

CBU-led Capacity Building Initiatives

Office of the Controller General of Patents, Designs & Trade Marks (CGPDTM) Annual Capacity Building Plan (ACBP 2.0)

Executive Summary

The implementation of ACBP, created for the Office of the Controller General of Patents, Designs and Trade Marks (CGPDTM), laid the foundation for a structured, competency-based approach to strengthening human resource capabilities of the IP officials. Developed under the guidance of the Capacity Building Commission (CBC) and in alignment with the Mission Karmayogi, the first ACBP introduced mechanisms from the base of mapping competencies for a position to institutionalising learning at both individual and organisational levels within the Intellectual Property Office.

Key achievements under ACBP 1.0 included the establishment of the Capacity Building Unit (CBU), competency mapping and development of Work Allocation Orders (WAOs) for technical and administrative positions, rollout of competency-based induction programmes, pilot competency assessments, expansion of digital learning through the iGOT Karmayogi platform, development of learning dashboards, and creation of in-house domain-specific courses. Collectively, these initiatives established the institutional foundation for competency-based capacity building and highlighted the importance of organisational ownership, continuous monitoring, and evidence-based learning systems.

Building on these foundations, ACBP 2.0 focuses on institutionalising competency-based capacity building across the O/o CGPDTM. The plan seeks to embed learning, performance, and knowledge management systems into organisational processes while supporting the Office's strategic priorities, including near-zero pendency, improved service quality, and enhanced global positioning in the Global Innovation Index. The proposed interventions focus on strengthening institutional systems, advancing data-driven decision-making, enhancing RGNIIPM as the training institution for the IP ecosystem, and fostering a culture of continuous learning and organisational improvement.

Below are the 12 capacity-building initiatives that have been shortlisted as a part of the Annual Capacity Building Plan of O/o CGPDTM for the Financial Year 2025-2026.

Table 1: Snapshot of initiatives shortlisted for the ACBP 2.0

No.	Intervention	Nature of Intervention
1	Institutionalisation of a Competency-Based Performance Measurement System (PMS) at the O/o CGPDTM	Medium Term
2	Conduct of training on the Designs Act for Examiners and Controllers	Short Term
3	Conduct of training on Computer-Related Inventions (CRI) Guidelines for Examiners and Controllers under Patents Unit	Short Term
4	Refresher Program for Patent Examiners and Controllers	Short Term
5	Conduct of Judicial Training for Adjudicatory Functionary in Trade Marks, GIs, and Copyright	Short Term
6	Conduct of the iGOT-Karmayogi Integration and Learning Enhancement Program for the officials of the O/o CGPDTM	Medium Term
7	Creation of In-House Domain Courses for technical positions	Long Term
8	Conduct of Capacity Building Initiative for Administrative, Establishment, and Financial Functions	Short Term
9	Transformation of RGNIIPM into a Centre of Excellence (CoE) for IP Learning, Research, and Innovation	Long Term
10	Formulation and Institutionalisation of the O/o CGPDTM Capacity Building Policy	Medium Term
11	Transition to Karmayogi Competency Mapping (KCM) and Organisation-Wide Competency Re-Mapping	Short Term
12	Establishment of a Data-Driven Performance and Quality Management System	Long Term

Introduction

Intellectual Property (IP) plays a foundational role in the knowledge economy of our country. It supports creative and local economies and contributes to GDP growth by recognising and rewarding creativity and innovation through patents, trademarks, copyrights, and geographical indications. With the same vision, the National IPR Policy was adopted in 2016 to promote an innovation-driven economy. The policy aims to support innovation, build laws, improve institutions, and address the needs of citizens.

India's IP system operates under the Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce and Industry. The O/o CGPDTM has continuously worked to transform the O/o CGPDTM in response to the evolving needs of the time. It envisions reducing application time and digitising processes for easy use by citizens. Over the past decades, it has evolved from a governing body to a service-oriented institution. Introducing new tools, such as online databases, pre-grant opposition portals, digital certificates of IP rights, and Certificate of Inventorship, has made IP services more citizen-centric.

For the Office of the Controller General of Patents, Designs and Trade Marks (CGPDTM), building institutional and individual capacity is central to the administration of intellectual property rights and to strengthening India's innovation ecosystem. The Annual Capacity Building Plan (ACBP) serves as a strategic instrument to systematically address these needs, ensuring alignment with Mission Karmayogi, the mandate of the Capacity Building Commission (CBC), and the operational priorities of the O/o CGPDTM.

ACBP 2.0 has been developed in the context of Vision 2025, which emphasises near-zero pendency, improved service quality, and enhanced global positioning in the Global Innovation Index. By integrating capacity-building initiatives with organisational objectives, it aims to equip officials with the competencies to deliver these outcomes, creating a culture of learning that supports efficiency, quality, and innovation. It also reinforces the role of the Capacity Building Unit (CBU) as the nodal institutional mechanism for planning, coordinating, and monitoring capacity-building initiatives within the O/o CGPDTM, while working closely with the Capacity Building Commission (CBC) and other relevant stakeholders.

The Annual Capacity Building Plan (ACBP) is the primary planning instrument through which Ministries, Departments and Organisations identify organisational and individual capacity-building priorities and outline interventions to address them. It operationalises the principles of Mission Karmayogi by translating competency gaps into structured capacity-building initiatives with defined timelines, responsibilities, and implementation mechanisms.

Review of ACBP 1.0: Progress, Impact, and Insights

The ACBP 1.0 comprised 12 strategic interventions, with significant progress achieved across short and medium-term goals.

Competency Framework: A comprehensive Competency Development Framework was implemented, moving the organisation from ad-hoc training to a structured, demand-driven model.

Competency Profiles and Work Allocation Order: Over 20 key technical and administrative positions were meticulously mapped, resulting in Work Allocation Orders (WAOs) and Competency Profiles. This has been compiled into a booklet, providing officials with clear reference guides for their roles and learning pathways.

Digital Learning: The successful onboarding of officials onto the iGOT Karmayogi platform has been prioritised, facilitating self-paced, competency-based learning.

