MINISTRY OF CORPORATE AFFAIRS
GOVERNMENT OF INDIA

Indian Institute of Corporate Affairs
Partners in Knowledge. Governance. Transformation.

CRG
Centre of Regulatory Governance

विकसित भारत अभियान
1947 TO 2047

> There is a need for '**creating a cadre of professionals**' adept in regulatory design and implementation to improve the Ease of Doing Business.
>
> **Economic Survey 2025-26**

FOUNDATIONAL COURSE ON REGULATORY GOVERNANCE

Batch 8

Formerly IICA Regulatory Governance Program (IRGP)

REGULATE WITH INTEGRITY, EVIDENCE, AND IMPACT.

3 Months | 6 Modules | Online Class | Campus Immersion | Recording Available | Alumni Connect

Course delivered by

Centre of Regulatory Governance (CRG)
Indian Institute of Corporate Affairs
a think tank of the Ministry of Corporate Affairs, GoI

REGISTRATION START	REGISTRATION END	COURSE COMMENCEMENT
June 2026	August 2026	September 2026

SCAN TO APPLY

iica.nic.in/regulatory-governance
crg@iica.in
+91 89197 68692

The government is committed to creating a modern, efficient, and citizen-friendly ecosystem, where laws, regulations, and processes are simplified, entrepreneurship is encouraged, and every Indian can contribute to building a Viksit Bharat.

SHRI NARENDRA MODI
HON'BLE PRIME MINISTER OF INDIA

INDIAN INSTITUTE OF CORPORATE AFFAIRS (IICA)

Indian Institute of Corporate Affairs (IICA) is established under the aegis of the Ministry of Corporate Affairs, Government of India, to be a think-tank for holistic advice on all issues relating to corporate affairs, including commercial dispute resolution. It is a think tank that curates a repository of data and knowledge for policy-makers, regulators, as well as other stakeholders working in the domain of Corporate Affairs. IICA carries out capacity-building and training Programs, policy advisory functions, public outreach and stakeholder consultancy among various others.

Centre of Regulatory Governance (CRG)

The Centre for Regulatory Governance (CRG) at IICA was established with the primary objective of forging a deeper understanding of regulatory governance and its far-reaching implications. By bringing together experts, scholars, policymakers, and industry leaders, CRG is committed to nurturing a space where the intricate dynamics of regulation and governance are explored, studied, and put into practice. CRG aims to conduct cutting-edge research on regulatory governance, facilitate knowledge dissemination, provide capacity-building programs, offer a platform for collaborative research, and influence policy decisions.

LEADERSHIP AT IICA

SMT. NIRMALA SITHARAMAN
HON'BLE UNION MINISTER OF FINANCE AND CORPORATE AFFAIRS

SHRI HARSH MALHOTRA
HON'BLE MINISTER OF STATE FOR CORPORATE AFFAIRS

SMT. DEEPTI GAUR MUKERJEE
SECRETARY, MINISTRY OF CORPORATE AFFAIRS

SHRI GYANESHWAR KUMAR SINGH
DG & CEO
INDIAN INSTITUTE OF CORPORATE AFFAIRS

MESSAGE FROM DG & CEO, IICA

SHRI GYANESHWAR KUMAR SINGH
DIRECTOR-GENERAL & CEO
INDIAN INSTITUTE OF CORPORATE AFFAIRS

The Indian Institute of Corporate Affairs (IICA) has consistently endeavoured to strengthen India's governance ecosystem through capacity building, research, and knowledge dissemination. As regulatory institutions assume an increasingly important role in shaping economic development, market integrity, and public trust, there is a growing need to equip professionals with the knowledge and competencies required to address emerging regulatory challenges.

The Foundational Certificate Course on Regulatory Governance reflects this commitment by providing a comprehensive platform for professionals, government officials, industry practitioners, and aspiring policymakers to develop a strong understanding of regulatory principles and practice. I extend my best wishes to all participants and encourage you to make the most of this opportunity to contribute towards building stronger institutions and a more effective regulatory framework for a Viksit Bharat.

MESSAGE FROM PROGRAM DIRECTOR, IICA

PROF (DR) NAVEEN SIROHI
COURSE DIRECTOR, FCRG & HEAD, CRG
INDIAN INSTITUTE OF CORPORATE AFFAIRS

The Foundational Certificate Course on Regulatory Governance at the Indian Institute of Corporate Affairs (IICA) is designed to build the regulatory literacy that professionals, government officials, industry practitioners, researchers, and students need to effectively navigate India's dynamic and evolving regulatory landscape. Drawing upon global best practices and India's institutional experience, the Program provides a rigorous yet accessible foundation in the principles, institutions, and analytical tools that underpin modern regulatory governance.

