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AN IICA PUBLICATION

A VIRTUAL DIALOGUE

ADDRESSING THE CRISIS THROUGH
SOLIDARITY & PARTNERSHIP



JULY 17, 2020
4.30 PM TO 6 PM IST

A report based on the webinar organised by National Foundation for Corporate
Social Responsibility at Indian Institute of Corporate Affairs

About the webinar

National Foundation for Corporate Social Responsibility (NFCSR), Indian Institute of Corporate Affairs (IICA) organised a webinar on the topic “**Addressing the Crisis through Solidarity & Partnership**” on 17 July 2020 at 4:30 PM - IST. The webinar registration details were shared across social media platforms in various CSR, Sustainability, Academia and other relevant groups. A total of 210 participants across sectors registered for the webinar. The webinar was hosted on IICA’s online platform BB and attended by the registered participants. The webinar continued for 90 minutes and was moderated by **Dr. Garima Dadhich**. The webinar made use of audio-visuals and proved to be interactive. The participants engaged through a chat window provided on the online platform. The participants’ online questions were taken together by the moderator and were answered by the speaker at the end of the session.

About the Speakers

- **Mr. Gyaneshwar Kumar Singh - Joint Secretary, Ministry of Corporate Affairs, Government of India**

Gyaneshwar Kumar Singh is an officer of Indian Post & Telecommunication Accounts and Finance Service (IP & TAFS) of 1992 batch. He has done his M.A. in Sociology and MBA and LLB degrees from Delhi University. Since August 2016, he is working as Joint Secretary, Ministry of Corporate Affairs. He is a member of Governing Body of the Insolvency and Bankruptcy Board of India, Government Nominees to the Council of Institute of Chartered Accountants of India (ICAI), Institute of Company Secretaries of India (ICSI). He has also held the post of Director General & Chief Executive Officer (CEO), IICA and CEO of Investor Education and Protection Fund Authority (IEPF). He has varied experience in Government of India and International Organizations. He has worked as Controller of Communications Accounts for Delhi Region, Ministry of Communication and IT. In his stint as Director in the Ministry of Social Justice and Empowerment, he helped in formulating the Maintenance and Welfare of Parents and Senior Citizens Act 2007. He has also served as Director in the Ministry of Communications and IT. From 2007 to 2012, he worked with UNDP Afghanistan.

- **Mr. Anshu Gupta - Founder & Director, Goonj**

Popularly known as the Clothing Man, Mr. Anshu Gupta is an Indian social entrepreneur who Founded Goonj, a non-governmental organisation headquartered in Delhi. Asia's Noble, the prestigious Ramon Magsaysay award 2015, was conferred to him credited him for "his creative vision in transforming the culture of giving in India, his enterprising leadership in treating cloth as a sustainable development resource for the poor, and in reminding the world that true giving always respects and preserves human dignity.

- **Mr. Amit Chandra - Chairman, Bain Capital India**

Mr. Amit Chandra is the Managing Director of Bain Capital, Mumbai, and a philanthropist. He has been a Trustee of the Tata Trusts, a Founder/Board member of Ashoka University, a Board member of Give India and the Akanksha Foundation. Mr. Chandra is also a member of the advisory boards of Bridgespan India, the Centre for Social Impact & Philanthropy, and Swades Foundation. In Bain Capital, Amit is a part of the firm's leadership team in Asia. Prior to this, he spent most of his professional career at DSP Merrill Lynch. Mr. Chandra was named a Young Global Leader by the World Economic Forum in 2007 and was on the Asia's Heroes of Philanthropy list by Forbes in 2016.

- **Ms. Madhu Khetan - Programme Director, PRADAN**

Ms. Madhu Khetan is a Development Professional who has worked with PRADAN for close to 30 years. Ms. Khetan is recognized for her work on institution building and farm-based livelihoods. She has been instrumental in shaping PRADAN's agriculture approach towards a market-oriented production cluster strategy. Ms. Khetan is also recognized for her pioneering work on gender equality through women collectives in PRADAN.