Stakeholder Collaboration: Active collaboration has been initiated with international bodies (e.g., DkPTO, WIPO) and domestic institutions (e.g., NLU) to enrich learning materials and benchmark best practices.

In-House Course Development: A pool of Subject Matter Experts (SMEs) was established to co-create domain-specific courses, which are now being uploaded to the iGOT platform.

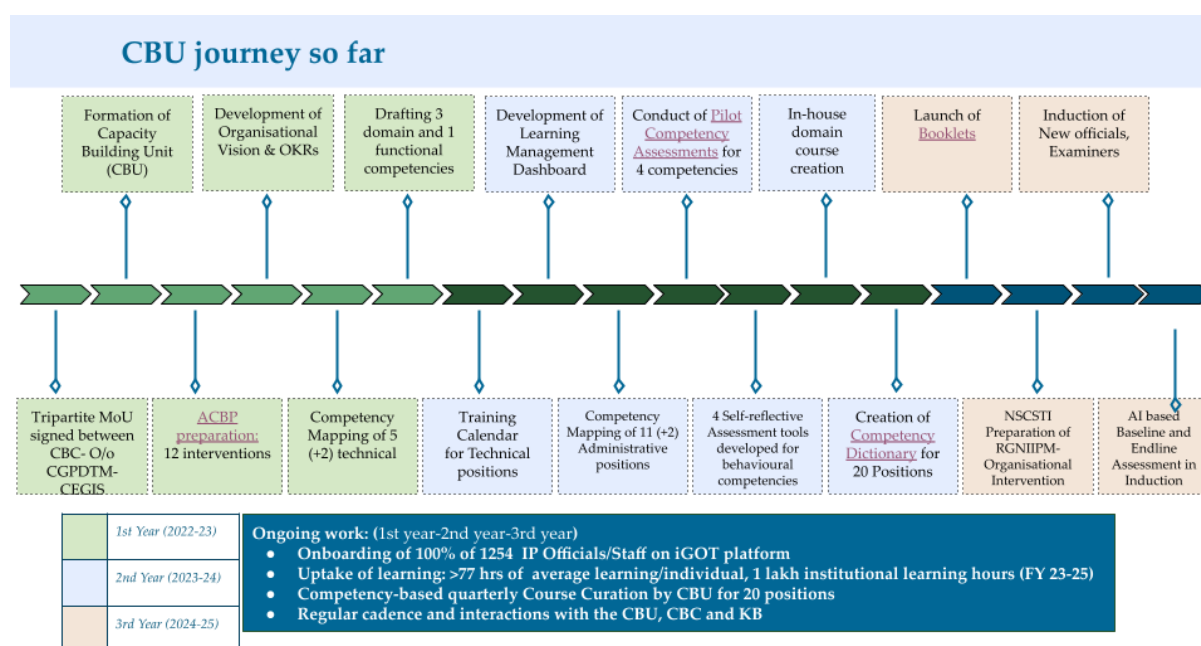
Structured Induction Programme: The 'Bouddhik Aagman' induction programme for the new recruits has been successfully piloted, featuring a blended learning approach and AI-based assessments to create individual learning plans.

Learning Management Dashboard: A monitoring dashboard has been developed to track learning progress and inform data-driven decisions.

Training Calendar: A standardised, competency-mapped training calendar has been introduced for officials.

Strengthening RGNIIPM: Initial steps have been taken to strengthen the Rajiv Gandhi National Institute of Intellectual Property Management (RGNIIPM), and the National Standards for Civil Services Training Institutions (NSCSTI) accreditation process is ongoing, focusing on curriculum revision and digital delivery.

Figure 1: Journey of CBU 1.0



While ACBP 1.0 established the foundational systems and institutional architecture for competency-based capacity building, it also highlighted the need to move beyond the creation of frameworks towards their sustained implementation and institutionalisation. As the Capacity Building Unit has matured and organisational systems have evolved, the focus now shifts to embedding competency-based approaches within organisational processes, strengthening governance and performance systems, institutionalising knowledge management, enhancing learning effectiveness, and enabling data-driven decision-making. ACBP 2.0 has therefore been conceptualised as the next phase of this journey, building upon the achievements of ACBP 1.0 while addressing emerging organisational priorities and lessons from implementation.

Key Insights from the Organisational Evaluation Study

The Organisational Evaluation Study assessed the contribution of ACBP 1.0 towards strengthening competency-based capacity building within the O/o CGPD TM. While the study recognised that ACBP 1.0 successfully established the foundational systems and institutional capabilities for competency-based capacity building, it also identified key strategic insights to guide the next phase of organisational capacity building. These insights have directly informed the design and prioritisation of interventions under ACBP 2.0.

Institutionalise the systems established under ACBP 1.0: The foundational systems established under ACBP 1.0 now require institutionalisation through their integration into routine organisational processes and stronger ownership across the O/o CGPD TM.

Strengthen learning effectiveness: The next phase of capacity building should place greater emphasis on measuring learning effectiveness, workplace application, and contribution to organisational performance, rather than training participation alone.

Enhance knowledge management and organisational learning: Knowledge management and organisational learning require greater institutionalisation through systematic documentation, wider engagement of Subject Matter Experts (SMEs), and structured knowledge-sharing mechanisms.

Strengthen quality assurance and continuous improvement systems: Capacity-building initiatives should be more closely linked with organisational quality assurance, performance monitoring, and evidence-based decision-making.

Promote collaborative learning and institutional partnerships: Emphasis is required on collaborative learning, cross-functional knowledge exchange, and partnerships with national and international institutions to strengthen institutional capability.

Leverage data and digital platforms: Data and digital platforms to be leveraged more effectively to strengthen learning analytics, monitor organisational capability development, and support informed planning and decision-making.

These insights have informed the design of ACBP 2.0, which builds upon the achievements of ACBP 1.0 while focusing on institutionalisation, organisational performance, and sustainable capacity development.

