IIAS 90th Anniversary – 2020 Special Annual Report

Editorial

Sofiane Sahraoui (PhD)

Director General of the International Institute of Administrative Sciences (IIAS)

Setting the governance agenda … worldwide!

IIAS is 90 years old! Older than many organizations out there, older than the UN, the OECD, and other prestigious NGOs. Destiny has made it such that we celebrate our anniversary during a formidable year in the history of humanity and nations; a year that will go down as the year of the Covid-19; a year that has shaken the world more than any other global cataclysm since world war II in the last century. IIAS has lived through World war II and survived it despite having been embroiled in its wrangling(s). It came out stronger and accompanied the world through unprecedented period of economic growth and consolidation of state apparatus. During America’s century, as it is called, IIAS went out of its European niche to become global, first by joining the bandwagon of the American agenda and later by truly globalizing and opening up to other agendas worldwide. The rising influence of China is increasingly felt in IIAS, not only through the significant contribution of China to IIAS budget (along with Germany, Japan, Italy, and Spain) but also through the massive contribution of China to IIAS events and all IIAS activities. At IIAS, we strive to help construct yet keep critical of global governance discourses. Since its inception, we have fully embarked in the global UN agenda of the SDGs but we have at the same time analysed it critically by pointing out how it has been subverted in many countries to cover the failure of States to achieve the welfare of their citizens. IIAS will pursue its globalization drive and keep mediating world influences to help setting governance agendas that benefit its members.

At 90, IIAS is doing well with a loyal network of members and partners across all entities. Over the last few years, it has shown to be very resilient to economic crises and increased competition in the marketplace of learned societies. After years of significant growth (2018 and 2019), IIAS engaged the difficult year of 2020, the coronavirus year. All its events, accounting for 40% of its revenues, were
cancelled putting the Institute under a severe strain. The disturbance to IIAS operations mandated that we shift to alternative modes of work and delivery. 2020 witnessed the greatest changes in a single year by IIAS, most notably within its secretariat. It has become a virtual Institute capable of operating from anywhere and with personnel located across the globe. This has been mandated by the obligation to work remotely as a result of the pandemic. All IIAS processes have been transformed to enable us to operate seamlessly in the virtual world. Our VISA (Virtual Institute for the Sciences of Administration) platform will become in the years to come our main interface with our members and partners and the key vehicle for our service delivery. All IIAS conferences will be henceforth held as hybrid events or virtually at the very least; there will be no cancellations as was the case this past year. Our e-journal, DinA, is being relaunched with a new look design and scientific governance. Along with Open Access partners journals, IIAS will be able to offer valuable dissemination alternatives to participants to our events. Our communication strategy has also been boosted with the new IIAS Agenda, published monthly and much improved websites. The IIAS Academy and the IASIA e-learning exchange in preparation are promising projects which will offer tangible value-added to our members and community, and there is much more in the pipeline. Our biggest recomfort this year has been first not to lose money; to the contrary to carry forward the positive record of the previous years, albeit at a slower pace but more importantly to invest in the future at a time of where others are cutting investments. These investments, like the VISA and Open Access platforms, will prove decisive in setting the good cause of our Institute for years to come.

This 90th anniversary report tries to reflect upon the rich IIAS history and to project its trajectory for the next 10 years as we approach our organization’s centennial. In the introductory section, Presidents of IIAS entities, including its regional groups reflect upon the history of IIAS and implications for its actions at the level of their entity/region. More fundamental thought on the essence and philosophy of IIAS action is given subsequently by IIAS insiders, either from the Secretariat or from leaders in the recent history of the Institute. The second section does a roundup of IIAS core services including our accreditation bodies, ICAPA and EAPAA. We also present our new ambitious projects, IASIA’s e-learning exchange and the IIAS Academy. The third section gives a variety of perspectives on developments in the public administration scene, both at the level of the discipline and the country and region levels. The fourth section is dedicated to knowledge and research dissemination as a core pursuit of IIAS and its entities. IIAS new Open Access strategy is presented as a new paradigm for IIAS enhanced knowledge exchange role. The report concludes with input and testimonies from our partners.

Happy anniversary IIAS!
Foreword

Dr. Ra’ed Ben Shams

President of the International Institute of Administrative Sciences (IIAS)

A 90 years old legacy of hard work, giving and joint administrative efforts, which began under the umbrella of the International Institute of Administrative Sciences (IIAS), today, stands with great pride as the oldest and prestigious International organization for Public Administration. Since its conception in 1930 in the city of Brussels, the Institute has carried the responsibility on its own, to bring together all those who are concerned with the Public Administration, from government and non-governmental institutions as well as individuals and the private sector from different parts of the world under one roof with the goal to establish a unified administrative research agenda, that serves the whole world and develop it over time to meet the evolving challenges of political and economic changes, various crises and technological development.

With the passage of time, the Institute succeeded in gathering the best minds and international experiences in the field of Public Administrative, that transformed the institute during those decades, from a small team to one of the most prestigious international centers for Administrative Sciences in the world, with big Government entities, Academic Institutions and Research Centers in the field of Administration and Government policy, all racing to join.

What makes the International Institute for Administrative Sciences (IIAS) different from other organizations working in the same specialty, is its profound commitment to its values, its quest to create a legacy of knowledge and science from practitioners and academics for future generations and its assurance to provide services of the highest standards to its members and partners. Therefore, the International Institute pursues its efforts to be a key player in the creation of positive change in the various member states and to improve and develop governance systems around the world.
The IIAS was founded in an era when the world was much different from what it is today, and its political, economic, and social circumstances were not as complex as we see in our days. Over the past decades, the world has witnessed diverse world changes; a great shift in the balance of political powers resulting in a large number of conflicts, wars and clashes; Climate change continues to affect the earth’s biodiversity and the quality of food sources; as well as a tremendous technological development that is controlling our lives and how we manage our various daily affairs. Today, on the threshold of the end of the ninth decade of our organization, we are still in the midst of an unprecedented global health crisis and a pandemic that has reached all parts of the globe and affected all aspects of life and has rearranged our priorities and government policies at the local, regional, and international levels.

The essential question that comes to our minds as we put it here on the discussion tables for dialogue is as always, the question of how we can we contribute to the return of life back to normal? How can we make a better tomorrow from our reality today?

The International Institute for Administrative Sciences (IIAS,) has managed to keep pace with the developments that the world has witnessed in its 90 years of life, and in many other situations, has led development and change efforts around the world. We have done so, through various research-led programs and projects to improve the administrative system at the international level, in addition to our international and regional partnerships with more than 50 countries, entities, organizations and through numerous administrative gatherings. All this is in addition to our constant efforts to encourage scientific research and investment of scientific tools and methodologies to promote innovation and creativity in our field of work.

With the unfolding of the repercussions and effects of the Corona Virus (Covid-19) pandemic in most of the countries of the world, our vision to face this challenge has become more clearer, and the responsibility to improve our reality must be shared by all governments, organizations, think-tanks and individuals, from institutes, universities, academics, researchers, officials and even the citizens. Therefore, we must focus on communication, cooperation and intensive multilateral coordination to create new government policies that enable the creation of innovative solutions to our present and future crises and develop plans and strategies through which we can achieve sustainable development.

We, at the International Institute for Administrative Sciences, look forward with great optimism towards the future, determined to improve our performance in the coming years and to transform our current crisis into a promising opportunity of the future and achieve sustainability in creating best administrative practices, while emphasizing our commitment to our noble values and scientific practitioners and research tools.

Together we can create change and build a better future for our children and the coming generations, we need to promote our values that we believe in and divert our policies to focus on the development of the human being and bolster up the meaning of trust and loyalty and determination to achieve the goals. Our success is not attributed to us alone. It is the success of all humanity, and therefore, it is our duty today to serve all mankind in various parts of the earth by employing science, knowledge and human experiences, because noble values
and knowledge are both faces of the same coin with which we can confront different crisis and challenges faced by humanity.
Message of Ms. Dong Qing

President of the International Association of Institutes and Schools of Administration (IASIA)

Dear Members and Friends

This is an unusual time in history for us humanity. The world is caught between a pandemic of the century and momentous changes never seen in the last one hundred years. The impact of COVID-19 pandemic is extensive, and a new round of scientific and industrial revolution is making. Instability and uncertainties are growing in the international situation. These have put forward higher requirement for the planning, decision-making and execution capabilities of the public sector, and thus higher expectations for the effectiveness of public administration education and training.

Looking into the future, public administration education and training institutions, researchers, training managers and trainers should maintain their strategic focus, and join hands to provide higher-quality public administration education and training by upholding an open and inclusive attitude, strengthening exchanges and mutual learning, and conducting win-win cooperation.

First, we need to uphold the concept of diversity and inclusiveness. All models of public administration education and training are rooted in different cultures Each is valuable for its own characteristics and each embodies the wisdom of the culture. Countries and regions should respect each other, learn from the advantages of different models, and establish models consistent with their actual conditions.

Second, we need to maintain an open mind and a learning attitude. It is important that we keep up with the times, keep learning new knowledge, skills and technologies emerged from the new development and situation, and provide better service for public administration education and training.

And finally, we need to further enhance global partnership in public administration education and training. The Covid-19 epidemic has made face-to-face communication more difficult. Fortunately, the digital technology has enabled us to talk with each other on-line. Faced with the new situation, the
International Association of Schools and Institutes of Administration has acted quickly and developed a platform for synchronized online-offline communication and stands ready to promote the exchanges between members and partners and push forward the development of global public administration education and training.
Message of Prof. Dr. Jean-Michel Eymeri-Douzans

President of the European Group for Public Administration (EGPA)

Public Administration in Europe and EGPA: Challenges & Perspectives for the 21st Century

Since IIAS was founded, in the terrible Inter-War period that combined economic depression with political extremisms to engender WWII mass slaughters, European Nation-States have found the path towards our continent’s salvation, combining prosperity and welfare thanks to the renunciation to war between us. The driving forces were the decisive Franco-German reconciliation and the kick-off, with Italy and Benelux, of European integration, its deepening in the 1980-90s, and, after the Soviets collapsed, the great Enlargement to Central and Eastern European countries that reinstated democracy, rule-of-law, and free economy.

In our very domain of Public Administration – apparently limited, specialized yet so essential, since we know from Max Weber that there is no modern polity nor any free market economy without a strong, legitimate State, and no such State without a strong administrative apparatus and efficient bureaucracy – the creation, in 1975 and deployment since then of the EGPA is the modest yet effective contribution we have given, and shall go on giving to that Europeanization “civilizing process” (in the words of Norbert Elias).

The EGPA, which is the main and most vivid learned society within the IIAS network, is an intercultural community of world-class researchers and promising youngsters driven by the quest for scientific excellence and high-level practitioners driven by the Public Service ethos. We are, altogether, highly committed to a double ambition: advancing the state-of-the-art of Public Administration as an interdisciplinary field of sister disciplines aiming at better comprehend and explain how our societies and their problems are governed, i.e. politicized and administered; and improving the sense and quality of Public Administration as a professional practice, a craft, and “art of the State”.

10
Chères et chers collègues francophones et francophiles de l'IISA et du GEAP,

La belle langue française que nous avons en partage est l’une des deux langues officielles de l’IISA et du GEAP, non pas juste du fait que nos sièges se trouvent à Bruxelles, mais de par l’historicité de nos sociétés savantes qui trouvent leurs origines dans l’Europe des années 1920, celles de l’idéal de Liberté, Égalité et Fraternité entre les peuples véhiculé par la création de la Société des Nations en 1920, le Pacte Briand-Kellog de 1928 visant à rendre la guerre hors-la-loi, ou encore le Mémorandum Briand de 1929 prônant la création d’une Union européenne, puis dans les années 1930 où les juristes français s’investirent tant dans le jeune IISA… avant que d’autres n’assurent la relève dans l’après-guerre, tel le Président Guy Braibant.

C’est donc avec un vif plaisir que j’insère dans un texte rédigé dans la « lingua franca » de la Globalisation, le « globish », une intaille ciselée dans ma langue maternelle, le français. Langue française qui, loin de disparaître du monde, ne cesse d’avoir des millions de locuteurs nouveaux, surtout en Afrique, ce continent qu’il est de notre devoir d’associer toujours davantage aux activités de l’IISA et du GEAP, tant ses besoins de bonne administration sont cruciaux pour la réussite de son développement économique et social, dont dépend en retour, au Nord de la Méditerranée, la stabilité géopolitique de toute notre Europe unie.

La présence officielle de la langue française, et de maintes activités en cette langue au sein de l’IISA et du GEAP, portent aussi témoignage, au nom de toutes les autres langues nationales, en faveur d’un plurilinguisme fécond, qui est l’avenir d’un monde riche de ses diversités culturelles. A fortiori en est-il pour nos disciplines des sciences sociales où, à la différence des rares langages universels que sont la mathématique et la musique, l’innovation conceptuelle se fait presque toujours en langue maternelle, puis la diffusion des découvertes en « lingua franca ».

In our EGPA community, which is a confraternal space of intercultural dialogue and mutual enrichment where we learn from our differences to become wiser, we know that “science without conscience is only the ruin of the soul”, as the Renaissance humanist Rabelais coined. Thus, we share strong beliefs on the nature of the political regimes that PA as a practice must serve, and in which PA as a science can freely flourish. These are democratic, rule-of-law, checks-and-
balances, decentralized regimes only, whose politico-administrative institutions serve the people and promote liberty, equality, and fraternity among citizens – a model of polity that our European civilization has invented and shall reinvent for the 21st century.