A VIRTUAL DIALOGUE - REPORT

ADDRESSING THE CRISIS THROUGH SOLIDARITY & PARTNERSHIP

17 JULY 2020 | 16:30 IST



Introduction by Dr. Garima Dadhich - Associate Professor, Head- NFCSR, IICA

Businesses are grappling with this unforeseen crisis and are trying to mitigate several challenges. It has become challenging for most businesses to keep their financial wheels turning during the lockdown period due to less revenue churn and the general uncertainty in the global financial environment. However, as a part of commitment to rise to the occasion when the Nation needs it the most, Indian Companies are supporting those impacted by the COVID-19 pandemic - daily wage workers, people living in urban slums and rural areas. The Companies are also extending its support to the ones on the front line - the Doctors, Nurses, Police Officers, the local municipal corporation workers; all those who are working relentlessly to fight the pandemic, to ensure our people make it through this crisis. Corporate sector in India has stepped up to support the efforts in various ways. CSR programmes are now either directed towards COVID-19 preparedness and response, or actively preparing to contribute in the direction. From donations of cash and medical supplies, to reorienting innovation pipelines and mobilizing volunteers, many companies are taking action to support the response to the pandemic.

Through philanthropy, corporations provide direct donations or in-kind support; through advocacy, corporations have the capacity to shape public policy; through corporate social responsibility programmes, corporations use their many resources toward the benefit of society; and through shared value creation, firms develop profitable new products and services that address unmet societal needs. On the other hand, from small organisations with limited resources to large intermediary institutions raising resources, the civil society in India came forward to fill the void in service delivery and human resources during such times of uncertainty. The civil society in India is a vast network of organisations working upwards from the grassroots level. It is conceptualized as “the sum total of all individual and collective initiatives for common public good. In the past, they have played important roles in various capacities during crucial times, like national disasters. During the COVID-19 lockdown period, their involvement was no different. They participated in relief and rehabilitation practices, disseminated critical information necessary to contain panic, and worked with the state and central mechanism supplementing their efforts and work. However, the traditional roles of Civil Society Organisations (CSOs) notwithstanding, the magnitude of pandemic warranted the CSOs in India to move towards formulating and testing innovative means of service delivery, and that too under controlled conditions.

The fight against COVID-19 needs as many hands as available. The job is too big for the government to handle alone. The strategy is to leverage vertical and horizontal partnerships: vertical partnerships, which the stakeholders have built within their organisations and, horizontal partnerships, which the government has institutionalized with stakeholders. Partnerships with the private sector play a critical role in supporting governments' efforts for prevention, preparedness and response to crises like the current pandemic – by harnessing companies' skills, management capability and technology, such as in telecommunications, healthcare and innovation (vaccines and treatments), hygiene and water management. The manner in which stakeholders have responded to the pandemic reinforces the power of partnerships.

Public-Private Partnership and Civil Society Responses to COVID-19: Challenges and Opportunities by:

Mr. Anshu Gupta

COVID-19 is not just a physical health crisis but it is now also triggering an economic crisis. There is a preponderance of evidence showing that low-income residents are disproportionately exposed to health-threatening environments in their homes, neighborhoods, and workplaces. The novel coronavirus with its tiny, invisible spikes has clasped millions of humans in more than 100 countries across the world. It has shattered the economies of both the rich and the poor countries. It forced the mighty industrialists to shut down the business and made the migrant labour lose their livelihood.

India's informal economy is enormous. Several post-lockdown incidents have highlighted the plight of workers, who have been left to their own devices, without any state support, and forced to travel hundreds of kilometers to their homes. It has revealed the stark realities of people who still do not have access to reliable supplies of clean water, and do not have decent houses in which they can safely isolate themselves from infection. It is estimated that around 80% of India's workers are engaged in the informal sector. The growing level of informal employment in the formal sector is largely due to the growing use of contract labour and outsourcing of production. This also suggests that encouraging the informal sector to formalize with a mix of incentives and enforcement is no longer enough. Daily wage labourers and smallholder farmers are a crucial part of the value chain in India, as well as a critical element of the global food system. The COVID-19

pandemic has brought new risks that threaten livelihoods as well as food security of the people who have invested their efforts in feeding us and constructing our homes.