Overview of ACBP 2.0

ACBP 2.0 comprises twelve strategic interventions designed to address priority organisational and individual capacity-building needs within the O/o CGPDTM. Each intervention is presented with a clearly defined objective, the capacity gap it seeks to address, implementation activities, responsible stakeholders, indicative timelines, and expected organisational outcomes. Collectively, these interventions provide a structured roadmap for institutionalising competency-based capacity building and strengthening organisational performance in alignment with Mission Karmayogi.

Approach and Methodology

The CBC has mandated the creation of a Capacity Building Unit (CBU) within every MDO. The CBU is a team staffed with officials from within the department and is tasked with operationalising the goals of Mission Karmayogi while working closely with the CBC. A CBU-led approach was employed for the creation of the ACBP of O/o CGPDTM. This approach keeps CBU members at the centre of the ACBP creation exercise. It ensures that the ownership of all efforts associated with capacity building rests with the MDO and its officials from the very beginning. This approach contributes directly to the sustainability of this exercise as envisioned under Mission Karmayogi, with the condition that the right kind of facilitation and handholding support is provided to CBU members.

In addition to the CBU, the Rajiv Gandhi National Institute of Intellectual Property Management (RGNIIPM) has its own internal committee that provides guidance, technical inputs, and quality assurance for the training and learning interventions. Over time, the CBU has expanded and now operates across five verticals, with each vertical responsible for specific aspects of capacity building, including competency mapping, induction and training programs, assessment and evaluation, knowledge management, and leadership and organisational development. This vertical structure ensures focused planning, efficient execution, and accountability for the interventions delivered.

The methodology for ACBP 2.0 was carried out in a phased and evidence-based manner. It began with a review of ACBP 1.0, assessing achievements, lessons learned, and persistent gaps. This was complemented by leadership and stakeholder consultations to validate findings and prioritise focus areas. The identification of capacity gaps and needs drew on multiple sources, including the lessons from ACBP 1.0, evidence from the organisational evaluation study, emerging requirements from changing mandates in the capacity-building ecosystem, and strategic priorities of the O/o CGPDTM aligned with Vision 2025. These insights informed the design of interventions, which now include: vertical-specific interventions assigned to CBU teams, interventions emerging from identified gaps and needs, and interventions responding to evolving mandates within the broader IP

capacity-building ecosystem. Each intervention is defined with a clear objective, a problem statement, and a detailed implementation plan specifying activities, timelines, and responsible stakeholders. This approach ensures that ACBP 2.0 is systematic, participatory, actionable, and sustainable, enabling a forward-looking capacity-building framework that strengthens both individual and organisational capabilities within the O/o CGPDTM. Once the interventions were detailed, it was further divided into three categories based on the amount of time required for implementation/delivery:

- *Short-term interventions: These are expected to be delivered in the next 3-6 months,*
- *Medium-term interventions: These are expected to be delivered in the next 7-12 months*
- *Long-term interventions: These are expected to be delivered 12 months or more*

Intervention 1:

Institutionalisation of a Competency-Based Performance Measurement System (PMS) at the O/o CGPDTM

Objective and potential impact area:

To design and institutionalise a data-driven, competency-linked performance measurement system across all O/o CGPDTM that integrates goal setting, monitoring, and evaluation with individual and departmental competencies. It will enable evidence-based goal setting, continuous monitoring, and performance improvement at the individual, team, and institutional levels.

This intervention is expected to impact the Personnel Management and Systems & Processes dimensions of the O/o CGPDTM. Specifically:

- *It will establish clear performance standards and Key Performance Indicators (KPIs) at departmental and individual levels.*
- *It will enable real-time monitoring of performance and learning through a unified dashboard.*
- *It is expected to increase transparency, accountability, and data-informed decision-making.*
- *It will help align individual efforts with the overarching goals of the O/o CGPDTM.*

Nature of intervention: Medium-term

Time to delivery: 8 months

No	What/Steps	How	Who	When
1	Conduct a Comprehensive Organisational Diagnosis	Hold initial discussions with CGPDTM leadership and the CRU cell to align on the PMS vision and scope.	PMS vertical	July-August
		Conduct a diagnostic exercise to assess the current state of performance management across O/o CGPDTMs.	PMS vertical	July-August
2	Define and Align	Consolidate existing goal-setting practices	PMS	September

	Departmental & Individual Goals	across Patents, Trademarks, Designs, and GI units.	vertical	-October
		Formulate and validate departmental-level Key Performance Indicators (KPIs) aligned with organisational objectives.	PMS vertical	September -October
		Derive and finalise individual-level KPIs, integrating qualitative parameters and learning outcomes.	PMS vertical	September -October
	Design and Develop the Integrated Data System	Catalogue all existing performance and learning data sources for integration.	PMS vertical	September -October
		Design a conceptual framework for a unified performance dashboard	PMS vertical	September -October
		Develop the integrated data system and dashboard for real-time monitoring.	PMS vertical	September -October
	Finalise and Transition the Performance Management System	Map finalised KPIs to official competency profiles and work allocation orders.	PMS vertical and Senior Leadership, CBC	December-February
		Conduct review and validation sessions with all functional units to ensure readiness.	PMS vertical and Senior Leadership, CBC	December-February
		Finalise the system design, SOPs, and rollout plan for organisation-wide implementation.	PMS vertical and Senior Leadership, CBC	December-February

Intervention 2:

Conduct of training on the Designs Act for Examiners and Controllers

Objective and potential impact area:

To design and deliver a standardised, competency-based understanding of the Designs Act and its examination procedures among Examiners and Controllers in the Designs Wing and cross-trained officials from the Patent Wing. This intervention addresses the critical organisational risk of limited and siloed expertise in Design law by building a foundational, cross-functional pool of qualified officials, ensuring legal robustness and consistency in the prosecution process. This intervention is expected to impact the Personnel Management and Systems & Processes dimensions of O/o CGPDTM. Specifically:

