

## Status of implementation of the IICA 9 – Step Strategy

(as on 31 August 2019)

S. No.	Strategy	Activities	Status
1			
1.1	<ul style="list-style-type: none"> <li>• Central Registry of Independent Directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Create self-learning website with tutorials</li> <li>• Start advanced tutorials</li> <li>• Issue fliers</li> <li>• Start other services</li> </ul>	<ul style="list-style-type: none"> <li>• Portal for registration and learning under development.</li> </ul>
1.2	<ul style="list-style-type: none"> <li>• Investor education and protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Advocacy study</li> <li>• Jointly prepare IEPF Advocacy Strategy</li> <li>• Start Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy study completed.</li> <li>• New project(s) are being continuously sent to IEPF_Awards (e.g. capability , strategy, digital outreach, training of resource persons)</li> </ul>
1.3	<ul style="list-style-type: none"> <li>• National CSR Awards.</li> </ul>	<ul style="list-style-type: none"> <li>• Award notification.</li> <li>• Promote submission</li> <li>• Complete shortlist.</li> <li>• Get detailed submissions</li> <li>• Finalize awards</li> </ul>	<ul style="list-style-type: none"> <li>• Completed for 2018. Started for 2019.</li> </ul>
1.4	<ul style="list-style-type: none"> <li>• It is recommended to be engaged by the Government and Regulatory bodies (Like CCI) for its discharge of public good functions and Advocacy role.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare Advocacy Strategy</li> <li>• Obtain orders from CCI on Advocacy Strategy</li> <li>• Obtain orders from IEPF to start Advocacy</li> <li>• Obtain orders from MCA to start hybrid CDM programs</li> <li>• Start CDM programs</li> </ul>	<ul style="list-style-type: none"> <li>• CCI Advocacy strategy prepared and submitted.</li> <li>• IEPF under implementation</li> <li>• CDM orders received.</li> <li>• FOIR secretariat establishment being approved.</li> </ul>
2			
2.1	<b>(a) Chair Professors</b>		
2.11	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• IEPF – Send Proposals Obtain orders</li> <li>• CCI - Send Proposals Obtain orders</li> <li>• CG - Send Proposals Obtain orders</li> <li>• IBBI - Send Proposals Obtain orders</li> <li>• NHRC - Send Proposals Obtain orders</li> </ul>	<ul style="list-style-type: none"> <li>• Research Chairs for CCI, IEPF, IBBI, RBI and NLU-Bengaluru have been set-up. Process of filling up is under progress</li> </ul>

