

Status of implementation of the IICA 9 – Step Strategy

(as on 31 January 2020)

S. No.	Strategy	Activities	Status
1			
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 	<ul style="list-style-type: none"> Portal for registration and learning launched.
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 	<ul style="list-style-type: none"> Advocacy study completed. New project(s) are being continuously sent to IEPF_Awards(e.g. capability , strategy, digital outreach, training of resource persons)
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 Finalize awards 	<ul style="list-style-type: none"> Completed for 2018. Started for 2019.
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 	<ul style="list-style-type: none"> CCI Advocacy strategy prepared and submitted. IEPF under implementation CDM orders received. FOIR Centre established.
2			
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 	<ul style="list-style-type: none"> Research Chairs for CCI, IEPF, IBBI, RBI and NLU-Bengaluru have been set-up. IEPF Chair Professor appointed. Process of filling up of other Chairs is under progress
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 	<ul style="list-style-type: none"> All notified

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 	<ul style="list-style-type: none"> 7th CPC implemented Posts are being notified for recruitment continuously
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 	<ul style="list-style-type: none"> HR Agencies appointed
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 	<ul style="list-style-type: none"> Grand Challenges have been identified and implementation started.
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 sharing of consultancy 	<ul style="list-style-type: none"> Score given in PMIS for all these activities Partnership Policy developed and implemented
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 	<ul style="list-style-type: none"> Implemented and are being created continuously depending on programmes
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. 	<ul style="list-style-type: none"> Completed and being reviewed continuously
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 	<ul style="list-style-type: none"> Completed and is under constant review
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 	<ul style="list-style-type: none"> Completed and being reviewed continuously
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 targets. 	<ul style="list-style-type: none"> RfD (2018-19) RfD (2019-20) Develop brochures Start using PMIS 	<ul style="list-style-type: none"> RfD developed and implement. Brochure prepared PMS started
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 	<ul style="list-style-type: none"> Include in RFD of 2018-19 (CCI case studies; 	<ul style="list-style-type: none"> Included

	services to corporate in general and PSUs in particular.	NCLT/NCLAT- general & case studies; Advocacy)	
3			
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' 	<ul style="list-style-type: none"> Policy designed, experts engaged, Plug-and-Play policy implemented
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 	<ul style="list-style-type: none"> Completed. One Clinton Fellow has also joined
4			
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 	<ul style="list-style-type: none"> Regular programs are being organized and are available in RfD of School
4.2			
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 <p>(CDM; Postal Bank; UCO Bank; NitiAayog; IBBI; CCI; CSR Professionals; Courses for Directors- women, IAS, Govt. Nominees, Success planning (Self-Assessment Model), Farmer producer companies)</p>	<ul style="list-style-type: none"> Being done continuously
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. 	<ul style="list-style-type: none"> MoUs signed with IFC, State Government of Haryana, NCGG and Gurugram University.
5			
	<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 	<ul style="list-style-type: none"> Completed Draft NAP prepared Approach paper prepared.
	<ul style="list-style-type: none"> Competition law and market regulation 	<ul style="list-style-type: none"> Program in competition & Law; Competition & game theory 	<ul style="list-style-type: none"> APC upgraded FOIR capacity building strategic plan prepared
	<ul style="list-style-type: none"> Investor education and protection 	<ul style="list-style-type: none"> Prepare plan of action 	<ul style="list-style-type: none"> Prepared and sent to

			IEPF
	<ul style="list-style-type: none"> • Insolvency and bankruptcy 	<ul style="list-style-type: none"> • Finalize GIP • Start mediation courses. • Establish IRF 	<ul style="list-style-type: none"> • GIP started • Mediation course started • IRF established
	<ul style="list-style-type: none"> • Role of independent directors in corporate governance. 	<ul style="list-style-type: none"> • In RFD 	<ul style="list-style-type: none"> • Included
	<ul style="list-style-type: none"> • Corporate Governance and behavioral economics, Business Laws 	<ul style="list-style-type: none"> • In RFD 	<ul style="list-style-type: none"> • Subsumed in GIP
	<ul style="list-style-type: none"> • Support to NFRA 	<ul style="list-style-type: none"> • Start courses 	<ul style="list-style-type: none"> • Draft inspection manual prepared
5.2	Offer Graduate Insolvency Programme to Young Professionals.		<ul style="list-style-type: none"> • Started on 1 July 2019
6			
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 	<ul style="list-style-type: none"> • Guidelines prepared and under continuous implementation • Completed
6.2	<ul style="list-style-type: none"> • Collaboration with agencies including international ones (e.g. SAARC, IFC, etc.) 	<ul style="list-style-type: none"> • In RFD 	<ul style="list-style-type: none"> • IFC and SAFIR under 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. 		<ul style="list-style-type: none"> • Short term certified courses started under CDM • Planned in IDs Databank
7			
7.1	<ul style="list-style-type: none"> • To assist corporates in policy making strategy and its monitoring 	<ul style="list-style-type: none"> • Identify corporates • Start work 	<ul style="list-style-type: none"> • Corporates have been identified and work has been completed for first list of corporates • Completed
7.2	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • ICP – V started
7.3	<ul style="list-style-type: none"> • Evaluation- Baseline (with potential impact evaluation on HRS), Real time and impact 	<ul style="list-style-type: none"> • Identify corporate 	<ul style="list-style-type: none"> • Started and continuing
8			
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 	<ul style="list-style-type: none"> • Phase I completed and is an ongoing process
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) 	<ul style="list-style-type: none"> • Fixed for both years
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 	<ul style="list-style-type: none"> • FOIR and IRF established.
8.4	<ul style="list-style-type: none"> • Need to develop an accommodation policy. 	<ul style="list-style-type: none"> • Complete 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • BoS for independent directors established
8.7	<ul style="list-style-type: none"> • Develop offices of Registrar and Central Marketing Team. 	<ul style="list-style-type: none"> • Create Marketing Team 	<ul style="list-style-type: none"> • Central Marketing Cell established
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 	<ul style="list-style-type: none"> • Newsletter being published • KRC has been upgraded • Social media/marketing cell has been started
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. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 1000 sq. ft. identified at Hindustan Times Building. To be handed over by MCA
9			
9.1	<ul style="list-style-type: none"> • Grant Institute of National Importance (INI) status to IICA 		<ul style="list-style-type: none"> • To be initiated
	Steps to be taken to achieve the aim-		
	<ul style="list-style-type: none"> • Drafting of a Bill. 		
	<ul style="list-style-type: none"> • Consultations with MCA, MHRD etc. 		
	<ul style="list-style-type: none"> • Scrutiny of other statutory requirements under UGC ACT. 		