Facing global, complex, “wicked” policy problems and threats, our polities strongly need to be re-humanized and enlightened by new modes of governing and administering them, so as to roll-back the dark forces of stupidity, populism, xenophobia, obscurantism, hatred and violence. Enough to keep us very busy!
Message of Prof. Ruben Dario Echeverry

President of the Latin American Group for Public Administration (LAGPA)

The Latin American Group for Public Administration (LAGPA), its board of directors, its support staff and the academic members that make up this network, we want to express with warmth and appreciation our most sincere congratulations to the International Institute of Administrative Sciences in its 90 years of fruitful existence generating knowledge, researching and serving as a permanent guide in the definition of public policies with the participation of regional public administration entities at an official level and a very important network of prestigious academics has undoubtedly allowed it to have a great presence global.

It is undeniable that, in these 90 years of existence, the IIAS has had an outstanding participation in research, both through important publications and through its regional and international events wherein, with a solid conceptual and analytical foundation, it has managed to lead the design, analysis, monitoring and evaluation of public policies worldwide.

No one has been able to escape the terrible contingency that the world has experienced due to the health emergency caused by the COVID-19 pandemic. In this sense, the IIAS has been a leading actor in the analysis, monitoring of actions, and public policies that have been established and executed by the governments of many countries. The IIAS has been concerned with raising its voice through publications of important analyses by its academics and strategic allies on the subject. LAGPA has not ignored this challenge and for that reason has held a permanent seminar among its members in which during the last six months, between 20 and 30 academics every week meet for two to three hours to analyse the circumstances faced in Latin America throughout the pandemic, the public policy actions taken by governments, their effects, extracting and
concluding lessons related to the development of the pandemic and its implications.

The future of the IIAS and its regional groups, such as LAGPA, is quite promising. To achieve a greater presence and impact with its analyses and opinions in the monitoring and evaluation of public policies and to undoubtedly help in a systematic, organized and rigorous manner in the construction of a new thinking and conceptualization of public administration that is adapted to the realities of our own countries, which have their specific characteristics in the diversity, not only of their economic and social development conditions, but also of their political and governmental conditions and their public policy approaches and orientations.

The IIAS and its regional entities, such as LAGPA, should continue to contribute wisely to this arduous research work with the help of the respectable academic groups that make up the Institute.
Message of Prof. Dr. Eko Prasojo, Mag.rer. publ.

President of the Asian Group for Public Administration (AGPA)

On behalf of Asian Group for Public Administration (AGPA) allow me to congratulate International Institute of Administrative Sciences (IIAS) 90th anniversary.

For nine decades, IIAS have been engaged as a key player in setting the governance agenda's worldwide. Today, in the world, IIAS among the best in public administration in: organizing high impact events targeting and involving public service, academia and pracademic and in producing and disseminating state of the arts knowledge, expertise and experience on public administration.

Currently, advancements in most aspect of life are spearheaded not only by scientific but also by technological innovations including in public administrations. IIAS should constantly go all out to reinvent and transform themselves through innovation. IIAS has pioneered analytical thinking and work to understand the process of innovation in public administration and has set in motion a global innovation movement in public administration. This very strategic roles should be not only maintained but improved as the changes become ever more rapid.

Relationships and networks are the other characteristics of today’s world narrative world. The strength of IIAS in the future will lies not only in its own capacity, knowledge, and accomplishments, but also in the ability to bring together those of many other organizations and entities who works together with IIAS. Hence, IIAS has the potential to grow even wider and stronger and to serve not only for sharing knowledge but also for capacity development.

In the last 90 years, IIAS has built a vast and strong relationship and collaboration with its member states, national sections and academic research centers to jointly elaborating public administration solutions to the policy challenges. We are expecting, IIAS to continue providing global leadership in the field of public administration and development., IIAS should provide the intellectual, practical and operational contribution to this volatile, uncertain, complex and ambiguous world which keep continuing changing in the more fast and frequent times.
As mentioned by World Economic Forum based on New McKinsey Global Institute, research shows the extent to which the global center of gravity is shifting toward Asia. Today, Asia has an increasing global share of trade, capital, people, knowledge, transport, culture, and resources. This is certainly amplifying John West’s Asian Century. In this respect, the importance of Asian Group for Public Administration (AGPA) for IIAS and global public administration is also paramount. AGPA wish to increase its solid relationship into more comprehensive and implementable-collaboration in all aspects with IIAS. All of us in AGPA eagerly looking forward to celebrate a centennial of IIAS in the next decade.
Happy ninth decades anniversary IIAS
1. IIAS Vision, Governance and Activities over times

Transnational Governance as a Model for IIAS Activities

Dr. Sofiane Sahraoui (PhD)
Director General of the International Institute of Administrative Sciences (IIAS)

Transnational governance generally refers to a coalition of entities sharing the governance of a particular issue/system across the national boundaries. In transnational governance, other than States which are usually present either directly or indirectly, there are other actors that are more or less independent of States such as international organizations, non-governmental organizations, and professional societies. The role of these organizations depends on the issue, the prominence of the organizations themselves and the power of the State or States which are part of the governance coalition. For instance, in issues of environment, health and education, non-State actors tend to wield significant influence, whereas in economic and security matters, States are less tolerant towards power sharing schemes with governance partners. The level of trust that can be built between the government and non-State actors will also be critical in forging transnational governance alliances. Although these alliances are generally voluntary, there is a global discourse that puts pressure on States to join them. Furthermore, non-State actors possess critical knowledge and the capacity to initiate changes at appropriate levels of social and economic activity making them an appropriate channel to multiply the impact of State initiatives. The passing of the era of “ideological confrontation” has made government organizations ever more willing to partner with non-State actors (Yamamoto, 1995), which seem to be wielding ever more influence on global politics (Balbi, 2016).

IIAS and Transnational Governance
The International Institute of Administrative Sciences (IIAS) was created in 1930 with a clear mandate to improve the practice and theory of administrative sciences worldwide. As such it was non-intrusive and supported member countries with platforms for the sharing of ideas about good public administration and sometimes administration in general. This would remain its primary vocation until the advent of the “the Good governance agenda” advocating new practices in public governance. This led to a more proactive not to say intrusive approach to materializing practices and theories on the ground and can be seen in the different manifestations of IIAS service delivery to its members: Its international conferences are not limited anymore to presentations of national experiences and the sharing of ideas thereof. They now include embedded events that try to build partnerships between participating countries and entities.
by building coalitions around key constructs. For instance, the underlying theme of the pre-conference seminar during the IIAS congress held in Tunis in 2018 was the Belt & Road Initiative (BRI). Likewise, the IIAS-Lien conference in Singapore featured a pre-conference day on the BRI as well. The objective being to “spread the gospel” of the BRI and show how others have been successful at it as well as provide resources to stay the course, through facilitation of related agreements.

Similarly, the International Association of Schools and Institutes of Administration (IASIA) a subsidiary entity of IIAS has embarked, upon the initiative of the French National Center for territorial vocational training (CNFPT) in pushing for a global charter of public service. This is the type of advocacy work that is very typical of transnational governance. More generally, the IASIA conference has been shifting from being an event to showcase academic and training experiences of member institutions to a professional fair where coalitions are built for joint interventions in the teaching and training of public administration.

The European Group for Public Administration (EGPA) conference, another regional subsidiary entity of IIAS, has developed over the years as the premier research conference in Europe, massively attended by scholars from leading European universities. Since the Milan conference in 2017, the number of participants has surpassed 500. The conference is a collage of 22 study groups that research a particular theme. Other than presenting their work, the conference has become the marketplace for European projects whether financed by the European Commission or other funders. European projects are typically action-oriented and tend to trespass on the ‘sovereignty’ of national public service. But seen from within a European union perspective, itself a materialization of transnational governance at a large scale, European collaborations are embedded in governance setups that are transnational at their very essence.

The examples abound of how conferences and events of IIAS nowadays have become the meeting points to spur transnational governance initiatives. However, IIAS transnational governance drive is not limited to events and include other services like accreditation.

IIAS has been involved with accreditation of public administration programs for a while, first through EAPAA and subsequently through ICAPA. Accreditation of programs is by definition a mainstreaming of standards of education in different countries as both EAPAA and ICAPA operate across borders. In doing so, IIAS to some extent is advocating its governance standards to third parties that are under the jurisdiction of sovereign countries. However, this is only possible if the host country/institution accepts interference. This interference is moderated by a local regulator thereby creating a set-up for transnational governance, where IIAS and the host country/institution negotiate the terms of the accreditation exercise.

Examples of the increasing involvement of IIAS in transnational governance are multiple. The new strategy of IIAS has been to develop infrastructure, platforms, and services that could benefit its member countries single handily or in association with others. All of our new projects be it the IASIA e-learning project, the Open Access Publishing, or the IIAS Academy derive from a more intrusive
approach to collaborating with members and partners within transnational governance set-ups.

**References**


Dr Steve Troupin,
Secrétaire exécutif de l’IISA

Si nous voulons répondre à l’attente de nos peuples, il faut chercher ailleurs qu’en Europe
Frantz Fanon, 1951

Il n’y a pas si longtemps, au cours d’un repas informel concluant le processus de négociation, l’hôte d’une de nos prochaines conférences me posa la question suivante : pouvez-vous m’expliquer, cher Monsieur, pourquoi une structure aussi petite que l’IISA s’est-elle historiquement fractionnée en trois associations internes faisant chacune à peu près la même chose ?

Un peu benoîtement mais non sans cynisme, je lui répondis, en référence à mes études sur la compétition interprofessionnelle et en ma qualité de citoyen belge, que l’explication était vraisemblablement à chercher du côté de la volonté de certains entrepreneurs et de leurs supporters à s’assurer une aire de contrôle plus petite certes mais plus intense également : mieux vaut être roi du village que prince à la ville somme toute.

Quoiqu’appropriée -mes lecteurs en jugeront-, cette explication tautologique laissa sur leur faim les deux hommes rationnels que nous étions, et ce malgré que le dessert venait d’être débarrassé. En effet, quelque principe politique devait, à tout le moins pour la forme et comme rationalisation a posteriori, justifier une telle entreprise défiant ceux de rationalité portée devant le monde entier.

Quelques années auparavant, j’étais invité à présenter l’Institut à la communauté émergente de professionnels d’administration publique en Éthiopie. En bon élève de l’école néo-institutionnaliste, j’entrepris d’identifier des éléments de contexte historique ayant justifié la mise en commun de forces étatiques européennes au sein d’un Institut de Sciences Administratives.

J’expliquais ainsi à l’assemblée que l’accroissement significatif des fonctions de l’État consécutif à la révolution industrielle, que l’émergence des institutions internationales de première génération, et que le développement des premiers
atours de l’Etat providence après la récession post-1929 généraient un ensemble de défis administratifs communs aux Etats fondateurs, justifiant la mise en commun de leurs ressources intellectuelles : l’Institut était né !

Au-delà des félicitations formelles, l’apathie polie de l’audience et l’absence de discussions informelles consécutives à cette présentation me laissa relativement perplexe : n’était-ce pourtant pas une magnifique aventure que je venais de leur conter, et à laquelle ils avaient l’occasion de participer via leur section nationale émergente, pour relever ensemble les défis de l’Agenda 2030 des Objectifs de développement durable ?

Il manquait au moins une variable à mes deux explications, mais laquelle ? Le hasard des rencontres m’a mis sur la voie des études postcoloniales, et du classique de Frantz Fanon Les damnés de la terre (1951). Je me rendis compte à la lecture de cet ouvrage qu’une partie bien plus importante du monde qu’aujourd’hui était alors, quoiqu’indirectement, membre de l’Institut International à sa fondation.

L’hypothèse germa ainsi dans mon esprit que le fameux contexte historique ayant justifié la mise en commun des forces conceptuelles bureaucratiques européennes n’était peut-être pas autant le développement de l’Etat providence et de l’Internationalisme qu’un projet impérialiste de domination coloniale.

Tel pouvait être le véritable défi intellectuel de l’époque : perfectionner l’organisation de l’extraction à grande échelle des ressources des territoires colonisés, la domination des populations et la capitalisation de ces ressources dans la métropole, et justifier intellectuellement l’ensemble de l’entreprise ?

Cette brève contribution au nonantième anniversaire n’a pas pour objectif de démontrer la validité de cette hypothèse, mais d’en établir sa pertinence potentielle et d’en tirer les leçons pour le futur de l’Institut.

Elle permettrait d’expliquer les réactions timorées de mon audience éthiopienne : comment ce frenji a-t-il pu passer outre le sang du peuple congolais qui suinte des murs de l’Arc du Cinquantenaire, ont-ils pu se demander ?


La fin de la guerre d’Algérie en 1962 clôt ce chapitre historique de la décolonisation. Les métropoles européennes doublement défaites se retrouvent au même niveau que leurs anciennes colonies dans divers cénacles internationaux, et se replient sur le projet de communautés européennes. Le Groupe Européen d’Administration Publique est créé en 1974. Il ne se développera de manière significative que concomitamment à l’avènement du paradigme de Nouvelle Gestion Publique, développant une forte conscience de son identité culturelle distinctive, reliant philosophie grecque, humanisme
renaissant et lumières de la révolution dans l'historiographie occidentale contemporaine, qu'il projettera dans ses relations extérieures.

