

INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES

S T A T U T E S
A N D
R E G U L A T I O N S

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The Council of Administration has also approved the statutes of the International Association of Schools and Institutes of Administration (IASIA) (completed with internal regulations) and the rules of the European Group of Public Administration (EGPA). These regulations can be obtained at the Executive Secretariat of the respective Associations.

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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 and 11 July 2001 by the Council of Administration)

Translated from the French official version

- Chapter I - Name and Seat

Article 1 - In accordance with the decision of the International Congress of Administrative Sciences held at Madrid in 1930, there is established an International Institute of Administrative Sciences.

Article 2 - The Institute is incorporated as an International Association with Scientific Purpose (association internationale à but scientifique), in accordance with the provisions of the Belgian Act of 25 October 1919, revised on 6 December 1954.

Article 3 - The seat of the Institute shall be at Brussels (1, rue Defacqz, Box 11, B-1000 Brussels, Belgium). The offices of its executive organs shall also be at Brussels. Should exceptional circumstances render the removal of the offices inevitable, they may be temporarily transferred to a place chosen by the Council of Administration or, if the Council of Administration cannot meet, by the Executive Committee.

- Chapter II - Purpose and Means of Action

Article 4 - The purpose of the International Institute of Administrative Sciences 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 Institute shall:

- a. study, taking into account the experience 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 and 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 those subjects.

Article 6 - The means of action of the Institute 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, a library and records, to be made available to members of the Institute, administrators, officials, scholars, experts, students and interns, under conditions determined by the Executive Committee;
- 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 of the Institute

Article 7 - The Institute shall comprise:

- a. Member States represented by their delegates to the Institute;
- b. International Governmental Organisations represented by their delegates to the Institute;
- c. International Non-Governmental Organisations also represented by their delegates to the Institute;
- d. National Sections;
- e. International Sections;
- f. Individual Members;
- g. Corporate Members;
- h. Honorary Members.

• *Section 1 - Member States*

Article 8 - Any State which has undertaken to comply with the Statutes may, on the recommendation of the Executive Committee, be approved by the Council of Administration as a member of the Institute.

Once approved, the State shall inform the Institute of the name of its delegate. The State's delegate shall have a seat at the General Assembly and the Council of Administration of the Institute for as long as the State respects the terms set out in these Statutes.

The State may replace its duly authorised delegate and shall inform the Institute of this decision.

• *Section 2 - International Governmental Organisations*

Article 9 - Any worldwide or regional international governmental organisation founded by a treaty, comprising at least in part Member States of the Institute, may be approved, under the same conditions as a State, as a member of the Institute. It shall appoint its delegate under the conditions provided in *Article 8*.

• *Section 3 - International Non-Governmental Organisations*

Article 10 - Any international non-governmental organisation may be approved, under the same conditions as a State and as an international governmental organisation, as a member of the Institute. 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 Executive Committee, be established as a National Section provided they undertake to comply with the Statutes.

Professionally qualified persons of a non-Member State may, with the approval of the Executive Committee and Council of Administration and provided they undertake to comply with the statutes, be established as a National Section.

This Section shall be sufficiently representative at the State level.

An organisation already established in a country where there is no National Section, and sufficiently representative at the national level, may be approved as a National Section. If the association is set up in a Member State, the Executive Committee shall approve the National Section. If the association is set up in a non-Member State, the Executive Committee shall approve the National Section, subject to the agreement of the Council of Administration.

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 Executive Committee, 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. Once a year, it shall send the Executive Committee a copy of its annual report, if any, and a list of the members of its general committee. It shall inform the Institute 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 Executive Committee in advance of these meetings and their agenda.

The members of Executive Committee and the Director General of the Institute shall be invited to attend such conferences.

In exceptional cases and in the interest of the Institute, the Executive Committee may oppose the holding of such conferences.

