



INTERNATIONAL INSTITUTE of  
GOVERNANCE & LEADERSHIP

***ANBI Policy Plan for  
Stichting International Institute of Governance & Leadership (IIGL)  
(2026 -2030)***

***This Policy Plan consists of an introduction, vision & mission, a view on the Articles of Association as far as ANBI rules and regulations are concerned, a summary of the activities of Stichting International Institute of Governance & Leadership (IIGL), its Finance and its Governance structure. This Policy Plan is envisaged to be a “Road Map and a living document”, which expresses its Board’s decision to have the ANBI status on a long term basis and which permits the Foundation Board to have the Policy Plan reviewed once every 5 years.***

***Name: The institution’s name: Stichting International Institute of Governance & Leadership (IIGL)***

***KvK-nummer : 60205369***

***The RSIN number : 853808296***

***Date: 11.03.2014***

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***The Board of Stichting International Institute of Governance & Leadership (IIGL) is aware of the fact that, in order to remain on the ANBI register, Stichting International Institute of Governance & Leadership (IIGL), has to meet with all the regulatory requirements. The Board has ensured, in close cooperation with Van Doorne (on the Articles of Association) and on the ANBI ruling by the tax inspector, that IIGL will take care to comply with all the regulatory requirements at all time. Given the fact that, once the Articles of Association of ANBI Stichting International Institute of Governance & Leadership (IIGL), have full power, it will ensure that all the funds are spent on the realisation of the objectives of the Stichting.***

***I. Introduction***

***In recent past, world is witnessing a convergence in the interests of Government, Business and Civil Society. This convergence has brought a shift in the thinking of people. As a result, the civil societies***

*all over the world expect a certain responsible behavior from business leaders as well as leaders in Public Governance i.e Ministers, members of Parliament and various other Government Officers. It has been well established through several studies and research findings that 'Growth & Sustainable Development' of societies cannot be attained by weak governance in any country. This has catapulted the issue of "Good Public Governance" to the 'Centre Stage', Globally. Governance includes two major aspects; Public Governance as well as Corporate Governance.*

**Public Governance (PG):** *The foundation of society rests on the values, ethics and morals of the individuals who lead the country. Therefore, the need of intellectual honesty and value based leadership in public life cannot be over emphasized. As the democracies around the world are maturing some over half a century and beyond, it is imperative now, that a new generation of leadership governs nations of this world. This generation of leaders will have a different vision and mission for 21st century. Improving Public Governance has been very effectively argued by David Osborne and Ted Gaebler in their book 'Reinventing Government'. The book articulated a concept called The New Public Management (NPM), it applies 'the business customer service model' to government. Citizens are seen as customers and the administrative role is streamlined by converting policy alternatives into market choices. This approach focuses on results and promotes competition inside and outside government. Adopting New Public Management (NPM) concept as per the political, social and cultural context of a country holds the best prospects for raising the quality of public administration. Locally adapted NPM can indeed raise the quality of life as well as step up the rate of inclusive growth in developing countries, as has been the experience of USA and Britain.*

**Corporate Governance (CG):** *More and more empirical evidence is being created world over to prove that "Good Governance is Good Business". It creates a 'Competitive Advantage' for the company. Companies are wealth creating entities and their cumulative competitiveness, makes country competitive. Corporate Governance is all about leadership and intellectual honesty of the chairman and the board of directors, which oversee and guide management. A company governed by such a board ultimately can create wealth in a value based and transparent manner.*

**The need for an International Institute for Governance & Leadership (IIGL) with holistic approach:** *There is a strong correlation between Public Governance (PG) and Corporate Governance (CG), they are like the two sides of the same coin. These two issues are so inextricably intertwined that one cannot be improved without the other; hence both need to be dealt simultaneously. It is with this 'holistic approach' in mind, that we propose to set up International Institute for Governance & Leadership (IIGL), which will aim to develop, orient and sensitize leaders from Public Governance arena, political leaders, government officials, leaders from private sector, civil society & social sector. IIGL will focus on novel and multi disciplinary approaches in orienting these leaders.*