Coronavirus has exposed not just the devastating inequalities at the root of the economic system, but also the false narratives that have allowed them to fester. This is the moment to recognise the value of food sovereignty and labour market, something we have taken for granted. If we focus on delivering both immediate relief to those who need it most and ensure long-lasting impact by supporting policy and advocacy efforts that will lead to a fair and just economic recovery.

Apart from the brave and brilliant efforts of frontline medical responders, sanitation workers and others engaged in providing essential services and products, there is another critical sector whose work and sustained effort have helped millions across the country. Civil society in India have worked to respond quickly during this crisis, and many individuals and organisations have stepped up to fill gaps. Diving deep into providing direct services and relief efforts in these challenging times, India's social sector has been going wide by establishing and strengthening networks to support communities, enabling community institutions to ensure people's well-being, and preventing disadvantaged communities from experiencing further vulnerability and harm. The pandemic has amplified the need to recognize civil society as a vital part of the social, economic, ecological and political fabric of this country. The contribution and role played by Non-Governmental Organisations (NGOs) deserves appreciation from government bodies. They have played a significant role in these trying times, typically picking up the government's deficits in services and social protection for citizens via the philanthropy of donors and the socially aware. There is nobody better placed than the NGOs to understand the pulse at the grassroots and engage closely with communities. There is a need and opportunity to change the narrative around the social sector in India. With the level of expertise and connection with the most vulnerable in our society, surely, voices from civil society are underrepresented. COVID-19 has brought to the fore and fused the subjects of science, sustainability, and social issues.

Developing a vaccine and distribution plan is an insurmountable task and until and unless the vaccination reaches the last person on earth, there is a need to imagine a world with COVID-19, instead of a world post COVID-19. Alongside the expedited discovery process of the vaccination, we need to plan for equally expedited distribution and delivery of the vaccination. A global coordination will be required in allocating stocks to countries around the world so that the last person on this planet gets the vaccination. From newscasters to office workers, jobs once thought to necessitate a shared workplace are being performed from home during the pandemic in the urban

areas as everyone is talking about the impact of COVID-19, but only from a national perspective or urban centric perspective. Unfortunately, not much has been spoken about the impact of COVID-19 on the rural sector, which constitutes a large part of the economy and overall consumption across product categories in the country. Whether the government acknowledged it or not, we know that these schemes suffered from serious errors of exclusion and that the excluded are usually among the weakest, poorest, most mobile, and therefore often the most invisible. Finally, in a country where one size has never fit all, we were also well aware that the implementation of welfare and social security measures varies greatly across states and schemes and that in an emergency, it is the states that would be best placed to decide how to achieve coverage at scale and speed. It is extremely important to give equal priority to rural regions as post COVID-19, the region will play a big role in bringing the consumption trend and economy back on track.

‘From focusing on immediate response to focus on sustained response’ by:

Mr. Gyaneshwar Kumar Singh

As the COVID-19 pandemic rages through the globe, the migrant and food crisis that has unfolded in the country remains unprecedented. Notwithstanding what this has meant for India’s policy with regards to disaster and health management, the crisis has shed light on certain limitations in the system. The pandemic has reflected on some of the national and governmental fault lines, including the pandemic response, hospital capacity issues, vulnerabilities in the medical supply chain and a lack of access to health care in a few regions. The crisis demands a response that is swift, rational, and collective, with focus on the socioeconomic divide. We must address crucial fault lines in our community that accelerates inequity and to address these challenges companies can work in partnership with the government to deliver sustainable results through the following ideal prepositions:

The Gandhian Model of Trusteeship: An approach while being uniquely Indian, provides a means of transforming the present unequal order of society into an egalitarian one. Mahatma Gandhi wanted to ensure distributive justice by ensuring that business acts as a trustee to its many stakeholders, and specified that economic activities cannot be separated from humanitarian activities. There is a need to foster the company’s business relationships with suppliers, customers and other stakeholders keeping equity and sustainable growth in mind. The pandemic has

reinforced the links between health, environment and the economy. As India looks to shore up its economy, it is worth reflecting on the other systemic actions that are needed to shift towards a more sustainable and resilient economy.