- *Section 5 - Individual Members*

Article 15 - In countries where there is no National Section, the Executive Committee may appoint as Individual Members persons who have achieved high distinction by their scientific or professional activity in the field of administration.

International civil servants on duty in a country where there is no International Section may also be appointed as Individual Members under the conditions laid down in this Article.

- *Section 6 - Corporate Members*

Article 16 - The Executive Committee may confer Corporate membership on duly established institutions or associations 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. In the absence of a negative recommendation by the National Section within three months of such notification, the Executive Committee may confer Corporate membership on duly established institutions or associations whose activities are in the field of public administration.

When there is no National Section, the Executive Committee may confer Corporate membership under the same conditions provided in paragraph 1 of this Article.

Corporate Members shall be represented in the Institute under conditions determined by the Council of Administration.

- *Section 7 - Honorary Members*

Article 17 - Honorary membership of the Institute may, on the recommendation of the Executive Committee, be conferred by the Council of Administration on any person who, by his or her work or support, has made an outstanding contribution towards the achievement of the purpose of the Institute.

- *Section 8 - General Provisions*

Article 18 - Institutions wishing to become a member of the Institute, by virtue of *Articles 8 to 11*, may be permitted by the Executive Committee to participate in the Institute's activities and to work towards the achievement of its tasks until the next session of the Council of Administration.

- Chapter IV - Organs of the Institute

Article 19 - The organs of the Institute shall be:

- a. the General Assembly;
- b. the Council of Administration;
- c. the Executive Committee;
- d. the Permanent Administrative Services.

• *Section 1 - The General Assembly*

Article 20 - The General Assembly shall meet every third year at the same time as the Congress.

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

Article 21 - Not less than two months prior to the General Assembly, the Executive Committee shall inform the members of the Assembly of the place and date of its session. During the session, the Executive Committee shall present a general report on the activities of the Institute and an outline of future activities.

• *Section 2 - The Council of Administration*

Article 22 - The Council of Administration shall meet at least twice every three years. An extraordinary session may be convened by the Executive Committee. It must be convened at the written request of the members of the General Assembly and signed by at least one half of all the delegates of the Member States and Member Governmental and Non-Governmental International Organisations, and of all members of National Sections and International Sections.

Article 23 - The Council of Administration shall comprise:

- a. the President and the Vice-Presidents of the Institute;
- b. a delegate of each Member State of the Institute;
- c. a delegate of each Member Governmental or Non-Governmental International Organisation of the Institute;
- d. a representative of each National Section;

- e. a representative of each International Section;
- f. the President of each Specialised Association or his or her representative.
- g. the President of each Regional Group that has been granted the right to vote by virtue of *Article 27*, paragraph 6, or his or her representative.

The retiring President, the members of the Executive Committee, the Chairperson of the Finance Committee, the Chairperson of the Research Advisory Council, the Vice-Chairperson of the Research Advisory Council, the chairpersons of the other standing committees, the Publications Director, the Director of the Review, the Presidents of the Regional Groups that have not yet been granted the right to vote by virtue of *Article 27*, paragraph 6, and Honorary Members shall sit on the Council of Administration. They shall not have a right to vote, unless they have been granted the right to vote, as delegates or as representatives in their own right, by virtue of the preceding paragraph.

The Executive Committee may invite representatives of Corporate Members of the Institute and representatives of international organisations having interests in common with the Institute to attend a part or all of the meetings of the Council of Administration, without a right to vote.

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

The Member States, the Member Governmental and Non-Governmental International Organisations, the National and International Sections, and any chairpersons of standing committees who send representatives shall, at least 24 hours before the opening of each session of the Council of Administration, inform the President of the Institute of the names of their representatives.

Article 24 - On the recommendation of the Executive Committee, the Council of Administration shall elect the President of the Institute by secret ballot from among its members for a three-year term. The President may not be re-elected for a consecutive term.