As India continues to strengthen its regulatory ecosystem in pursuit of inclusive and sustainable development, the demand for informed and capable regulatory professionals is greater than ever. Through a multidisciplinary curriculum, distinguished faculty, and interactions with leading regulators and practitioners, this Program equips participants with the knowledge, practical insights, and policy perspectives required to contribute to transparent, accountable, and future-ready governance. I warmly invite you to join this learning journey and become part of a growing community committed to advancing regulatory excellence in India.

WHY THE FOUNDATIONAL REGULATORY GOVERNANCE COURSE?

The Economic Survey 2025-26 emphasises building regulatory capacity in India. Regulators need experts capable of balancing freedom and oversight. There is a need for cultivating a cadre of professionals adept in regulatory design and implementation to improve the Ease of Doing Business. India's regulatory landscape has expanded significantly over the past three decades. The liberalisation of the economy since 1991, the establishment of independent regulators across sectors — telecommunications (TRAI, 1997), electricity (CERC, 1998), competition (CCI, 2003), financial markets (SEBI, 1992), insurance (IRDAI, 1999), and pensions (PFRDA, 2003) — and more recently the emergence of digital regulation and data governance have created a large and growing demand for professionals with foundational regulatory literacy. Regulators, government officials, legal and finance professionals, and students who wish to contribute meaningfully to regulatory processes need a structured starting point — a course that introduces regulatory theory and practice together, grounds learning in India's actual institutional architecture, and connects participants directly with practising experts from India's major regulatory bodies.

ABOUT THE COURSE

The **Foundational Course on Regulatory Governance** is uniquely designed to equip participants with an in-depth understanding of the regulatory framework in India and global best practices. The course provides an opportunity to understand the jurisprudence and economics of regulation, offering an in-depth analysis of the challenges faced by Indian regulators and the mechanisms developed to address them. Through interactive sessions led by experts from regulatory bodies, academia, and practice — supported by relevant case studies and live regulatory examples — the course equips participants with a comprehensive understanding of how regulatory bodies are structured, how they make decisions, and what the effects of those decisions are on the Indian economy and society.

A highlight of the Program is the 2-day Campus Immersion at IICA, Manesar, which offers participants a unique, hands-on learning experience. During this immersion, participants engage in face-to-face interactions with experts, participate in live regulatory exercises, and experience the institutional environment of India's premier capacity-building institute for corporate and regulatory affairs. By the end of the course, participants will be well-equipped with the knowledge and skills to navigate the regulatory environment with confidence.

UNIQUE FEATURES

- Comprehensive training spread over three months
- 6 Modules covering theoretical and practical aspects
- Online sessions balancing work and capacity building.
- Alumni benefit for life-long learning and networking
- Recording of lectures available throughout the course
- 2-Day IICA campus immersion
- Offered by Indian Institute of Corporate Affairs under the aegis of Ministry of Corporate Affairs, GoI
- Global pool of experts drawn from academia, regulatory bodies and practitioners

WHO SHOULD JOIN?

Officials & Professionals

- Public Sector Enterprises
- Government Officials
- Lawyers/CA/CS/CMA and CFA
- Regulatory Officials
- In-house Counsels
- Private Sector Enterprises

Students & Researchers

- Law
- Business & Management
- Economics
- CA, CS, CMA & CFA

PROGRAM ELIGIBILITY

Graduates of any discipline, in regular mode, from any recognised university (India or abroad) or institutions of national importance as defined by MoE/UGC.

LEARNING OUTCOMES

1. Enumerate the objectives of regulation by Independent agencies.
2. Distinguish between different forms of regulations and regulatory bodies.
3. Enumerate the functioning and oversight of regulators under the Indian regulatory framework.
4. Detail various best practice principles for good governance of regulators.
5. Understand regulatory impact assessment and its importance in the regulatory framework.
6. Equip to help regulatory officials lead with confidence in addressing various regulatory governance issues.

ASSIGNMENTS & EXAMINATIONS

The participants of the course would be evaluated after successful completion of every module. The evaluation would be based on online tests and reports/presentations/exercise. The students would also be required to submit articles/write ups relevant to the subject of the course.