Social Security: A recognised legal right that acknowledges certain fundamental human rights for economically vulnerable people aimed at mitigating their sufferings and giving them a sense of place in society. It is time for India to completely revolutionize its social security system and provide portability to its migrant workers. In order to reach everyone and ensure that the poorest and most vulnerable members of society are also adequately protected, a universal approach is the better strategy: a universal crisis requires a universal approach to social security.

Public Health System: Countries are faced with the immense challenge of rapidly responding to the pandemic while continuing to make progress against other health goals. With limited time and resources, the public health system in India is under-resourced, both from infrastructure and staffing sides. The long-term solution is strengthening the district hospitals, medical college hospitals, and primary health care infrastructure. Unless there is a strong public sector, neither can we deliver universal health coverage, nor can we combat epidemics with the degree of effectiveness and equity that is needed.

Corporate Social Responsibility (CSR): CSR has achieved great traction in its endeavor to do social good for the society at large. Ministry of Corporate Affairs (MCA) has clarified that the first provision under section 135 (5) of the Companies Act, 2013 which states that the company shall give preference to the local area and areas around it where it operates, for spending the amount earmarked for Corporate Social Responsibility activities. Hence, it is suggested that CSR funds should be channelized into fund-deficit areas to promote inclusive growth and the Civil Society Organisations could be involved for last-mile delivery of essential services.

The relationship between the government and corporate can be strengthened to benefit all stakeholders by leveraging the power of technology. Technology can help in prioritizing CSR expenditure by aligning them with the needs on the ground and helping choose the right partners. The technology platforms for program management can bring greater transparency in implementation by bringing all the relevant stakeholders together, thus ironing out any potential risks. Building an ecosystem with technology at the bottom of the foundation will help improve efficiency, accountability and transparency in the CSR ecosystem so that governments need not micromanage.

Population at large: Together there is a need to build a better society, based on better health care, employment standards, and social protections— in short, a society where we truly take care of one another. The economy and society have to be transformed to make the communities more resilient, driving changes in the ways people live, work and get around that promote positive environmental and health outcomes.

Recognition through CSR Awards: As the Sustainable Development Goals provide a powerful framework for businesses to engage in corporate social responsibility, MCA aims at aligning CSR activities with SDGs. MCA has developed the CSR Data Portal and taken up the initiative to incentivize good CSR practices through National CSR Awards (NCSRA) to be awarded by the Honorable President of India. The CSR awards have been instituted by NCSRA to recognize companies that have made a positive impact on society through their innovative and sustainable CSR initiatives. CSR awards aim at recognizing the companies that have positively impacted both business and society by taking a strategic approach to CSR through collaborative program, recognizing the companies that are leading transformation by integrating sustainability in their core business model and recognizing companies for implementing measures for conservation and sustainable management of the biodiversity and ecosystem in the value chain. NCSRA are also identifying innovative approaches and employing applications and technologies that will help to build robust CSR programs to further the cause of inclusive and sustainable development in India.

National Guidelines on Responsible Business Conduct: There have been various national and international developments in the past decade that have nudged businesses to be sustainable and more responsible. There was also a need to demonstrate more visibly India's implementation of the UNGPs based on UNHRC's 'Protect, Respect & Remedy' Framework and also make evident India's commitment to Sustainable Development Goals (SDGs). Accordingly, MCA through IICA has updated the National Voluntary Guidelines on Social and Economic Responsibilities of Business (NVG) which were released in 2011. The guidelines laid down the basic requirements for businesses to function responsibly, thereby ensuring a wholesome and inclusive process of economic growth. The overarching nine principles of the guidelines are being linked to the UNGPs and SDGs. It is important to note that UNGP provides for respecting the human rights by businesses, whereas the National Guidelines on Responsible Business Conduct (NGRBC) necessitates on business to respect as well as promote human rights.

