

9 – Step Strategy: Plan of Action and Progress

(as on 31 May 2019)

S. No.	Strategy	Activities	Timeline	Status
1	Strategy 1: Act as an Agent to Government			
1.1	<ul style="list-style-type: none"> Central Registry of Independent Directors. 	<ul style="list-style-type: none"> Create self-learning website with tutorials Start advanced tutorials Issue fliers Start other services 	30 days from MCA order 60 days from MCA order. 60 days from MCA order. 75 days from MCA order.	Portal for registration and learning created
1.2	<ul style="list-style-type: none"> Investor education and protection. 	<ul style="list-style-type: none"> Complete Advocacy study Jointly prepare IEPF Advocacy Strategy Start Advocacy 	31/12 15/11 15/12	<ul style="list-style-type: none"> - Survey and Module Development completed - Communication plan completed - Modules have been prepared - 2 Workshops organized
1.3	<ul style="list-style-type: none"> National CSR Awards. 	<ul style="list-style-type: none"> Award notification. Promote submission Complete shortlist. Get detailed submissions 	25/09 25/10 05/11 15/01/2019	(Completed)

		<ul style="list-style-type: none"> Finalize awards 	15/12	
1.4	<ul style="list-style-type: none"> It is recommended to be engaged by the Government and Regulatory bodies (Like CCI) for its discharge of public good functions and Advocacy role. 	<ul style="list-style-type: none"> Prepare Advocacy Strategy Obtain orders from CCI on Advocacy Strategy Obtain orders from IEPF to start Advocacy Obtain orders from MCA to start hybrid CDM programs Start CDM programs 	30/09 30/10 30/11 30/10 30/11	<ul style="list-style-type: none"> CCI Advocacy strategy prepared, implementation started. IEPF under implementation CDM orders awaited FOIR secretariat establishment approved (completed)
2	Strategy 2: Augment Human resources and Mandate to Acts as Think Tank, Training and Academic Institution			
2.1	(a) Chair Professors			
2.11	<ul style="list-style-type: none"> Set up Chair Professors in the areas of Competition Law, Insolvency and Bankruptcy, CSR etc. with the financial support of MCA/affiliated organizations such as IEPF Authority; CCI, IBBI, etc. 	<ul style="list-style-type: none"> IEPF – Send Proposals Obtain orders CCI - Send Proposals Obtain orders CG - Send Proposals Obtain orders IBBI - Send Proposals Obtain orders NHRC - Send Proposals Obtain orders 	15/9 30/10 15/9 30/10 30/9 30/11 15/9 30/10 15/9 30/10	<ul style="list-style-type: none"> Research Chairs for CCI, IEPF, IBBI and NLU-Bengaluru have been set-up

2.12	<ul style="list-style-type: none"> The induction of Chair Professor to be through a "Search-Cum-Selection" mode. 	<ul style="list-style-type: none"> Appoint HR agencies Start appointment 	1/11 1/2/2019	All notified (completed)
2.2	(b) Induction of academic staff			
2.21	<ul style="list-style-type: none"> Fill up the revived positions of 38 academic and non-academic positions to be at the earliest on "Search-Cum-Selection" mode. 	<ul style="list-style-type: none"> Implement VII CPC Start interviews Complete 	15/9 30/9 31/6/2019	<ul style="list-style-type: none"> 7th CPC implemented Posts notified for recruitment (completed)
2.22	<ul style="list-style-type: none"> Research opportunities to attract faculty members from reputed institutions such as IIMs on deputation/sabbatical in areas of corporate affairs. 	<ul style="list-style-type: none"> Appoint HR agency Complete recruitment 	01/11 31/3/2019	- HR Agencies appointed (completed)
2.3	(c) Role of Schools and centers			
2.31	<ul style="list-style-type: none"> Develop a mandate document for each Department. 	<ul style="list-style-type: none"> Identify Grand Challenges. Complete Implementation 	30/9 1/04/2019	Grand Challenges have been identified and implementation been done (completed)
2.32	<ul style="list-style-type: none"> Continuous efforts to upgrade capacity of its own faculty and staff. 	<ul style="list-style-type: none"> write papers and articles write competitive proposals for projects promote cross functional 		<ul style="list-style-type: none"> Score given in PMIS for all these activities Partnership Policy developed and

