a single contribution fee whose sum shall be decided by the Council of Administration. National Sections of Member States may also benefit from this system, should the need arise.

**Article 6** - The President may, on the suggestion of the Director General, put forward a proposal to the government or National Section of a non-Member State seeking to adhere to IIAS and having difficulties with problems related to currency exchange or financial means, to settle its contribution fee on the basis of a graduated system: 1/3 the first year, 2/3 the second year, and the full contribution the third year, with full rights of participation in IIAS as from the first year.

**Article 7** - The term "international organisations" applies to regional or world organisations founded by a Treaty. The annual contribution of International Organisation Members is fixed at a minimum of 8,135 Euros. As to the annual contribution of Regional Governmental Organisation Members, it is fixed at a minimum of 2,708 Euros. The Non-Governmental International Organisation Members pay the same amount.

**Article 8** - The present Regulation shall come into force as from the financial year 2011.

## - Chapter II -

### **Regulations of the General Assembly concerning the Right to Vote**

*(As adopted on 28 May 1976 and amended on 4 July 2011)*

- In accordance with the Belgian Act of 25 October 1919 concerning International Associations with a Scientific Purpose, on the basis of which the IIAS Statutes were adopted, and more particularly Article 1, 5 of the Act, relating to the obligation of the members of such associations to pay membership contributions, amended by the law of 27 December 2004 concerning international non-profit associations, *A.I.S.B.L.*;

- In accordance with Article 48 of the Statutes which empowers the General Assembly to prescribe the conditions under which the Statutes are applied; and

- In accordance with Articles 21 and 26 of the Statutes, the General Assembly adopts the following regulations:

**Article 1** - As the members of the General Assembly have the right to vote in exchange for meeting their obligations, notably including the payment of their contributions, a delegate of a Member State, of a Member Governmental International Organisation, or of a Member Non-Governmental International Organisation, or the representative of a National or of an International Section may exercise the right to vote only if his/her Member State, International Organisation, or National or International Section has paid its membership contribution.

**Article 2** - To be in good standing, in this respect, contributions for financial years preceding the session of the General Assembly at which voting takes place, must

have been paid in full, with the exception of the regulation noted in Chapter I, article 6.

**Article 3** - Payments duly entered by the Treasurer shall alone be considered valid and paid. Nevertheless, should a session of the General Assembly be held elsewhere than at the seat of the Association, a Member State or International Organisation delegate or a National or International Section representative who is present may prove payment by means of any banking or equivalent document.

**- Chapter III -  
Regulations relative to Membership and Resignation  
Procedures and the Payment of Contributions of the Members  
of IIAS represented on the General Assembly of the Association**

*(Application of Article 45 of the Statutes and the decision of 26 April 1976  
taken by the Council of Administration - as adopted on 20 September 1985  
and on 16 July 1997; amended by the General Assembly on 4 July 2011)*

**Article 1** - New Members.

As soon as the payment of the contributions is received, the new member shall immediately have the right to vote in the General Assembly.

**Article 2** - Voluntary Resignation.

A member who voluntarily resigns shall cease to pay contributions as from the next financial year and shall no longer have the right to vote in the General Assembly.

**Article 3** - Voluntary Resignation of a State and the Continuance of the National Section. In order to continue as a member and have the right to vote in the General Assembly, the National Section shall pay subscriptions which amount to 40% of the State's contribution.

**Article 4** - Re-admission of a Member.

The member shall have the right to vote in the General Assembly, as soon as the request for re-admission has been accepted and payment of contributions has been received.

**Article 5** - Resumption of Contributions following a Cessation of Payment. The Council of Administration may decide to exempt payment of outstanding contributions, should these be impossible to honour. The decisions to exempt payment shall be submitted to the General Assembly in the framework of the procedure for the adoption of the preliminary budget and the revised budget.

**Article 6** - The Reconstitution of a National Section in a State where the National Section had resigned.

If the organisation which seeks to be recognised as the National Section is not the same as the precedent, it must become a member of the Association by following the normal admission procedure (Article 11 of the Statutes) and shall not be required to pay any outstanding contributions of a precedent National Section.

**Article 7** - Compulsory Resignation.

To make effective the procedure of compulsory resignation provided in Article 46 of the Statutes, members of the Association who have not paid contributions for three years shall be advised by the Director General, following deliberations of the Council of Administration, that they are deemed to have resigned.

