

A large, complex geometric wireframe graphic, resembling a geodesic dome or a network of interconnected lines, is centered in the upper half of the image. It is composed of numerous thin, light gray lines that form a series of triangles and polygons, creating a three-dimensional effect. The graphic is set against a white background with blue triangular accents in the top corners.

19th

UIA Associations ROUND TABLE Europe

21 November 2025
Marriott Grand Place

Brussels, Belgium

#UIA25EU

A photograph of the Brussels skyline at dusk. The image shows the historic architecture of the city, including the tall, ornate spire of the Atomium structure in the background. The sky is a deep blue with a few wispy clouds. The buildings are illuminated with warm lights, and the overall scene is a mix of historical and modern architecture.

PROGRAMME



flog

by Conference
Compass



Discover flog, the all-in-one event platform



White label
event app



Community
platform



Abstract
management



Event
registration



Interactivity
& networking



Sponsor
features



Custom
integrations



Live-streaming
& recordings

Welcome to the 19th UIA Associations Round Table – in Brussels

Message from the Secretary-General

We welcome you to Brussels for the 19th UIA Associations Round Table Europe.

For 115 years the Union of International Associations (UIA) has been working to promote and facilitate the work of international associations. Since 2007, the annual UIA Associations Round Tables have given associations an opportunity to learn through networking and through practice.

As an independent research institute, the UIA is able to bring together people one wouldn't meet anywhere else. Finding and documenting associations is, after all, the UIA's expertise. I am confident, you will benefit greatly from the opportunity to exchange ideas, and to engage in active discussions with the speakers and each other.

The participants and speakers are people involved in running associations – and as well academics working in the area of Internationalism and of the history of international associations.

The diversity of international associations attending any given UIA Round Table is remarkable, yet each UIA Round Table confirms that we have more in common than our associations' names might indicate. We share challenges and questions and concerns, addressing a number of issues encountered by associations worldwide, regardless of their size or specific concern.

Today, the city of Brussels will be the stage for representatives from international associations – professional societies, service organizations, interest groups, and charities – to share, through workshops and discussion groups, their experiences in meeting challenges in communication issues, strategy, governance, finding partners for their goals and more. The UIA team is happy to finally meet – or see again – many of you face to face.

We at the UIA look forward to meeting the delegates, to the presentations by those with experience in association work and the thought-provoking discussions they will introduce, and to the opportunities to network with our colleagues from other associations and other countries.

At the UIA we consider a Round Table a success if the participants go home with new ideas, with increased motivation, and with names of people with whom they want to stay in touch.

The 19th UIA Associations Round Table Brussels 2025 is possible thanks to the generous support of our partners and sponsors. We thank them.

Sincerely,
Jacques de Mévius
Secretary-General of the UIA

Programme

8.30

Registration opens

9.30 - 11.00

Round Table session 1:

Opening keynote by Cyril Ritchie, President of UIA:

"In Today's New World (Dis)Order, do Associations Depend Too Much on Governments?"

Round Table discussion chaired by Prof. Daniel Laqua

Introductory presentations of the workshop programme (all speakers)

11.00 - 11.30

Coffee break

11.30 - 12.30

Round Table session 2: four parallel workshops in break-out rooms:

Joost Visser, CEO, TIAO and Jan Lichota, Coordinator – The Association Place, visit brussels:

"Navigating the Changing Funding Landscape for Associations"

– Studio 4

Cyril Ritchie, President of UIA, First Vice-President of CoNGO:

"Why does the United Nations need Associations? Why do Associations need the United Nations?"

– Studio 3

Ryan Brubaker, Web and Database Developer, UIA:

"Achieving Goals, Finding Partners: UIA's Global Civil Society Database"

– Studio 1

Programme

Prof. Jessica Reinisch, Professor of History, Birkbeck, University of London, Dr. Ria Kapoor, Lecturer in History, Queen Mary, University of London, and Dr. Margot Tudor, Lecturer in Foreign Affairs and Security, City – St George's, University of London:

"Learning from the Past? Making Sense from Internationalism and its Histories"

– Studio 2

12.30 - 13.45

Lunch

13.45 - 14.45

Round Table session 3: four parallel workshops in break-out rooms

Prof. Jessica Reinisch, Professor of History, Birkbeck, University of London, Dr. Ria Kapoor, Lecturer in History, Queen Mary, University of London, and Dr. Margot Tudor, Lecturer in Foreign Affairs and Security, City – St George's, University of London:

"Learning from the Past? Making Sense from Internationalism and its Histories"

– Studio 2

Philippe Noirhomme, Ryan Tax Consulting:

"VAT and Related Issues Concerning International Associations"

– Studio 1

Marijke Roelants, Managing Partner BoldLAW:

"New Liability Rules: How to Protect Yourself When Acting on Behalf of Your Association"

– Studio 4

Bori Csala, Association Community Manager, Conferli:

"Subvention for Change: Rethinking Destination Support for Associations Events"

– Studio 3

Programme

14.45 – 15.45

**Round Table session 3 (continued):
four parallel workshops in break-out rooms**

Joost Visser, CEO, TIAO and Jan Lichota, Coordinator – The Association Place, visit
brussels:

“Navigating the Changing Funding Landscape for Associations”
– Studio 4

Cyril Ritchie, President of UIA, First Vice-President of CoNGO:

***“Why does the United Nations need Associations? Why do Associations
need the United Nations?”***
– Studio 3

Ryan Brubaker, Web and Database Developer, UIA:

“Achieving Goals, Finding Partners: UIA’s Global Civil Society Database”
– Studio 1

Dr. Gordon Barrett, Research Fellow in History, Northumbria University and
Prof. Daniel Laqua, Professor of Modern and Contemporary History,
Northumbria University:

***“From Problem to Progress: Conflict as Creativity for International
Organisations”***
– Studio 2

15.45 – 16.15

Coffee break

Programme

16.15 – 17.15

Round Table session 4: four parallel workshops in break-out rooms:

Dr. Gordon Barrett, Research Fellow in History, Northumbria University and
Prof. Daniel Laqua, Professor of Modern and Contemporary History,
Northumbria University:

***“From Problem to Progress: Conflict as Creativity for International
Organisations”***
– Studio 2

Philippe Noirhomme, Ryan Tax Consulting:

“VAT and Related Issues Concerning International Associations”
– Studio 1

Marijke Roelants, Managing Partner BoldLAW:

***“New Liability Rules: How to Protect Yourself When Acting on Behalf of
Your Association”***
– Studio 4

Bori Csala, Association Community Manager, Conferli:

***“Subvention for Change: Rethinking Destination Support for Associations
Events”***
– Studio 3

17.30 – 18.30

Cocktail reception

Sponsored by Switzerland Convention Bureau

Presenters

Cyril Ritchie

President of UIA

Biography

- Union of International Associations: President since 2017 - Brussels
- Conference of Non-Governmental Organizations in Consultative Relationship with the United Nations (CoNGO): President 2011-2018; First Vice President 2018-2025 - Geneva, New York, Vienna
- Council of Europe Expert Council on NGO Law: President 2008-2018; Honorary President from 2018 - Strasbourg
- World Future Council: Senior Policy Advisor since 2012 - Hamburg
- Nightingale Initiative for Global Health: International Board Secretary
- Titular of the World Order of the Smile (since 1979) - Government of Poland
- International Civil Society Forum for Democracy (ICSFD, 2006): President - Doha
- World Civil Society Conference (WOCSOC, 1999): President - Montréal
- International Council of Voluntary Agencies: Executive Director 1964-1978 and 1990-1991 - Geneva



Presenters

Keynote: *“In Today’s New World (Dis)Order, do Associations Depend Too Much on Governments?”*

“Associations in today’s world are confronted, often on a daily basis, with unforeseen - frequently unforeseeable - financial/political/cultural/scientific challenges, not to say threats. Such actions by governments have caused some Associations to have already sunk beneath the level of survival.

The decisions that governments make, even where they are democracies that uphold the Rule of Law, too often minimize the actual and potential contributions of Associations to advancing world peace, to managing humanitarian action, to achieving gender equality and many other aspects of social justice. Governmental decisions often run counter to the terms of Conventions and other international instruments and declarations that the same governments have freely adopted and ratified.

How can Associations, which are autonomously constructed groupings of citizens with a vote in their home country, navigate “the power of the state” without being pushed into a dependency relationship? How can Associations uphold their ethical standards and their human values in situations where an authoritarian government traduces the rule of law, or where a self-assured government alters its financial agreements with Associations without consultation, often without warning.”