Further to foster successful implementation of PPP projects, a robust PPP enabling ecosystem including liquid and diversified financial institutions; sound regulatory and arbitration framework;

mature developers and experienced consultants etc. is also essential. A lot has been done, but a lot more still needs to be done. Going forward, the government along with civil society organisations and the private sector needs to undertake more concerted efforts to revive the credibility of the PPP framework and build capacity within various institutions for PPP implementation.

‘Addressing the impact of pandemic at local and national level through Public Private Partnerships’ by:

Ms. Madhu Khetan

The response to the pandemic has been structured at different levels, starting from essential requirements on the ground to building capacity to tackle uncertainty at a macro level. In theory, almost any project could be structured as a PPP. The Indian PPP scenario as it stands today, presents an optimistic picture but the pandemic has demonstrated the importance of various pillars of the society coming together. However, several bottlenecks and challenges have been encountered in PPP model development and implementation so, an emphasis has been given on the factors that need to be considered to ensure that PPPs create the intended social impact and the criteria that can be used to determine if a social intervention is suitable for a PPP model. As we know the importance of collaboration has always been there but the pandemic has shown us that there is no functioning without greater collaboration.

Samaj-Sarkar-Bazaar the trinity and the balance between them is important for inclusive development. During the pandemic, we saw this trinity come together in many ways. For e.g. NITI Ayog’s outreach to civil society organisations at a very macro level was a very remarkable shift, coming forth of philanthropy and collaborating with civil society organisations on the ground for immediate relief activities to re-pivoting the investments available towards immediate relief requirements was also an example of a great partnership. At a more micro level, the kind of relationships between citizen bodies or women’s collectives or even Gram Panchayat’s collaboration with CSOs is a remarkable outreach. Especially SHGs running community kitchens, quarantine centers in partnership with Gram Panchayats, producing masks, producing sanitizers etc. prove to be the ideal examples. From manufacturing lakhs of masks, to running community kitchen, to introducing digital economic service in remote villages through trained women workers, SHGs are playing a crucial role in fighting the economic and social impact of the novel

coronavirus in rural areas. We must understand the importance of relief measures announced by the government such as Jan Dhan tranches, supply of additional food etc. In the time ahead PPP models should touch upon issues such as the digital divide, facilities and school education, skilling centers in rural and semi-urban areas to cater to needs of the communities. The COVID-19 pandemic is more than a health crisis; it is an economic crisis, a humanitarian crisis and a security crisis. This crisis has highlighted severe fragilities and inequalities within and among nations. Coming out of this crisis will require a whole-of-society, whole-of-government and whole-of-the-world approach driven by compassion and solidarity.

The pandemic has shown us the resilience of the rural areas through collaborations despite all the difficulties for e.g farmers to some extent managed to handle the destruction of crops and transportation of cash crops, in Orissa a partnership between the agricultural department and an enterprise to directly supply; in Bihar the India Post and Litchi farmers coming together to supply Litchi directly to consumers. There's a need to focus more on building resilience and creating more secured partnerships. Several steps can be taken to make MGNREGA a stronger weapon in fighting COVID-19. As the importance of government-run programs becomes more evident in these times livelihood generation schemes can go a long way towards creating assets that can provide incomes to farmers. More such secure partnerships are required for businesses, farmers, FPOs to create possibilities around contract farming which can allow high-value agriculture and farming, IT hubs in rural areas to facilitate digital literacy and online learning for ensuring quality education for all. Certainly, more decentralized ways of production and entrepreneurship as well as the convergence of services from multiple actors to identify kinds of sectors, potential areas for setting up enterprises, including market access systems is required. The government has the key responsibility for identifying, developing and managing PPPs in order to focus on better utilization and allocation of funds, efficient development and delivery of public infrastructure, quality public services for all and increased economic growth as well as inclusive development.