**- Chapter IV -**  
**Regulation of the Council of Administration concerning**  
**the Finance Committee**

*(As Adopted on 4 July 2011 and amended by the General Assembly on 2 June 2013)*

**Article 1** – The Finance Committee shall be one of the standing committees referred to in Article 34, letter d, of the Statutes of the Association.

**Article 2** – The Finance Committee shall comprise:

- a) Elected Members (with voting rights):
  - the Chairperson who shall be a member of the Council of Administration
  - at least three members of the Council of Administration
- b) Members ex officio (with no voting rights):
  - the Director General of the Association
  - the Treasurer of the Association
  - the Finance and Marketing Director
- c) Invited persons:
  - the Presidents of IASIA and the Presidents/Coordinators of the Regional Groups
  - the Chairperson of PRAC
  - the Director of Publications
  - the Editor in Chief of IRAS.

The members mentioned under a) of this article shall be elected by the Council of Administration.

The Permanent Administrative Services of the Institute shall provide the secretariat of the Finance Committee.

**Article 3** – The Finance Committee has to support the Council of Administration and the President in the following issues:

- a) Management policy and accounting ;
- b) Financial accounting ;
- c) Supervision of the budget.

The Finance Committee shall examine each year, the draft budget and annual accounts of the Association.

Upon the request of the Council of Administration, it shall examine any question related to the financial situation of the Association, such as the Regulation concerning Contributions, the management of the financial portfolio and recovery of debts or outstanding contributions.

**Article 4** - The Chairperson of the Finance Committee shall report to the Council of Administration on the Committee's work. In particular, he/she shall inform the Council of Administration of the Finance Committee's opinion concerning the draft budget and accounts.

In accordance with the principles set out in Article 34 of the Statutes, the Council of Administration shall approve:

- the final budget for the current year, as amended if necessary, and the budget estimates for the following year. The budget voted for the following year shall only be provisional.
- the annual accounts of the previous year presented in keeping with the Belgian accounting plan.

**Article 5** - Those persons having the authority to sign bank transactions shall be the following:

- the Treasurer: may sign alone without restriction;
- the Director General: may sign alone without restriction;
- the Finance and Marketing Director: may sign alone up to the amount of 60,000 Euros;
- the Executive Secretaries: two Executive Secretaries may sign jointly up to 50,000 Euros.

**Article 6** – A financial guide providing legal, accounting and banking information shall be drawn up to keep the members of the Finance Committee informed of the main obligations related to our non-profit Association (A.I.S.B.L.), whose seat is in Belgium. At each session of the Finance Committee, it shall be made available for consultation. A timetable, setting out the deadlines of obligations, shall be annexed to the financial guide.

**Article 7** - Regarding expenses that are to be borne by the President of the Council of Administration – that is the President of IIAS – the costs of participating in various events, in particular travel expenses, are to be covered by the Member State of which he/she is a citizen.

Article 8 – The Finance Committee recommends an Auditor to the Council of Administration for a three-year term of office which may be renewed.

## **- Chapter V - Regulation of the Council of Administration Concerning the Organization of the Strategy Committee**

*(as adopted on 13 June 2014 by the General Assembly)*

**Article 1** – The Strategy Committee is one of the standing committees referred to in Article 34, letter (h) of the Statutes.

**Article 2** – The Strategy Committee shall comprise:

1. A chairperson – IIAS President
2. Director of Publications
3. PRAC Chairperson
4. Finance Committee Chairperson

5. The President of the Specialized Association and the Presidents of the Regional Groups
6. One member of the Council of Administration
7. IIAS Director General, ex officio

The member referred to above in point (6) shall be appointed by the Council of Administration on recommendation of the President. He/she will be chosen on basis of his/her scientific or professional competence.

**Article 3** – The Strategy Committee shall:

- keep IIAS policy and strategy in all domains under regular review, and make relevant proposals to the Council of Administration;
- review in particular IIAS capacities to be responsive to the interests of its membership, to seize new opportunities, and to undertake timely improvements in the Institute's functioning;
- ensure complementarity and coordination of the policy and strategy between the different bodies of IIAS.