		sharing of consultancy		implemented (completed)
2.4	(d) Multidisciplinary activity			
2.41	<ul style="list-style-type: none"> Create cross-functional teams across schools and centers as points of multidisciplinary. 	<ul style="list-style-type: none"> Implement cross functional teams of Consultants and strategy Implement cross functional teams of Schools/Centers – multidisciplinary and interdisciplinary 	30/9 30/10	(Completed)
2.5	(e) A flat organizational structure			
2.51	<ul style="list-style-type: none"> Wherever possible, avoidable layers of reporting may be eliminated. 	<ul style="list-style-type: none"> Develop flat structure in Admin/Finance Form teams in Schools/Centers. 	30/10 30/11	(Completed)
2.6	(f) Right size human resources			
2.61	<ul style="list-style-type: none"> Maintain balance between revenue generation and non-revenue generation activities of personnel. 	<ul style="list-style-type: none"> Complete savings targeted through 9-step strategy, cross functional teams, flat structure and frugal initiatives 	30/1/2019	(Completed)
2.62	<ul style="list-style-type: none"> To achieve self-sufficiency ratio needs to be brought down to 2:1. 	<ul style="list-style-type: none"> Minimize non - revenue staff 	30/01/2019	(Completed)
2.7	(g) Performance Appraisal System			
2.71	<ul style="list-style-type: none"> A system of Results Framework Document (RFD) for each department may be instituted to bring in clarity in planning and resource generation 	<ul style="list-style-type: none"> RFD (2018-19) RFD (2019-20) Develop brochures Start using PMIS 	15/9 30/9 30/9 30/10	(Completed)

	targets.			
2.8	(h) Specialized consultancy and advisory			
2.81	<ul style="list-style-type: none"> To build its internal capacity and offer such specialized advisory services to corporate in general and PSUs in particular. 	<ul style="list-style-type: none"> Include in RFD of 2018-19 (CCI case studies; NCLT/NCLAT-general & case studies; Advocacy)	30/10	(Completed)
3	Strategy 3: Engage in Experts of Eminence and thought leaders			
3.1	<ul style="list-style-type: none"> Develop a coherent policy in the form of guidelines to engage experts of eminence. 	<ul style="list-style-type: none"> Design Policy Engagement of experts to be started. Design 'Plug-and-Play' guidelines Implement 'Plug-and-Play' 	30/9 30/10 30/11 01/01/2019	(Completed)
3.2	<ul style="list-style-type: none"> To engage Fellows to carry out research and/or project execution in areas wherever such engagement is feasible. Such engagements could be either project funded by an agency or CSR funds from companies. 	<ul style="list-style-type: none"> Design Policy Fellows engagement to be started 	30/9 30/10	(Completed)

4	Strategy 4: High Quality Programs Needs of Board of Directors with a clear focus on PSUs			
4.11	<ul style="list-style-type: none"> To facilitate capacity building design, an MOU may also be signed with Department of Public Enterprises (DPE). 	<ul style="list-style-type: none"> Identify programs for 2018-19 Identify programs for 2019-20 	30/10 30/11	Regular programs are being organized as available in RfD (Completed)
4.2	(b) Short term programs for cadres and High-value International Programs			
4.21	<ul style="list-style-type: none"> Training support to for newly recruited officers and cadres/ Departments such as DoPT (IAS, CSS), Dept of Telecommunications (P&T Accounts and Finance, ITS), Dept of Revenue (IRS), Dept of Forest (IFoS), Min of External Affairs (IFS) etc. 	<ul style="list-style-type: none"> Identify opportunities in different Ministries/Departments Include in RFD Identify opportunity in PSUs Include in RFD (CDM; Postal Bank; UCO Bank; Niti Aayog; IBBI; CCI; CSR Professionals; Courses for Directors- women, IAS, Govt. Nominees, Success planning (Self-Assessment Model), Farmer	30/9 30/10 30/9 30/10	(Completed)

		producer companies)		
4.22	<ul style="list-style-type: none"> • Sign MOUs with international organizations. 	<ul style="list-style-type: none"> • IFC • Indian Institutions and organization. • Foreign Institutions and organization. 	Progressive	MoUs signed with IFC, Government of Haryana, NCGG and Gurugram University (Completed)
5	Strategy 5: Specialize in Business and Human Right, Competition law, Bankruptcy Code, Investor Advocacy and Indian way of Corporate Affairs The emerging areas where IICA can focus:			
	<ul style="list-style-type: none"> • Business and human rights 	<ul style="list-style-type: none"> • Complete NVGs • Prepare NAP • Support to legally binding treaty 	30/9 30/3/2019 Progressive	(Completed)
	<ul style="list-style-type: none"> • Competition law and market regulation 	<ul style="list-style-type: none"> • Program in competition & Law; Competition & game theory 	Progressive in RFDs	(Completed)
	<ul style="list-style-type: none"> • Investor education and protection 	<ul style="list-style-type: none"> • Prepare plan of action 	Progressive in RFDs	(Completed)