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 25 - The Council of Administration shall elect the Vice-President of the Host State by secret ballot and for a three-year term. The latter shall be chosen from a list of three names presented by the National Section of the Host State, provided that the President or the Vice-President of the region concerned is not a citizen of the Host State.

The Council of Administration shall elect seven regional Vice-Presidents in the same way from among its members and for a three-year term. These shall represent the following regions: Western Europe, Eastern and Central Europe, the Middle East, Africa, Latin America, North America, Asia and the Pacific.

It shall likewise elect between four and ten members in the same way from among its members and for a three-year term. These members shall be members of the Executive Committee.

Article 26 - Those representatives of States, National or International Sections or Governmental or Non-Governmental International Organisations who have outstanding contributions/subscriptions during the year preceding an election, shall not be eligible to be members of the Executive Committee.

Article 27 - The Council of Administration shall lay down the general policy governing the work of the Institute in light of the deliberations of the General Assembly.

It shall define the methods of operation of the services of the Institute.

It shall set up, with a view to carrying out the tasks of the Institute, standing committees and appoint their chairpersons for a period of three years, subject to the provisions set out in *Article 33*.

It shall take such measures and initiatives as may be deemed advisable for the Institute.

It shall adopt the budget and the supplementary budget, if any. It shall adopt the statement of accounts on the basis of the report of the Auditor it appoints.

On the recommendation of the Executive Committee, it shall establish Specialised Associations and Regional Groups within the Institute and approve their statutes. On the recommendation of the Executive Committee, and in keeping with criteria that it determines, it may grant the Presidents of Regional Groups or their representatives the right to vote in the Council of Administration and Executive Committee. 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 Institute and shall participate in its administration and activities.

Article 28 - The President shall preside at the General Assembly, the Council of Administration and the Executive Committee. He or she may not sit as the representative of his or 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 unable to preside, his or her duties shall be performed by the Vice-President appointed by him or her or, failing such appointment, by the Vice-President selected by the Executive Committee.

Should the President's office become permanently vacant, such an appointment shall be valid until the next session of the Council of Administration. Thereafter, the approval of the Council of Administration must be obtained for the remaining term, if any, of the appointment.

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

Article 29 - The Vice-Presidents shall carry out the duties entrusted to them by the Council of Administration and the Executive Committee, in particular with regard to relations with the countries in the region that they represent.

Article 30 - Decisions of the Council of Administration shall be made by a majority of the votes cast. In the event of a tie, the President shall have the deciding vote.

The members of the Council of Administration shall each have one vote.

• *Section 3 - The Executive Committee*

Article 31 - The Executive Committee shall comprise:

- a. the President of the Institute;
- b. the retiring President, until the end of the normal term of his or her successor;
- c. the eight Vice-Presidents of the Council of Administration, who are likewise Vice-Presidents of the Executive Committee;
- d. the Chairperson of the Research Advisory Council;
- e. the Chairperson of the Finance Committee;
- f. the Presidents of the Specialised Associations;
- g. the Vice-Chairperson of the Research Advisory Council;
- h. the Publications Director;

- i. the Editor of the International Review of Administrative Sciences (the Review);
- j. between four and ten members.

Should a member of the Executive Committee other than the President be unable to take part in the work of a session, he or she may arrange for another member of the Institute who is not a member of the Executive Committee to represent him or her.

The Presidents of the Regional Groups shall sit on the Executive Committee, without a right to vote; they shall have the right to vote after the Council of Administration has granted this right, as provided in *Article 27*, paragraph 6.

Except as provided in paragraph one, item (b) of this Article, former Presidents of the Institute may attend the meetings of the Executive Committee, without a right to vote.

The Director General and the Treasurer shall attend the meetings of the Executive Committee, without a right to vote.

Article 32 - No member may have a seat on the Executive Committee for more than three consecutive terms of office.

Article 33 - The members of the Executive Committee 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 Executive Committee resign or die, the Committee shall ensure that this person is temporarily replaced. An election shall be held at the next meeting of the Council of Administration.