Les idéaux civilisateurs qui ont vraisemblablement présidé à la création de l'Institut l'auraient alors quitté pour ses deux associations internes, dans une variante américaine et (nord-)européenne. L'Institut est une entité négative, contenant ce qu'il reste après que chacun se soit servi, c'est-à-dire : les nations européennes à la périphérie interne et externe du Groupe et de l'Union, et les membres du mouvement des non-alignés ; les colonisés. Deux modèles culturels peuvent être superposés à cet ensemble.

Traditionnel, le premier est celui de l'Old gentleman club, pour reprendre les termes par lesquels une observatrice attentive décrivait mon employeur à mon entrée en fonction : masculin, expérimenté, blanc, gastronomique, et consensuel.

Le second est postcolonial : il consiste à développer une perspective non-occidentale d'administration publique, et à inverser la direction du transfert de connaissances, de la périphérie vers le centre.

Diviser une si petite organisation en trois composantes remplissant les mêmes missions n’a de sens que si chacune développe une doctrine propre. C’est pourquoi le second modèle me semble pertinent : il n’est pas représenté ailleurs. C’est à cette transition que je m’attelle en tant que Secrétaire exécutif de l’Institut. Le défi consiste alors à déconstruire toute idée de supériorité occidentale, que ce soit sur le fond ou sur la forme et à développer cette alternative postcoloniale. Depuis Bruxelles. Avec tout le monde.

Références
Fanon, Frantz (1961), Les damnés de la terre, François Maspero
A Sustainable Public Administration Community Needs a Sustainable International Institute of Administrative Sciences

Prof Dr Geert Bouckaert
Past President of the International Institute of Administrative Sciences (IIAS)
KU Leuven - Public Governance Institute, Belgium

IIAS was established in 1930, in the global context of the League of Nations, now the UN. The Belgian government offered to host IIAS, as its contribution to world peace, after the First World War. We are still hosted by the Belgian government, and we have a general consultative status at the UN.

When looking at the grand history of IIAS, there are probably five stages. The first period is from its foundation in 1930 till the Second World War. IIAS established itself as an organization in an academic context that looked at ‘administrative sciences’ designed by engineers in a paradigm of ‘scientific management’ and a ‘machine’-model of organisations. There was no specific distinction between public and private administrative sciences, just administrative sciences. IIAS developed itself in line with these paradigms and organized conferences with a focus on the machinery of government.

The second period was after the Second World War, where IIAS was actively present in each of the four shifts. First, the 1950’s, and 60’s were a period of decolonization. New countries were established. These countries were looking for international recognition, and for models to develop their administrations. Second, academically, the engineers as driving intellectual forces in the field of administrative sciences were replaced by social scientists. As a consequence, administrative sciences turned into social and behavioural sciences, where organisations were places of interaction between individuals and groups. A third shift was the development of policy sciences, especially in the US, next to the more operational approach of service delivery in organisations, which turned into managerial thinking. A fourth shift was an increasing distinction and even split between public and private resulting in public administration and private administration, with MPA and MBA as consequences. Even if the label of ‘administration’ was still in use, even for the private sector, it was about management. IIAS joined and pushed these four trends. New countries, mostly
developing countries joined. New topics (‘public’, policy and management) were put on the intellectual and conference agenda of IIAS. Next to lawyers, social scientists were increasingly on board.

Even if IIAS is an a-political organization, it is embedded in an international political context. In the 1960 and 70’s. The existing regional development combined with the significant number of (new) developing countries resulted in the need to recognize ‘regions’, and to develop capacity through training and education for the public sectors of the new and developing countries. This resulted in the creation of a network of schools and institutes, IASIA, de facto from 1962 on, and formally from 1974 on. It also resulted in the first regional group, EGPA, as a European group within IIAS, also created in 1974/5. IIAS recognized actively cultural differences and started to re-organise its organisation to endorse administrative traditions with regional identities.

The fourth stage, the 1980’s, and 90’s, a combination of local features and global trends, impacted the public sectors. A shift from management to new public management emphasized market mechanisms, performance, and agencies. The public sector became an arena for change and reform. This allowed EGPA to develop its own intellectual and academic agenda in an European and comparative context. Ultimately, this reform agenda was globalized and IIAS surfed on that agenda for its conferences, dialogues, and publications.

We are now in a fifth stage of the great history of IIAS. This stage runs from the 2000s, over the 2010’s till 2030. It is a stage where the Millennium Development Goals (from 2000 till 2015) and the Sustainable Development Goals (from 2015 till 2030) bring a shared agenda for effective governance for the public, the private and the not-for-profit-sector. IIAS joined and helped push this global agenda by focusing its conferences and debates on realizing the SDGs. As it happens, IIAS will celebrate its centennial anniversary in 2030, exactly the year when the 17 SDGs are supposed to be realized. This is not just a coincidence; this is an opportunity which turns into an institutional necessity.

IIAS is a global organization which brings academics, pracademics and policy makers together, at local, regional and global levels to share problems and solutions. This was the case since its inception and creation in 1930. IIAS will continue to do so for the next century, even if and especially when the content and the paradigms will change, IIAS will not just adjust to the changing context and the circumstances, and it will not just react, but it will and shall anticipate and guide these transformations of our societal systems.

IIAS has a strong mission and vision which states that the public sector and the State make a difference for the wellbeing and welfare of citizens in complex societies. It has a strong global identity with regional and national elements. IIAS is a geographical integrator, which constructs shared platforms, nationally, regionally and internationally. It connects these nations and regions, and invites them to dialogue, and to share possible and better futures.

IIAS is bridging stakeholders: academics, pracademics, and policy makers are exchanging ideas, problems, sometimes solutions.

IIAS is a sharing platform of effective practices, which supports the application of shared governance (SDG) principles, such as effectiveness, accountability, and inclusion; the ambition here is to impact the future, and to empower young researchers and young civil servants.
IIAS is a driver for improvement where we mobilise, inspire, and share, where we walk our talk, and talk our walk. This is necessary to build a resilient community.

During my presidency I have tried to integrate geographically, to bridge stakeholders, to share practices, to inspire and mobilise our community. We celebrate 90 years of IIAS. There is still about 10 years to have our centennial anniversary. In 2030 we will celebrate our 100th anniversary. This is exactly the year where the 17 SDGs have to be realized. I suggest for the next decade for IIAS to focus even more on how to help realise these 17 SDGs, especially SDG11 on strong cities and communities, SDG16 on strong institutions, peace, and justice, and SDG17 on partnerships. Partnerships, SDG17 is not just a tool or a vehicle, it is an objective and a goal by itself, because partnerships are essential to realise a trustworthy system that is resilient. It is essential to really make effectiveness, accountability, and inclusion happen.

I call upon all of you to apply SDGs 11, 16, and 17 to IIAS itself: Let us make an IIAS which is a strong community where we become ‘citizens’ of a strong IIAS Polis; let us make an IIAS which is not just a strong organization, but a strong institution which contributes to peace and justice; let us make an IIAS which is a supreme example of Partnerships between cultures and countries for the benefit of our Planet, with People in Prosperity and Peace (the five P’s of the seventeen SDGs). I call upon all of you to continue to contribute to a better IIAS because this will make a better world. Therefore, a Sustainable Public Administration Community Needs a Sustainable International Institute of Administrative Sciences.
The Role of UN/IIAS collaboration in Public administration and Public Policy in the era of the 2030 Agenda

Dr John Mary Kauzya

The International Institute of Administrative Sciences (IIAS) was established by governments in 1930 and so was the UN in 1945. The two global organizations have collaborated in Public Administration for a long time. In 2013 the IIAS attained the General Consultative Status to the Economic and Social Council (ECOSOC) of the UN. The collaboration and partnership within the United Nations Program on Public Administration, which was established in 1948 by the UN General Assembly is aimed at developing Public Administration capacity to support the development process especially in Developing countries. Many Members of the IIAS including its Presidents have been participants in the work of the United Nations Committee of Experts on Public Administration.

This collaboration is more necessary than ever before to inform public administration and public policy relative to the 2030 Agenda and SDGs. It is characterized by joint research, analysis and publication in aspects of governance and public administration, seminars, conferences, workshops and expert Group meeting on governance and public administration, and other activities.

The two have the role to play in the future of public administration which lies in the need to: (i) instil in societies and public institutions the values and principles that are enshrined in the 2030 Agenda such as: people centeredness, equity, inclusion, integration, leaving no one behind, collaboration and partnerships, innovation, transformation, resilience, respect for diversity and human rights, rule of law, democracy, accountability, and others, (ii)effectively deliver critical services such as education, health, justice, water, infrastructure, information, protection of the needy and vulnerable etc. which are necessary for achievement of SDGs and (iii) developing effective, inclusive, accountable institutions including transformational leaders and digital government capacities.
Therefore, sustaining the collaboration will contribute to the improvement of public administration and public policy in the world. In this regard, the IIAS has been instrumental in collaborating with UNDESA to do outreach for the United Nations Public Service Awards, the program through which innovation in public sector institutions is promoted and public servants recognized. The IIAS has been equally instrumental in contributing to the Annual United Nations Public Service Forum, the capacity development forum during which public servants from all over the world gather to share successful experiences, celebrate the United Nations Public Service Day and join the Winners of the Public Service Awards celebrate excellent performance in service the public.
What a joyous request, to share some thoughts of IIAS, its role in the field of public administration past and future; but, to do so at such a worrisome and concerning time. Throughout much of the world, a terrible pandemic ravages public health, personal lives and national economies and, at least on the US side of the Atlantic, the most authoritarian and least competent crisis leadership in our nation’s history prevails, at least for another few weeks. However, let me begin with the joyous by way of a personal anecdote.

Forty plus years ago, as a newly minted PhD, a colleague of mine, a very distinguished, former practitioner, but by then professor, Harold Seidman, and I would often have lunch with colleagues at the university faculty club. Harold frequently would regale us with tales of this very prestigious, but seemingly quite mysterious, club like organization, IIAS, whose meetings always were filled with interesting and important people from throughout the world and seemed to occur at very exotic and quite wonderful places.

Needless to say, I made clear to Harold that I would love to have the opportunity to join him at even one such event. However, Harold, who was brilliant and could be exceedingly charming, nevertheless had a well-honed sense of position and power and made it very clear that the IIAS was not the appropriate place for aspiring young assistant professors. Having, I thought then, no choice, I filed away somewhere in my mind the notion that someday, like Harold, I too might get invited to such an event.

Fast forward a decade, with stops to work in the US government during the administration of President Jimmy Carter and then directing a research Institute at the University of Maryland, I have just returned to the city in which I grew up, Miami Florida, as dean of a large, multi-departmental public affairs school at the then only twenty-five-year-old Florida International University. The task for which I
had been hired, to convert a school created in the 1960s as a non-research oriented, teaching focused one, to a more traditional research and teaching operation was not without many painful and sometimes quite unpleasant moments.

Having just returned from a meeting at which I had announced to the faculty a dramatic increase in annual research productivity requirements, truly one of those less than pleasant moments, what should I find in the mail on my desk but a brochure inviting me to attend the annual meeting of that mythical and mystical organization, the IIAS, in, could this possibly be true, Marrakesh, Morocco. What could be more exotic? Needless to say, it took me but a minute to fill out the registration form and, as the saying goes, the rest is history.

Some months later in Morocco, I discovered an organization neither mystical nor mythical but quite intellectually challenging and wonderfully stimulating which brought together extraordinary scholars and practitioners from many different parts of the world. For three decades since that time IIAS, IASIA and, especially over the course of the past decade, ICAPA (the IASIA established International Commission on the Accreditation of Public Administration Education and Training) have represented an intellectual home and an extraordinarily enriching part of my life as I was introduced to new ideas and challenges by delightful, and often quite intriguing, people from throughout the world in marvellous and wonderful settings.

Now from the wonderful past, on very briefly, since, as they often do, the anecdote took more time than intended, to the very concerning future decade. On both sides of the Atlantic, and reaching to the Pacific, the past four decades have been very difficult ones for the public sector in many parts of the world. Self-interested political assaults on the state, begun even before the days of Thatcherism and Reaganism, has led to obscene and devastating economic inequality which, by ultimately constricting public demand, has profoundly damaged economies and shaken the foundation of nations around the world. This, in turn, has led to a past decade of rising political authoritarianism, and subsequent increased abuse of human rights, in many countries, including my own.

There is no more important question that can be asked at this time by the discipline of public administration generally, and organizations like IIAS, IASIA and EGPA, than, "what is to be done?" The answer, at least I would argue, is to be found in a profound recommitment by our field, both in terms of those who practice it, and as an academic discipline, to the vigorous advocacy of that goal which motivated many of our founders, the building of "good societies" for people throughout the world. Such societies must provide collective security for all in terms of health and economic wellbeing, while providing every member with equal educational opportunity and simultaneously insuring freedom of speech and thought.

Unfortunately, as our societies have become more complex, and our field more fragmented and specialized, this common purpose often has been forgotten. The false notion of a separation between politics, which, after all, is about basic societal values, and effective and efficient professional management, has all too often led to a discipline that serves to provides rationalization for, and offer cover
to, those who would seek to unilaterally control others or ruthlessly pursue their personal self-interest. Too often, these are leaders who, upon gaining power, seek by all possible means, including drawing upon the wisdom and resources of our discipline and practice, to manipulate government institutions, and to enhance personal power, in order to impose their own sense of what is right and wrong upon their individual nations.

