

## **9 - Fold Strategy for Reinvention of IICA**

**Strategy 1:** Act as an Agent to Government

**Strategy 2:** Augment human resources and to act as Think Tank, Training and Academic Institution

**Strategy 3:** Engage experts of eminence and thought leaders

**Strategy 4:** Focus on high quality programs

**Strategy 5:** Specialize in Great Challenges, such as Business and Human Rights, Competition law, Bankruptcy Code, Investor Advocacy and Indian way of corporate affairs

**Strategy 6:** Develop networking and partnerships

**Strategy 7:** Scale IICA interventions in the area of CSR

**Strategy 8:** Achieve self-sufficiency

**Strategy 9:** Strive to become an Institute of National Importance

## **Strategy 1: Act as an Agent to Government**

Acting as an agent to Government includes all activities where the IICA assists the Government to effectively render public goods.

- Continue to provide induction and refresher training to the ICLS cadres.
- Maintain a central registry to register of all independent directors and as well as provide continuing professional development courses. This will assist the Government to discharge its statutory functions and enable companies to achieve higher levels of compliance. Most important this will inculcate greater levels of professionalism among independent directors and empower them to more effectively discharge their functions in a rapidly changing business milieu.
- Develop suitable initiatives in the area of investor education and protection using the resources available with the IPEF authority as this is a focus area for the Government.
- Assist the Government to select the National CSR Award competition by giving technical and logistic support, including the National CSR Summit.
- Explore areas of cooperation with Regulatory bodies. Some examples are establishment of an Integrated Advocacy Fulcrum to address the advocacy needs of CCI, IBBI, IPEF and so on.

## **Strategy 2: Augment human resources and to achieve its mandate in three areas of policy research, training and academic**

The defining character of the IICA is its hybrid role consisting of acting as a think-tank with a mandate to carry out policy research, training institution for capacity building and an academic institution to offer degree programs in the area of corporate affairs. Human resources require to be augmented in order to perform its hybrid role.

- Establish Chairs in the areas of Competition Law, Insolvency and Bankruptcy, CSR, etc. with the financial support of Ministry of Corporate Affairs and its affiliated organizations. For this eminent experts of national repute can be invited to join IICA as Chairs. [SEP]
- Clarify the roles of Schools and Centres keeping in view the hybrid role of the IICA. This will be a dynamic evolving process.
- Create simple flat structure on the lines of several government sponsored and private think-tanks. This will offer flexibility to create collaborative and project-specific teams. [SEP] For meeting its advisory and project mandates, the Institute will develop cross-functional teams drawn from different areas of expertise represented by various Schools and Centres. This will also maximize use of human resources.
- Academic institutions are designed to have flat structures. Excessive hierarchy is antithetical to research and academics. The IICA organizational structure will be redesigned to remove excessive layers of reporting and create a flat organizational structure. [SEP]
- The ratio of human resources in non-revenue centres and revenue centers will be brought down in order to create a healthy balance between the two. [SEP]

- Each School and Centre will prepare a Results Framework Document (RFD) and a Performance Monitoring and Appraisal System will be created for each faculty in order to objectively assess the performance of Schools, Centres and faculty.
- Addressing the lifecycle CSR needs of corporates. Such services will include, strategic policy making, evaluation and capacity building of all actors in the CSR eco-system. The IICA will build its own internal capacity to provide specialized advisory services to corporates in general and PSUs in particular. Other possible areas to be explored are, competition law compliance, valuation, board evaluation, etc. The IICA will continue to explore new consultancy areas and develop consultancy products continuously.

### **Strategy 3: Engage experts of eminence and thought leaders**

Given the nature of its work, the IICA needs guidance of experts of eminence and thought leaders.

- A scheme will be developed to engage Professors Emeritus, Distinguished Fellows, Adjunct and Visiting Faculty. This will allow the IICA to draw upon the skills of experts with little financial implications.
- Engage Fellows to carry out research and/or project execution in areas. Potential funding sources of such engagement are available in projects funded and CSR funds from companies (e.g. CSR Fellows).
- In the context of establishing connect with external experts and also to augment IICA's capacity to continuously roll out relevant research and capacity building solutions, a Board of Studies will be established to provide academic and policy guidance to Schools and Centres.

#### **Strategy 4: Focus on high quality programs**

Offering high quality and niche courses to corporates and other stakeholders in the area of corporate affairs is central to IICA's raison d'être.