- *It will build a resilient workforce capable of handling Design applications to a consistent standard.*
- *It is expected to reduce procedural errors and establish uniform application of the Designs Act.*
- *It will enhance the office's capacity for efficient Design registration.*

Nature of intervention: Short Term

Time to delivery: 3 months

No	What/Steps	How	Who	When
1	Curriculum Development and Resource Finalisation	Finalise the training curriculum focusing on legal provisions, novelty assessment, classification, and examination procedures.	CBU, Designs unit, RGNIIPM	December - February
		Identify and select expert trainers from the Design Registry.	CBU, Designs unit, RGNIIPM	December - February
		Develop training materials, including case studies and practical exercises for the Design e-module.	CBU, Designs unit, RGNIIPM	December - February

2	Implement the training programme	Deliver the training programme through a blend of theoretical sessions and hands-on workshops.	CBU, Designs unit, RGNIIPM	December - February
		Conduct practical training using the Design e-module to ensure immediate application of learned skills.	CBU, Designs unit, RGNIIPM	December - February
3	Evaluate the impact and institutionalise it through RGNIIPM	Administer a practical assessment to certify competency acquisition.	CBU, RGNIIPM	December - February
		Formalise this training as the mandatory induction for all officials handling Design applications.	CBU, RGNIIPM	December - February
		Coordinate with RGNIIPM to institutionalise the programme within the regular induction and refresher training calendar.	CBU, RGNIIPM	December - February

Intervention 3:

Conduct of training on Computer-Related Inventions (CRI) Guidelines for Examiners and Controllers under Patents Unit

Objective and potential impact area:

To eliminate inconsistency in the interpretation and application of the CRI guidelines among Patent Examiners and Controllers. This intervention addresses the problem of variable examination quality in a critical, fast-evolving technological domain by providing standardised training on the official guidelines, thereby ensuring more reasoned examination reports and reducing applicant grievances. This intervention is expected to impact the Personnel Management and Systems & Processes dimensions of O/o CGPDTM. Specifically:

- *It will establish a uniform understanding and application of the CRI guidelines.*

- It is expected to improve the quality and consistency of CRI examination reports.

Nature of intervention: Short Term

Time to delivery: 2 months

No	What/Steps	How	Who	When
1	Analyse training needs across all the subject groups and conduct a baseline assessment	Conduct a diagnostic review of CRI elements in applications of various subject groups and identify specific areas of training requirement	CBU, RGNIIPM, Patent Office	December - January
		Finalise a targeted curriculum to address the identified gaps.	CBU, RGNIIPM, Patent Office	December - January
2	Curriculum & Training Resource Development	Identify and brief trainers who were instrumental in drafting the official CRI guidelines.	CBU, RGNIIPM, Patent Office	December - January
		Develop master training content, including standardised report templates and complex case scenarios.	CBU, RGNIIPM, Patent Office	December - January
3	Document the training content and integrate it into RGNIIPM	Deliver the training programme, clearly communicating learning objectives and standardised practices.	CBU, RGNIIPM, Patent Office	December - January
		Integrate participant insights for future program refinement.	CBU, RGNIIPM, Patent Office	December - January

Intervention 4:

Refresher Program for Patent Examiners and Controllers

Objective and potential impact area:

To provide a refresher program for Patent Examiners and Controllers aimed at strengthening both the technical and legal dimensions of patent examination and adjudication. The intervention seeks to enhance the quality, consistency, and validity of examination reports and quasi-judicial orders by updating officials on advanced search methodologies, evolving jurisprudence, and structured decision-writing practices. This intervention is expected to impact the Personnel Management and Systems & Processes dimensions of O/o CGPDTM. Specifically:

- *It will update Examiners and Controllers on the latest legal developments and available search tools with regard to patents.*
- *It will promote standardisation in examination and decision-writing practices across patent offices.*
- *It is expected to reduce litigation and enhance stakeholder confidence by improving the reasoning and robustness of official outputs.*
- *It will contribute to institutional consistency and efficiency through structured learning and peer exchange.*

Nature of intervention: Medium-term

Time to delivery: 6 Months

No	What/Steps	How	Who	When
Refresher Program on Advanced Jurisprudence and Decision-Writing for Patent Controllers				
1.	Analyse training needs and conduct a baseline assessment	Analyse recent Court orders and remands to identify emerging legal issues and gaps.	Quality Cell (QC), PEC, CBU	January-February
		Update the advanced curriculum to include recent case laws and revised legal standards.	Quality Cell (QC), PEC, CBU	January-February

		Identify and empanel expert trainers specialising in contemporary patent jurisprudence.	Quality Cell (QC), PEC, CBU	January-February
2.	Curriculum & Training Resource Development	Design refresher modules focusing on recent legal precedents, advanced order-writing techniques, and complex case studies.	Quality Cell (QC), CBU	February-April
		Update the "Handbook on Jurisprudence" with the latest legal developments and practical examples.	Quality Cell (QC), CBU	February-April
		Develop new practical exercises based on recent challenging cases.	Quality Cell (QC), CBU	February-April
3.	Implement the training programme	Deliver the refresher program through advanced workshops and interactive sessions.	RGNIIPM, CBU	April- July
		Conduct practical exercises including mock hearings based on recent complex cases.	RGNIIPM, CBU	April- July
		Implement updated quality evaluation rubrics for ongoing performance assessment	RGNIIPM, CBU	April- July
Refresher Program on Standardisation of Search and Examination Reports for Patent Examiners				
1.	Analyse training needs and conduct a baseline assessment	Conduct a review of current examination practices and identify areas needing improvement.	RGNIIPM, CBU	January-February
		Update the training curriculum to include advanced search methodologies and new reporting standards.	RGNIIPM, CBU	January-February

