

Report on the CPSE Capacity Building Program Guwahati, Assam / 24–26 March 2025

Program Overview

- **Dates:** 24–26 March 2025
- **Location:** Arista by Ambition, Guwahati, Assam
- **Participants:** 40 CPSE officials representing 25 leading CPSEs (including 4 Maharatna and 21 Miniratna companies)
- **Theme:** Effectiveness of Compliance, Governance & Performance Management: Focusing on the Regulatory Framework including DPE Guidelines
- **Organizers:** IICA, in collaboration with DPE

The program was designed to build capacity among CPSE officials, enhance understanding of governance frameworks, and promote best practices in compliance and performance management.

From 24 to 26 March 2025, the Indian Institute of Corporate Affairs (IICA), in collaboration with the Department of Public Enterprises (DPE), conducted a three-day capacity building program in Guwahati, Assam.

Titled *“Effectiveness of Compliance, Governance & Performance Management: Focusing on the Regulatory Framework including DPE Guidelines,”* the event brought together forty senior officials from twenty-five leading CPSEs—comprising four Maharatna and twenty-one Miniratna companies. The objective was to strengthen participants’ understanding of modern corporate governance principles, regulatory mandates, and performance management strategies within the CPSE ecosystem.



Day 1:

Over the course of the first day, the program explored the *Concepts of Modern Corporations* in a session led by **Dr. Niraj Gupta**, Head of the School of Corporate Governance & Public Policy at IICA. This was followed by discussions on *Appointment, Remuneration, Resignation & Removal*

of Directors, including their duties and liabilities, conducted by **CS Amit Gupta**. Subsequent sessions focused on *Accounts, Audit, Financial Reporting & Dividend* and the importance of the *Secretarial Standards Board & General Meeting*, both facilitated by Mr. Amit Gupta. These sessions emphasized the significance of transparent financial disclosures, proper board composition, and adherence to evolving governance norms.

Day 2:

The second day addressed critical areas of compliance and reporting. It opened with an examination of the *Compliance Framework for PSUs under Securities Laws*, including SEBI LODR and SEBI PIT Regulations, again led by **CS Amit Gupta**. He then delved into the *Role of Proxy Advisory Firms* in ensuring accountability that goes beyond routine compliance, followed by an exploration of *CSR & SDG* imperatives within the public sector context. Later, **Dr. Niraj Gupta** guided participants through a session on *Corporate Reporting, Regulatory Requirements & Emerging Trends*, highlighting global best practices and the growing expectations placed upon CPSEs to remain agile and forward-looking.



Day 3:

On the final day, the program turned to the specifics of DPE guidelines. **Ms. Nisha Dhingra**, Company Secretary & Chief Legal Officer at ONGC Videsh Limited, led a detailed discussion on *DPE Guidelines on Corporate Governance & the Framework on Governance Index*. She subsequently covered *DPE Guidelines on MoU Priority Fixation & Execution*, underscoring how CPSEs can effectively align operational objectives with broader policy goals. In a following session, Ms. Dhingra examined *Governance Scoring – A Journey to Best Governed Companies*, illustrating methods for continuous improvement and benchmarking governance practices against recognized standards.



The program concluded with a valedictory address and certificate distribution, graced by Chief Guest **Dr. M. Ariz Ahammed (IAS)**, Additional Chief Secretary to the Government of Assam and Chairman of the Assam Administrative and Pension Tribunal. Dr. Ahammed commended participants for their active engagement and reinforced the importance of sound governance in fostering trust and driving sustainable growth.



Throughout the three days, participants engaged in interactive discussions, case studies, and Q&A sessions, gaining practical insights into regulatory compliance and corporate governance tailored to the public sector context. Feedback from attendees indicated an enhanced appreciation of how robust governance structures and clear performance metrics can strengthen CPSEs' operational resilience and public accountability. Many expressed particular value in the diverse perspectives offered by the resource persons, which ranged from theoretical frameworks to real-world applications.