If we are to survive and thrive as a discipline, and more importantly to live in prosperous and free societies, "good societies", as scholars and citizens, then, individually and collectively, through organizations like IIAS, we must re-commit to advocating for, and the building of, the institutions and the policies that will make this possible. This is the challenge of the next decade for IIAS and all of us who love and respect this wonderful and important organization. I think we will meet this challenge, but to quote a great, and one of my favorite, albeit too ideologically conservative, political leaders, it is likely to require our "blood, toil, tears and sweat".
IIAS - 90 Years of a Democratic Platform for Dialogue and Knowledge

Prof Dr Bianor Cavalcanti

The pioneering role of IIAS in galvanizing the disciplinary field of Public Administration worldwide was and still is remarkable. Its academic arm par excellence, the IASIA, as well as its growing and active regional expressions and its active strategic partners of extreme relevance has maintained and expanded the historical mission of IIAS in the disciplinary and professional contexts. The relevance of its conferences and its outstanding editorial program as dialogue platforms oriented towards the production and sharing of knowledge are undeniable. Its positivity reached a notable climax with the creation, within the scope of IASIA, of the only originally international academic accreditation program in Public Administration: the ICAPA.

As we are experiencing turbulent times of radicalization and political polarization, it is important to remember that, since its birth, IIAS has faced several phases of political-ideological and geopolitical confrontations, carried out worldwide and regionally. The institution has always sought to keep its focus explicitly concentrated and committed to the efficiency and effectiveness of state apparatus at the local, national, regional, and global levels. IIAS’s respect for national differences of historical-cultural, economic-social, and racial nature is praiseworthy, always favouring a globally aggregating institutional approach in the official acceptance of member countries and their academic expressions.

As the public administration and the power-political binomial are deeply interrelated and interwoven faces of the same coin, the options were clearly due to the acceptance of the modelling differences for overcoming the outmoded Wilsonian dichotomy “politics and administration” for the promotion of economic and social development, under the aegis of the greatest value: the public interest. Prevail, in our IIAS family, pragmatic respect for the significant diversity of political-administrative systems, always with a view to mutual learning.
We are living in times of great transformations, with profound implications for the administration and public policy. It is necessary to establish physical and virtual bridges, ethically and morally safe, between the Sustainable Development Goals (SDGs) and the rich and sophisticated technological resources made available – resources that will not necessarily be at the service of development, human happiness, or universal peace, but which certainly present themselves as extremely challenging in terms of threats and opportunities. Especially for scholars, leaders, and public servants in the broad relational spaces with multiple actors, internal and external, that configure the diverse nature of their functions. Finally, it is interesting to note that perhaps the academic and professional meetings, virtually favoured by technology, have never been as daily and intense as in these suffering months of pandemic threat, converted into a truly global “laboratory” of public policies in the most different political and administrative contexts.

The paraphrased question that is up to us is “What Brave New World do we want and how can we help to build it?”.
2. IIAS: Education, Training, and Accreditation

Excellence and Quality of Public Administration Education and Training Programmes: Peer-review and Accreditation

Dr Najat Zarrouk
Chairperson of ICAPA Steering Committee, Director of the Africa Local Governments Academy (ALGA) of the United Cities and Local Governments of Africa (UCLG-Africa), Morocco

According to Alice Parizeau, "History allows us to explain the present, to justify it and to enlighten it". Since the creation in 2013 of the International Commission on Accreditation of Public Administration Education and Training Programs (ICAPA) as a subsidiary body of IASIA, sustained and reinforced by the Standards of Excellence adopted jointly by UN-DESA and the IASIA in 2009, the Education, Training and Higher Education Sector targeting Public Administration has undergone important evolutions, crises, upheavals and reforms, in line with what Public Administration itself is facing and going through.

Among these evolutions, there is of course the adoption in 2015 of the Global Agenda for Sustainable Development 2030, with its 17 Sustainable development goals (SDGs) and 169 targets, aiming at eradicating poverty and meeting social needs, such as education, health, welfare, social protection, employment, decent work, the fight against climate change and environmental protection.

All these global commitments challenge higher education as a pillar of the education system. This sector is called upon to play a key and driving role with multiple and diverse dimensions. The SDG 4 "Ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all potential" represents a new challenge for this sector, among other global and regional commitments. It is indeed at the level of universities/academia, higher education training institutions and campuses that innovation, creativity and scientific
research can be promoted to imagine and find innovative solutions to increasingly complex global issues; that talents can emerge, be supported and coached; that specialized knowledge can be designed and developed, that interdisciplinarity in research and teaching can be promoted and anchored, and that partnerships and cooperation with the other actors and stakeholders can be established and implemented.

We cannot do this without a solid investment in standards of excellence and quality to create an enabling and motivating environment that is holistic and integrated, involving institutions, their leadership and governance, quality infrastructures and equipment’s, appropriate training offers, pedagogical content and disciplines; committed professors, teachers and researchers; the students, and all other partners and stakeholders including mainly the public administration and public institutions, the communities, the private sector and the civil society, the investment in digital, etc…, taking into account, of course, the specificities, needs and priorities of each national and local context.

This is the challenges that ICAPA of IASIA has to deal with and handle currently and in the coming years, making sure and joining efforts to become a key lever for the promotion of excellence and quality of education and training programs targeting the Public Administration for a sustainable development that leaves no one, no place behind based on equal rights and opportunities with a concrete engagement for climate change.

This new vision will also take into account the legacy of the former ICAPA members, implement the new framework of regulations and governance decided by the Board of Management of IASIA, and promote new approaches and methodologies, with new mindsets.

All this cannot be done without joining efforts, sharing knowledge and expertise, creating synergies and coherence, and putting in place sound partnerships between all the components of the eco-system of IISA and IASIA, in particular all the bodies in charge of promoting excellence and quality of Public Administration education and training programs.
Post-pandemic Public Administration education, training, and accreditation

Prof Dr Wolfgang Drechsler
Chair of the executive board of EAPAA
Tallinn University of Technology’s Ragnar Nurkse Department, Honorary Professor of University College London in the Institute of Innovation and Public Purpose,

With EAPAA, which since the 90th anniversary year of IIAS I have the honor to chair, we have an outstanding, highly reputed and respected, ethical and equitable accreditation agency – the only quality assurance authority in Public Administration that is active throughout Europe. But 2020 is also the year of the pandemic, and the year of much-heightened global attention to diversity, equity and inclusion, and both will have to have an influence on Public Administration as well.

What happened this year is that many courses switched to virtual mode, and many still are on Zoom, most likely for a longer time to come. In essence, this is a turn towards mini-MOOCs, and it is likely that these will expand and thus hasten the centralization of education to a few technically and contents-wise high-capacity institutions with strong labels. However, given the national and sometimes even regional nature of Public Administration, especially as regards training – just as is the case for Law –, less centralization and subsequent redundancy can be expected than in other fields. The fewer institutions there are, the less accreditation will be needed, but it is a long way thither.

Meanwhile, the pandemic has proven that high-competence, high-capacity Public Administration is key for survival in society. Max Weber, whose centennial of death it is this year as well – incidentally caused by the last pandemic, the Spanish Flu – has been proven right to an amazing extent, an extent he himself would have found flabbergasting, as he was very much attuned to specificity.
and context. But in a general rather than specific sense of “Weberian administration”, i.e. including all those systems going for stability and capacity – including the crucial capacity for agility! – those systems, and that includes the Confucian systems of East and Southeast Asia, have won the day. Of course, it is difficult if not impossible to judge the success of pandemic response today, but as a working hypothesis, it seems fair to assume that overall, Weberian administrations have coped particularly well, and that those that tried to eradicate such capacities through radical, private-sector-oriented reforms, have failed. This means that Public Administration, even in a 1930s sense, if suitably upgraded and adjusted, is as au courant as it ever was.

But finally, where Public Administration education, training and also accreditation will have to change – change even more in some cases, but change to begin with in many – is in paying attention to discrimination, structural racism, and still-ongoing postcolonial and even colonial parameters in discipline and profession. Curricula will have to change, and we need to consider where we equate good, modern, and global with practices that are merely global-Western/Northern, and whether we use allegedly neutral methods of inquiry just to gatekeep. In accreditation, this means to respect local specificities, yet to insist, especially in the global North, on greater attention to other paradigms, practices and modes of inquiry of Public Administration that work as well. And that is a win-win proposition, because Public Administration can only become better, and that is, more equitable, inclusive, and better performing, through such a process and such a change.
International organizations as socializing agents: why education and training are integral parts of their development strategies

Prof Dr Eckhard Schroeter
German University of the Police, Germany

Scholarly associations and learned societies carry a great deal of responsibility. Arguably, the responsibility to attract new cohorts of talent, socialize them into the professional and academic community, and prepare them for the continuation of their careers is one of their most prominent tasks. For IIAS and its member organizations, the fact that they effectively act as socializing agents is essential for two reasons. First, IIAS operates in an interdisciplinary environment. Second, this community is also highly international and intercultural. Of course, this analysis of risks and opportunities cuts both ways. While young talent might tend to gravitate towards rivalling learned societies representing their core disciplines, IIAS can use its leverage to reach out to talent from different sub-disciplines and galvanize them into the broadly defined public administration community.

Similarly, national institutions are still major reference points for professional standards, but international organizations can add their specific value by promoting learning from experience and send important signals for professional and academic development across borders. It flows from this that our academic and professional associations are well advised to consider their contribution to education and training as integral components of their developmental strategies. Couched in terms of neo-institutional terminology: the setting and proliferation of teaching and training standards are part and parcel of the «professional isomorphism», which socializes members into a community with shared norms and values.
Over the years, this message has been taken to heart. In 2006, EGPA’s Symposium for PhD Candidates and Young Researchers rolled out its first sessions as part of EGPA’s annual conference. Since then, the EGPA PhD project has become a staple of the conference calendar, and this approach has also been introduced to other organizations such as IASIA and LAGPA. More recently, IIAS broadened its portfolio by reaching out to recent PhDs and graduates who are interested into a cross-sectoral experience and wish to continue their careers in a professional capacity. To this end, the IIAS Professional Academy blends academic advice with professional development.

A vision for the foreseeable future has to address the following challenges. First, experts and merit-based public organizations have come under stress in many parts of the world – and so has the commitment to civil rights and the rule of law. Professional ethics and training standards have to respond to that challenge. Second, the diversity and inclusiveness of training and education need to be promoted if we are aiming at fairness and equity in public administration. Third, the era of digitalization has to be reflected in the way we conceive of the content of training programs as well as the way how we deliver those programs.
IASIA e-Learning Project

The COVID-19 pandemic crisis and the ensuing lockdown forcing the closure of Institutes and Schools of Public Administration as well as universities have mandated that institutions find fast, effective, and innovative solutions to support PA e-learning for large cohorts of students. These solutions are not temporary however and are being planned for the long haul. Over the last two decades, a large gamut of e-learning and e-teaching tools were developed and implemented: LMS, e-portal, distance learning, e-certification, MOOCs, etc. e-Learning has gradually become a pervasive reality enmeshed with conventional instruction. The discipline of Public Administration is in the midst of this transformation in learning acquisition.

As part of its mission, IASIA seeks to support a more resilient approach to teaching and learning in a “socially distant” world. In this respect, we are planning a project to harness PA teaching and learning resources across our network and provide the infrastructure to disseminate, exchange, and collaborate on e-learning initiatives.

The objectives of this project are as follow:

Facilitating access to members e-learning platforms;
Repertorying successful e-learning applications;
Making available or exchanging e-learning resources;
Collaborating on e-learning projects such as creating online didactic material;
Creating platforms for sharing PA e-courses, handbooks and case-studies;
Organizing webinars and learning events for our community and for the future civil servants.
3. IIAS - PA Challenges Over Time

IIAS as a Global Network for PA Research and Knowledge Sharing

Dr. Fabienne Maron
IIAS Scientific Director

IIAS is a global learned society that exists to promote PA academic disciplines and profession, as well as related disciplines such as the arts and science. IIAS aims to organize, over time, the dialogue between scholars and practitioners to find adequate PA solutions to contemporary challenges. Over its initial 90 years, IIAS and its specialized and regional entities organized a remarkable variety of activities: conferences, congresses, research groups, dialogues, symposium, tutorials, but also created a network of networks to connect people around key issues to be addressed.

During the last months, we all experiment the importance to have a strong network ensuring the continuity of our research and teaching activities.

We were all fascinated by the mobilization of our members, networks and partners to develop innovative ways of researching, teaching and sharing our experiences. The unprecedent health crisis demonstrated the importance to continue our journey towards the digitalization of our procedures for producing and sharing knowledge.
Evolution of Public Administration (PAD) and IIAS Role for the Future

IIAS was established in 1930 as a professional international non-governmental organisation to promote the theory and practice of contemporary Public Administration globally taking cognisance of national and international considerations. The Discipline of PAD as well as IIAS as a professional international development organisation has to be reflective, refocus and possibly re-prioritise given the immense changes that has taken place globally in the past decade. These changes had major ramifications for the ‘whole of society’ including inter alia the public sector very broadly, as well as the academic sector, notably tertiary institutions as well as professional learning societies more specifically. The ushering in of the new 2030 international development framework and the Sustainable Development Goals (SDGs); HIV-Aids, Climate Change; the Fourth Industrial Revolution and of recent, the sudden emergence of the COVID-19 pandemic globally has added some urgency for these issues to be prioritised and placed high on the international development agenda. IIAS, like all other international learning societies has to transform and ensure that it remains relevant and responsive to the global agenda and debates and more importantly, resilient to operational challenges that could have major implications for its own existence and future sustainability.