GRADING CRITERIA

The participants would be graded based on the above assignments and test at the end.

FEEDBACK

Regular feedback is taken after completion of session(s) from the participants/students. The parameters include the usefulness of the content, effectiveness of delivery, ability to interact and engage, class assignments and overall effectiveness of the session.

COURSE MATERIALS

Module based course material will be provided to the participants prior to the classes. The course material would consist of PPT's, lecture notes, supplementary reading or exercises and links to other sites. The modules are reviewed and revised regularly to incorporate latest trends and developments.

CAMPUS IMMERSION

The 2-day campus immersion sessions held generally at the end of course in IICA Campus.

ONLINE LEARNING PLATFORM

The Regulatory Governance Course features an advanced LMS online platform, offering seamless access to course materials, interactive forums for peer discussions, and real-time progress tracking. The platform supports multimedia content, ensuring an engaging and comprehensive learning experience. Participants can access recorded sessions, resources anytime, anywhere, facilitating flexible learning schedules.

IMPORTANT DATES

Registration window starts	June 2026
Registration window ends	August 2026
Last Date of Fee Payment	August 31, 2026
Commencement of Classes	September 2026

*Please note that all dates and timelines are subject to change at the discretion of CRG, IICA.

COURSE MODULES

Module I : Economic and Legal Foundations of Regulation

This module provides the conceptual and constitutional foundation for understanding the purpose of regulation, the rationale for regulatory intervention, and the legal framework within which regulatory institutions function in India. Participants will examine why markets sometimes fail to deliver efficient and equitable outcomes—including externalities, public goods, information asymmetry, and natural monopolies—and how each form of market failure necessitates a distinct regulatory approach. The module also explores the constitutional basis of regulatory authority, the doctrine of delegated legislation, and the judicial principles under Articles 14, 19, and 21 that govern the legality of regulatory action. The OECD's Twelve Principles of Good Regulatory Governance and the FSLRC's Seven Design Principles for Indian regulators serve as the normative framework for effective, accountable, and transparent regulatory governance.

Module II : India's Regulatory System: Architecture, Conflicts, and Practice

India's regulatory landscape is characterised by a diverse network of sector-specific regulators, each entrusted with distinct statutory responsibilities while operating within a shared constitutional framework. This module examines how regulatory authority is distributed across sectors, the allocation of powers between central and state institutions, and the jurisdictional overlaps that often emerge in practice. Participants will explore the constitutional division of regulatory powers, the FSLRC's critique of India's fragmented financial regulatory architecture, and landmark disputes involving the CCI and sectoral regulators such as TRAI, SEBI, and IRDAI. The module concludes with a practical examination of regulatory enforcement, supervisory mechanisms, grievance redress systems, and the appellate framework that ensures accountability and oversight of regulatory decisions.

Module III : International Standards for Regulatory Governance

Effective regulation depends not only on sound laws but also on institutions that operate with independence, transparency, and accountability. This module introduces participants to the international standards and best practices used to assess regulatory systems, with particular emphasis on the OECD's 2021 Best Practice Principles for Regulatory Oversight Bodies and the WTO's transparency and notification disciplines. Participants will explore why regulatory independence is fundamental to credible governance, how it is safeguarded through legal and institutional design, and how political, legal, financial, and professional accountability apply to Indian regulators. The module also examines stakeholder engagement as a cornerstone of good regulation, highlighting TRAI's consultation framework as an Indian benchmark and the OECD's iREG Composite Index as a global measure of consultation quality.

Module IV : Analytical Tools for Better Regulation

This module equips participants with the three foundational analytical tools of regulatory governance: performance evaluation frameworks, Cost Benefit Analysis (CBA), and Regulatory Impact Assessment (RIA). Drawing on the UK HM Treasury Green Book, US OIRA Circular A-4, the European Commission's Better Regulation Guidelines, and India's own DPIIT Guidelines on RIA (2015), participants will learn how to design a basic performance evaluation framework for an Indian regulatory body, how to conduct a cost-benefit analysis of a proposed regulatory measure, and how to draft a six-step RIA for a hypothetical Indian regulatory proposal.