2.12	<ul style="list-style-type: none"> <li>The induction of Chair Professor to be through a “Search-Cum-Selection” mode.</li> </ul>	<ul style="list-style-type: none"> <li>Appoint HR agencies</li> <li>Start appointment</li> </ul>	<ul style="list-style-type: none"> <li>All notified</li> </ul>
2.2	<b>(b) Induction of academic staff</b>		
2.21	<ul style="list-style-type: none"> <li>Fill up the revived positions of 38 academic and non-academic positions to be at the earliest on “Search-Cum-Selection” mode.</li> </ul>	<ul style="list-style-type: none"> <li>Implement VII CPC</li> <li>Start interviews</li> <li>Complete</li> </ul>	<ul style="list-style-type: none"> <li>7<sup>th</sup> CPC implemented</li> <li>Posts are being notified for recruitment continuously</li> </ul>
2.22	<ul style="list-style-type: none"> <li>Research opportunities to attract faculty members from reputed institutions such as IIMs on deputation/ sabbatical in areas of corporate affairs.</li> </ul>	<ul style="list-style-type: none"> <li>Appoint HR agency</li> <li>Complete recruitment</li> </ul>	<ul style="list-style-type: none"> <li>HR Agencies appointed</li> </ul>
2.3	<b>(c) Role of Schools and centers</b>		
2.31	<ul style="list-style-type: none"> <li>Develop a mandate document for each Department.</li> </ul>	<ul style="list-style-type: none"> <li>Identify Grand Challenges.</li> <li>Complete Implementation</li> </ul>	<ul style="list-style-type: none"> <li>Grand Challenges have been identified and implementation started.</li> </ul>
2.32	<ul style="list-style-type: none"> <li>Continuous efforts to upgrade capacity of its own faculty and staff.</li> </ul>	<ul style="list-style-type: none"> <li>write papers and articles</li> <li>write competitive proposals for projects</li> <li>promote cross functional sharing of consultancy</li> </ul>	<ul style="list-style-type: none"> <li>Score given in PMIS for all these activities</li> <li>Partnership Policy developed and implemented</li> </ul>
2.4	<b>(d) Multidisciplinary activity</b>		
2.41	<ul style="list-style-type: none"> <li>Create cross-functional teams across schools and centers as points of multidisciplinary.</li> </ul>	<ul style="list-style-type: none"> <li>Implement cross functional teams of Consultants and strategy</li> <li>Implement cross functional teams of Schools/Centers – multidisciplinary and interdisciplinary</li> </ul>	<ul style="list-style-type: none"> <li>Implemented and are being created continuously depending on programmes</li> </ul>
2.5	<b>(e) A flat organizational structure</b>		
2.51	<ul style="list-style-type: none"> <li>Wherever possible, avoidable layers of reporting may be eliminated.</li> </ul>	<ul style="list-style-type: none"> <li>Develop flat structure in Admin/Finance</li> <li>Form teams in Schools/Centers.</li> </ul>	<ul style="list-style-type: none"> <li>Completed and being reviewed continuously</li> </ul>
2.6	<b>(f) Right size human resources</b>		
2.61	<ul style="list-style-type: none"> <li>Maintain balance between revenue generation and non-revenue generation activities of personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Complete savings targeted through 9-step strategy, cross functional teams, flat structure and frugal initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Completed and is under constant review</li> </ul>
2.62	<ul style="list-style-type: none"> <li>To achieve self-sufficiency ratio needs to be brought down to 2:1.</li> </ul>	<ul style="list-style-type: none"> <li>Minimize non - revenue staff</li> </ul>	<ul style="list-style-type: none"> <li>Completed and being reviewed continuously</li> </ul>
2.7	<b>(g) Performance Appraisal System</b>		
2.71	<ul style="list-style-type: none"> <li>A system of Results Framework Document (RFD) for each department may be instituted to bring in clarity in planning and resource generation targets.</li> </ul>	<ul style="list-style-type: none"> <li>RfD (2018-19)</li> <li>RfD (2019-20)</li> <li>Develop brochures</li> <li>Start using PMIS</li> </ul>	<ul style="list-style-type: none"> <li>RfD developed and implement.</li> <li>Brochure prepared</li> <li>PMS started</li> </ul>

2.8	<b>(h) Specialized consultancy and advisory</b>		
2.81	<ul style="list-style-type: none"> <li>To build its internal capacity and offer such specialized advisory services to corporate in general and PSUs in particular.</li> </ul>	<ul style="list-style-type: none"> <li>Include in RFD of 2018-19 (CCI case studies; NCLT/NCLAT- general &amp; case studies; Advocacy)</li> </ul>	<ul style="list-style-type: none"> <li>Included</li> </ul>
3			
3.1	<ul style="list-style-type: none"> <li>Develop a coherent policy in the form of guidelines to engage experts of eminence.</li> </ul>	<ul style="list-style-type: none"> <li>Design Policy</li> <li>Engagement of experts to be started.</li> <li>Design 'Plug-and-Play' guidelines</li> <li>Implement 'Plug-and-Play'</li> </ul>	<ul style="list-style-type: none"> <li>Policy designed, experts engaged, Plug-and-Play policy implemented</li> </ul>
3.2	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Design Policy</li> <li>Fellows engagement to be started</li> </ul>	<ul style="list-style-type: none"> <li>Completed. One Clinton Fellow has also joined</li> </ul>
4			
4.11	<ul style="list-style-type: none"> <li>To facilitate capacity building design, an MOU may also be signed with Department of Public Enterprises (DPE).</li> </ul>	<ul style="list-style-type: none"> <li>Identify programs for 2018-19</li> <li>Identify programs for 2019-20</li> </ul>	<ul style="list-style-type: none"> <li>Regular programs are being organized and are available in RfD of School</li> </ul>
4.2			
4.21	<ul style="list-style-type: none"> <li>Training support to for newly recruited officers and cadres/ Departments such as DoPT (IAS, CSS), Dept of Telecommunications (P&amp;T Accounts and Finance, ITS), Dept of Revenue (IRS), Dept of Forest (IFoS), Min of External Affairs (IFS) etc.</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities in different Ministries/ Departments</li> <li>Include in RFD</li> <li>Identify opportunity in PSUs</li> <li>Include in RFD</li> </ul> <p>(CDM; Postal Bank; UCO Bank; Niti Aayog; 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"> <li>Being done continuously</li> </ul>
4.22	<ul style="list-style-type: none"> <li>Sign MOUs with international organizations.</li> </ul>	<ul style="list-style-type: none"> <li>IFC</li> <li>Indian Institutions and organization.</li> <li>Foreign Institutions and organization.</li> </ul>	<ul style="list-style-type: none"> <li>MoUs signed with IFC, State Government of Haryana, NCGG and Gurugram University.</li> </ul>
5			
	<ul style="list-style-type: none"> <li>Business and human rights</li> </ul>	<ul style="list-style-type: none"> <li>Complete NVGs</li> <li>Prepare NAP</li> <li>Support to legally binding treaty</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Draft NAP prepared</li> </ul>