*As a non profit independent institute, IIGL will champion the cause of 'Good Governance and 'Sustainable Development' by undertaking cutting edge 'Research & Advocacy'. IIGL will co-create and disseminate knowledge in areas like; Public policy and planning for strengthening democratic institutions, democratic governance and corporate governance. In addition to ethical Leadership & innovation, human rights policy, Political and Administrative reforms, election finance, presidential and gubernatorial politics, representative government, the politics of race and ethnicity, and globalization.*

*IIGL will be an Institute for a new professional governing class. Political, administrative & corporate leaders have a vision but that is not enough - effective governance and good quality of public*

*administration competencies are critical aspects. IIGL will focus on training leaders from various streams in effective governance & leadership.*

*Stichting International Institute of Governance & Leadership (IIGL) has the overall strategic function and has been in existence since 11.03.2014. The Board of Stichting International Institute of Governance & Leadership (IIGL) consists of international Directors of great repute and eminence from various educational institutions, Non profit Foundations and former captains of industry. The Stichting IIGL also has the benefit of having a Global Advisory Board representing different expertise from different geographies in the world like Netherlands, India, Philippines and South Africa etc.*

## **II. Statutory framework**

*The statutory object of Stichting International Institute of Governance & Leadership (IIGL) include:*

*The Articles of Association (Attachment A), composed by Van Doorne NV in Amsterdam, are, both on statutory object and on financing and assets, very clear (the Dutch text that prevails over the English translation is presented first, than the English version):*

### **Article 3**

- a. *functioning as a 'Think Tank' and undertake advocacy in public governance, public policy matters, global leadership for peace, good governance and sustainable development.*
  - b. *undertake activities relating to the advancement of public governance and public policy improvements.*
  - c. *undertake activities relating to the advancement of leadership concepts*
  - d. *undertake activities relating to the advancement of corporate governance*
  - e. *undertake activities relating to the advancement of education, healthcare and other social issues.*
  - f. *undertake activities relating to the advancement of environmental protection, improvements in climate change;*
  - g. *undertake research in all the above areas*
  - h. *provide policy inputs to local government as well as to other countries internationally for general good and benefit of society at large,*
- all other acts that are related to the above or that may be conducive thereto, all of this in the broadest sense of the word.*

*The assets of the Stichting IIGL will serve to attain it's objects. The Stichting is a not-for-profit institution.*

*The Foundation aims to be a public benefit institution (ANBI) as referred to in article 5b of the Dutch General Act on National Taxes (Algemene wet inzake rijksbelastingen) (as amended from time to time) or any legislation by which it has been replaced and aims to be ranked as such by the Dutch tax authorities.*

## **III. Activities of Stichting International Institute of Governance & Leadership (IIGL),**

***The IIGL will perform four different kinds of activities***

- a) Advocacy
- b) Research

- c) Training
- d) Consultancy
- e) Policy Advisory

***IIGL will adopt a combined working approach:***

*IIGL will combine a variety of working approach and methods to achieve our objectives. We will:*

- *Develop our own projects on various themes, as well as -support third party projects,*
- Organise seminars and round-table discussions bringing together experts and citizens,*
- Set up groups to reflect on current and future issues,*
- Bring people with very different views together at the same table,*
- *IIGL will publish the information we so gather in the form of (free) reports and publications.*
- *IIGL will be active at local, regional, European and international level.*

*The Stichting will attempt to realise its objects by:*

- a. *focusing on the advocacy, research, training, consultancy, policy advice and holding governance and other conventions, meetings and conferences, round table meetings, seminars, training sessions in which one or more of the abovementioned subjects are dealt with, or causing these to be held;*
- b. *cooperating with or causing the cooperation with other institutions with the same objectives;*
- c. *concluding agreements with persons and institutions that are necessary or desirable within the context of the objects of the Foundation;*
- d. *raising funds or causing them to be raised in the broadest sense of the word;*
- e. *leasing immovable property or causing it to be leased, to the extent such contributes to the objects of the Foundation or the legal entities that are controlled and/or managed by the Foundation;*
- f. *acquiring gifts, bequests and legacies; and all other acts that are related to the above or that may be conducive thereto in the broadest sense of the word.*