- Fulfill the capacity building needs of Board of Directors, with a focus on PSUs. The IICA will design customized capacity courses for Boards. For this efforts will be made to sign a MOU with the Department of Public Enterprises (DPE). [L]  
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- Develop a systematic engagement plan to provide regular short-term training support in the area of corporate affairs to various cadres/ departments, such as DP&T (IAS, CSS), Department of Telecommunications (P&T Accounts and Finance, ITS), Department of Revenue (IRS), Department of Forest (IFoS), Min of External Affairs (IFS), etc. The training will be provided to newly recruited officers and skill enhancement training for in-service officers.
- Design training programmes with international components in the fields of corporate law, insolvency, corporate governance, corporate finance, valuation, CSR, sustainability, competition law, etc. For this, MoUs with firm outcomes will be signed with international organizations and institutions. [L]  
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#### **Strategy 5: Specialize in Great Challenges**

The IICA will identify some Grand Challenges and focus all efforts on these strategic areas. The corporate affairs discourse in India has so far been influenced by western thought and legal regime. There is need for research on Indian tradition of corporate affairs. One area is to focus on its mandate “*to evolve corporate affairs as a new discipline*” \_\_\_\_\_. Other emerging Grand Challenges are,

- Business and human rights, [L]  
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- Advocacy in all its forms and in all areas of corporate governance
- Making mediators more effective,
- Making leaders of insolvency professionals,

- Making independent directors more effective in boards,
- “Smart CSR”<sup>[L]</sup><sub>[SEP]</sub>

One example is to develop a Graduate Insolvency programme in consultation with IBBI. Such programme will an innovative offering and train young professionals in the areas connected to the evolving insolvency regime in India.

### **Strategy 6: Develop networking and partnerships**

The IICA will network with other institutions to achieve thematic complementarity and territorial outreach.

- Partnership guidelines will be developed to inform possible external partners of the details of engagement. The primacy of building brand IICA will be kept in sight while negotiating a partnership. The IICA’s choice of a partner will be based on the principle “value-based partnerships aligned with the core agenda of the institute”.
- In order to leverage on its offerings, the IICA will partner with international agencies (e.g. SAARC, IFC), universities and institutions.
- <sup>[L]</sup><sub>[SEP]</sub>Currently a number of institutions, including IIMs, are using delivery partners to outsource non-essential functions to delivery partners. Similarly, delivery partners will be used to deliver both short-term and certificate courses developed by IICA faculty. Partners will also be identified for creating an e-learning platform and rolling out Massive Open Online Courses (MOOCs). <sup>[L]</sup><sub>[SEP]</sub>

### **Strategy 7: Scale IICA interventions in the area of CSR**

The area of Corporate Social Responsibility is rapidly growing. The IICA will leverage on the growing need for consultancy products and capacity building by following a ‘Smart CSR’ approach.

- Provide the full range of consultancy services during the lifecycle of CSR policy design, converting the policy to projects and assessment of project impacts. Concretely, this will include, strategic policy making (and review), baseline studies and evaluation (both real-time and impact).
- Address the capacity gaps in among all the CSR professionals in the private sectors, PSUs, NGOs and so on. One good practice is the distributed model of training large number of CSR professionals. The IICA will develop the following type of courses – independent study, online, hybrid, on-the-job and so on.

### **Strategy 8: Achieve self-sufficiency**

Achieving self-sufficiency is the *sine-quo-non* of IICA.

- Reduce the operating expenditure (except faculty salary) by 10 percent every year upto 2020.
- Set resource mobilization targets for Schools and Centres and embed these in their RfDs.
- Vacant space to be rented out. For this, efforts will be made to attract government agencies. Additionally, an accommodation policy will be designed for charging for shared infrastructure and services from co-occupants.

- Create centralized team for marketing and logistics/infrastructure. This will prevent duplication of efforts by Schools and Centres and the coordinated effort will go a long way in ensuring not only effective outreach to relevant stakeholders but also enhanced academic efficacy of the faculty.
- Embracing digitalization will be an important part of the sustainability strategy of IICA. Some examples are hybrid and online courses, implementation of e-office and full use of Blackboard.
- A center will be established in the MCA building located on Bahadur Shah Zafar Road, Delhi. This will attract larger number of participants and augment the revenues of IICA. [SEP]

### **Strategy 9: Strive to become an Institute of National Importance**

Specific steps will be initiated by the IICA to become an institute of National Importance within a set timeline.