			<ul style="list-style-type: none"> <li>• Approach paper prepared</li> </ul>
	<ul style="list-style-type: none"> <li>• Competition law and market regulation</li> </ul>	<ul style="list-style-type: none"> <li>• Program in competition &amp; Law; Competition &amp; game theory</li> </ul>	<ul style="list-style-type: none"> <li>• APC upgraded</li> </ul>
	<ul style="list-style-type: none"> <li>• Investor education and protection</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare plan of action</li> </ul>	<ul style="list-style-type: none"> <li>• Prepared and sent to IEPF</li> </ul>
	<ul style="list-style-type: none"> <li>• Insolvency and bankruptcy</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize GIP</li> <li>• Start mediation courses.</li> <li>• Establish IRF</li> </ul>	<ul style="list-style-type: none"> <li>• GIP started</li> <li>• Mediation course started</li> <li>• IRF established</li> </ul>
	<ul style="list-style-type: none"> <li>• Role of independent directors in corporate governance.</li> </ul>	<ul style="list-style-type: none"> <li>• In RFD</li> </ul>	<ul style="list-style-type: none"> <li>• Included</li> </ul>
	<ul style="list-style-type: none"> <li>• Corporate Governance and behavioral economics, Business Laws</li> </ul>	<ul style="list-style-type: none"> <li>• In RFD</li> </ul>	<ul style="list-style-type: none"> <li>• Subsumed in GIP</li> </ul>
	<ul style="list-style-type: none"> <li>• Support to NFRA</li> </ul>	<ul style="list-style-type: none"> <li>• Start courses</li> </ul>	<ul style="list-style-type: none"> <li>• Draft inspection manual under preparation</li> </ul>
5.2	Offer <b>Graduate Insolvency Programme</b> to Young Professionals.		<ul style="list-style-type: none"> <li>• Started on 1 July 2019</li> </ul>
6			
6.1	<ul style="list-style-type: none"> <li>• Develop a partnership policy based on the principle of “value-based partnerships aligned with core agenda of the institute”.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop partnership guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines prepared and under continuous implementation</li> <li>• Completed</li> </ul>
6.2	<ul style="list-style-type: none"> <li>• Collaboration with agencies including international ones (e.g. SAARC, IFC, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• In RFD</li> </ul>	<ul style="list-style-type: none"> <li>• IFC and SAFIR under implementation</li> </ul>
6.3	<ul style="list-style-type: none"> <li>• Execute more short-term certified programmes in collaboration with delivery partners through e-learning and MOOCs.</li> </ul>		<ul style="list-style-type: none"> <li>• Short term certified courses started under CDM</li> </ul>
7			
7.1	<ul style="list-style-type: none"> <li>• To assist corporates in policy making strategy and its monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Identify corporates</li> <li>• Start work</li> </ul>	<ul style="list-style-type: none"> <li>• Corporates have been identified and work has been completed for first list of corporates</li> <li>• Completed</li> </ul>
7.2	<ul style="list-style-type: none"> <li>• Capacity building of CSR professional- form on distributed training model, online course, specialized courses, etc</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade training</li> <li>• Start ICP-IV</li> <li>• Start ICP-V</li> </ul>	<ul style="list-style-type: none"> <li>• ICP – V started</li> </ul>
7.3	<ul style="list-style-type: none"> <li>• Evaluation- Baseline (with potential impact evaluation on HRS), Real time and impact</li> </ul>	<ul style="list-style-type: none"> <li>• Identify corporate</li> </ul>	<ul style="list-style-type: none"> <li>• Started and continuing</li> </ul>
8			
8.1	<ul style="list-style-type: none"> <li>• Reduce fixed expenditure from current level of Rs. 11 crore as per NPC recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Restructure as in strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Phase I completed and is an ongoing process</li> </ul>
8.2	<ul style="list-style-type: none"> <li>• Fix school/ centre wise revenue targets as part of RFD.</li> </ul>	<ul style="list-style-type: none"> <li>• In Rfd (2018-19)</li> <li>• In Rfd (2019-20)</li> </ul>	<ul style="list-style-type: none"> <li>• Fixed for both years</li> </ul>