Given the above state of affairs, it is encouraging and reassuring to note that IIAS and its different institutional entities has indeed been responsive and receptive to the above-mentioned developments and challenges. More specifically, some or virtually all the issues highlighted above has featured very prominently on its
agendas of meetings as well as conferences/seminars and publications. All of these academic platforms as well as structures/committees of IIAS have been used to demystify and unpack these developmental challenges in a local, national and international context, and all of these deliberations has in some way or the other contributed to the knowledge base on each of these areas. To this end, IIAS has also conscientized and sensitised its constituent entities as well its global membership and they have been capacitated and empowered in this regard. IIAS has also invested considerable resources, human and financial in advancing information technology and digitalisation which will auger well for the future in terms of preparing its staff and general membership for the ‘new normal’. This is also in line with the direction taken by tertiary institutions globally where they have transitioned to online lecturing and assessment and meetings. Tertiary institutions have also invested substantial resources on online teaching platforms and assessments, as well as for traditional meetings and this new ‘normal’ taken has to be applauded and more importantly sustained over the long term. It is imperative that all these initiatives taken nationally and internationally by the tertiary education sector and professional learning societies should not go to waste, once a state of normalcy has been reached. The momentum should be maintained for the foreseeable future. It is also critical for IIAS and its constituent entities to explore new business models in terms of ensuring its financial viability and sustainability presently and in the future.
I am a civil servant. For us civil servants IIAS provides information about global and national research. This improves the evidence base of our daily work, a crucial cornerstone of good governance. The global perspective IIAS offers widens our horizon and opens new perspectives to familiar themes. For me personally the most valuable thing of IIAS is that it brings us together. IIAS is for us an environment where we can discuss debate and dialogue in an atmosphere of mutual trust. This way IIAS paves the way for better public administrations around the world. There is no other international organisation in our field that would enable dialogue between practitioners and researchers as comprehensively.

Based on dialogue and trust

Dialogue is a specific type of discussion. Its main purpose is to enhance our ability to learn from one another. Dialogue is therefore different from debating, negotiating or aiming at consensus. The kind of learning that occurs in dialogue is a constantly developing understanding of the world’s phenomena, other people, and oneself.

When we engage in this sort of shared learning in IIAS, we develop the kind of mutual trust that is crucial for the functioning of the IIAS family. When we discuss together how we experience our shared world, we obtain a broader and more versatile picture of the issues at hand. Dialogue also enables us to notice and to respect each other’s differences, and it helps us to realise how differences in experience can enrich our shared life. Thus, dialogues bind our communities and us as individuals together without seeking to remove the differences that shape our individuality. (1)
One wish

When we talk about IIAS, it is often about the international events and IIAS as a global institution and network. At the heart of the IIAS is also the work we do on the national level. I would like to make one wish for the future and this wish is that we would pay even more attention to the national level.

In Finland, the dialogue and trust built through the work of our IIAS national section has resulted in very concrete co-operation and impact in our public governance reforms already during many decades. But there is unused potential in these national communities and in their joint co-operation and dialogue across borders.

The fundamental strength of the IIAS to bring people together has also a direct effect on individual lives. For myself as a person who has been and is involved in the IIAS family on national and international level, the encounters and connections I have had, have made a real impact on my life. They have made it better and richer in many ways. For this, I would like to thank everybody I have met during the years through IIAS.

Philosophy as an academic field is a key reference discipline for public administration (PA). The contribution of philosophical thought to the field of PA used to be widely recognised in the past, but this awareness has partly been lost when academic specialisation and proliferation of specific disciplinary approaches have burgeoned over the last decades of the 20th century and the early part of the 21st century. Yet, a range of philosophical issues are ubiquitous in researching PA, as well as in practising it, which explains why philosophy could and should be included into the disciplines of PA.

In a recent book, a major attempt has been developed to bring philosophy in a systematic way into PA, and to revisit the philosophical foundations of PA as a science, an art, a profession and a form of practical humanism (Ongaro, 2020). Philosophy performs a key integrative function in enabling and sustaining the development of PA in its multiple facets.

Recent scientific works about the relationship of philosophy to PA have been focused on Western philosophy. This is a limitation that could and should be overcome, by bringing a wider range of philosophical perspectives to contribute to PA. The application of other philosophical perspectives to PA can be valuable for two distinct, extremely important reasons (Ongaro, forthcoming): one pertains to the contextual-cultural lens, that is, to shed light on the distinctive cultural-ideational features of the major regions of the world where these philosophies developed. The other lies in the universalistic contribution to the understanding
of PA that may spring from the application of a wider range of philosophical perspectives, besides Western ones, to the field of PA. Both kinds of contributions are crucial for the advancement of PA worldwide.

The IIAS and its associated entities (IASIA and the regional groups) are a key place – if not the key place - where this dialogue of Western and Eastern (Northern and Southern) philosophical perspectives may occur and bring about the fruits of a deeper understanding of PA, at both the level of research and the level of the teaching and the training (Ongaro, 2019) of practitioners all over the world.

References

The year 2020 will be undoubtedly remembered in future history books as one of the most significant turning points for the past century. The Covid-19 pandemic has changed our social, economic and political lives and heralded trend-setting transformations for the years to come. The paradoxical fact that coronavirus hops across borders but its effective control (or the lack of it) rests primarily with the nation-states reminds us about the imperative of forging sensible transnational approaches to public governance.

Public administration first emerged from dealing with national and local issues. As the world has become increasingly globalized over the past half a century, intensified cross-border flows of population, capital, ideas, and diseases require effectual coordination and policy transfer on the transnational arena. This will not only help confront global issues such as climate change, sustainable and equitable development, but also strengthen nations’ resilience in the public governance systems.

Any meaningful attempt to formulate transnational approaches to public administration entails going beyond the frameworks that are mostly derived from the Western experiences and guided by “methodological nationalism.” Christopher Pollitt argued compellingly in his 2014 IIAS Braibant Lecture that the age of “Anglosphere” dominance in public administration on the global stage is ending, precipitated in part by the fact that “other regions of the world are becoming economically and politically more influential and self-confident.” It is essential to understand how non-Western societies such as East and Southeast Asia are experimenting with different approaches, collectively and/or singularly,
to public governance and to judge their impact in their respective socio-political and cultural contexts as well as shared global common values.

Since its founding in 1930, the International Institute of Administrative Sciences has played an instrumental role in promoting and engaging transnational collaboration for good governance. Its intellectual vibrancy and multi-national organizational structure, ranging from its regional branches to its global board of directors, have enabled it to champion the transnational agendas of public administration.

We were privileged to co-organize and host the 2019 IIAS Congress at Nanyang Technological University, which attracted more than 500 academics and partitioners from some 55 countries. Transnational approaches to public governance in a variety of socio-political and economic milieus featured prominently in formal presentations and informal exchanges. As Singapore’s Deputy Prime Minister and Minister for Finance Heng Swee Keat put it in his keynote speech, “Good governance is always a work in progress. We must continue to innovate and evolve. We can better do so by learning from one another. Through sharing our experiences, we can gather new ideas and inspirations.”

At the time of celebrating IIAS’s 90th anniversary, we look forward to working closely with all the colleagues and counterparts in the globe to further promote transnational approaches to good governance.
IIAS and Japan – Promoting Public Private Partnership for Public Management in the Multi-Cultural World

Prof. Dr. Hideaki Shiroyama
University of Tokyo, Japan
Vice-Chairperson of the Programme and Research Advisory Committee (PRAC)

In 1953 the Japan Society for Public Administration (JSPA) joined in the IIAS as a Corporate Member, and in 1954 the Cabinet Legislation Bureau joined as a State Member. When Professor Tsuji of the University of Tokyo, visited the Secretariat in Brussels in 1954, he was told by the Director General of the IIAS that major Asian countries were not participating in the IIAS and Japan’s participation as a State Member was strongly requested. At present, the Ministry of Internal Affairs and Communications is the State Member, and the Japan National Committee of the International Society for Public Administration is the National Section, and the JSPA, the Japan Public Law Association and the Public Administration Research Center are Corporate Members.

One of the contributions of collaboration with the IIAS is the facilitation of agenda setting. For example, when Prof. Tsuji participated in the IIAS conference in 1959, themes such as the automation of administrative agencies were addressed. The issue became an important issue for Japan later.

In response to a request from the secretariat of the IIAS in 1980, the Japan hosted the Round Table in Tokyo in September 1982. A total of 400 people, about 150 people from 45 countries (regions) and 250 people from Japan, participated. An international symposium was also held in conjunction with the Round Table to discuss (1) public administration reform in the world and (2) challenges and prospects of urban public administration. In addition, Public Administration in Japan was published which was distributed to the participants with a view to
disseminating knowledge about Japanese administrative systems and operations. It was later published by the University of Tokyo Press in 1984. Japan’s participation in the activities of the IIAS contributed to the globalization of the IIAS’s activities, as evidenced by the fact that Japan hosted the first major conference in Asia. At the same time, it provided a valuable opportunity for reflection on the study and practice of public administration in Japan, as evidenced by the publication of an English-language book on the institutions and operations of Japanese public administration. As today’s world becomes increasingly multicultural and multipolar, the role of the IIAS as a global platform in this world will grow.

One of the characteristics of Japan’s participation in the IIAS is a public-private partnership in which government ministries and agencies cooperate with related academic societies. This corresponds to the prototype of the IIAS governance structure. In recent years, trans-disciplinary research in various fields has become increasingly popular, but the IIAS has included such elements from the beginning. Enlarging the scope of such collaboration is the future way to go.
The IIAS and German Public Administration

Over the last decades, the German Section of the IIAS has evolved as an interdisciplinary learned society embracing academics, practitioners, and pracademics from all over the country, and from different institutions and governmental levels. At various occasions, they share their views on the current status, the challenges, and their future visions of public administration – understood as a discipline and a research subject alike – from a German and an international perspective. The German Section works actively under the umbrella of the IIAS and is also very much engaged in regional networks, most notably in the EGPA.

The relationship between Germany and the IIAS was significantly shaped by historical ruptures and transformations. Until 1990, there were two German states and, consequently, two German delegations participated in the IIAS Congress in Marrakesh/Morocco in 1989. The Federal Republic of Germany became a member of the IIAS in 1952 and the German Section of IIAS was founded in 1956. Germany’s membership and the German Section are administered by the Federal Ministry of the Interior. During the first decades, the representatives of (West-) Germany were mainly lawyers and practitioners especially from the ministries, but also from local institutions. Later on, besides layers, representatives from other disciplines strengthened the German contribution to debates in the IIAS-arena and to administrative sciences in general, specifically coming from economic and political sciences.

Since the 1980s, the German Section has published two English language books (1983 and 2001) (1) on the German administrative system aimed at the international PA community. However, these publications were in urgent need of being updated and complemented to take account of the manifold developments and transformations the German public administration has experienced in the meantime. Therefore, the German Section took the initiative to work collaboratively on a new comprehensive volume about “Public
Administration in Germany” (forthcoming by the end of 2020) (2) Besides the four editors of the book, 27 internationally renowned scholars, practitioners and pracademics have contributed to this book bringing in their specific expertise, professional experiences, and wide ranges of disciplinary perspectives. Thus, the book is also meant to provide a successful example of interdisciplinary collaboration and transboundary work between the academic and practitioners’ community, as often promoted in PA studies. It aims to provide the international readership with an overview of key features, up-to-date knowledge, and fresh research into the institutional set-up, organization, procedures and actors of the German administrative system. Furthermore, the volume responds to a repeated request raised by the international community of scholars and practitioners in the field of public administration to gain a better understanding of the German administrative system, its basic structures and salient reform debates. The German Section has dedicated itself to this important task, linking it up to a previous book project initiated by Klaus König and others 20 years ago.

The book addresses several salient issues related to the study of public administration in Germany, such as administrative federalism, administration and courts, the German legalist traditions and “Rechtsstaat”, auditing and control, fiscal relations, administration at federal, Länder and local levels, the role of politics in administration, civil service and public employment as well as administrative transformation in the context of the German reunification. Furthermore, the contributions highlight pertinent reform movements and modernization debates, for instance, territorial and intergovernmental reforms, better regulation, budgetary reforms, co-production and participatory reforms, privatization and re-municipalization, performance and human resource management, digital transformation and open government.

When analysing German public administration, the question arises whether it can be a model for other countries or to what extent these can learn from our system (and probably also our mistakes)? This is another ambition of this book: to outline the strengths and weaknesses of the German system and to encourage learning and transfer. The authors want to inspire their readers to critically reflect about their own systems and to consider lessons for transfer which each of the chapter authors have been asked to draw from their analysis.