Module V : Emerging and Contemporary Challenges in Regulation

The evolving technological and economic landscape is redefining the role of regulators, requiring innovative approaches to governance, supervision, and enforcement. This module explores emerging developments in regulatory governance, including RegTech and SupTech, India's Digital Personal Data Protection Act, 2023 as a contemporary institution-building initiative, alternative dispute resolution mechanisms such as the Banking Ombudsman, Insurance Ombudsman, SEBI's Online Dispute Resolution platform, and Lok Adalats, as well as RBI's regulatory sandbox framework for fintech innovation. The module concludes by examining the growing challenge of regulatory convergence in an increasingly interconnected digital economy.

Module VI : Sectoral Perspectives: Learning from Practitioners

In the module the participants will engage in interactive sessions with serving and former officials from India's leading regulatory institutions, gaining first-hand insights into the functioning of regulatory governance in practice. Each session examines the regulator's statutory mandate, institutional structure, contemporary regulatory challenges, landmark enforcement actions or policy decisions, and experiences of inter-regulatory coordination. This will explore the intricacies of regulatory governance across diverse industries.

* The course content may change at the discretion of CRG, IICA.

COURSE MENTOR

Shri Gyaneshwar Kumar Singh
DG & CEO, IICA

COURSE DIRECTOR

Prof (Dr) Naveen Sirohi
Head, Centre of Regulatory Governance, IICA

SELECT FACULTY FROM PAST BATCHES

Mr P K Pujari
Former Secretary, Ministry of Power, Government of India & Former Chairperson, CERC

Mr Raghav Chandra
Former Chairperson
National Highways Authority of India

Dr P D Vaghela
Former Chairperson
Telecom Regulatory Authority of India

Mr Stephen Gibson
Chairperson,
Regulatory Policy Committee, London, UK

Mr Arun Goyal
Former Member
Central Electricity Regulatory Commission

Mr Anjani Kumar Tiwari
Member
Petroleum & Natural Gas Regulatory Board

Dr S K Chatterjee
Chief (Regulatory Affairs)
Central Electricity Regulatory Commission

Dr Sebastian Morris
Professor, GIM
Former professor, IIM-Ahmedabad

Dr Ajay Pandey
Professor
IIM - Ahmedabad

Ms Meenakshi Gupta
Former Member
Telecom Regulatory Authority of India

Mr G R Bhatia
Head of Competition Law Division,
Luthra & Luthra Law Offices

Dr Renuka Sane
Managing Director
TrustBridge Rule of Law Foundation

Mr Sanjeev K Sharma
Deputy Director General
Department of Telecommunications

Prof (Dr) Ritu Gupta
Professor
National Law University, Delhi

Prof Ashish Aggarwal
Professor
IIM -Lucknow

Prof Sunder Korivi
Founding Dean
NISM, SEBI

Prof Rahul Singh
Associate Professor
National Law School University, Bengaluru

Dr Naveen Bali
Former Consultant
Ministry of Finance, GoI

& many more leading experts from India and Abroad.

**subject to availability/confirmation*

SELECT TESTIMONIALS

Regulatory Governance need, origin, structure and role of various Regulators has been explained in simple words. The **rich experience** with the faculties and pedagogy has been remarkable.The sessions were full of interactive conversation among participants. The sequence of sessions was found meticulous with smooth value-chain experience. The case studies made things easy. The post Program facility of recorded matter enabled better understanding.

Mr Vijay Kumar Mathur
Director General & CEO Apparel Training & Design Centre

Excellent Certificate Course on Regulatory Governance in Hybrid Mode. 2 Day Campus Immersion program at IICA was Wonderful, which Boosted the Online sessions. This **Unique Course** has lots of Interdisciplinary learnings from several Emerging Regulated Sectors like Electricity, Power Exchanges, Petroleum & Natural Gas, Telecom, Capital Markets, Highways, Ports, Food, etc. Issue pertaining to many Statutory Regulatory Authorities (SRAs) were highlighted. Brilliant IICA Team, excellent faculty members and Participants with varied educational qualifications and valuable Experience took the Discussions & Deliberations to Highest level and make it a Brilliant Learning experience. Thanks to all for such a Joyful Learning and Capacity Building program.

Mr Madhur Kumar Choudhari
Joint Director (Tariff - Finance) Madhya Pradesh Electricity Regulatory Commission

The Course was **well designed** and the content was very informative as well. It was **a great learning experience**. Looking forward for more such courses in Constitutional matters from IICA. With Regards.