		Identify and prepare trainers with expertise in contemporary examination challenges.	RGNIIPM, CBU	January-February
2.	Curriculum & Training Resource Development	Design refresher modules on complex search strategies, advanced database utilisation, and clear report drafting.	RGNIIPM, CBU	February-April
		Update standardised templates and quality checklists with latest best practices.	RGNIIPM, CBU	February-April
		Create new case studies and practical exercises based on recent examination challenges.	RGNIIPM, CBU	February-April
3.	Program Implementation and Quality Reinforcement	Deliver the refresher training through hands-on workshops and interactive sessions.	RGNIIPM, CBU	April- July
		Conduct practical assessments to reinforce learning and ensure skill enhancement.	RGNIIPM, CBU	April- July
		Integrate updated quality checklists into daily workflows for continuous improvement.	RGNIIPM, CBU	April- July

Intervention 5:

Conduct of Judicial Training for Adjudicatory Functionary in Trade Marks, GIs, and Copyright

Objective and potential impact area:

To design and deliver a standardised, high-impact judicial training program to enhance the quasi-judicial capabilities of Assistant Registrars across the O/o CGPDTM. This intervention will institutionalise best practices in adjudication, legal reasoning, and decision-writing to ensure fairness, consistency, and legal robustness in opposition and rectification proceedings.

This intervention is expected to impact the Personnel Management and Systems & Processes dimensions of the O/o CGPDTM. Specifically:

- *It will establish a standardised understanding of judicial principles, natural justice, and procedural law among adjudicating officers.*
- *It is expected to improve the quality and legal soundness of speaking orders, reducing subsequent litigation and appeals.*
- *It will promote uniformity and transparency in quasi-judicial decision-making across all locations.*
- *It will align individual adjudicatory practices with the overarching institutional goal of delivering timely and fair justice.*

Nature of intervention: Short- term

Time to delivery: 6 months

No	What/Steps	How	Who	When
1.	Analyse training needs and conduct a baseline assessment	Conduct structured meetings with the CBU and senior leadership of TM, GI, and Copyright to analyse the needs.	CGPDTM Leadership	December-March
		Perform a baseline analysis of a representative sample of past orders to identify recurring gaps in legal reasoning, procedure, and application of precedents.	CGPDTM Leadership	December-March
		Finalise the target competencies for the training (e.g., Quasi-Judicial Conduct, Legal Drafting and Writing).	CGPDTM Leadership	December-March
2.	Design and develop the curriculum and training plan	Map existing RGNIIPM training content against identified gaps to avoid redundancy.	Technical Training (TM, GI & CR) Vertical, Senior Officers of TMR, GI, and CR, RGNIIPM	January-March

		Develop a comprehensive curriculum with detailed session plans, incorporating real case studies and hypothetical scenarios for mock hearings.	Technical Training (TM, GI & CR) Vertical, Senior Officers of TMR, GI, and CR, RGNIIPM	January-March
		Create standardised training resources, including a "Handbook on Adjudicatory Best Practices" for TM, GI, and Copyright.	Technical Training (TM, GI & CR) Vertical, Senior Officers of TMR, GI, and CR, RGNIIPM	January-March
3.	Implement the training programme	Finalise and formally empanel a faculty of serving/retired judges, senior IP counsels, and academic experts.	CGPDTM Admin & Finance, Technical Training Vertical, RGNIIPM, Empaneled Faculty	February-April
		Secure all necessary administrative, financial, and logistical approvals for the residential/non-residential program.	CGPDTM Admin & Finance, Technical Training Vertical,	February-April

			RGNIIPM, Empanelled Faculty	
		Execute the training program, ensuring a balanced methodology of expert lectures, case study analysis, and participatory mock hearings.	CGPDTM Admin & Finance, Technical Training Vertical, RGNIIPM, Empanelled Faculty	February- April
4.	Evaluate the impact and institutionalise it through RGNIIPM	Administer pre- and post-training assessments to quantitatively measure the knowledge gain of the officials.	Technical Training (TM, GI & CR) Vertical, RGNIIPM, CBU	March- April
		Collect and analyse detailed participant feedback on content, methodology, and applicability.	Technical Training (TM, GI & CR) Vertical, RGNIIPM, CBU	March- April
		Formalise the validated training model and integrate it as a mandatory module in the induction and annual refresher calendar for all adjudicating officers via RGNIIPM.	Technical Training (TM, GI & CR) Vertical, RGNIIPM, CBU	March- April

Intervention 6:

Conduct of the iGOT-Karmayogi Integration and Learning Enhancement Program for the officials of the O/o CGPDTM

Objective and potential impact area:

To fully integrate the CGPDTM workforce into the iGOT-Karmayogi ecosystem and implement a structured, data-driven learning framework. This intervention aims to bridge competency gaps by curating and delivering targeted learning paths, linking development to performance management, and fostering a culture of continuous, self-directed learning. This intervention is expected to impact the Personnel Management, Data and Technology, and Systems & Processes dimensions of O/o CGPDTM. Specifically:

- It will ensure 100% onboarding of officials of the O/o CGPDTM onto the iGOT platform and assign them to the correct organisational unit (MDO).
- It will establish a mandatory, competency-based learning curriculum for all positions, directly linked to APAR for accountability.
- It will create a feedback loop for continuous improvement of course content, ensuring it remains relevant to the evolving needs of the O/o CGPDTM.

Nature of intervention: Medium-term

Time to delivery: 9 months

No	What/Steps	How	Who	When
1.	MDO Onboarding & User Management	Collate and verify a master list of all employees with the necessary details from the O/o CGPDTM admin.	iGOT vertical	September- October
		Identify and rectify employees assigned to incorrect MDOs.	iGOT vertical	September- October
		Develop help documents and conduct dedicated support sessions to guide employees through the iGOT transfer process.	iGOT vertical, KB	September- October