**Article 4** – The Strategy Committee will meet at least once a year.

**Article 5** – Each year the Strategy Committee will examine the reports of the President of the Specialized Association and Presidents of Regional Groups on their strategic direction.

**Article 6** – The Chairperson of the Committee shall, each year, report to the Council of Administration on the progress of the Committee.

**Article 7** – The Permanent Administrative Services of the Institute shall provide secretariat of the Strategy Committee.

## **- Chapter VI - Regulation concerning the Vice-Presidents of the Institute**

*(As adopted on 10 September 1986, amended on 4 July 2011)*

### **One Article**

In conformity with Article 29 of the Statutes, according to which "The Vice-Presidents of the Institute shall carry out the duties entrusted to them by the Council of Administration, in particular with regard to relations with the States of the region that they represent", the Vice-Presidents shall possibly be assigned, in the framework of the specificities of their region the following tasks:

1. to assist IIAS in identifying, in their region, the best experts in the administrative sciences and to establish relations with them so that IIAS may call on these experts for research, training and consultation tasks;
2. in accordance with Article 14 of the Statutes, to organise, in cooperation with the Director General of IIAS, regional meetings with the assistance of the States of the region, National Sections of IIAS and interested regional and international organisations;

3. to carry out, working closely with the Director General of IIAS, steps that could lead to the adherence of new States and Governmental International Organisations in their respective regions and to the setting up of National Sections. The possible range of specific activities of the Vice-Presidents shall be examined on the basis of a consultation with the President and the Director General of IIAS and a report to the Council of Administration.

## - Chapter VII - Regulation of the Council of Administration concerning the Organisation of Scientific Activities

*(As Adopted on 16 July 1997; amended on 4 July 2011)*

### • Section 1 - *The Programme and Research Advisory Committee*

**Article 1** - The Programme and Research Advisory Committee, hereinafter designated as the PRAC, is one of the standing committees referred to in Article 34, letter (h) of the Statutes.

**Article 2** - The PRAC shall comprise:

- a. a Chairperson and Vice-Chairperson;
- b. the Presidents of the Specialised Associations and Regional Groups;
- c. the Editor in Chief of the *International Review of Administrative Sciences*;
- d. the Publications Director;
- e. four to seven experts;
- f. the Director General of the Association.

The members referred to above in points (a) and (e) shall be appointed by the Council of Administration on the recommendation of the Director General. They shall be chosen on the basis of their scientific or professional competence in the field of the administrative sciences.

They shall be appointed for a three-year mandate. They may serve no more than two additional mandates.

**Article 3** - The PRAC shall propose to the Council of Administration the themes of the Major Meetings of the Association. It shall make its proposals at least two years before these meetings are held. It shall contribute to the orientation and evaluation of the Association's scientific activities and to the co-ordination of them with those of the Specialised Associations and Regional Groups.

**Article 4** - The PRAC shall meet at least once a year.

**Article 5** - Each year, the Council shall evaluate the scientific activities of the Association, such as those set out in Article 9. For this purpose, the PRAC shall examine reports from the Rapporteurs of the Project Groups and from those of the Major Meetings.

Each year the PRAC shall examine the reports of the Director General, the Presidents of the Specialised Associations and the Regional Groups.

The PRAC shall then address its recommendations to the Council of Administration.

**Article 6** - The Chairperson of the Council shall, each year, report to the Council of Administration on the recommendations put forward by the PRAC.

**Article 7** - The Permanent Administrative Services of the Institute shall provide the scientific secretariat of the PRAC.

**Article 8** - The members of the PRAC shall serve without remuneration. The Association shall not cover their travel expenses. It shall, however, cover their accommodation expenses for the annual meeting of the PRAC at the seat of the Association.

• *Section 2 - Scientific Activities*

**Article 9** - The scientific activities of the Association shall include

- a. the organisation of the Project Groups;
- b. the organisation of the Major Meetings, in keeping with the principles set out in the Association's Regulations;
- c. the organisation of seminars, in partnership with national or governmental/non-governmental international institutions;
- d. the organisation of internships;
- e. expertise and consultancy activities;
- f. the production of publications and the *Review*.

• *Section 3 - Project Groups*

**Article 10** - The function of the Project Groups referred to in Article 9a above shall be to study a specific topic relating to the administrative sciences, over the duration of a three-year period. They shall prepare a study or comparative research on the subject.