***The vision***

*The vision of International Institute for Governance & Leadership (IIGL), is to develop extraordinarily passionate, principled & innovative political leaders & policy makers, Corporate leaders as well as civil society leaders. Also to become a global Institute of choice in governance & leadership space, to make a lasting impact on the governance of countries and corporate governance of companies, which will eventually catalyze sustainable development of the communities around the world.*

*IIGL is committed to spread the principles of 'good public governance', 'innovative leadership' and effective corporate governance, concept of public private partnership for sustainable development, across the boundaries of nations.*

***The mission***

*The mission of IIGL is to work towards 'capacity building' in companies and countries across the world, to solve complex & critical governance problems facing leaders of today. IIGL will achieve this by catalysing cross fertilisation of ideas and practices from across the countries, through it's Global Governance & Leadership Forums, conferences, seminars, roundtables and international orientation programmes.*

*IIGL aims to adopt collaborative approach to co-create the knowledge and disseminate it across the world and undertake capacity building in governance space by joining hands with other global institutes & Leaders around the world.*

*IIGL will adopt collaborative approach to co-create the intellectual property and undertake capacity building in governance space by joining hands with other global institutes & Leaders around the world.*

***The Strategy of IIGL will focus on the following:***

- *To provide experience sharing platform and learning facilities to leaders of exceptional caliber who are contributing to Public Governance & Administration, corporate boards, and other areas like social sector and civil society.*
- *To enhance the leadership qualities and the administrative capabilities of leaders in public and private sector.*
- *To work with existing leaders as well as new leaders from all walks of life and help them cope with the management of complex & fast changing sphere of their world.*
- *To promote knowledge through research, applied and conceptual, relevant to governance & administration and to disseminate such knowledge through various publications.*
- *To participate in and contribute to the formulation of public policy, which would provide answers to questions of social importance.*
- *To assist governments and civic organizations by providing innovative ideas through research for effective delivery of Good Governance and services to citizens.*
- *To assist organizations to solve their governance problems by providing them with consulting services.*
- *To collaborate with other institutions across the globe with a view to further cross cultural learning & broad basing the leadership practice.*

*IIGL will achieve excellence by fostering interactions with political leaders, corporate leaders, leaders from public sector, civil society, social sector, administrative leaders and government officials. IIGL will strive to stay relevant at all times. IIGL will undertake institution building on the basis of world class infrastructure, global & regional partnerships & highly accomplished visiting and core faculty. Over time IIGL will evolve into one of world's eminent governance & leadership institution.*

***The core groups who will act as global resource base for IIGL:***

***IV. Finance of Stichting IIGL:***

***Article 4***

*The capital of the Foundation is formed by:*

- a. *subsidies and donations;*
- b. *gifts, bequests and legacies, on the understanding that all bequests are accepted subject to the privilege of inventory;*
- c. *other acquisitions and income. other contributions; grants; gifts, testamentary disposition and legacies; and other legitimate income.*

*No person or entity (other than the Stichting itself) can dispose of the assets of the Foundation as if they were that other person's own assets.*

*The Stichting will not retain more assets than in the opinion of the Board is reasonably necessary to guarantee the continuity of the Stichting work , in pursuit of its objects.*

*The revenues of Stichting IIGL will be mainly generated by conducting International Governance & Leadership Forums (GGLF), International Conferences, Power Breakfast meetings, Roundtables, Seminars, and orientation & various Training programmes.*

*Stichting IIGL does not have a purpose to generate profits. Nearly all of its income is destined for the realization of its objectives.*