2.	Competency-Based Course Curation & Training Plan Publication	Map all O/o CGPDTM designations to competency clusters (positions).	iGOT vertical	September - October
		Curate a blended learning package for each position, including: a) 6 APAR-linked courses, b) 3 mandatory courses from these for comprehensive assessment, c) 10 hours of non-APAR supplementary courses.	iGOT vertical, Karmayogi Bharat	September - October
		Create, review, and publish timed training plans for each position on the iGOT platform.	iGOT vertical, Karmayogi Bharat	October - November
3.	Implementation of Comprehensive Assessment & APAR Linkage	Collaborate with Karmayogi Bharat to generate and manually validate question banks for each mandatory course using AI tools.	iGOT vertical, Karmayogi Bharat	October - December
		Upload assessments to user profiles and notify officials of completion timelines.	iGOT vertical, Karmayogi Bharat	December - February
		Finalise and implement a mechanism to feed assessment scores directly into the APAR system.	iGOT vertical, Karmayogi Bharat	January - February
	Monitoring, Reporting & Targeted Intervention	Generate and analyse quarterly learning reports from the iGOT platform to track progress and completion rates.	iGOT vertical	September - March
	Content Evolution & Feedback Loop	Conduct quarterly reviews of course relevance and effectiveness through learner surveys and analytics.	iGOT vertical, Technical Training Verticals	September - March

		Identify and onboard internal Subject Matter Experts (SMEs) to develop domain-specific content addressing identified gaps.	iGOT vertical, Technical Training Verticals	February-May
		Collaborate with the CBU to launch new, bespoke courses on the iGOT platform and gather user feedback on new content.	iGOT vertical, Karmayogi Bharat, CBU team	February-May

Intervention 7:

Creation of In-House Domain Courses for technical positions

Objective and potential impact area:

To design and develop in-house domain courses tailored to the domain competencies of the technical positions within the O/o CGPD TM. This intervention aims to institutionalise structured learning pathways that build technical depth, promote uniform understanding, and reduce dependency on external training providers. This intervention is expected to impact the Personnel Management, Systems & Processes, and Resources & Assets dimensions of O/o CGPD TM. Specifically:

- *It will strengthen the technical competence of officers across patent, trademark, and design domains through context-specific, modular learning.*
- *It will enable RGNIIPM and CBU to act as knowledge hubs by curating and maintaining a repository of standardised, in-house training content.*
- *It will support long-term institutional sustainability by embedding continuous learning and reducing duplication in training efforts.*
- *It will promote alignment between role-based competency requirements and learning content delivery.*

Nature of intervention: long-term

Time to delivery: 12+ months

No	What/Steps	How	Who	When
1	Needs Assessment and Course Prioritisation	Identify priority domains (Patents, Trademarks, Designs, GI, Copyrights) for course development.	iGOT vertical, Training vertical, CBU members, RGNIIPM	September-December
		Define learning objectives and expected outcomes for each course in consultation with respective verticals.	iGOT vertical, Training vertical, CBU members, RGNIIPM	September-December
		Map domain-specific competencies and align them with the iGOT competency framework	iGOT vertical, Training vertical, CBU members, RGNIIPM	September-December
2	Content Collection and Review	Coordinate with Patent, Trademark, and other verticals to collect existing training materials, session decks, manuals, and SOPs.	iGOT vertical, Training vertical, CBU members, RGNIIPM	December-March
		Review the content for relevance, accuracy, and duplication.	iGOT vertical, Training vertical, CBU members, RGNIIPM	December-March
		Finalise the list of courses to be converted into e-learning modules	iGOT vertical, Training vertical, CBU members, RGNIIPM	March-May
3	Course Design and Development	Support SMEs in converting collected materials into structured learning modules (videos, text, quizzes, case studies).	iGOT vertical, Training vertical, CBU members, RGNIIPM	March-May
		Ensure alignment with iGOT content design standards and quality control	iGOT vertical, Training vertical,	January-September

		parameters.	CBU members, RGNIIPM	
		Conduct peer reviews of draft content and incorporate feedback.	iGOT vertical, Training vertical, CBU members, RGNIIPM	January- September
4	Course Upload and Publication on iGOT	Finalise digital course packages and metadata (course title, learning objectives, duration, prerequisites).	iGOT vertical, Training vertical, CBU members, RGNIIPM	June- September
		Upload and publish courses on the iGOT platform under CGPDTM MDO.	iGOT vertical, Training vertical, CBU members, RGNIIPM	June- September
		Conduct a pilot test with selected officials and gather feedback before full rollout.	iGOT vertical, Training vertical, CBU members, RGNIIPM	June- September
5	Monitoring and Continuous Improvement	Track user enrolment, completion, and feedback through iGOT analytics dashboard.	iGOT vertical, Training vertical, CBU members, RGNIIPM	September -November
		Conduct quarterly review meetings to assess content effectiveness and identify updates.	iGOT vertical, Training vertical, CBU members, RGNIIPM	September -November
		Revise and enhance content based on learner feedback and evolving IP practices.	iGOT vertical, Training vertical, CBU members, RGNIIPM	September -November

Intervention 8:

Conduct of Capacity Building Initiative for Administrative, Establishment, and Financial Functions

Objective and potential impact area:

To standardise the interpretation and application of administrative, establishment, and financial rules across all offices under O/o CGPDTM. This intervention will ensure uniformity, minimise procedural errors, and foster a culture of compliance, transparency, and service excellence in all support functions. This intervention is expected to impact the Systems & Processes, Personnel Management, and Culture & Values dimensions of the O/o CGPDTM. Specifically:

- It will establish a common, rule-based understanding of key operational procedures (e.g., TA, LTC, Leave Rules), reducing inconsistencies and processing delays.
- It is expected to enhance the efficiency and accuracy of the Admin & Finance wings, leading to faster employee grievance resolution and resource utilisation.
- It will strengthen institutional integrity by embedding accountability and a standardised approach to decision-making in daily operations.