The German Section hopes that this book offers some interesting insights into the German administrative system, its peculiarities, assets and problems, but also provides more general conclusions for reform debates in other countries. The book is very soon available as a hard copy as well as in free open access at Palgrave, London: [https://www.palgrave.com/de/book/9783030536961](https://www.palgrave.com/de/book/9783030536961)
The global role of IIAS: Views from Italy

Prof. Dr. Edoardo Ongaro
Professor of Public Management, Open University, UK – Member of the Council of Administration of IIAS, Italy - Past President of EGPA

The International Institute of Administrative Sciences (IIAS) has contributed in manifold ways to the development of public Administration (PA) in Italy. By bringing both a regional dimension - that is, European, through the European Group for Public Administration, EGPA (Ongaro, 2019) - and an international-global dimension to the study and practice of PA in Italy, the IIAS has powerfully helped ‘internationalise’ Italian PA, and make it think more globally (without forgetting the distinctiveness of the local, and the crucial significance of context and contextual influences on public administration and public management). The IIAS and its associated entities (IASIA and the regional group, most notably, for Italy, EGPA) have also provided a crucial channel through which the distinctive contribution by Italian scholars and institutions, like the Scuola Nazionale di Amministrazione – National School of Administration of Italy – could be made to bear ampler significance and contribute to the international and global debates.

IIAS is a venue where scholars studying PA from the widest range of disciplinary perspectives may gather and work in an integrated way for the advancement of the study and the practice of PA. Looking towards the future, IIAS may more and more become the bridge where those studying and those practising PA can meet and fruitfully interact, as well as the bridge for scholars and practitioners from across the regions of the world can interact. The Italian scholarly community could hugely benefit of, as well as powerfully contribute to, a thriving IIAS over the next 90 years and more!

References

Due to globalization, societies are transforming in multiple ways and at rapid speed. These developments and the pandemic caused by COVID-19 demand modern and immediate responses. Therefore, the style of governance must follow the needs of a society in constant change, it must be open, participatory and responsive executed through a highly effective governance structure.

There is a paradigm shift in the role of the government and governance style for all over the world and is here where public administration stays at the top of the responses. The perspective of public administration must be characterized by a perspective of innovation, effectiveness, social ethics, and equity.

The IIAS has been an important role in this context. Since their foundation has become a relevant actor in order to contribute the exchanges between countries, facilitating the discussion of the interest topics and the develop research and has contributed to articulate axis at international nature in the construction of the progress of the public administration in theory and practice.

In these uncertain times, governments face tremendous technological, economic, environmental, and social shifts, in this regard they must improving their capacities at the local level, strengthening decentralization, reinforcing transparency, accountability and anti-corruption policies. It is critical that governments at all levels take steps to transform and modernize, to ensure they can tackle these challenges through innovative ways with a long perspective.
In this 90th anniversary, IISA faces enormous challenges. It may be considered that there is an opportunity in the manner in which international cooperation and action must be undertaken. IISA must continue providing research, knowledge and proposals regarding the ways in which the public administration should act to face of new actors and unprecedented circumstances as an institution with enormous adaptability and versatility.
4. Sharing Knowledge and Publishing Research Results

IIAS Publication Strategy

Prof Dr Paul Joyce
IIAS Publications Director

Introduction

According to its vision statement, IIAS “aims to be a key player in setting the governance agenda worldwide.” The IIAS publication strategy is aligned to this aim. Its overarching goal is to support in every way possible the production and dissemination of knowledge relevant to the theory and practice of governance in order to advance inclusive, safe, and prosperous futures, such as that envisaged by the United Nations Agenda 2030.

This goal is pursued through publication activities and in conjunction with IIAS events, IIAS projects and IIAS accreditation activities.

Publication work by bodies such as the IIAS has been impacted in the last quarter of a century by the growth of the internet, a mounting interest in Open Access principles, and the growing influence of Big Data Analytics. This combination of factors is making the acquisition of “knowledge” easier and creating greater pluralism in the sources of “expertise” in how to make governments and public administration deliver change, reform, and progress successfully.

In this context, the IIAS as a global network of practitioners and academics offers two possibilities for making a significant contribution to the governance agenda. First, the transformation of the conditions for the distribution of knowledge (i.e. the internet and the application of open access principles) threatens to overwhelm knowledge users; the IIAS through its networks offers a capability for selecting the knowledge that matters most for addressing the current problems of governance strategy and delivery. Second, the IIAS offers something quite unique because of its ability to build new insights from current knowledge through dialogues, at its events and in its activities, between the world of practical governance and the world of education and its ability to do this very quickly in response to events and developments.
IIAS Stakeholders

The key stakeholder groups of the IIAS can expect a variety of benefits from IIAS publications:

Governments and the wider public sector can benefit by:

I. Publications that they can use when defining an agenda for governance and public administration that is forward looking and progressive.
II. Publications that provide them insights into how best to deliver change, reforms, and progress.
III. Publications that can be used on courses and in developmental activities for politicians, managers, professionals, and other employees.

Academics can benefit by:

I. Writing or contributing to IIAS publications that help them in terms of their career development and mobility.
II. Using IIAS Publications for teaching and learning activities on educational programmes in governance and public administration.
III. Participating in IIAS conferences that develop their networks and also, at the same time, provide the opportunity to contribute to monographs and edited books and special issues of journals.

Priorities of IIAS Publications

The priorities for IIAS publications are:

1. Defining a forward-looking agenda for public governance and public administration
2. Providing insights into how governments and the wide public sector can be more effective
3. Reaching the highest standards for research publications on governance and public administration
4. Informing cutting-edge education for, and teaching of, governance and public administration
5. Providing influential comparative studies and important lessons from international comparisons
6. Showcasing research by PhD students and scholars at an early stage in their careers

Success criteria

The following success criteria indicate metrics for monitoring and evaluation of IIAS publications activities.

1. Sales of IIAS books published in cooperation with Commercial Publishers.
2. The scholarly standing of IIAS journals.
3. Financial sponsorship of open access books by governments.
4. The percentage of papers delivered at IIAS conferences that are published in journals as a result of activities set up under the IIAS open access strategy.
5. The international visibility and credibility of IIAS books on four key themes for governance and public management in the next 10 to 30 years: (i) the United Nations 2030 Agenda, (ii) the climate crisis, (iii) harnessing digital technology for public well-being, and (iv) governance and administration based on “rule of law” (includes order and security).

The Values Implicit in IIAS Publication Activities

IIAS publications should be high quality, relevant and popular. High quality is taken to mean academically rigorous. By relevant, we mean offering insights that practitioners consider using for making governance and public administration more effective and more open and inclusive. Popular refers to the numbers of readers and not just sales figures. In summary, publications are desired that enhance IIAS credibility in setting the governance agenda worldwide.

Actions over the Next Five Years

1. Building on the examples of books in Public Administration in Germany and Swiss Public Administration.
2. The piloting and execution of the IIAS Open Access Strategy.
3. Promoting more engagement of early career scholars with IIAS publication activities.
4. Thematic refocusing of IIAS book series to highlight critical governance and public administration themes: UN Agenda 2030; climate crisis; digital technology; and governance and administration based on “rule of law”.
5. Special “fast response” projects based on mobilising members of the IIAS network (e.g., coronavirus pandemic).

Paul Joyce, Fabienne Maron, and Purshottama Sivanarain Reddy

Good Public Governance in a Global Pandemic

IIAS Public Governance Series, Vol 1, 1st Ed. 2020
This book provides the readers with a set of vivid studies of the variety of national approaches that were taken to responding to COVID-19 in the first few months of the pandemic.

At its core is a series of reports addressing the national responses to COVID-19 in Africa, Asia, Europe, North America, Latin America, and the Middle East and North Africa. Country reports present the actions, events and circumstances of governmental response and make an early attempt at producing insights and at distilling lessons. Eyewitness reports from civil servants and public managers contain practical points of view on the challenges of the coronavirus pandemic. In different chapters, editors and contributors provide an analytical framework for the description and explanation of government measures and their consequences in a rich variety and diversity of national settings. They also situate the governmental responses to the pandemic in the context of the global governance agenda, stress the important relationship between governmental authorities and citizens, and emphasize the role of ideological factors in the government response to COVID-19. A bold attempt is made in the concluding chapter to model government strategies for managing the emergency of the pandemic and the consequences for trajectories of infection and mortality. As the editors argue, the principles of “good governance” are of relevance to countries everywhere. There was evidence of them in action on the COVID-19 pandemic all over the world, in a wide range of institutional settings. COVID-19 experiences have a lot to teach us about the governance capabilities that will be needed when future emergency situations occur, emergencies that might be created by pandemics or climate change, or various other global risks. Governments will need to be agile, able to learn in real time, good at evaluating evidence in fast changing and complex situations, and good at facilitating coordination across the whole-of-government and in partnership with citizens and the private sector.
The International Review of Administrative Sciences

Prof Dr Andrew Massey
IRAS Editor in Chief
Academic Director of the International School for Government, King’s College London

The International Review of Administrative Sciences (IRAS) is an international peer-reviewed journal devoted to academic and professional public administration. It is the official journal of the International Institute of Administrative Sciences (IIAS), the European Group of Public Administration (EGPA) and the International Association of Schools and Institutes of Administration (IASIA). IRAS is unique, in that since 1986, it has been published in several languages. From 1986 in French and English and then, from 2009 in Chinese. For part of this period, it has also been published in Spanish and Arabic. This multi-lingual approach reflects the global emphasis of the journal and its parent organisations, the international family of academic and practitioners in public administration. Founded in 1927, it is the oldest scholarly public administration journal specifically focused on comparative and international topics. IRAS seeks to support and structure the future agenda of public administration around the world by encouraging reflection on international comparisons, new techniques and approaches, the discourse between academics and practitioners, and debates about the future of the discipline.

The current Editor in Chief is Andrew Massey (UK), his co-editors are Sabine Kuhlmann (Germany), Shamsul Haque (Singapore), Yves Emery (Switzerland), and Gene Brewer (US). Former editors in chief include eminent public administration scholars: Pierre Seeldrayers (Belgium), Laureano Lopez Rodo (Spain), James L. Sundquist (USA), Kenneth Kernaghan (Canada), and Christopher Pollitt (UK). Catherine Humblet has been Journal Manager/Secrétaire de rédaction since 1984.

In 2009, the journal began the annual “IRAS Article of the Year Award”, renaming it in 2017 the “The Christopher Pollitt Award for best IRAS article”. Sage, the journal’s publisher, donates an annual grant and a framed certificate to the winner.
The award both honours the memory of an outstanding scholar and highlights some of the most innovative work currently being published in the field: an open access to the article at https://journals.sagepub.com/home/ras

The journal’s special issues are a particular focus on relevant and often wicked issues in global public administration. Special issues currently in preparation include:

2. Building Capacity for Development: Role of Public Administration in Asia and Latin America

As Derick W. Brinkerhoff, RTI Senior Fellow in International Public Management Research Triangle Institute noted, ‘Few journals can match IRAS in presenting timely analysis, dialogue, and debate on administrative issues from the industrialized countries of the global North, both in Europe and the Americas, and from the developing and transitioning nations of the global South.’ The diversity and energy of the articles found in each issue is redolent of the global change and challenge we are living through.
IIAS 90th Anniversary: International Review of Administrative Sciences: SAGE Journals (sagepub.com)

We are pleased to publish, via Open Access and our longstanding publisher, SAGE, this special celebration of the 90th anniversary of the International Institute of Administrative Sciences (IIAS). We include a notable paper from each decade of the journal and the IIAS’ existence, it is a remarkable record of the development of Public Administration as an academic discipline and as professional practice. We have many papers by eminent scholars, but also practitioners and those who cross both worlds; the pracademics.

(This 90th anniversary collection will be accessible from December 15, 2020 to January 31st, 2021)
For more than 90 years the IIAS-IISA has been on a journey with their members, helping them to connect and create value to shape the global governance agenda through our international conferences. Each year the IIAS-IISA is collecting about 250 conference papers with novel theoretical perspectives and empirical material, with a high concentration of papers coming from non-Western countries. However, in the current organization of the traditional scientific publication market, only a fraction of this knowledge will be published, and two years later. Now with Open Access gaining momentum in advancing equitable and open models of scholarly communication, the IIAS-IISA has begun its own knowledge transformation to do justice to the wide diversity of views collected during our conferences.

This year 2020 we strove to really hit the mark and launch our Open Access project. By combining peer-to-peer collaboration and community-building, the project aims at extending the value chain of the IIAS-IISA conferences and revamp our publication line.

How’d we do it?

- IIAS-IISA channels conference papers of good quality as to constitute a special issue/symposium in the partnered journals and/or to be included in the current journal issues.
To ensure the quality of provided papers, IIAS-IIISA pre-reviews the conference papers via the newly created ‘IIAS Board of Reviewers’ and forward the review material to the partnered journals.

The published articles and the journals will be included in the IIAS Open Access research repository, which will contain the collection of IIAS-IIISA scientific outputs.

As such, our project offers a unique landscape for collaboration between authors, reviewers, and journals, enabling the realization of our transformative model for the dissemination of knowledge stemming from IIAS-IIISA events. Following this spirit, we are pleased to say that Commonwealth Local Governance, Halduskultuur, and Administration are the latest journals to join our Open Access project. Beginning in January 2021 (with submissions from IIAS 2020 Conference), we will look forward to publishing special issues for our 90th anniversary. We also set up our first group of reviewers, who received guidelines and training from our international network. The group is composed of truly diverse Ph.D. students and young scholars, with expertise in a wide variety of fields.