***The Stichting has just begun its activities from 11th March 2014, hence it's projected Financials are as below:***

| <b><i>The Stichting IIGL</i></b>                          | <b><i>2026</i></b>              | <b><i>2027</i></b>              | <b><i>2028</i></b>              | <b><i>2029</i></b>              | <b><i>2030</i></b>              |
|-----------------------------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| <b><i>Income statement</i></b>                            | <b><i>Projected (euros)</i></b> | <b><i>Projected (euros)</i></b> | <b><i>Projected (euros)</i></b> | <b><i>Projected (euros)</i></b> | <b><i>Projected (euros)</i></b> |
| <b><i>Revenue &amp; donations in euros</i></b>            | <b><i>1000</i></b>              | <b><i>1000</i></b>              | <b><i>1200</i></b>              | <b><i>1200</i></b>              | <b><i>1500</i></b>              |
| <b><i>Wages &amp; Salaries/ Honorarium</i></b>            | <b><i>300</i></b>               | <b><i>300</i></b>               | <b><i>300</i></b>               | <b><i>300</i></b>               | <b><i>500</i></b>               |
| <b><i>Rental expenses</i></b>                             | <b><i>130</i></b>               | <b><i>130</i></b>               | <b><i>150</i></b>               | <b><i>175</i></b>               | <b><i>175</i></b>               |
| <b><i>Other Expenses Including operating expenses</i></b> | <b><i>570</i></b>               | <b><i>570</i></b>               | <b><i>750</i></b>               | <b><i>775</i></b>               | <b><i>775</i></b>               |
| <b><i>Total expenses</i></b>                              | <b><i>1000</i></b>              | <b><i>1000</i></b>              | <b><i>1200</i></b>              | <b><i>1200</i></b>              | <b><i>1500</i></b>              |
| <b><i>Net Result</i></b>                                  | <b><i>NIL</i></b>               | <b><i>NIL</i></b>               | <b><i>NIL</i></b>               | <b><i>NIL</i></b>               | <b><i>NIL</i></b>               |

#### ***Proposed programmes in next few years (2026-2030)***

*IIGL will organise Global Governance & Leadership Forums, Director Power Breakfast meetings, International conferences, seminars & roundtables. In addition IIGL will offer orientation Programmes / Executive Education programmes in three major areas:*

- *Corporate Governance*
- *Public Governance & Public Policy and*
- *Leadership*

#### ***V. The Governance of the Stichting IIGL***

##### ***The Directors are:***

1. *Mr. Roberto F. De Ocampo, - Chairman, Manila, Phillipines.*
2. *Mr. M.K. Chouhan – Secretary, Mumbai, India.*
3. *Mr. Wiebe De Vires – Treasurer, Amsterdam, Netherlands*
4. *Mr. Erik Breen – Amsterdam, Netherlands*

##### ***The Global Advisory Board (GAB):***

*Ultimate responsibility for the activities of the IIGL lies with a Global Advisory Board, who are distinguished people from the worlds of Governance, Sustainability, law, business and public life. Global Advisory Board members are appointed initially for five years. The Global Advisory Board holds four regular meetings a year, which includes an annual strategy meeting to discuss and formulate strategy, and to agree spending plans for forthcoming years.*

*Decision-making authority on day to day operations / research projects funding is delegated to different committees, which make decisions on most of the projects / events to be undertaken by IIGL. Large or strategically important projects awards are approved by the Global Advisory Board. Day-to-day activities are managed by the Manager of IIGL and an a team of executives / officers.*

*The International Institute of Governance & Leadership (IIGL) has a diverse Global Advisory Board (GAB), which not only represents geographical diversity but also expertise from different streams. These eminent individuals bring broader perspectives from their international experience in private as well as public sectors. The GAB provides an effective oversight and guidance and shapes the destiny of IIGL, through their vast knowledge and deep insights.*

*Some of the eminent members of the Global Advisory Board are;*

- 1. Judge Mervyn King – Chairman, **Global Advisory Board**, IIGL and Chairman- International Integrated Reporting Council (The IIRC), UK, Author of Kings Committee Report on Corporate Governance*
- 2. Mr. Roberto F. De Ocampo, Former President - Asian Institute of Management, Manila, Phillipines.*
- 3. Prof. Mahendra Kumar Chouhan - Chairman, Mahendra & Young Knowledge Foundation, and Vice Chairman - Global Advisory Board, Asian Centre for Corporate Governance & Sustainability.*
- 4. Mr. Wiebe De Vries – Treasurer, Amsterdam, Netherlands*
- 5. Mr. Erik Breen – Amsterdam, Netherlands*