Nature of intervention: Short-term

Time to delivery: 6 months

No	What/Steps	How	Who	When
1.	Identifying the Training needs	Conduct a targeted Training Needs Analysis (TNA) using surveys and consultations with Heads of Office and DDOs to identify specific rule interpretation gaps.	CBU (Admin-Finance Vertical), O/o CGPDTM, RGNIIPM	December - January
		Analyse the data to pinpoint priority areas (e.g., TA/LTC claims, service book maintenance).	CBU (Admin-Finance Vertical), O/o CGPDTM,	December -

			RGNIIPM	January
		Finalise the list of participants by categorising officials based on role, experience, and identified gaps.	CBU (Admin-Finance Vertical), O/o CGPDTM, RGNIIPM	December - January
2.	Development of Training Curriculum	Develop a practical, scenario-based curriculum aligned with the TNA findings and GOI/DoPT rules.	CBU (Admin-Finance Vertical), RGNIIPM, Head of Offices/DDOs	February - March
		Create modules for different staff levels (e.g., foundational for assistants, advanced for supervisors).	CBU (Admin-Finance Vertical), RGNIIPM, Head of Offices/DDOs	February - March
		Validate all training content with experts to ensure accuracy and relevance.	CBU (Admin-Finance Vertical), RGNIIPM, Head of Offices/DDOs	February - March
3.	Delivery of Training Programs	Schedule and conduct a series of focused workshops on high-priority topics (e.g., TA/LTC, Leave Rules, Conduct Rules).	CBU (Admin-Finance Vertical), RGNIIPM, External/Internal Faculty	April - May
		Utilise a mix of expert lectures, case studies of real office scenarios, and interactive Q&A sessions.	CBU (Admin-Finance Vertical), RGNIIPM,	April - May

			External/Internal Faculty	
		Collect immediate feedback and conduct end-of-session assessments to gauge understanding.	CBU (Admin-Finance Vertical), RGNIIPM, External/Internal Faculty	April - May
4.	Institutionalisation & Sustainability	Compile an SOP Handbook for Admin & Finance based on the training.	CBU (Admin-Finance Vertical), O/o CGPDTM, RGNIIPM	May-June
		Integrate modules into the standard induction program for all new joiners in admin roles at RGNIIPM.	CBU (Admin-Finance Vertical), O/o CGPDTM, RGNIIPM	May-June

Intervention 9:

Transformation of RGNIIPM into a Centre of Excellence (CoE) for IP Learning, Research, and Innovation

Objective and potential impact area:

To transform RGNIIPM into a formal, well-equipped Centre of Excellence (CoE) for IP learning, research, and innovation by strengthening its institutional, intellectual, and digital capabilities. This intervention aims to establish a structured pool of internal and external Subject Matter Experts (SMEs), strengthen digital learning infrastructure, develop standardised knowledge resources, and position RGNIIPM as a national centre for IP learning, research, and innovation. This intervention is expected to impact the Systems & Processes, Partnerships, and Resources & Assets dimensions of O/o CGPDTM. Specifically:

- It will increase the range and depth of training modules offered through the trained SME network and digital hub on subjects of emerging technologies and complex legal domains
- It will enable IP officials to access consistent, high-quality, competency-based learning resources and make more informed decisions through exposure to leading practitioners and technologists.
- It will strengthen RGNIIPM's institutional identity as a Centre of Excellence that drives research, curriculum innovation, and collaborative partnerships in the national IP ecosystem.

Nature of intervention: long-term

Time to delivery: 12+ months

No	What/Steps	How	Who	When
1.	Create a strategic roadmap for the Centre of Excellence Transformation	Conduct a diagnostic assessment of RGNIIPM's current systems, processes, and capacities using the NSCSTI's eight pillars as a reference framework.	RGNIIPM, CBU, O/o CGPDTM	January to March
		Map existing training infrastructure, faculty expertise, and digital capabilities.	RGNIIPM, CBU, O/o CGPDTM	February-April
		Identify key thematic areas where RGNIIPM can lead (e.g., IP analytics, IP and AI, emerging tech, etc.).	RGNIIPM, CBU, O/o CGPDTM	February-April
		Develop a detailed roadmap with milestones for achieving CoE status, aligned with CBC's accreditation framework.	RGNIIPM, CBU, O/o CGPDTM	February-April
2.	Creation of a Subject Matter Expert (SME) Resource Pool	Identify internal and external experts from academia, industry, and practitioners, etc.	RGNIIPM, CG Admin, Patent/TM Officials	March-May
		Define engagement models for SMEs (long-term empanelment for curriculum	RGNIIPM, CG Admin, Patent/TM	April- May

		and short-term engagement for sessions).	Officials	
		Develop ToRs, empanelment guidelines, and an application/nomination process.	RGNIIPM, CG Admin, Patent/TM Officials	May-July
		Integrate SMEs into curriculum co-design and peer review processes.	RGNIIPM, CG Admin, Patent/TM Officials	July-September
3.	Development of a Digital Learning and Knowledge Hub for the training institution	Design a digital platform for hosting e-learning courses, research publications, and multimedia content.	RGNIIPM Faculty, CBU, NIC/IT Team	September-November
		Digitise existing training modules and redesign them into competency-based learning journeys for trainers and facilitators.	RGNIIPM Faculty, CBU, NIC/IT Team	October-December
		Develop standardised collaterals like handbooks, case compendiums, toolkits, and trainer guides.	RGNIIPM Faculty, CBU, NIC/IT Team	October-December
		Incorporate blended learning elements (classroom + digital) and ensure accessibility through the knowledge hub.	RGNIIPM Faculty, CBU, NIC/IT Team	October-December
		Enable data-driven monitoring of training facility usage, feedback, and impact.	RGNIIPM Faculty, CBU, NIC/IT Team	December - February
4.	Strengthening Research and	Establish a dedicated Research and Collaboration Cell within RGNIIPM to	RGNIIPM, CGPDTM,	December - February

	Partnerships for Knowledge Leadership	initiate joint research and publications on IP-related studies.	Leadership external	
		Formalise MoUs with academic and international institutions (e.g., WIPO Academy, IITs, NLUs, international bodies).	RGNIIPM, CGPDTM, Leadership external	December - February
		Integrate outcomes of these partnerships into RGNIIPM's training calendar and public outputs.	RGNIIPM, CGPDTM, Leadership external	December - February
		Conduct periodic reviews with internal and external stakeholders.	RGNIIPM, CGPDTM, Leadership external	December - February

Intervention 10:

Formulation and Institutionalisation of the O/o CGPDTM Capacity Building Policy

Objective and potential impact area:

To develop, formalise, and institutionalise a comprehensive Capacity Building (CB) Policy for O/o CGPDTM that provides a strategic framework for a continuous, competency-driven learning culture. This policy will anchor all capacity-building initiatives to the organisation's vision and the principles of Mission Karmayogi. This intervention is expected to impact the Personnel Management, Systems & Processes, and Culture & Values dimensions of O/o CGPDTM. Specifically:

- *It will establish a sustainable and standardised framework for identifying and addressing capacity gaps across all levels and units.*
- *It is expected to transform the organisational culture into a proactive learning environment, fostering continuous professional development.*
- *It will mandate and incentivise officials to acquire the necessary attitudes, skills, and knowledge,*

directly contributing to enhanced organisational performance and the goal of better service providers in a timely manner by IP Officials.