Workshop: *“Why does the United Nations need Associations? Why do Associations need the United Nations?”*

Under a variety of designations (NGOs, CSOs, Stakeholders, Third Sector, Partners and more) the UN System and the multi-faceted Association world have a long history of interaction, and in some case of interdependence.

The Workshop will explore the ups and downs of this relationship, looking at how words and deeds coincide or conflict, and considering where new realities are leading us.”

Presenters

Marijke Roelants

Managing Partner - BoldLAW

Biography

Marijke is the Managing Partner at BoldLAW, a Brussels-based law firm specialized in guiding companies and associations through every legal aspect of their operations—from drafting effective collaboration contracts to advising on governance challenges. With over 15 years of experience working with both international and Belgian organisations, Marijke is praised for her clear communication style and keen analytical skills that allow clients to move forward quickly and constructively.

Fluent in English, Dutch, and French, and as President of the International Association of Lawyers' Belgian committee, Marijke brings a truly international perspective to her work.

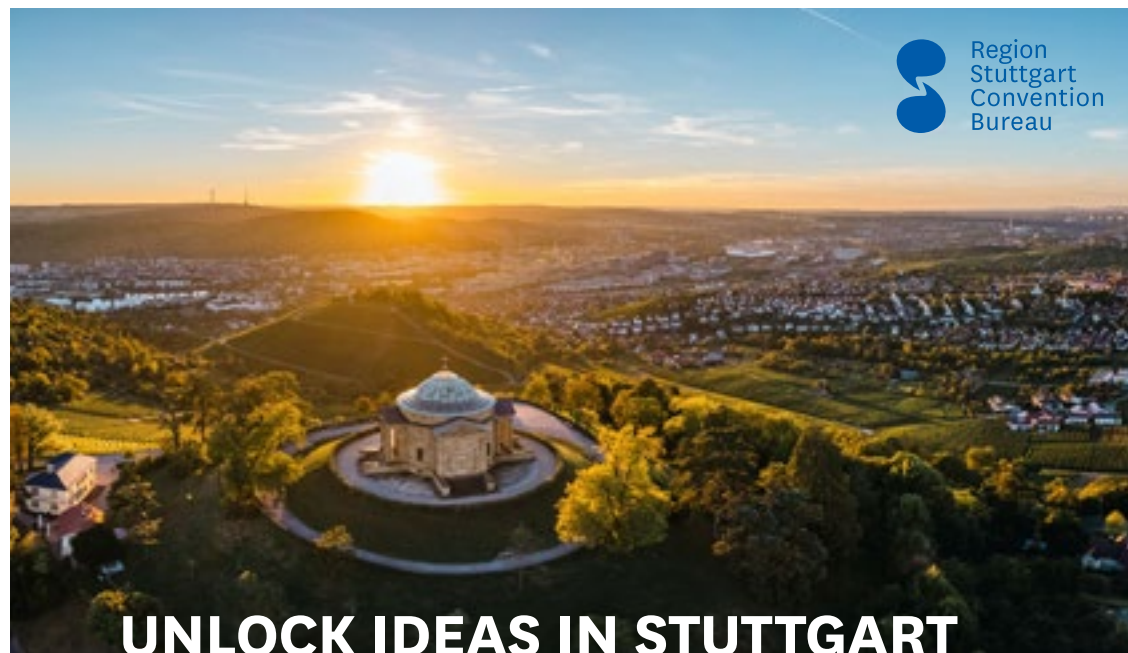
Marijke is also academically active, serving for more than a decade on the editorial board of Belgium's leading corporate and association law review, TRV-RPS, and regularly contributing articles on corporate, contract and association law. The Belgian Institute of Tax Advisors and Accountants invites her regularly as an expert for educational sessions on corporate governance and director liability, recognising her valuable insights and practical approach.



Presenters

Workshop: “New Liability Rules: How to Protect Yourself When Acting on Behalf of Your Association”

Are you a volunteer, board member, or staff member of an international association? Since 1 January 2025, Belgium's liability rules have undergone drastic changes that impact all international associations active in the country. This one-hour workshop provides a concise overview of what these new rules entail and how they may affect your organisation and you personally. Led by Marijke, who is an experienced lawyer and recognized thought leader in corporate and association law, this session will offer clear explanations, real-life examples, and interactive discussions to help you understand the best ways to protect your role and your organisation. Whether you are new to your role or a seasoned professional, you will leave with greater clarity about the always evolving legal landscape.