Mr Balu Lahu Ugale
Deputy Director Maharashtra Electricity Regulatory Commission

Regulatory Governance Certificate Course has been **nicely organized**. Lectures were designed to cover all the regulatory sectors and relevant legal framework. Hospitality and arrangements in campus program was outstanding and due care taken to fulfill needs of the participants. I would like to convey my special thanks to Mr Avanish Ranjan Shrivastava and Ms. Ankita Tiwari who were associate with the course since beginning and provided all the necessary assistance to all participants.

Mr Ashok Upadhyay
Deputy Director Madhya Pradesh Electricity Regulatory Commission

I am delighted to share my experience with the Regulatory Governance Certificate Course. This **transformative journey** significantly enhanced my understanding of regulatory frameworks and their industry impact. The course's hybrid format, combining in-person and online components, offered a dynamic learning environment. Delivered by seasoned professionals, the well-structured curriculum was comprehensive and current with industry trends. **Practical exercises and real-world case studies** equipped me with immediately applicable skills. Overall, this course exceeded my expectations, expanding my knowledge and empowering me to navigate regulatory compliance confidently. I highly recommend it for anyone seeking to deepen their understanding in a hybrid learning setting.

Mr Edara Krishna Reddy
Senior Research Officer Telecom Regulatory Authority of India

I had a blast diving into the Certificate Course on Regulatory Governance Course (Hybrid) - Batch VI, rubbing shoulders with top-notch regulatory wizards from different corners. Cheers to more enlightening adventures ahead!

Mr Prashant Tripathi
SRO Telecom Regulatory Authority of India

MEMORIES FROM EARLIER BATCHES

IICA conducts 2-day campus immersion sessions generally at the end of the course, where participants benefit from enhanced learning with eminent speakers, personal growth through campus activities & networking opportunities.

Lighting up of lamp during the inaugural ceremony of the 2-day Campus Immersion

Dignitaries on the dais on Day 1 of Campus Immersion for 4-Month Certificate Course on Regulatory Governance (Batch-6)

Session by Shri P K Pujari, Former Secretary, Ministry of Power, Government of India & Former Chairperson, CERC

Session by Dr P D Vaghela, Former Chairperson, Telecom Regulatory Authority of India (TRAI)

Session by Shri Anjani Kumar Tiwari, Member, Petroleum & Natural Gas Regulatory Board (PNGRB)

Classroom session during the campus immersion

COURSE FEE DETAILS

Category	Indian Participants	International Participants
Program Fee (3 months)	**₹50,000/-** *plus taxes extra as applicable*	**USD 1,000** *plus taxes extra as applicable*

The course fee covers tuition fee, digital development cost, learning management system (LMS) charges, academic kit, study kit, IT support charges, boarding & lodging during campus immersion.

INDIAN PARTICIPANTS - SPONSORED CATEGORY

Applicable to organisations (not individuals) who wish to sponsor their officials / employees. In such cases, group discount is available on full fee of ₹50,000/- (plus taxes) as under:

2-5 Participants 10% Discount	**6-9 Participants** 20% Discount	**10-19 Participants** 25% Discount

HOW TO REGISTER?

1. Fill out the enquiry form on the program website: https://iica.nic.in/regulatory-governance
2. Our admissions team will get in touch with you to facilitate the registration process.

Registrations on **first come-first serve basis** due to limited seats.

HOW TO PAY FEE?

Click on the **Pay Fee** button on the program website to make the payment securely through the online payment gateway.

Alternatively, participants may pay the registration/Program fee via bank transfer using the official bank account details provided by the Program team.

After making the payment, retain the transaction receipt and share the payment details with the admissions team, if required, for verification.

Bank Account Details

Name: Indian Institute of Corporate Affairs

Account No: 604810210000007

Bank: Bank of India

Branch: Manesar

Account Type: Saving

IFSC: BKID0006705

In case you need any help regarding program details, registration or fee payment, contact:

Prof (Dr) Naveen Sirohi
Head, Centre of Regulatory Governance, IICA
+91 9818855826
crg@iica.in

Abbas
CPE, Centre of Regulatory Governance, IICA
+91 8919768692
crg@iica.in

FOUNDATIONAL COURSE ON REGULATORY GOVERNANCE

AY 2026-2027

SCAN TO KNOW MORE

Centre of Regulatory Governance (CRG)
Indian Institute of Corporate Affairs
Plot P 6,7 and 8, Sector 5, IMT Manesar, Gurugram, Haryana-122052
Phone: 0124-2640080 | Email: crg@iica.in | www.iica.nic.in