For the IIAS-IIISA, this project is a promising route to better realizing our vision of setting the governance agenda worldwide and support a new era for research dissemination. We hope you feel inspired about our work and welcome beforehand you to be part of this project!
5. IIAS and its partners

Celebration of IIAS 90th Anniversary and Managing the Future AAPAM/IIAS Partnership

The African Association for Public Administration and Management (AAPAM) congratulate our great friend and partner- IIAS on this momentous achievement of attaining 90 years. IIAS has been a strong strategic partner of AAPAM, and the partnership between AAPAM and IIAS is a long-standing one. IIAS and AAPAM as partners play active roles at each other functions and programs in several priority areas including: sharing good practices and knowledge through the conduct of joint research, seminars, workshops and publications. At AAPAM Roundtable Conferences and the IIAS international Conferences, both IIAS and AAPAM exhibit attributes of joint ownership and work as a strong team.

Through this partnership, the parameters of our collaboration have evolved into such successful activities which include the Research and Academia Network, where IIAS has led facilitation of these sessions at the AAPAM annual roundtable conferences. There is also the IIAS-AAPAM Taskforce on Governance in Africa which aims to nurture a community of scholars and professionals and have co-chaired the African Panel at the IIAS International Conferences in Tunis (2018) and Singapore (2019). AAPAM plans to further augment our joint research and publication activities under this aegis.

For the future, AAPAM commits to support IIAS and strengthen our partnership in our vision of being key players in interrogating the governance agenda in the African continent and the entire globe. To achieve this vision, we propose to further delve into capacity building programmes and research that address the following areas of concern to the African as well as the global public administration:

- Transformation of Public Administrations- Digital and Technological transformation as new frontier
- Innovations- promotion of replication of innovative ideas, proposals and implementation of such innovations.
- Inclusivity and women empowerment
- Emeritus programme- for mentorship and apprenticeship of young professionals to ensure sustainability of public services
- Accreditation of leadership development programmes
- Blue economy in support of SDGS and Agenda 2063
• Sustainable Management of pandemics, Uncertainties and their outcomes.

**Congratulations on IIAS 90th Anniversary, Long live AAPAM/IIAS Partnership!**
L'IISA, une Communauté globale de pratiques


Pour nous, l'IISA représente et incarne un Réseau mondial qui peut soutenir et appuyer la vision, la mission et le mandat de CGLU-Afrique, particulièrement pour les problématiques liées à la Décentralisation, la Gouvernance Locale, les Institutions Publiques Locales, ainsi que le Développement territorial et local en Afrique. L'IISA contribue ainsi à donner de la visibilité aux initiatives de CGLU-Afrique et son Académie, en veillant à prendre en compte et à intégrer une perspective de l'Afrique Locale, de l'Afrique des racines profondes et des communautés de base.

C'est un espace de promotion de l'innovation, de la créativité et de la recherche scientifique à travers l'organisation de conférences, l'enrichissement par les travaux des divers Groupes de travail, les publications et le Portail de l'IISA, en particulier sur les Agendas mondiaux pour le développement durable (le Monde que Nous Voulons) et la Vision africaine 2063 (l'Afrique que Nous Voulons).

Un tel écosystème, c'est non seulement un Réservoir pour faire émerger, partager et disséminer les pratiques d'excellence, mais aussi un espace créant des opportunités pour l'apprentissage par les pairs, le renforcement des capacités et l'autonomisation (empowerment) du Capital Humain.

En tant que Partenaires, les deux Institutions œuvrent à collaborer, à échanger les informations, les méthodologies et les outils, à identifier et à mobiliser l'expertise, et à créer des synergies dans un monde complexe qui appelle pour plus de connexion, plus de co-création, et surtout plus de solidarité.
Since the start of the cooperation of European Training Foundation (ETF) with the International Institute of Administrative Sciences (IIAS) and European Group for Public Administration (EGPA), the ETF has seen the partnership as a valuable and rewarding opportunity.

We have exchanged expertise on public systems’ governance, specifically on systems of skills development such as vocational education and training. Skills development forms a complex environment at the cross-roads of economic, social and territorial development policy spheres, where the interaction of multiple actors (public, private and civil society) is a key feature.

The ETF benefits from the IIAS in navigating this complexity, through the high-level conferences, the co-creation of expertise and the common reflections that we find mirrored in our publications. Together we have explored key issues, from youth leadership in the context of political changes, to inter-institutional trust and public-private partnerships, to cite only a few.

As we start implementing the ETF Strategy 2027, we see new opportunities for cooperation. For example, a joint debate on skills systems performance, or the formulation of policy advice on the core messages of the European Skills Agenda.
of 2020 on governance: multi-actor co-responsibility and co-financing (the Skills Pact). Also, the ETF Corporate Conference 2021 will discuss system change; and the results of the survey of civil society organisations’ response to the COVID-19 pandemic will be available.

I would like to congratulate the IIAS on its 90th Anniversary and wish to express the desire to further deepen our cooperation in future.

Your sincerely,

Cesare Onestini  
ETF Director
NISPAcee connects closely to the IIAS family from its inception: the very guiding idea of its establishment was inspired by its sister organization, EGPA. Indeed, NISPAcee’s mission is similar to that of EGPA, except that it focuses on catering the specific needs of the PA community in the so-called transition countries of Central and Eastern Europe.

Over the past quarter century, the depth and breadth of this connection improved in spectacular ways. The most important highlights of this development include the 1999 establishment of the field’s exceptionally successful international accreditation organization, EAPAA – since 2012 having been co-governed by EGPA and NISPAcee exclusively. In 2008 the two organizations formalized their relationship, the most visible outcome of which, apart from EAPAA, is the Trans-European Dialogues in Public Administration (TED) jointly organized by the two sister organizations on an annual, later bi-annual, basis. These activities are key to enabling both organizations to accomplish their strategic mission of improving the quality and impact of PA as an academic field.

In addition, the personal and professional links between NISPAcee and other members of the IIAS family are numerous. Leading figures of NISPAcee occupied important positions in governing bodies of IIAS, IASIA, and EGPA, and the presidents of EGPA and NISPAcee are invited members of their sister organization’s steering committees. These relationships ensure a dynamic and constant evolution of NISPAcee’s ability to cater the needs of the PA academic community of the region on the one hand, and IIAS’s ability to reach out – in significant ways – to an important region of its global jurisdiction: Central and Eastern Europe, on the other
Signature of the MoU between EGPA/IIAS and NISPAcee in Tallinn Estonia – 2008
On behalf of the American Society of Public Administration, including its National Council and more than 10,000 members and stakeholders, I offer my sincerest congratulations to the International Institute of Administrative Sciences on the occasion of its 90th anniversary. For any organization, but particularly ones dedicated to stronger and robust systems of governance, an anniversary of this magnitude provides the opportunity to celebrate the significant milestones that it has achieved. As the destructive pandemic sweeping the globe makes clear, however, it also calls on all of us to set IIAS’ sights to the future. Always a forward-thinking leader in setting the worldwide governance agenda, IIAS’ mission and role remain as relevant—and critical—as ever.

ASPA has been proud to be a longstanding strategic partner and member of IIAS. The challenges that our systems of governance confront know no geographic boundaries. They require leaders like IIAS and ASPA to serve as the vehicle to bridge and bring together the academic and practitioner communities, to create and implement knowledge and solutions that our citizenry expects and deserves. In this regard, ASPA is particularly proud of our partnership with IIAS—and its European Group for Public Administration—in establishing the Transatlantic Dialogue, a key platform for research and scholarly inquiry in our profession.
Since 2005, the Dialogue’s focus has ranged from ethics and integrity of governance; to sustaining a democratic public sector in an era of challenge and constraint; to transitions in governance. The events of the last year demonstrate just how timely, vital and forward thinking IIAS’ work continues to be.

As IIAS embarks on its next 90 years, ASPA is delighted to stand proudly with it in beginning its next chapter of public service excellence. Congratulations to all who have made—and continue to make—IIAS a most special organization. Please be healthy and safe as you continue to do good.
Le partenariat entre l’Institut de la Gestion Publique et du Développement Économique (opérateur de formation continue du Ministère Français de l’Économie, des Finances et de la Relance) et l’Institut international des Sciences administratives permet à la fois de maintenir la présence de la langue française au sein de la Revue internationale des Sciences administratives et de faire bénéficier aux agents de la fonction publique française des réseaux d’experts de l’IIAS.

L’IIAS apporte ainsi régulièrement son concours à l’identification d’intervenants aux Rencontres Internationales de la Gestion Publique organisées chaque année par l’IGPDE mais nous a également aidé à prendre de nombreuses
attachées de haut-niveau dans le cadre de l’étude comparative des secrétariats généraux de ministère conduite par l’IGPDE en 2020.

Prof Dr Palmira N. Ríos, PhD
Former NASPAA President

The approval of the 2030 Agenda for Sustainable Development Goals constitutes a major challenge to all governments and to the global community. It is an ambitious plan that integrates complex and elusive goals. Ending poverty, abolishing inequalities, and protecting the planet are our shared commitments to bequest future generations. There is a generalized understanding that while the SDGs are interrelated, their successful implementation requires effective public institutions. The UN Committee of Experts on Public Administration concluded on their April 2019 session that sustainable development needs to enhance the capacity of the public sector in core functional areas of administration and as well as in “critical, complexity, futures and design thinking in addition to deliberative skills and emotional intelligence and appropriate use of frontier technologies.”

The Network of Schools of Public Policy, Affairs and Administration (NASPAA) and the International Institutes of Administrative Sciences (IIAS) are two major international organizations with a long history of public sector capacity building through mechanisms such as quality education, training, research, publications, conferences, and accreditation. Both have collaborations with regional and national partners. They also share the goal of promoting the building of effective, accountable, and inclusive public institutions.
As IIAS and NASPAA celebrate new milestones, it is time to think forward and build a global partnership to advance quality public affairs education to equip the public sector needed to implement the SDGs. A NASPAA-IIAS Partnership can mobilize the competencies required to transform today’s public administration into the public service that leaves no one behind.
France BURGY
Directrice générale du CNFPT,
Vice-présidente Europe de l’AIEIA

Mesdames et messieurs, cher-e-s collègues,

A l’occasion du 90ème anniversaire de l’Institut International des Sciences Administratives (IISA), je tiens à partager notre attachement à l’Institut et au souci de développer des solutions administratives conjointes à nos défis communs dans un écosystème institutionnel de plus en plus complexe.

Membre de l’Institut depuis 2012, le Centre national de la fonction publique territoriale (CNFPT) que je dirige forme 1 million d’agents publics territoriaux par an sur les près de 2 millions d’agents locaux français. Bien entendu, il n’est pas indemne d’améliorations possibles, et comme tout système, il est perfectible.

La formation en administration publique se nourrit des professionnels et académiques, de la recherche et d’études comparatives, et d’échanges sur les évolutions que nous vivons. La famille de l’IISA a un rôle essentiel dans ce cadre pour témoigner des expériences de chacun, développer des partenariats et une coopération renforcée entre écoles, et construire une vision partagée de nos enjeux globaux.

La politique comparée est en effet un des meilleurs moyens de penser et réfléchir un système ou une organisation. Elle permet la nuance, de déterminer les avantages et inconvénients des différentes voies entreprises, et ainsi les pistes de réformes souhaitables pour améliorer nos politiques publiques.

Le CNFPT porte ces préoccupations plus particulièrement dans le domaine de la formation, notre cœur de métier, et donc plus particulièrement à travers l’Association Internationale des Ecoles et Instituts d’Administration (AIEIA) dont j’ai l’honneur d’être la vice-présidente Europe.

La formation que nous dispensons se doit d’ouvrir les agents publics aux grandes causes (développement durable et lutte contre le réchauffement climatique,
égalité femmes-hommes et lutte contre les discriminations, lutte contre la pauvreté et les inégalités…) et aux grandes transitions (numérique, démocratique et institutionnelle, écologique et énergétique, démographique) de nos sociétés, aux outils numériques (notamment dans les usages pédagogiques et la e-formation), et à la réflexion sur le sens et les valeurs de service public.

Nous portons également l’importance de la gestion publique locale dans un contexte de gouvernance multi-niveaux et de renforcement de la décentralisation.

Le développement de tout pays nécessite un secteur public efficace et des agents publics compétents et capables d’agir. La décentralisation et la démocratie locale sont dans ce cadre une nécessité pour répondre aux besoins de la population car les services publics locaux sont ceux du quotidien. Les moyens humains et financiers pour cela restent toutefois insuffisants, notamment dans les pays en développement, et cela est renforcé par les crises économiques et sanitaires actuelles.

Ces enjeux de la gestion publique, sa place dans l’économie et dans la société, et la manière d’organiser de manière efficace pour le citoyen (bénéficiaire final de l’action publique) la formation des acteurs essentiels de l’administration que sont ses gestionnaires, sont les nôtres. La mise en cohérence des objectifs économiques, écologiques et sociaux doit irriguer les formations pour y inclure de manière transversale les besoins collectifs de la société contemporaine et garantir un « développement durable ». Ces défis questionnent nos formations sur l’ensemble du globe et nous nous devons de les affronter ensemble au service du bien commun.
A team at your service!
IIAS Director General

Sofiane SAHRAOUI, PhD is the Director General of the International Institute of Administrative Sciences (IIAS) and was the recipient of the Jose Edgardo Campos Collaborative Leadership Award from the World Bank Group in 2017. He is a founding member of the MENAPAR (Middle East & North Africa Initiative for Public Administration Research) network and founding President of the Arab Governance Institute (AGI).