Article 34 - The Executive Committee shall:

- a. be responsible for the management and direct control of the affairs of the Institute;
- b. decide, on the proposal of the Research Advisory Council, the Institute's programme of activities;
- c. be responsible for carrying out the decisions and directions of the Council of Administration;
- d. be responsible for making decisions pertaining to the management of the business of the Institute during the intervals between sessions of the Council of Administration, to which it shall present a draft budget of income and expenditure;

- e. establish the Institute's annual budget in accordance with the directions of the Council of Administration;
- f. receive the reports of the Director General and the statements of account of the Treasurer;
- g. submit to the Council of Administration the candidacies for offices to be filled by election in accordance with *Articles 24, 25, 27* paragraph 3, *28* paragraph 4, and *33*.
- h. authorise the President to take any and all legal action in the name of the Institute.

In unforeseen circumstances, the Executive Committee may incur obligations not provided for in the budget or in excess of the appropriations voted. If a decision must be made before the next session of the Executive Committee, the President shall have the authority to decide. He or she shall then give an account of his or her decision to the next session of the Executive Committee.

Article 35 - The Executive Committee shall hold an ordinary session, at such time and place as it may determine, at least once a year. An extraordinary session of the Committee 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 Executive Committee shall be taken by a majority of the members present and voting. In the event of an equality of votes, the President shall have a casting vote.

Article 36 - The President shall see that the decisions of the Council of Administration and of the Executive Committee are carried out. Excerpts and copies of these decisions shall be signed by the President and the Director General.

The President shall supervise the activities of the services of the Institute, convene the Council of Administration and the Executive Committee, and establish the agenda of their sessions.

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

Article 37 - Not less than four months prior to a session of the Council of Administration, members of the Council shall be notified of any seats on the Executive Committee which are due to be filled and of the nominations of the Executive Committee for the filling of the vacancies.

Other nominations may be presented by the members of the Council of Administration 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 Permanent Administrative Services*

Article 38 - The Director General shall be appointed by the Council of Administration.

He or she shall be placed under the authority of the Executive Committee and of the President.

He or she shall be in charge of the Permanent Administrative Services and shall be responsible for their functioning.

He or she shall be responsible for drawing up and carrying out the programme of activities of the Institute.

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

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

The Executive Committee shall determine, according to the case, the indemnity or salary of the Director General.

The Executive Committee shall establish regulations concerning the conditions of service of the Institute, including the pension scheme.

In the framework of decisions taken by the Executive Committee, the Director General with the approval of the President shall appoint the staff and determine their salaries.

Article 39 - The Treasurer shall be appointed by the Council of Administration. He or she shall be responsible for collecting the contributions, subscriptions and all other amounts owing to the Institute, and for the payment of expenditures, within the limits of the appropriations voted and subject to the provisions of the second paragraph of *Article 34*, including the financial management of assets.

The Treasurer shall present, in the first quarter of the year, a summary report of the preceding year and the resulting accounts.

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

The Executive Committee shall decide on a regulation relative to the budget and accounting operations of the Institute and shall likewise determine the remuneration of the Treasurer.

Article 40 - Should the Director General or the Treasurer be unable to perform his 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 - The Major Meetings

Article 41 - A Congress shall meet every third year to consider major trends and developments in public administration throughout the world.

In the interval between two Congresses, the Institute shall hold an International Specialised Conference and a Regional International Conference.

Article 42 - The organisation of the Congress and the other Major Meetings of the Institute shall be governed by rules of procedure established by the Executive Committee.

- Chapter VI - The Resources of the Institute

Article 43 - The resources of the Institute shall comprise:

- a. the contributions of Member States, Member Governmental International Organisations and Member Non-Governmental International Organisations;
- b. the subscriptions of National Sections and International Sections;

- c. the subscriptions of Individual Members and Corporate Members;
- d. payments for activities and services rendered to countries or to national or international organisations or to any other contracting party, the proceeds from sales of publications, gifts, legacies or endowments, and subsidies from States and private organisations or persons.