Depending on the topic of their research, they may also contribute to the planning of the Major Meetings of the Association.

**Article 11** - The research topics, including the critical governance topics, shall be selected by the PRAC, on the recommendation of the Director General.

The Rapporteurs of the Project Groups shall be selected in accordance with the same procedure.

**Article 12** - Each of the Project Groups shall comprise 10 to 15 members. They shall be chosen by the Chairperson and the Rapporteur, in agreement with the Director General. Criteria concerning competence and geographic distribution shall be taken into account.

No more than two nationals from the same State may be admitted to the same Project Group. One shall be acknowledged for academic competence while the other shall be acknowledged for professional competence.

Duly justified exceptions may be made to the preceding articles.

**Article 13** - The Rapporteur shall be responsible for the design of the scientific framework and the choice of the methodological approach to follow, as well as the working method to be applied. He/she shall submit a proposal to the Association specifying the goals and objectives of the study, the results expected and the time-frame of the study. He or she shall organise and co-ordinate the work of the Project Group and assure the preparation and planning of the final publication. He/She shall inform the Director General of the progress of the Project Group and submit an annual scientific report to the PRAC.

**Article 14** - Each Project Group shall meet at least once a year.

Members of a Project Group shall bear the cost of their own travel expenses. The Association shall take all necessary steps to obtain funding for the carrying out of the activities of the Project Groups. Subject to the availability of funds, the Association shall cover accommodation expenses.

**Article 15** - The scientific secretariat of the Project Groups shall be provided by a staff member of the Permanent Administrative Services of the Association.

**Article 16** - The PRAC shall evaluate the scientific activity of each Project Group.

At the end of the mandate assigned the Project Group, the PRAC shall decide, in view of its evaluation and the financial means of the Association, whether a Group that so desires may continue its activities for an additional mandate, not to exceed three years.

• *Section 4 – Publications*

**Article 17** - The Association shall ensure, so far as it is able, the publication of studies completed during the Major Meetings, as well as studies carried out by the Project Groups or during seminars.

**Article 18** - The Director of Publications shall undertake a scientific evaluation of studies that are proposed for publication. He/She shall, if necessary, take the advice of other experts in the field of the administrative sciences.

**Article 19** - The Director General of the Association shall help establish the necessary links of communication between the Director of Publications and the Rapporteurs of the Project Groups.

• *Section 5 - The International Review of Administrative Sciences*

**Article 20** - The Editorial Committee of the *Review* shall comprise:

- a. a Chairperson;
- b. at least eight members.

The Chairperson of the Finance Committee, the Director General, those in charge of publications of the Specialised Associations and Regional Groups, and the Managing Editors shall be among the *ex officio* members referred to in point b.

**Article 21** - The Chairperson of the Editorial Committee shall be appointed by the Council of Administration.

The members of the Editorial Committee shall be elected, for three years, by the Council of Administration. They may be re-elected. The Council of Administration shall take the advice of the Chairperson of the Editorial Committee before this election. It shall take into account, to the greatest extent possible, the diversity of nationalities and cultures

At least one of the members of the Editorial Committee shall be particularly competent in the examination of the administrative problems of developing States; at least one member shall be particularly competent in the examination of the administrative problems of States in transition.

One of the members of the Editorial Committee shall be selected to represent the institutions granting aid to the *Review* and may be appointed regardless of his nationality.

**Article 22** - The Chairperson of the Editorial Committee shall act as the Editor of the *Review*. As such, he/she shall be a member of both the Council of Administration and the PRAC.

**Article 23** - The Editorial Committee shall advise its Chairperson on general matters concerning the *Review*. During each Major Meeting of the Institute, it shall examine and submit to the Council of Administration a general report on the *Review*, together with proposals as to its future projects.

**Article 24** - The Editorial Committee shall decide by a majority of the votes of the members present or represented. In the event of a tie, the Chairperson shall have the deciding vote.

## - Chapter VIII -

### **Regulation of the Council of Administration concerning the Major Meetings of the International Institute of Administrative Sciences**

*(As adopted on 16 July 1997; amended on 4 July 2011)*

#### • Section 1 - General Provisions

**Article 1** – The present Regulation is established pursuant to Article 44 of the Statutes. Its purpose is to determine the general provisions that shall govern the actions of the organs of the Association, the General Rapporteurs and the National or International Sections in the preparation of the Association's Major Meetings.