	<ul style="list-style-type: none"> • Insolvency and bankruptcy 	<ul style="list-style-type: none"> • Finalize GIP • Start mediation courses. • Establish IRF 	30/03/2019 01/01/2019 31/03/2019	(Completed)
	<ul style="list-style-type: none"> • Role of independent directors in corporate governance. 	<ul style="list-style-type: none"> • In RFD 	Progressive	In last stage
	<ul style="list-style-type: none"> • Corporate Governance and behavioral economics, Business Laws 	<ul style="list-style-type: none"> • In RFD 	Progressive	Subsumed in GIP (Completed)
	<ul style="list-style-type: none"> • Support to NFRA 	<ul style="list-style-type: none"> • Start courses 	Progressive in RFDs	Draft inspection manual prepared (Completed)
5.2	Offer Graduate Insolvency Programme to Young Professionals.		6/2019	(Completed)
6	Strategy 6: Networking and Partnerships			
6.1	<ul style="list-style-type: none"> • Develop a partnership policy based on the principle of “value-based partnerships aligned with core agenda of the institute”. 	<ul style="list-style-type: none"> • Develop partnership guidelines 	30/10	Guidelines prepared and implemented
6.2	<ul style="list-style-type: none"> • Collaboration with agencies including 	<ul style="list-style-type: none"> • In RFD 	Progressive	<ul style="list-style-type: none"> • IFC and SAFIR under

	international ones (e.g. SAARC, IFC, etc.)			implementation
6.3	<ul style="list-style-type: none"> Execute more short-term certified programmes in collaboration with delivery partners through e-learning and MOOCS. 		Progressive in RFDs	(Completed)
7	Strategy 7: Scaling up IICA Interventions in the area of CSR- In view of the countrywide CSR efforts of a large number of companies, IICA needs to scale up its activities in two specific directions:			
7.1	(a) To assist corporates in policy making strategy and its monitoring	<ul style="list-style-type: none"> Identify corporates Start work 	Ongoing	Corporates have been identified and work has been completed for first list of corporates
7.2	(b) Capacity building of CSR professional-form on distributed training model, online course, specialized courses, etc	<ul style="list-style-type: none"> Upgrade training Start ICP-IV Start ICP-V 	Ongoing	ICP – V notified (Completed)
7.3	(c) Evaluation- Baseline (with potential impact evaluation on HRS), Real time and impact	<ul style="list-style-type: none"> Identify corporates 	Ongoing	Started and continuing (Completed)

8	Strategy 8: Achieving Self-Sufficiency			
8.1	<ul style="list-style-type: none"> Reduce fixed expenditure from current level of Rs. 11 crore as per NPC recommendations. 	<ul style="list-style-type: none"> Restructure as in strategy 	Progressive	(Completed)
8.2	<ul style="list-style-type: none"> Fix school/ centre wise revenue targets as part of RFD. 	<ul style="list-style-type: none"> In RFD (2018-19) In RFD (2019-20) 	15/9 30/9	(Completed)
8.3	<ul style="list-style-type: none"> Rent out excess infrastructure to interested wings of Central and State Governments. 	<ul style="list-style-type: none"> F O I R Others 	Progressive	In last stage of negotiation with FOIR and IRF
8.4	<ul style="list-style-type: none"> Need to develop an accommodation policy. 	<ul style="list-style-type: none"> Complete 	30/12	(Completed)
8.5	<ul style="list-style-type: none"> Policies in the area of HR, Consultancy, Career Progressions Plan, Entitlement and Seniority. Constitute a Committee. 	<ul style="list-style-type: none"> HR Policy (e.g Career Progression) Consultancy policy Remodel Academic Committee 	30/10 30/03/2019 30/11	Under development
8.6	<ul style="list-style-type: none"> Establish Board of Studies in due course. 	<ul style="list-style-type: none"> Morph Academic consultancy to BoS-prepare guidelines Implement 	Progressive	Initial discussions
8.7	<ul style="list-style-type: none"> Develop offices of Registrar and 	<ul style="list-style-type: none"> Create Marketing Team 	30/10	Marketing team

	Central Marketing Team.			constituted
8.8	<ul style="list-style-type: none"> Embrace digitization in areas promotion of courses/ outreach to relevant stakeholders, conduct of various courses, etc. 	<ul style="list-style-type: none"> Start social media cell. Issue newsletter Upgrade KRC 	15/10 30/09 Ongoing	<ul style="list-style-type: none"> Newsletter being published KRC has been upgraded Social media/marketing cell has been started (Completed)
8.9	<ul style="list-style-type: none"> Full usage of BlackBoard, an LMS to be made in both short-term as well as long-term courses. 	<ul style="list-style-type: none"> Switch over completely to Bb Switch over to e-office. 	30/09 30/10	(Completed)
8.10	<ul style="list-style-type: none"> City office in Delhi to conduct training and courses in a centralized space for convenience of participants. 	<ul style="list-style-type: none"> Identify location Establish learning center 	30/09 01/01/2019	1000 sq. ft. identified at Hindustan Times Building (Completed)
9	Strategy 9: Status of Institute of National Importance			
9.1	Grant Institute of National Importance (INI) status to IICA			To be started

	Steps to be taken to achieve the aim-			
	<ul style="list-style-type: none"> • Drafting of a Bill. 		Progressive	
	<ul style="list-style-type: none"> • Consultations with MCA, MHRD etc. 		Progressive	
	<ul style="list-style-type: none"> • Scrutiny of other statutory requirements under UGC ACT. 		Progressive	