The amounts due under paragraph 1 letters a-c of this article shall be determined by the Council of Administration.

Article 44 - Member States, Member Governmental International Organisations, Member Non-Governmental International Organisations, National Sections, International Sections, and Corporate or Individual Members who have not paid their contributions or subscriptions in full for two consecutive years shall be deemed to have resigned, and shall be so notified by the Executive Committee. The Executive Committee 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 Institute and those who have ceased to belong to it, on account of death or for any other reason, and their heirs and assigns shall have no claim to the assets of the Institute.

- Chapter VII - Implementation Regulations

Article 46 - Regulations established by the Council of Administration shall prescribe the conditions under which these Statutes are applied.

- Chapter VIII - Dissolution

Article 47 - The dissolution of the Institute may only be declared by the Council of Administration 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 second paragraph of *Article 30*.

Article 48 - In the event of dissolution, the funds constituting the net assets of the Institute 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 Institute.

When declaring the dissolution, the Council of Administration shall appoint a liquidator or a liquidation commission. The activities 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 49 - Amendment of the Statutes may be considered on the proposal of the Executive Committee or on the request of the majority of all the Member States, Member Governmental International Organisations, Member Non-Governmental International Organisations, National Sections and International Sections.

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

All amendments must be decided by a two-thirds majority of all the votes cast in the Council of Administration, in accordance with the provisions of *Article 30* of the Statutes.

Article 50 - The Statutes shall come into force ten days after their publication in the appendixes to the *Moniteur belge*.

Article 51 - The convening, meeting and decisions of the Council of Administration shall be valid if carried out in accordance with the Statutes, even before their publication.

Part II - Regulations

- Chapter I -

Regulations of the Council of Administration 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)

Article 1 - These Regulations have been adopted to implement Article 43 of the Statutes. Their purpose is to determine the minimum membership contributions and subscriptions of IIAS.

Effective January 1st, 2002, the amounts indicated in this Chapter in Belgian Francs (BEF) shall, unless otherwise indicated, be converted to the equivalent amount in Euros (€), at the official exchange rate prevailing on that date.

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 133,333 BEF.
- b. Member States in Europe or North America shall pay an annual contribution of at least 533 BEF 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 1,400 Euros, except for small States - a list of which shall be drawn up by the Executive Committee - which need only pay 275 Euros.

Article 3 - National Sections established in the Member States of IIAS shall pay an annual subscription of at least 75 Euros.

Article 4 -

- a. National Sections in States that are not Members of IIAS shall pay an annual subscription amounting to at least two-fifths of the contribution which would be due by their country, under *Article 2* above, if it were a

Member State, but in no event exceeding 600,000 BEF in 1975 and in 1976, and as from 1977, the highest contribution payable by any one of the States which are Members of the Institute.

- b. Should one of the States referred to in paragraph (a) of this Article join the Institute and have paid its contribution as a Member State, the National Section of the country concerned would be entitled to a refund of the portion of its subscription in excess of 75 Euros.

Article 5 - Corporate Members shall pay a subscription of at least 220 Euros a year and infra-national regional public institutions which adhere as Corporate Members shall pay an annual subscription of at least 400 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 subscription of at least 400 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 27* paragraph 6 of the Statutes, shall pay a single subscription fee whose sum shall be decided by the Executive Committee. National Sections of Member States may also benefit from this system, should the need arise.

Article 6 - Individual Members shall pay a subscription of 100 Euros a year. They shall be sent a complimentary copy of each number of that year's International Review of Administrative Sciences.

Article 7 - 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 or subscription fee on the basis of a graduated system : 1/3 the first year, 2/3 the second year, and the full contribution/subscription the third year, with full rights of participation in IIAS after the first year's subscription.

