

IICA in partnership with DG Resettlement (DGR), Ministry of Defence holds its Fourth Batch of Directors' Certification in Corporate Governance for Defence Officers

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The Indian Institute of Corporate Affairs (IICA) in partnership with Directorate General Resettlement (DGR), Ministry of Defence inaugurated the Fourth Batch of its Directors' Certification in Corporate Governance for Defence Officers on 9th March 2026, at the IICA Campus in Manesar, Gurugram.

The two-week certification program brings together senior officers, serving as well as recently superannuated, representing all three services of the Indian Armed Forces. The program is designed to orient participants with the conceptual and regulatory framework of corporate governance and to prepare them for effective board membership in public and private sector companies.

The program equips participants with an understanding of the roles and responsibilities of an Independent Director, enabling them to contribute meaningfully to corporate boards by drawing on their extensive experience in leadership, strategy, information technology, cyber security, and project management.



In his address **Air Marshal B. Manikantan**, PVSM, AVSM, VM highlighted the significance of the transition from military to corporate service and the unique value that senior defence officers bring to boardrooms through their experience in high-stakes decision-making, institutional leadership, and integrity.

The address by **Shri Gyaneshwar Kumar Singh**, Director General & CEO, IICA, highlighted the directions of the Ministry of Corporate Affairs, to advance India's corporate disclosure framework, align domestic norms with global ESG standards, and provide recommendations on board-level ESG oversight.

He underscored IICA's commitment to supporting the Government's vision of trust-based regulation and Ease of Doing Business, emphasising that good governance and reduced compliance burden must go hand in hand.

He emphasized the qualities that companies and executive search firms seek in board members and highlighted the convergence between the values of the armed forces and the expectations of India Inc., making a compelling case for greater representation of defence officers on corporate boards.



The Special Address was delivered by **Ms. Monica Agrawal**, Chairperson & Country Head, Sheffield Haworth, and former Managing Director, Korn Ferry. Drawing on her extensive experience in executive search and leadership advisory, she offered participants valuable insights into the evolving expectations of corporate boards, the selection criteria that drive board appointments, and practical pathways for senior defence officers to position themselves effectively for independent directorship roles.

Dr. Niraj Gupta, Head, School of Corporate Governance & Public Policy, IICA, delivered the Welcome and Thematic Address, setting the conceptual tone for the two-week program by orienting participants to the landscape of corporate governance and its intersections with public and military governance. Dr. Anindita Chakrabarti, Principal Research Associate, IICA led the proceedings of the program.

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