UNLOCK IDEAS IN STUTTGART

Your local partner for association meetings in Stuttgart.
Impartial. Free of charge. Professional network.

www.congress-stuttgart.de

We need impactful meetings. We need Switzerland.

Lake Lucerne, paddle steamer © Schweiz Tourismus, Beat Mueller

For information and advice :

Switzerland Convention & Incentive Bureau

E myriam.winnepenninckx@switzerland.com

W switzerland.com/meetings

meet swi+zerland

Presenters

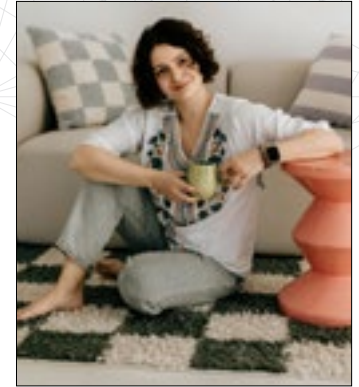
Bori Csala

Association Community Manager, Conferli

Biography

Bori Csala is a seasoned association manager with over ten years' experience in the non-profit sector and DEI advocate. She worked with several international non-profit organizations and trade associations in Belgium and in The Netherlands. During her career, she gained expertise in membership management, project management, strategic development, business development and social impact project design.

She is the Association Community Manager at Conferli, where she supports associations in maximising the value of the platform. In her role, she co-develops and implements strategies shaped by the voices and needs of association users, designs and delivers targeted outreach and onboarding support, and coordinates and moderates online and in-person workshops for associations.



Workshop: “Subvention for Change: Rethinking Destination Support for Associations Events”

Planning an international conference often feels like balancing ambition with budget. But did you know many destinations actively want to support your success? Drawing on findings from the recent white paper “Subvention as a Catalyst for Sustainable and Impactful Transformation in the Business Events Industry” conducted by Conferli, this interactive workshop explores how subventions can be leveraged not only to stretch budgets, but also to drive sustainability and long-term community impact.

Participants will gain practical insights into the essentials of identifying, applying for, and leveraging destination funding. You will learn how to align subventions with your goals, learn how to request this type of support, explore real-life examples and ideas how associations and destinations can further improve the subvention scene.

Presenters

Joost Visser

CEO and co-founder of TIAO

Biography

Joost Visser is the CEO and co-founder of TIAO, a Brussels based service provider working with people that want to bring about positive change in their communities, networks and organisations.

In the last 10 years Joost and his colleagues have been revolutionising the way businesses, communities, and civil society, connect, collaborate, and create value in the digital age, combining the best of digital technology with the irreplaceable human element of interpersonal relationships.

Based on the belief that trust is not a prerequisite for collaboration, but a powerful outcome of working together. TIAO stands for 'Trust Is An Outcome'. Before TIAO, Joost worked more than 20 years as a marketing, sales and strategy expert in senior executive roles in multinational fast moving consumer goods (FMCG) businesses in Europe and the Americas and as management consultant and entrepreneur in other sectors and industries.

Jan Lichota

Coordinator - The Association Place, Visit Brussels

Biography

Jan is currently the Coordinator of The Association Place in Brussels. Established and managed by visit.brussels, it offers a space for information, networking, and meetings for international associations in Brussels.

A lawyer by training, before joining visit.brussels, he was for various years Legal Advisor at The Brewers of Europe and has also worked as a reporter for professional magazines and events organiser.

Jan has also maintained his academic activities within scientific associations and networks related to tourism, economy, and netnography. He is also active in professional and voluntary associations at the local or international level in the areas of beer, heritage, law, meetings, and tourism.

Presenters

Workshop: Navigating the Changing Funding Landscape for Associations - Exploring Alternative Solutions

As traditional sources of government support diminish, associations across the globe are facing a new era of financial uncertainty—and the need for innovative, collective action has never been greater.

In this interactive workshop, facilitators Joost Visser and Jan Lichota will lead participants through a series of four short focused conversations, designed using the Pathway Conversations framework.