**Article 2** - The Major Meetings shall be open to all of the Association's members and to its international network.

Each year the Association shall organise an International Congress of Administrative Sciences. During the Congress a broad theme within the field of the administrative sciences shall be examined. It shall provide an opportunity for presenting the outcomes of scientific studies carried out by the Association.

**Article 3** - The organs of the Association shall meet during the Congress.

• *Section 2 - The Council of Administration*

**Article 4** - The themes of the Major Meetings of the Association shall be decided, on the recommendation of the PRAC, by the Council of Administration at least two years prior to the Major Meeting. For this purpose, the Council of Administration shall take into account the results of consultations that the Director General of the Association shall have undertaken with the National Sections, the Organising Committee of the Host State, Chairpersons of Project Groups, participants at the Major Meetings and within the Association's networks.

**Article 5** - The Council of Administration shall arrange, two or three years in advance, the time, place and duration of the Major Meetings.

It shall draw up their programmes. It shall make provision for the distribution of work between plenary meetings and group meetings.

**Article 6** - The Council of Administration shall appoint the General Rapporteur and the Rapporteurs of the Major Meetings. Towards this end, it shall take into account their positions and qualifications.

**Article 7** - Urgent questions arising between sessions of the Council of Administration Committee shall be dealt with by the Director General, as agreed with the President.

• *Section 3 - The General Rapporteur and the Rapporteurs*

**Article 8** - The General Rapporteur shall be responsible for the general coordination of the scientific work at a Major Meeting. He/She shall orient and follow-up on the Rapporteurs' work.

The General Rapporteur shall be responsible for the general coordination of work at a Major Meeting. The role of the General Rapporteur shall be to follow-up and orient the Rapporteurs' work.

On the basis of a draft theme approved by the Council of Administration, the General Rapporteur shall formulate the question, as well as specify the general theme and its different aspects. The General Rapporteur shall ensure the coherence of the general description of the theme, which shall serve as the call-for-papers; he shall also

assure the logic and coherence of the sub-topics. The call-for-papers shall reflect, to the greatest extent possible, the plan of the Major Meeting and of the scientific publication to be published thereafter.

**Article 9** - The Rapporteurs shall draw up the call-for-papers concerning the sub-topic for which they are responsible. They shall draw up guidelines and a working plan for individual papers. They shall ensure the coherence and homogeneity of papers on the same sub-topic. They shall identify the problems related to the sub-topic.

• *Section 4 - The Permanent Administrative Services*

**Article 10** - The Director General shall take any measures required to ensure the scientific preparation of the Major Meetings; in particular, he/she shall work closely with the General Rapporteurs and the Organising Committee in the Host State.

**Article 11** - The Permanent Administrative Services shall set out the responsibilities and tasks of the General Rapporteur and the Rapporteurs in a practical guide.

**Article 12** – The Director General shall be responsible for the co-ordination between the Association and the Organising Committee of the Host State. The Director General shall draw up a contract in which the respective obligations and duties of the Association and the Organising Committee shall be indicated. The contract shall also cover the sharing of registration contributions, including in principle 75 per cent for the Association and 25 per cent for the Host State.

**Article 13** - The Director General shall take any other necessary measures to ensure, from a scientific and practical point of view, the attainment of high standards at the Institute's Major Meetings.

• *Section 5 – Results*

**Article 14** - Unless special arrangements shall be made to the contrary, the Association shall, at the expense of the Organising Committee, print the proceedings of the Major Meetings and the scientific publications resulting therefrom, and ensure their dissemination.

**Article 15** - A special number of the *International Review of Administrative Sciences*, under the responsibility of the Editor in Chief of IRAS and the General Rapporteur and including the most representative papers of a Major Meeting, shall be published.

**Article 16** - At the close of each of the Major Meetings, a scientific evaluation shall be prepared. The results shall then be examined by the PRAC, which shall take them into account when drawing up the scientific policy of the Association.

**Article 17** - The members of the Association shall assist the Director General in disseminating in their respective States the results of the Association's Major Meetings.

**Article 18** - The Council of Administration shall supervise the implementation of the present Regulation.