The primary purpose of the PPP frameworks should be to enhance the institutional and individual capacities of local-level stakeholders such as local governments, private sector and communities in order to identify, plan, design and implement viable partnerships for decentralized service delivery. PPPs can bring positive effects on delivery, provision and overall development in the areas of health, education and livelihood. Most NGOs and community organisations have the presence, skill and experience to contribute substantially to a national pandemic planning and

response. India witnessed large scale efforts of multiple NGOs across the country, which sprang into action with the help of volunteers. NGOs are certainly an important sector that can bridge the gap between knowledge and practice. With the coronavirus pandemic, there is an exceptional need and now also a unique opportunity for all stakeholders to play their roles in fighting this battle and be united, yet diversified in their efforts.

‘A shared value mindset positioned to sustain, compete, and thrive in global and do mestic markets’ by:

Mr. Amit Chandra

Businesses do not exist in isolation; they exist as one element of a complex situation that comprises social, political, economic, and competitive environment. The current crisis has given an opportunity towards a movement which allows individuals, groups and organisations to discover synergies at multiple levels to seek out and look for collaboration ventures, as a purpose-driven company stands for and takes action on something bigger than its products and services and plans for a greater good. From this pandemic, what has come clear is the need for a renewed focus towards the improvement of overall health infrastructure and strengthening of universal access to affordable and good quality healthcare services across the world. India needs to continue its proactive efforts to create a more conducive environment for global and domestic manufacturing of medical devices through collaborative efforts.

India has undertaken some collaborative development interventions in the past and in many ways the pandemic has shown the ways in which social fabric of our society can be strengthened and has deepened, and widened to sport line in order to realize that the corporate sector cannot exist in isolation, it cannot take a short-term approach. It must be much more deeply woven into the fabric of the nation, and be responsible towards the state of the nation and state of the people who are at the bottom of the pyramid. The corporate needs to rethink the whole concept of creating essentially for the society and take a short-term orientation on what the purpose of corporate wealth is in India. In terms of building great businesses, building sustainable businesses should be the key as businesses need to rethink societal issues.

There's a need to look at crucial issues because focusing on the sustainability of corporate wealth creation will not address many aspects that are relevant to the current times. For e.g. if businesses do not invest in the urban design of our cities millions of people staying in slums, will suffer from massive wealth erosion and therefore redesigning is not just an issue of making sure that there is dignity of people at the bottom of the state, but it's also a question of sustainability of wealth creation.

In the times ahead, the next big crisis which can affect massive people including the one at the bottom of the pyramid is climate change and as much as it will impact on the bottom of the pyramid it will definitely impact the sustainability of corporate business. Similarly, pay scales of ASHA workers in India can be revised and they can be empowered to strengthen the healthcare services in tribal regions. By investing in frontline organisations, corporations can play a key role. Some of the progressive companies have been doing that for a long time even before CSR became a mandate but now corporate need to understand that CSR is not about two percent mandates it goes well beyond that and merges with sustainability and the well-being of communities. The wellbeing of communities determines the wellbeing of businesses. The response to the pandemic also shows us that collaboration leads to better impact for example, in 13 states civil society organisations fed more people than government organisations which proves that active collaboration between civil society, civil society frontline organisations and donors is one form of collaboration while civil society organisations, government and local governments as well form a different kind of partnership.

A large part of health infrastructure in India, actually exists in the private sector. So, India has been a remarkable place where CSR collaborations have got to be recognized such as the contribution of ventilators supporting all kinds of food programs. Also, wherever communities have been active problems have been solved and that is a big learning for corporates.