8.3	<ul style="list-style-type: none"> <li>Rent out excess infrastructure to interested wings of Central and State Governments.</li> </ul>	<ul style="list-style-type: none"> <li>FOIR</li> <li>Others</li> </ul>	<ul style="list-style-type: none"> <li>FOIR going to be established and IRF established.</li> </ul>
8.4	<ul style="list-style-type: none"> <li>Need to develop an accommodation policy.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
8.5	<ul style="list-style-type: none"> <li>Policies in the area of HR, Consultancy, Career Progressions Plan, Entitlement and Seniority.</li> <li>Constitute a Committee.</li> </ul>	<ul style="list-style-type: none"> <li>HR Policy (e.g Career Progression)</li> <li>Consultancy policy</li> <li>Remodel Academic Committee</li> </ul>	<ul style="list-style-type: none"> <li>Under development</li> </ul>
8.6	<ul style="list-style-type: none"> <li>Establish Board of Studies in due course.</li> </ul>	<ul style="list-style-type: none"> <li>Morph Academic consultancy to BoS- prepare guidelines</li> <li>Implement</li> </ul>	<ul style="list-style-type: none"> <li>Initial discussions</li> </ul>
8.7	<ul style="list-style-type: none"> <li>Develop offices of Registrar and Central Marketing Team.</li> </ul>	<ul style="list-style-type: none"> <li>Create Marketing Team</li> </ul>	<ul style="list-style-type: none"> <li>Central Marketing Cell established</li> </ul>
8.8	<ul style="list-style-type: none"> <li>Embrace digitization in areas promotion of courses/ outreach to relevant stakeholders, conduct of various courses, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Start social media cell.</li> <li>Issue newsletter</li> <li>Upgrade KRC</li> </ul>	<ul style="list-style-type: none"> <li>Newsletter being published</li> <li>KRC has been upgraded</li> <li>Social media/marketing cell has been started</li> </ul>
8.9	<ul style="list-style-type: none"> <li>Full usage of BlackBoard, an LMS to be made in both short-term as well as long-term courses.</li> </ul>	<ul style="list-style-type: none"> <li>Switch over completely to Bb</li> <li>Switch over to e-office.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>
8.10	<ul style="list-style-type: none"> <li>City office in Delhi to conduct training and courses in a centralized space for convenience of participants.</li> </ul>	<ul style="list-style-type: none"> <li>Identify location</li> <li>Establish learning center</li> </ul>	<ul style="list-style-type: none"> <li>1000 sq. ft. identified at Hindustan Times Building. To be handed over by MCA</li> </ul>
9			
9.1	<ul style="list-style-type: none"> <li>Grant Institute of National Importance (INI) status to IICA</li> </ul>		<ul style="list-style-type: none"> <li>To be initiated</li> </ul>
	<b>Steps to be taken to achieve the aim-</b>		
	<ul style="list-style-type: none"> <li>Drafting of a Bill.</li> </ul>		
	<ul style="list-style-type: none"> <li>Consultations with MCA, MHRD etc.</li> </ul>		
	<ul style="list-style-type: none"> <li>Scrutiny of other statutory requirements under UGC ACT.</li> </ul>		