Article 8 - The term "international organisations" applies to regional or world organisations founded by a Treaty. The annual subscription of International Organisation Members is fixed at a minimum of 7,965 Euros. As to the annual contribution of Regional Governmental Organisation Members, it is fixed at a

minimum of 2,655 Euros. The Non-Governmental International Organisation Members pay the same amount.

Article 9 - The present Regulation shall come into force as from the financial year 1990.

- Chapter II - Regulations of the Council of Administration concerning the Right to Vote

(As adopted on 28 May 1976)

The Council of Administration:

- having regard to the Belgian Act of 25 October 1919 concerning International Associations with a Scientific Purpose, on the basis of which the IAS Statutes were adopted, and more particularly *Article 2, 5* of the Act, relating to the obligation of the members of such associations to pay membership fees;

- considering *Article 46* of the Statutes which empowers the Council of Administration to prescribe the conditions under which the Statutes are applied; and

- considering *Articles 23* and *30* of the Statutes;

adopts the following regulations:

Article 1 - As the members of the Council of Administration have the right to vote in exchange for meeting their obligations, including the payment of their contributions or subscriptions, a delegate of a Member State, a Member Governmental International Organisation, or a Member Non-Governmental International Organisation or a National or International Section representative may exercise the right to vote only if his or her Member State, International Organisation, or National or International Section is paid-up.

Article 2 - To be in good standing in that respect, contributions or subscriptions for financial years preceding the session of the Council of Administration at which the votes are taken must have been paid in full.

Article 3 - Payments duly entered by the Treasurer shall alone be considered good and legal. Nevertheless, should a session of the Council of Administration be held

elsewhere than at the seat of the Institute, 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/Subscriptions
of the Members of IIAS represented on the
Council of Administration of the Institute

(Application of *Article 44* 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)

Article 1 - New Members. As soon as the payment of the contributions/subscriptions is received, the new member immediately has the right to vote on the Council of Administration.

Article 2 - Voluntary Resignation. A member who voluntarily resigns ceases to pay contributions/subscriptions and no longer has the right to vote on the Council of Administration.

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 on the Council of Administration, the National Section must pay subscriptions which amount to 40% of the State's contribution.

Article 4 - Re-admission of a State, of a Governmental International Organisation, or a National or International Section which has resigned. The member is entitled to the right to vote on the Council of Administration, as soon as the request for re-admission has been accepted and payment of contributions/subscriptions has been received.

Article 5 - Resumption of Contributions/Subscriptions following a Cessation of Payment. The Executive Committee may decide to exempt payment of outstanding contributions/subscriptions, should these be impossible to honour. The decisions to exempt payment shall be submitted to the Council of Administration in the framework of the procedure for the adoption of the budget and the rectified budget.

Article 6 - Membership Request from a Reconstituted National Section. 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 Institute by following the

normal admission procedure (*Article 11* of the Statutes) and shall not be required to pay any outstanding subscriptions of a precedent National Section.

Article 7 - Compulsory Resignation. To make effective the procedure of compulsory resignation provided in *Article 44* of the Statutes, members of the Institute who have not paid contributions/subscriptions for three years shall be advised by the Director General, following deliberations of the Executive Committee, that they are deemed to have resigned.

- Chapter IV - Regulations concerning the Presentation of the Budget

(As Adopted on 20 July 1962)

Article 1 - These regulations are made to implement *Article 46* of the Statutes of the Institute. Their purpose is to determine the manner in which the annual budget shall be presented to the Council of Administration, in accordance with the principles contained in *Articles 27* and *34* of the Statutes.

Article 2 - At each of its sessions, the Council shall approve the final budget, as amended if necessary, for the current year and the budget estimates for the following year.

Article 3 - Should a session of the Council be due to be held in the following year, the budget voted for the following year shall only be provisional.

In the opposite case, the budget shall be finally voted and, in addition, the Council shall approve estimates of expenditure for the subsequent period up to the date on which its following session is due to be held. However, the Executive Committee may, if necessary, draw up a revised budget for the current year, to be submitted to the Council of Administration for approval at its next session.