We certainly need a more sustainable form of development. Given the enormity of the intervention required, the government cannot do it on its own, and civil society cannot replace the vast role of the government in facing this crisis. There are many areas that the government is unable to reach; NGOs and corporates have to reach there. Together we need to proactively find the gaps, and help fill those gaps. Corporate sectors have all been doing their bit in making their people safe and contributing to the fight against the pandemic in their own ways. With the government's announcement on spends undertaken for fighting COVID-19 being legible CSR activity, the corporate sector is now a crucial partner in the war against the pandemic. With its immense

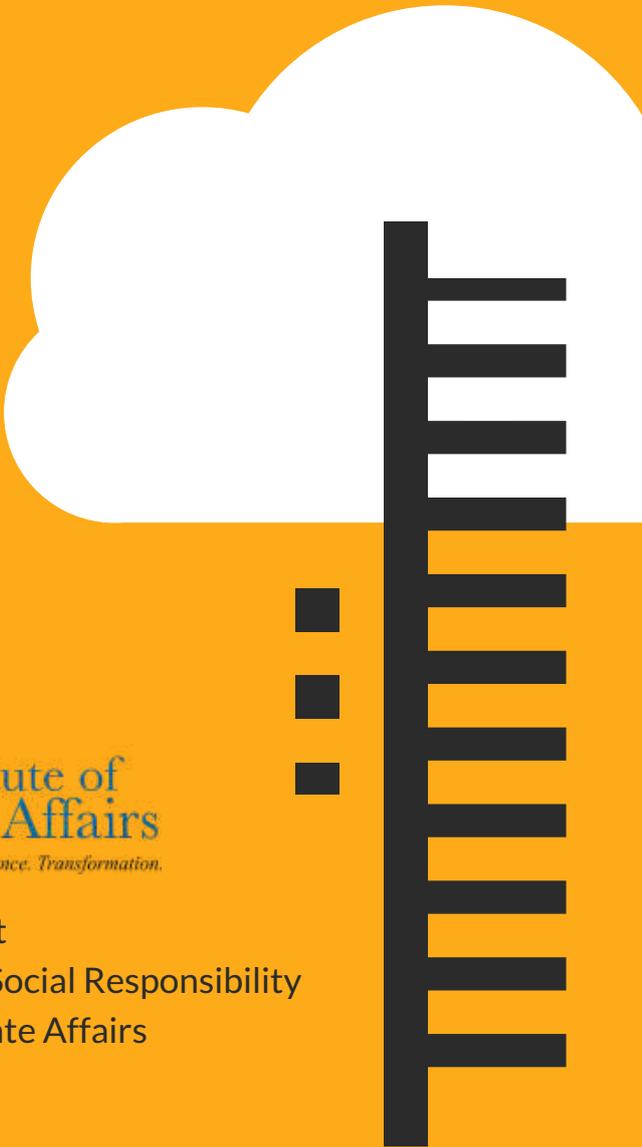
networks and know-how, it can play a crucial role in alleviating the situation. The strength of civil society lies in knowing and being the small, decentralised units that have taken responsibility for their entire area and identifying the number of people in the area, the relief needed, the gaps in government relief, the challenges on the ground. By bringing them together and forming a network, we can enable these units to call upon each other for assistance, such as procuring material or rebuilding supply chains.

Conclusion

Public-Private Partnerships can be envisaged as an ideal proposition for involving the private sector as well as civil society organisations in National Development Agenda. In practice as well PPPs should include a wide variety of arrangements and need to be uniformly defined. We should aim at categorizing developmental PPPs according to the thematic areas mentioned under the CSR law aligned with Sustainable Development Goals in order to support shared goals, pool funding, resources and shared value. The success of PPP models to a large extent depend on strengthening processes and building institutional capacities among stakeholders, environment of trust among stakeholders, robust institutional capacity to undertake grooming and implementation of PPP projects. A lot has been done, but a lot more still needs to be done. Going forward, the government along with civil society organisations and the private sector needs to undertake more concerted efforts to revive the credibility of the PPP framework and build capacity within various institutions for PPP implementation.



The Virtual Dialogue strategy and event summary - prepared by **Ms. Divya Banerjee** (Senior Research Associate), and **Ms. Himani Gautam** (Research Associate) at Indian Institute of Corporate Affairs.



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