## **Article 5**

- 1. The Board is a body of the Foundation.*
- 2. The Foundation also has an advisory board referred to as the Global Advisory Board. The Board is competent to form one or more other advisory or other councils and/or advisory or other committees. If a council or committee is formed, the Board will be competent to adopt regulations for that council and/or committee.*
- 3. The Board is also competent to institute a titular executive board consisting of one or more persons.*

### **Board: composition and appointment**

## **Article 6**

- 1. The Board of the Foundation consists of at least three and at most eleven natural Officers. The number of Officers will be determined by the Board with due observance of the provisions of the previous sentence. The Board will appoint a chairman, a secretary and a treasurer from its midst. The positions of secretary and treasurer can be held by the same persons.*
- 2. Officers are appointed by the Board with due observance of the provisions of paragraph 3 below. A resolution to appoint requires a majority of the votes at a meeting at which all Officers are present or represented.*  
*If not all Officers are present or represented at this meeting, a second meeting will be convened within fourteen days after the original meeting was held during which second meeting*

*resolutions concerning such a motion can be adopted by a majority of the votes cast, provided more than half of the Officers are present or represented.*

3. *With due observance of the provisions of paragraph 2 of this Article, the Global Advisory Board has the right to make a recommendation/suggestion for any vacancy on the Board. If the Global Advisory Board does not nominate a person within a period of one month after having been invited to do so, the Board will be free to appoint a person to fill the vacancy.*
4. *Officers are appointed for a period of at most three years. They retire according to a schedule to be drawn up by the Board. An Officer who has retired according to the schedule can be reappointed twice.*
5. *Vacancies will be filled as soon as possible. The Board will retain all of its powers if there are vacancies on the Board.*  
*If no subsequent Officer has been appointed within six months after the vacancy on the Board arose, or the Board has not resolved to reduce the number of Officers within that term - such with due observance of the provisions of the first paragraph - the appointment will be performed by the District Court at the request of any of the interested parties, without prejudice to the possibility to apply to the President of said District Court for preliminary relief.*
6. *The Officers do not receive remuneration, neither directly nor indirectly. Remuneration does not include a reasonable compensation of costs incurred on behalf of the Foundation and for the activities performed by them on behalf of the Foundation, nor attendance fees that are not excessive. All compensation paid to the Officers will be included and explained as such in the financial statements.*

*The Stichting IIGL Board is assisted by its staff / officers.*

#### ***Alliances with International Institutes (Proposed):***

*IIGL will form academic alliances with some of the most credible institutions and universities of international repute. IIGL will sign several Memorandum of Understanding (MoU's), with institutions of international repute to share expertise and academic resources from these leading Institutes, focused on governance & leadership area. The idea is to infuse latest & the best global techniques and thinking in governance & leadership into the IIGL's academic purview through alliance with other Institutes to design the curriculum and develop course material. Most importantly, faculty and researchers from other leading institutions will be invited to teach regularly at IIGL and participate in research. Initially the focus will be on continuing orientation programmes in governance & leadership. Eventually IIGL will also venture into full time degree & diploma courses and aim towards assuming the status of deemed university.*

*In addition to world headquarters at Amsterdam, IIGL will develop a knowledge network of global resource persons with expertise in a wide variety of areas. These expert groups will provide valuable inputs to IIGL board to facilitate a true Cross border & Global flow of knowledge, activities & programmes around the world. IIGL will have following knowledge network;*

*International Think-Tank*

*International Academic Advisory Board*

*Global Forum for CEOs & corporate leaders*

*International Forum of Parliamentarians*

*International network of Resident Evangelists*

*For further information about our projects and activities please visit our website: [www.iigl.nl](http://www.iigl.nl)*