- Chapter V - Regulations concerning the Finance Committee

(As Adopted on 16 July 1997)

Article 1 - The Finance Committee shall be one of the standing committees referred to in *Article 27*, paragraph 3 of the Statutes of the Institute.

Article 2 - The Finance Committee shall comprise :

- a. the Chairperson, who shall be member of the Executive Committee;

- b. at least three members of the Executive Committee;
- c. the Director General of the Institute;
- d. the Treasurer of the Institute.

The members mentioned in points (a) and (b) of this Article shall be appointed by and from within the Executive Committee.

Article 3 - The Finance Committee shall examine, each year, the draft budget and accounts of the Institute.

Upon the request of the Executive Committee, it shall examine any question related to the financial situation of the Institute, such as the Regulation concerning Contributions and Subscriptions, the management of the financial portfolio and recovery of debts or outstanding contributions or subscriptions.

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

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

(As adopted on 10 September 1986)

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 and the Executive Committee, in particular with regard to relations with the countries of the region that they represent", the Vice-Presidents might possibly, be assigned, in the framework of the specific characteristics of their region, among others, 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 conformity with *Article 14* of the Statutes, to organise, in co-operation 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; and

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 Vice-Presidents shall consult with the President and the Director General of IIAS concerning the range of their possible activities and a report shall be presented to the Executive Committee.

- Chapter VII - Regulations concerning the Organisation of Scientific Activities

(As Adopted on 16 July 1997)

• Section 1 - The Research Advisory Council

Article 1 - The Research Advisory Council, hereinafter designated as the Council, is one of the standing committees referred to in *Article 27*, paragraph 3 of the Statutes.

Article 2 - The Council shall comprise:

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

The members referred to above in points a, c, d, and e shall be appointed by the Executive Committee 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 term. They may serve no more than two additional terms.

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

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

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

To carry out this task, the Council shall examine the reports of the Director General, the Presidents of the Specialised Associations and the Regional Groups each year.

The Council shall address its recommendations in this respect to the Executive Committee.

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

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

Article 8 - The members of the Council shall serve without remuneration. The Institute shall not cover their travel expenses. It shall, however, cover their accommodation expenses for the annual meeting of the Council.

• *Section 2 - Scientific Activities*

Article 9 - The scientific activities of the Institute shall include

- a. the organisation of the Working Groups;
- b. the organisation of the Major Meetings, in keeping with the principles set out in the Institute'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 - Working Groups*

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

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

Article 11 - The research themes shall be selected by the Council, on the recommendation of the Director General.

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

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

No more than two nationals from the same country may be admitted to the same Working 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 and methodological framework and approach of the study, as well as the working method to be applied. He shall submit a proposal to the Institute covering the goals and objectives of the study, the results expected and the time-frame of the study. He or she shall suggest the Group members. He or she shall organise and co-ordinate the work process of the Working Group; prepare and plan the final publication; report to the Director General on the status and progress of the Working Group; and submit an annual informative report to the Council.

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

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

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

Article 16 - The Council shall evaluate the scientific activity of each Working Group.

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

• *Section 4 - Publications*

Article 17 - The Institute 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 Working Groups or during seminars.

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

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

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

Article 20 - The Editorial Committee shall comprise:

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

The Chairperson of the Finance Committee, the Director General, the Publishing Directors of the Specialised Associations and Regional Groups, and the Managing Editor 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 Executive Committee.

The members of the Editorial Committee shall be elected, for three years, by the Executive Committee. They may be re-elected. The Executive Committee 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.

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 countries in transition.

At least 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 of the Review shall act as the Editor of the Review. In this capacity, he or she shall be a member of both the Executive Committee and the Research Advisory Council.

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 Executive Committee a general report on the Review, together with proposals for the future programme.