He has published 3 monographs and more than 50 peer-reviewed research articles on public and local governance, quality assurance in education and training and organizational planning and change. He holds a Ph.D. from the University of Pittsburgh and a MSc. from the University of Oxford.
Fabienne MARON is the Scientific Director of IIAS. She holds a PhD in Political Sciences from UCLouvain, Louvain-la-Neuve (Belgium). She joined IIAS in 2000.

She had different positions at IIAS:

- Research Assistant and EGPA Executive Secretary
- Scientific Administrator and EGPA Executive Secretary
- IIAS Scientific Director (since 2016)

She is also a visiting professor at the Faculty of Law and Political Science - Reims Champagne Ardenne University (URCA) (France) since 2000 and Instructor for the Master in Public Management (MPM Bahrain – Aix Marseille University) (Bahrain), Guest Lecturer in several European Universities: USI (Switzerland), Oradea University (Romania).

Her research interests focus on: Concepts and Research Frameworks, Global and European Governance system, Public Administration, Public Policies, Public Project Management, Transparency of State.

She is also involved in many research networks and remain engaged in thematic research and action groups.

IIAS is a key project with a changing situation due to the context, with a sense of value and a permanent adjustment to the future as well as a strategy to go a step forward!
Steve Troupin (PhD)

Steve Troupin participated in the IIAS-IASIA 2013 Joint Congress in Manama Bahrain as assistant of the President-elect Geert Bouckaert. He was hired as Strategic Projects Officer in October, being tasked with the relations with the United Nations, Africa, overall scientific support and the reform of member state contributions’ system.

Under the leadership of Sofiane Sahraoui, he has assumed financial and HR management, and modernized the scientific organization of the IIAS Conferences since 2017-8. Since 2019, he has been in charge of the development of accreditation and new publication series. He is innovative and rigorous; direct and diplomatic.

« The IIAS is a world of possibilities »
Assistante opérationnelle, RH, aux achats et à la comptabilité

Hafida EL OUAGHLI

Avec plusieurs diplômes en langue de signes en différents langues (Français, Arabe, Anglais…) Hafida El Ouaghlia aussi une expérience de travail de 33 ans au sein de l’IIAS. Hafida a évolué au long de sa carrière au sein d’IIAS d’assistante administrative à assistante de publications pour finalement exercer son poste actuel d’assistante opérationnelle, RH, aux achats et à la comptabilité.


Hafida fait preuve que les personnes sourdes peuvent travailler et faire carrière dans une entreprise.
IRAS Editorial Manager

Catherine Humblet

License in Political sciences (Government and public administration), Catholic University of Louvain-La-Neuve (Belgium)

Positions at IISA:

• Research Assistant (1981-1986).
• Assistant to the Director General, in charge of the IIAS Conference and Working Groups (1986 -1992)

Journal Manager of International Review of Administrative Sciences: 1984-present. During my service at IISA I worked with five Director General: Guy Braibant (France), Michel Lesage (France), Jean-Louis de Brouwer (Belgique), Carlos Almada (Mexico) and Turkia Ould Daddah (Mauritania).

I also worked with four Editor-in-chief of the IRAS: James Sundquist (USA), Kenneth Kernaghan (Canada), Christopher Pollitt (UK) and Andrew Massey (UK).
M.Sc. César Rojas Alfonzo

My first contact with the IIAS-IISA was in 2013 when I was invited by the Getulio Vargas Foundation to collaborate in the logistics of the LAGPA Third Plenary Session, Rio de Janeiro, Brazil, later in the 2014 LAGPA Annual Conference, again in Rio and months later I was hired to be part of the Local Organizing Committee of the IIAS 2015 also in Rio de Janeiro. It was at that time that I was appointed to the position of Executive Secretary of LAGPA, whose initial challenge was to maintain the memory of the group and organize the 2015 Conference in Cartagena. From then on, we organized the 2016 Conference in Cali, Colombia, the 2017 Conference in Lima, Peru, and in 2018 a joint one with IASIA in Lima, again. By that time, I was becoming more and more an important member of the IIAS pieces board and I was offered the opportunity to collaborate remotely in the organization of the IIAS 2019 in Singapore and the IASIA 2019 in Lisbon. In 2019 we went to the center of the World, to Ecuador, to celebrate LAGPA 2019. And since February 2020 I also carried the flag of IASIA as Executive Secretary of the association.

In addition to the definition of its acronyms, the meaning of which you already know, the IIAS-IISA for me has been the opportunity to grow professionally and learn a little bit better how the mechanisms of public administration, public policies, and governance in the world work. Internally, as in most organizations, it means a lot of effort, teamwork, improvement, adaption, and mainly the opportunity to be resilient to various situations, favorable or not, with moments of tension, sadness, and of course celebration. If I had to sum it up in one word, I would just say, family.
Events and Logistics Officer

Lucia Martinez

With a MA in Art History and a master’s degree on management of Cultural Organizations. I have had the opportunity of working in several cultural organizations. I arrived in Brussels in 2019 and started to work at the IIAS in March 2020.

Having experienced other International organizations (ICOM) and missing it, I could find again in IIAS what I like, this sense of network and one community working for the same goals all around the world. IIAS secretariat offers to the P.A. community a common platform to get together.

The beginning was very challenging having to adapt to this “new” reality. These past months have been full of new experiences to learn. I look forward to next events!
Research & Development Officer

Marco Froilan De La Cruz Sánchez

My professional relationship with IIAS started with IIAS Research Academy. Motivated by my PhD supervisor Prof. dr. Geert Bouckaert, I joined the Academy and had the chance to experience a truly diverse academic environment. I was fascinated by its extensive international network and manifested my impetus to experience the inner intricacies of IIAS; it was not a pure coincidence that I was accepted for an internship.

From there, I worked closely with my colleagues to develop the IIAS Open Access project, a strategy to provide publishing opportunities for participants submitting papers to our conferences. It has been almost 1 year since I joined the IIAS. Now I am working as a Research & Development Officer, supporting the internal development of innovations as well as research initiatives in the IIAS. I am proud to be a part of the IIAS family and looking forward to many more years!

*IIAS is for me a complex academic ecosystem with a fascinating story behind.*
### List of Presidents & Directors General

**IIAS Presidents**

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1930-1947</td>
<td>Albert Devèze</td>
<td>Belgium</td>
</tr>
<tr>
<td>1947-1953</td>
<td>Oscar Leimgruber</td>
<td>Switzerland</td>
</tr>
<tr>
<td>1953-1956</td>
<td>René Cassin</td>
<td>France</td>
</tr>
<tr>
<td>1956-1962</td>
<td>Frants Hvass</td>
<td>Denmark</td>
</tr>
<tr>
<td>1962-1968</td>
<td>Herbert Emmerich</td>
<td>United States of America</td>
</tr>
<tr>
<td>1968-1974</td>
<td>Nicola Stepanovic</td>
<td>Yugoslavia</td>
</tr>
<tr>
<td>1974-1977</td>
<td>Gustavo Martinez-Cabanas</td>
<td>Spain</td>
</tr>
<tr>
<td>1977-1983</td>
<td>Lopez Rodo</td>
<td>Spain</td>
</tr>
<tr>
<td>1986-1989</td>
<td>Mohammed Al Tawail</td>
<td>Saudi Arabia</td>
</tr>
<tr>
<td>1989-1992</td>
<td>Alfred Zuck</td>
<td>United States of America</td>
</tr>
<tr>
<td>1992-1995</td>
<td>Guy Braibant</td>
<td>France</td>
</tr>
<tr>
<td>1995-1998</td>
<td>David Brown</td>
<td>Canada</td>
</tr>
<tr>
<td>1998-2001</td>
<td>Ignacio Pichardo Pagaza</td>
<td>Mexico</td>
</tr>
<tr>
<td>2001-2004</td>
<td>Jean-Marie Atangana Mebara</td>
<td>Cameroon</td>
</tr>
<tr>
<td>2004-2007-2010</td>
<td>Franz Strehl</td>
<td>Austria</td>
</tr>
<tr>
<td>2010-2013</td>
<td>Pan Suk Kim</td>
<td>South Korea</td>
</tr>
<tr>
<td>2013-2016-2019</td>
<td>Geert Bouckaert</td>
<td>Belgium</td>
</tr>
<tr>
<td>2019-…</td>
<td>Raed Ben Shams</td>
<td>Bahrain</td>
</tr>
</tbody>
</table>

**IASIA Presidents**

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1961-1982</td>
<td>Donald C. Stone</td>
<td>USA</td>
</tr>
<tr>
<td>1982-1986</td>
<td>Sam Richardson</td>
<td>Australia</td>
</tr>
<tr>
<td>1986-1989</td>
<td>Wendell Schaeffer</td>
<td>USA</td>
</tr>
<tr>
<td>1992-1995</td>
<td>Joan Corkery</td>
<td>Ireland</td>
</tr>
<tr>
<td>1995-1998</td>
<td>Gabriel William</td>
<td>Malaysia</td>
</tr>
<tr>
<td>1998-2001</td>
<td>Mohan Kaul</td>
<td>UK</td>
</tr>
<tr>
<td>2001-2004</td>
<td>Allan Rosenbaum</td>
<td>USA</td>
</tr>
<tr>
<td>2004-2007</td>
<td>Turgay Ergun</td>
<td>Turkey</td>
</tr>
<tr>
<td>2007-2010</td>
<td>Allan Rosenbaum</td>
<td>USA</td>
</tr>
<tr>
<td>2010-2013</td>
<td>Valeria Termini</td>
<td>Italy</td>
</tr>
<tr>
<td>2013-2016</td>
<td>Michiel S. de Vries</td>
<td>The Netherlands</td>
</tr>
<tr>
<td>2016-2019</td>
<td>Bianor Sceza Cavalcanti</td>
<td>Brazil</td>
</tr>
<tr>
<td>2019-…</td>
<td>Dong Qing</td>
<td>China</td>
</tr>
</tbody>
</table>
### EGPA Presidents

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1975-1987</td>
<td>Arne F. Leemans</td>
<td>The Netherlands</td>
</tr>
<tr>
<td>1987-1990</td>
<td>Sabino Cassese</td>
<td>Italy</td>
</tr>
<tr>
<td>1995-1996</td>
<td>Jacques Ziller</td>
<td>France</td>
</tr>
<tr>
<td>1996-1998</td>
<td>Hugo Van Hassel</td>
<td>Belgium</td>
</tr>
<tr>
<td>1998-2001</td>
<td>Ignace Snellen</td>
<td>The Netherlands</td>
</tr>
<tr>
<td>2001-2004</td>
<td>Werner Jann</td>
<td>Germany</td>
</tr>
<tr>
<td>2004-2007-2010</td>
<td>Geert Bouckaert</td>
<td>Belgium</td>
</tr>
<tr>
<td>2010-2013</td>
<td>Wim van de Donk</td>
<td>The Netherlands</td>
</tr>
<tr>
<td>2013-2016-2019</td>
<td>Edoardo Ongaro</td>
<td>Italy/United Kingdom</td>
</tr>
<tr>
<td>2019-...</td>
<td>Jean-Michel Eymeri-Douzans</td>
<td>France</td>
</tr>
</tbody>
</table>

### AGPA Presidents

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2013-2016-2019</td>
<td>Jiang Wu</td>
<td>China</td>
</tr>
<tr>
<td>2019-...</td>
<td>Eko Praiojo</td>
<td>Indonesia</td>
</tr>
</tbody>
</table>

### LAGPA Presidents

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2013</td>
<td>José R. Castelazo</td>
<td>Mexico</td>
</tr>
<tr>
<td>2013-2016</td>
<td>Bianor Scelza Cavalcanti</td>
<td>Brazil</td>
</tr>
<tr>
<td>2016-2019</td>
<td>Edgar Varela Barrios</td>
<td>Colombia</td>
</tr>
<tr>
<td>2019-...</td>
<td>Ruben Dario Echeverri</td>
<td>Colombia</td>
</tr>
</tbody>
</table>

### 2. List of IIAS Directors General

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>1953-1970</td>
<td>Paul Schilings</td>
<td>Belgium</td>
</tr>
<tr>
<td>1970-1979</td>
<td>Jacques Stassen</td>
<td>Belgium</td>
</tr>
<tr>
<td>1979-1981</td>
<td>Guy Braibant</td>
<td>France</td>
</tr>
<tr>
<td>1981-1986</td>
<td>Michel Lesage</td>
<td>France</td>
</tr>
<tr>
<td>1986-1988</td>
<td>Jean-Louis de Brouwer</td>
<td>Belgium</td>
</tr>
<tr>
<td>1988-1991</td>
<td>Carlos Almada</td>
<td>Mexico</td>
</tr>
<tr>
<td>1991-1998</td>
<td>Turkia Ould Daddah</td>
<td>Mauritania</td>
</tr>
<tr>
<td>1999-2001</td>
<td>Giancarlo Vilella</td>
<td>Italy</td>
</tr>
<tr>
<td>2001-2006</td>
<td>Michael Duggett</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>2006-2017</td>
<td>Rolet Loretan</td>
<td>Switzerland</td>
</tr>
<tr>
<td>2017-...</td>
<td>Sofiane Sahraoui</td>
<td>Tunisia</td>
</tr>
</tbody>
</table>