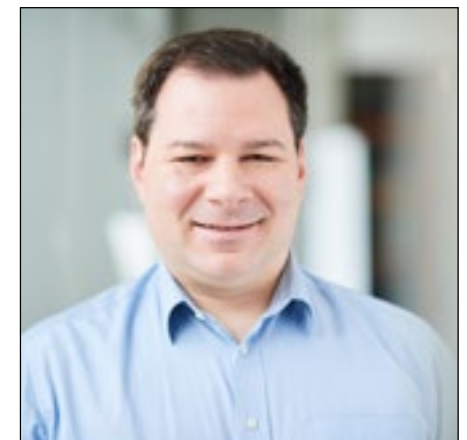
Working in small breakout groups, attendees will reflect deeply, share insights, and co-create solutions around four pivotal questions.

By the end of the session, each group will have:

- Identified shared priorities that matter most to them.
- Discovered powerful actions they can take together—actions that are impossible to achieve alone.



Joost Visser



Jan Lichota

Presenters

Prof. Jessica Reinisch

Professor of History, Birkbeck, University of London

Biography

Jessica's main research interests lie in the social and political history of competing conceptions of internationalism; international organisations and networks; the history of international conferences; humanitarianism; migration and displacement; science and expertise; the world wars and post-war reconstruction.

She first joined Birkbeck in 2005 as a postdoctoral researcher, after completing her PhD at Imperial College London in the Centre for the History of Science, Technology and Medicine.

Her *Perils of Peace: the Public Health Crisis in Occupied Germany* (Oxford University Press, 2013) is an open access monograph.

Dr. Margot Tudor

Lecturer in Foreign Affairs and Security, City - St George's, University of London

Biography

Dr. Margot Tudor is a Lecturer in Foreign Policy and Security in the Department of International Politics at City St George's, University of London. Her first book, *Blue Helmet Bureaucrats: United Peacekeeping Missions and the Reinvention of Colonialism, 1945-1971*, was published by Cambridge University Press in 2023. She is currently working on a new book project on the entanglement of peacekeeping identities and patriarchal values during the first UN mission.

Presenters

Workshop: “*Learning from the Past? Making Sense of Internationalism and its Histories*”

This session is delivered by specialists in the histories of international organisations and will present some examples from their work on organisations such as the UN. These examples will nurture reflection on the divergent, contradictory voices within the field of internationalism. The workshop is delivered in collaboration with an international project on ‘Rethinking Internationalism: Histories and Pluralities’.



Prof. Jessica Reinisch



Dr. Margot Tudor

Presenters

Dr. Gordon Barrett

Research Fellow in History, Northumbria University

Biography

Gordon Barrett's research focuses on the politics of science, technology, and medicine in modern East Asia, with particular interest in the roles of non-state actors from transnational activist networks to international organisations. He is a Research Fellow in History at Northumbria University on the 'Global Governance, Trust and Democratic Engagement in Past and Present' project (Trans-Atlantic Platform) and is serving as Co-Secretary of the DHST Commission on Science, Technology and Diplomacy (STAND).

Together with Aya Homei, he has edited the special issue 'Decentring Histories of Science Diplomacy: Cases from Asia' (British Journal for the History of Science, 2024). He is the author of *China's Cold War Science Diplomacy* (Cambridge: Cambridge University Press, 2022), has solo-authored articles published in the BJHS, Journal of Cold War Studies, and Modern Asian Studies, and was one of the lead authors for an article on the globalisation of science diplomacy for Science and Public Policy.

Prof. Daniel Laqua

Professor of Modern and Contemporary History, Northumbria University, UK

Biography

Prof. Daniel Laqua is Associate Professor at Northumbria University in Newcastle upon Tyne, UK.

He is the author of *Activism across Borders since 1870: Causes, Campaigns and Conflicts in and beyond Europe* (London, 2023) and *The Age of Internationalism and Belgium, 1880-1930: Peace, Progress and Prestige* (Manchester, 2013) as well as the (co-)editor of three books and six special issues of academic journals.