Article 24 - The suggestions and recommendations of the Editorial Committee shall be made 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 - Regulations for Major Meetings of the International Institute of Administrative Sciences

(As adopted on 16 July 1997)

• Section 1 - General Provisions

Article 1 - These Regulations are established pursuant to Article 42 of the Statutes. Their purpose is to determine the general provisions that shall govern the actions of the organs of the Institute, the General Rapporteurs and the National or International Sections in the preparation of the Institute's Major Meetings.

Article 2 - The Major Meetings shall be open to all of the Institute's Members. On the basis of a three-year cycle, the Institute's Major Meetings shall be organised as follows.

In the first year, the Institute shall organise an International Specialised Conference. It shall examine a targeted and specialised question.

In the second year, the Institute shall organise a Regional International Conference. It shall be held, each time, in a different region. The conference theme shall be chosen in relation to the region in which the conference shall be held.

In the third year, the Institute shall organise the International Congress of Administrative Sciences. The Congress shall examine a broad theme within the field of the administrative sciences. It shall provide an opportunity for presenting the outcomes of scientific studies carried out by the Institute.

Article 3 - The organs of the Institute shall meet during the Regional International Conference and the Congress.

• *Section 2 - The Council of Administration*

Article 4 - The themes of the Major Meetings shall be decided, on the recommendation of the Executive Committee, by the Council of Administration at least two years prior to the Major Meeting. In the year in which the Council of Administration does not convene, the theme shall be decided by the Executive Committee; the theme shall then be ratified the following year by the Council of Administration.

• *Section 3 - The Executive Committee*

Article 5 - The Executive Committee 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 Executive Committee, on the recommendation of the Research Advisory Council, shall submit proposals for the theme of a Major Meeting to the Council of Administration. For this purpose, the Executive Committee shall take into account the results of consultations that the Director General of the Institute shall have undertaken with the National Sections, the Organising Committee of the host country, Rapporteurs of Working Groups and participants at the Major Meetings and within the Institute's network.

Article 7 - The Executive Committee shall appoint a General Rapporteur and Rapporteurs of the Major Meetings. It shall take into account their positions and qualifications.

Article 8 - Urgent questions arising between sessions of the Executive Committee shall be dealt with by the Director General, as agreed with the President.

• *Section 4 - The General Rapporteur and the Rapporteurs*

Article 9 - The General Rapporteur shall be responsible for the general co-ordination 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 Executive Committee, the General Rapporteur shall formulate the question and the field of 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, as well as 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 the scientific publication to be published thereafter.

Article 10 - 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 5 - The Permanent Administrative Services*

Article 11 - The Director General shall take any measures required to ensure the scientific preparation of the Major Meetings; in particular, he or she shall work closely with the National Sections, the General Rapporteurs and the Organising Committee in the host country.

Article 12 - The Director General shall be responsible for the co-ordination between the Institute and the Organising Committee in the host country. The Director General shall draw up a contract in which the respective obligations and duties of the Institute and the Organising Committee shall be indicated. The contract shall also cover the sharing of registration fees, including a minimum of 75 per cent for the Institute and 25 per cent for the host country.

Article 13 - The Director General may, if necessary, and within the limits set by the Institute's budget, make temporary use of outside personnel to complete the Institute's work.

Article 14 - 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 6 - Results*

Article 15 - Unless special arrangements shall be made to the contrary, the Institute 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 16 - A special number of the International Review of Administrative Sciences, co-ordinated by the General Rapporteur and including the most representative papers of a Major Meeting, shall be published.

Article 17 - At the close of each of the Major Meetings, a scientific evaluation shall be made. The results shall then be examined by the Research Advisory Council, which shall take them into account when drawing up the scientific policy of the Institute.

Article 18 - The members of the Institute shall assist the Director General in disseminating in their respective countries the results of the Institute's Major Meetings.

Article 19 - The Executive Committee shall supervise the implementation of these Regulations.