

9 – Step Strategy: Plan of Action and Progress

(as on 1stJan 2021)

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.	<ul style="list-style-type: none"> Portal for registration, learning modules created, assessment tests started Five Schemes started Advanced case-study based courses started All other services made operational <p style="text-align: right;">(completed)</p>
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"> Advocacy study completed Advocacy started IEPF plan based on national strategy under preparation Chair Professor started work <p style="text-align: right;">(completed)</p>

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 	25/09 25/10 05/11 15/01/2019 15/12	<ul style="list-style-type: none"> Completed two cycles for 2019 and 2020 Ready for third cycle (completed)
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. Ongoing IEPF projects based on National Strategy under preparation CDM started from 2019-20 Hybrid CDM started in 2020-21 FOIR secretariat established and research, capacity building and agent to FOIR activities started (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 NLU - Send Proposals Obtain orders IBBI - 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 IEPF, IBBI, RBI and NLU-Bengaluru have been set-up (completed)
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 appointed (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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Grand challenges identified – end-to-end project services in CSR; market regulation; insolvency; independent directors; investor education & protection All Centres established and Schools reorganized (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 sharing of consultancy 		<ul style="list-style-type: none"> Score given in PMIS for all these activities Partnership Policy developed and implemented Cross functional research and teaching started SWOCs 1, 2 & 3 started for continuous upgradation of skills of faculty and staff

				(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	<ul style="list-style-type: none"> Cross functional research and teaching started Sharing of resources started Regularly being created (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	<ul style="list-style-type: none"> Flat structure implemented – norms prepared and implemented Layers eliminated in Adm/Finance and principles of paper processing notified (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	<ul style="list-style-type: none"> Standard set by NPC achieved (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	<ul style="list-style-type: none"> Standard set by NPC achieved (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 targets. 	<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	<ul style="list-style-type: none"> RfD prepared for 2019-20 Switched over to Annual Strategic and Financial Plan for all Schools/Centers (Completed)
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	<ul style="list-style-type: none"> New CfE2E in CSR created and internal capacity built by standardizing processes for needs assessment, real time monitoring, impact evaluation and SROI GIP - Case studies and standard course plan, modules, assignments, etc. implemented NCLT/NCLAT – induction and refresher programmes All activities of FOIR started (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	<ul style="list-style-type: none"> Policy created Experts appointed Plug-and-Play implanted in mediation, CDM, etc. (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	<ul style="list-style-type: none"> Policy created Fellows appointed (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	<ul style="list-style-type: none"> Programmes identified and conducted for 2018-19 & 2019- 2020. Included in Annual Strategic and Financial Plan

				(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 	<p>30/9</p> <p>30/10</p> <p>30/9</p> <p>30/10</p>	<ul style="list-style-type: none"> • CDM - MCA • Telecom Department • IES • Uttarakhand Government • PSUs • Corporates • IBBI, CCI, NFRA • Women Directors • Independent Directors • PPP with NCGG • Others • Included in ASFP (Completed)
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	<ul style="list-style-type: none"> • MoUs signed with IFC, State Government of Haryana, NCGG and Gurugram University • PhD programme approved <p>(Completed)</p>

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	<ul style="list-style-type: none"> • NVGs notified • NAP prepared • Legally binding treaty supported • Center for Business & Human Rights started (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	<ul style="list-style-type: none"> • Focus on market regulation • Included in ASFP • FOIR Centre started and strategic plan approved and under implementation (Completed)
	<ul style="list-style-type: none"> • Investor education and protection 	<ul style="list-style-type: none"> • Prepare plan of action 	Progressive in RFDs	<ul style="list-style-type: none"> • RPs Appointed • NYK capacity building started • Material for NISG under preparation • Centre for Investor Education & Protection established (Completed)

	<ul style="list-style-type: none"> • Insolvency and bankruptcy 	<ul style="list-style-type: none"> • Finalize GIP • Start mediation courses. • Establish IRF 	<p>30/03/2019 01/01/2019 31/03/2019</p>	<ul style="list-style-type: none"> • GIP started in 2019 and continued in 2020 • Mediation course started • IRF established • Continuing education for IPs started • Capacity building of NCLT/NCLAT • Centre of Insolvency and Bankruptcy created (Completed)
	<ul style="list-style-type: none"> • Role of independent directors in corporate governance. 	<ul style="list-style-type: none"> • In RFD 	Progressive	<ul style="list-style-type: none"> • Included in ASFP • Five schemes started • Modules and self-test implemented • Centre of Independent Directors created (Completed)
	<ul style="list-style-type: none"> • Corporate Governance and behavioral economics, Business Laws 	<ul style="list-style-type: none"> • In RFD 	Progressive	<ul style="list-style-type: none"> • Subsumed in Independent Directors Portal, GIP and FOIR (Completed)
	<ul style="list-style-type: none"> • Support to NFRA 	<ul style="list-style-type: none"> • Start courses 	Progressive in RFDs	<ul style="list-style-type: none"> • Draft inspection manual prepared • Induction course

				being started
5.2	Offer Graduate Insolvency Programme to Young Professionals.		6/2019	<ul style="list-style-type: none"> • Two batches started (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	<ul style="list-style-type: none"> • Guidelines prepared and implemented • Review ongoing
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 	Progressive	<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. 		Progressive in RFDs	<ul style="list-style-type: none"> • Completely implemented during COVID-19 for all Schools and Centres (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	<ul style="list-style-type: none"> Corporates identified from time-to-time Policy prepared for PTC, etc.
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	<ul style="list-style-type: none"> ICP IV completed ICP V started SoBE entrusted exclusively for capacity building (Completed)
7.3	(c) Evaluation- Baseline (with potential impact evaluation on HRS), Real time and impact	<ul style="list-style-type: none"> Identify corporate 	Ongoing	<ul style="list-style-type: none"> Complete process and manuals prepared Corporates identified – NTPC, IOCL, Toyota, Hindalco, etc. Evaluations under implementation CfE2E in CSR established only for this purpose (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	<ul style="list-style-type: none"> Achieved (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	<ul style="list-style-type: none"> Fixed in RfD initially and later in ASFP (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"> FOIR Others 	Progressive	<ul style="list-style-type: none"> Done for 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	<ul style="list-style-type: none"> Done (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	<ul style="list-style-type: none"> Recruitment rules available for all positions Selection of consultant guidelines notified Academic Committee remodeled Consultancy deployment norms linked to capacity building and research notified
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 	Progressive	<ul style="list-style-type: none"> Exploratory Board of Studies started in CID

		<ul style="list-style-type: none"> • Implement 		
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 	30/10	<ul style="list-style-type: none"> • Marketing teams created – School wise & study of central marketing team being done after its creation • Ongoing
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"> • IICA, IDs, FOIR newsletters being published • KRC has been upgraded • Completely switch over to digital means completed (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	<ul style="list-style-type: none"> • After COVID-19 complete use of Bb, e-office, IICA intranet, etc. (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	<ul style="list-style-type: none"> • 1000 sq. ft. identified at Hindustan Times Building
9	Strategy 9: Status of Institute of National Importance			

9.1	Grant Institute of National Importance (INI) status to IICA			• Draft prepared for sending to Ministry
	Steps to be taken to achieve the aim-			
	• Drafting of a Bill.		Progressive	
	• Consultations with MCA, MHRD etc.		Progressive	
	• Scrutiny of other statutory requirements under UGC ACT.		Progressive	