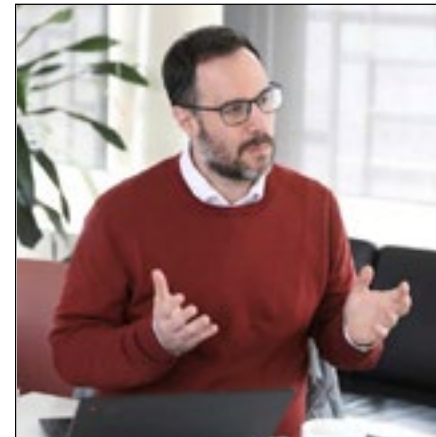
He has published widely on the history of international movements and organisations, including a volume on the history of UIA, *International Organizations and Global Civil Society: Histories of the Union of International Associations* (London, 2019).

He is currently leading a large international project on 'Global Governance, Trust and Democratic Engagement in Past and Present' (funded via the Trans-Atlantic Platform for the Social Sciences and Humanities) and is serving as co-lead of a research network entitled 'Rethinking Internationalism: Histories and Pluralities'.

Presenters

Workshop: "From Problem to Progress: Conflict as Creativity for International Organisations"

The attempt to combine international ambitions with local action can generate tensions and misunderstandings. This workshop explores several examples, drawn from the cases of various activist groups that had a global vision. It will consider how such conflicts do not necessarily need to be seen as 'problems', highlighting how they could also generate innovative practice. The workshop is delivered in collaboration with an international project on 'Global Governance, Trust and Democratic Engagement in Past and Present'.



Dr. Gordon Barrett



Prof. Daniel Laqua

**The Association Place, a space
for international associations.**



Presenters

Philippe Noirhomme & Fanny Meite

Ryan Tax Consulting

Workshop: “VAT and Related Issues Concerning International Associations”

VAT is a constant source of concern for international associations in their daily activities and especially when they are organizing conferences in their own country or another. Philippe Noirhomme will discuss the information needed to clarify the situation regarding this tax and its application.



A special focus will be given to webinars and virtual educational activities due to the new EU regulation, which has been applicable since January 1, 2025.

Biography

Philippe Noirhomme is a certified tax adviser working with Ryan Tax Consulting. He previously spent 11 years with Ernst & Young Tax Consultants in the Indirect Tax department, and is currently a Lecturer at the Tax Institute of the University of Liège and Teacher at Solvay Brussels School (Executive Master in International Association Management). He is co-author of “VAT Package : the new rules applicable to services”, published by Editions Larcier in January 2010.

**Your space.
Your community.
Your European Quarter.**



**Welcome in.
Meet, discover, connect.**

**Av. d'Auderghem 63,
1040 Etterbeek.**



See you soon in Lucerne

20th UIA Round Table

19th–20th November 2026



Lucerne – Lake Lucerne Region
The city. The lake. The mountains.
Where business and leisure blend perfectly.

Presenters

Ryan Brubaker

Web and Database Developer, UIA – Union of International Associations

Workshop: “Achieving goals, finding partners: UIA’s Global Civil Society Database”

UIA provides tools and data to help associations with their outreach, event planning and more. Ryan will present a number of UIA’s tools, including a live demo of ‘Open Yearbook’ and ‘Open Calendar’, explain the history and future plans of the Global Civil Society Database, and will answer questions about how associations can best take advantage of these free resources.



Biography

Ryan has worked as a web and database developer at UIA since 2011. He is responsible for the user interface of UIA’s databases, the ongoing development of UIA’s website and the visual identity of the organization. He also provides regular training sessions on the use of UIA’s *Yearbook of International Organizations* and *International Congress Calendar* digital publications.

Before joining UIA, Ryan ran a communications design studio crafting online identities for associations and small businesses.

About the UIA

“... to serve as a centre for documentation, study, service, and the promotion of closer relations between international associations.”

The Union of International Associations (UIA) is a non-profit, independent research institute documenting the current and historical work of international nongovernmental organizations (INGOs) and intergovernmental organizations (IGOs) and promoting the public awareness of their activities.

Since its foundation, the UIA has focused on recording the nature and evolution of international civil society. The UIA's focus today is on promoting the internationality of these organizations and in representing the collective views of international bodies.

The UIA collects, hosts and provides up-to-date, reliable information on global civil society, and maintains the most comprehensive source of information on international associations, their activities and concerns, and their meetings activities.

The UIA has existed since 1907 when it was founded by two Belgians, Henri La Fontaine and Paul Otlet. La Fontaine was an international lawyer, professor of international law, and a member of the Belgian Senate for 36 years. He was a socialist, a renowned bibliographer, and a devoted internationalist. In 1913 he was awarded the Nobel Peace Prize for his work as “the effective leader of the peace movement in Europe”. He and his sister Léonie La Fontaine were also early advocates for women's rights and suffrage, founding the Belgian League for the Rights of Women in 1890.

Otlet was a lawyer, bibliographer, political activist, and a Utopian with an internationalist agenda. His seminal work in documentation included the

creation of the Universal Decimal Classification system. Otlet envisioned an international Network for Universal Documentation: a machine which would allow users to search, read and write to a database stored on millions of index cards, and which could be accessed from great distances. The idea of networked documents was so novel that no one had a word to describe these relationships until Otlet invented one: links. Today, Otlet is considered one of the fathers of information science.

The UIA has Consultative Relations with UNESCO, UN/ECOSOC, and ILO. It collaborates with the Council of Europe and the European Commission.

FUTURE UIA ROUND TABLES

20th UIA Associations Round Table Europe

Lucerne, Switzerland - 19 & 20 November 2026

11th UIA Associations Round Table Asia-Pacific

2026 - Date & Location TBA

UIA's Purpose

The UIA's aims as stated in its statutes are to:

- *To undertake and promote research and studies on transnational associative networks, considered to be an essential component of contemporary society*
- *To collect and distribute the most comprehensive documentation possible on international organizations and associations, both governmental and non-governmental, and on new forms of transnational co-operation*
- *To collect and distribute data on the various meetings organized by international bodies*
- *To encourage and undertake all possible action aimed at promoting the development and efficiency of non-governmental networks, as well as communication between people working in an international context and co-operation between associations*
- *To study, categorize, analyse, compare and illustrate world problems as perceived by international organizations.*

The UIA seeks to achieve these goals primarily in three ways:

1. *By documenting global civil society activity*

The UIA's associations database – the basis of the Yearbook of International Organizations both online and in print – attempts to cover all “international organizations”, according to a broad range of criteria. It therefore includes many bodies that may be perceived as not being fully international, or as not being organizations as such, or as not being of sufficient significance to merit inclusion. Such bodies are nevertheless included, so as to enable users to make their own evaluation in the light of their own criteria.

In preparing and updating the organization profiles, the UIA gives priority to information received from the organizations themselves, then checks this information against other sources (periodicals, official documents, media, etc.) to present a reliable picture of a dynamic situation. The information presented by the UIA is structured, comprehensive and concise. A standard framework makes comparison possible.

2. *By publishing research reports*

The UIA's associations database is continuously updated and includes descriptions of some 70,000 international organizations – NGOs and IGOs – active in all fields of human endeavour, in all corners of the world, and throughout centuries of history.

Its meetings database – the basis of the International Congress Calendar both online and in print – currently includes over half a million international meetings of these bodies, from 1850 to far into the future.

The organization profiles and meetings profiles are complemented by bibliographies, SDGs, statistical reports, and descriptions of problems perceived and strategies adopted by international associations as well as the values and approaches that animate them. Over 500,000 hyperlinks facilitate navigation through this data.

The UIA also produces customized reports on demand for a variety of governmental, non-governmental, and commercial bodies.

3. *By providing training and networking opportunities for international association staff*

Since 2007 the UIA hosts annual Associations Round Tables, bringing together representatives of international associations to learn practical skills and share experience.

On 19 & 20 November 2026 the 20th UIA Associations Round Table Europe 2026 will be held in Lucerne, Switzerland.

CONTACT US

Union of International Associations (UIA)

Rue Washington 40

1050 Brussels, Belgium

Tel: (32 2) 640 18 08

E-mail: uia@uia.org

Website: www.uia.org



The UIA Round Tables provide an opportunity to learn through networking and through practice, to meet other international associations and share experience and knowledge to help you run your organization better.

We thank our partners for making it possible.

meet swi⁺zerland



Region
Stuttgart
Convention
Bureau

Connect with UIA on Social Media:

Event hashtag: #UIA25EU

Facebook: @uiabrussels

LinkedIn: union-of-international-associations---uia