Nature of intervention: Medium-term

Time to delivery: 7 months

No.	What/Steps	How	Who	When
1.	Foundational Analysis & Objective Setting	Consolidate findings and recommendations from the ACBP exercise, Impact study, and other capacity needs analyses.	CBU, RGNIIPM	November-January
		Review existing training documentation and gather inputs on capacity building gaps in the O/o CGPDTM.	CBU, RGNIIPM	November-January
		Synthesise objectives with feedback from leadership and IP Officials to ensure broad alignment on Capacity Building Policy.	CBU, RGNIIPM	November-January
2.	Policy Framework & Outline Design	Draft the initial policy outline and core components based on the consolidated objectives.	CBU	January-March
		Integrate best practices from other MDOs and ensure alignment with Mission Karmayogi frameworks and NSCSTI	CBU	January-March
		Identify and map policy clauses requiring inputs from cross-functional units (Finance, IT, Procurement).	CBU	January-March
		Secure validation of the policy framework and outline design from O/o CGPDTM leadership.	CBU	January-March

3.	Stakeholder Consultation & Integration	Conduct structured consultations with internal and external stakeholders to finalise resource-related clauses.	CBU, Cross-functional Departments, RGNIIPM	January-March
		Hold workshops with RGNIIPM to detail intervention types, delivery modes, and faculty development protocols.	CBU, Cross-functional Departments, RGNIIPM	February-April
		Facilitate internal CBU alignment and secure necessary approvals from DPIIT on the policy perspectives.	CBU, Cross-functional Departments, RGNIIPM	February-April
4.	Policy Drafting, Validation & Launch	Create the comprehensive first draft of the Capacity Building Policy document.	CBU, CGPDTM Leadership	February-April
		Incorporate final inputs from top leadership and relevant authorities.	CBU, CGPDTM Leadership	February-April
		Secure final sign-off and officially launch the policy across O/o CGPDTMs, communicating it to all officials.	CBU, CGPDTM Leadership	February-April

Intervention 11:

Transition to Karmayogi Competency Mapping (KCM) and Organisation-Wide Competency Re-Mapping

Objective and potential impact area:

To transition all O/o CGPD TM positions from the existing competency framework to the newly mandated Karmayogi Competency Mapping/Matrix (KCM) and conduct a comprehensive competency assessment. This will establish a standardised, government-wide baseline for measuring and building capacity, ensuring alignment with national standards and enabling precise gap analysis for future training interventions.

This intervention is expected to impact the Personnel Management, Systems & Processes, and Data and Technology dimensions of CGPD TM. Specifically:

- *It will create a standardised and current competency profile for every position, aligned with the official KCM competency dictionary.*
- *It will provide a definitive, data-backed baseline of the current proficiency levels of the workforce against the KCM competencies of the officials.*
- *It will directly feed into the strategic curation of courses on the iGOT platform and inform the ACBP for subsequent years, making capacity building more targeted and effective.*

Nature of intervention: Short-term

Time to delivery: 3 months

	What/Steps	How	Who	When
1.	KCM Framework Orientation & Planning	Conduct orientation sessions for the CBU and leadership on the new KCM dictionary and its implications.	CBU Team, CBC	December-January
		Develop a detailed project plan for the re-mapping of all identified positions, outlining methodology, timelines, and responsibilities.	CBU Team, CBC	December-January
2.	Position-wise KCM Re-Mapping	For each unique position (e.g., Examiner Patents, AR Trademarks, Admin Officer), map the core activities to the relevant	CBU Team, CBC	December-January

		Domain, Functional, and Behavioural competencies in the KCM.		
		Define the required proficiency level for each competency for every position.	CBU Team, CBC	December-January
		Validate the newly created KCM-based competency profiles with respective unit heads and senior officials.	CBU Team, CBC	December-January
3.	Organisation-Wide Competency Assessment	Develop and deploy a competency assessment mechanism based on the new KCM profiles.	CBU Team, CBC	January-February
		Roll out the assessment to all officials to measure the gap between their current proficiency and the required proficiency for their position.	CBU Team, CBC	January-February
		Collate and analyse the assessment data to identify organisation-wide and role-specific capacity gaps.	CBU Team, CBC	January-February
		Use the gap analysis data from the assessments to curate and assign precise learning paths on iGOT.	CBU Team, CBC	January-February

Intervention 12:

Establishment of a Data-Driven Performance and Quality Management System

Objective and potential impact area:

To institutionalise a centralised function for analysing performance, pendency, and quality data to predict bottlenecks, identify root causes of delays, and provide actionable insights to leadership. This is fundamental to "achieving measurable outcomes aligned with Vision 2025, including near-zero pendency" and moves the organisation from reactive monitoring to proactive, evidence-based management.

Nature of intervention: Long-term

Time to delivery: 12+ months

No	What/Steps	How	Who	When
1.	Define the Performance and Quality Framework	Establish a unified set of Key Performance Indicators (KPIs) for pendency, quality, and productivity across all IP units.	QMS Team, CBU member, CGPDTM	October-January
		Secure access and integration of data from all operational modules (Patents, TM, Designs) for analysis.	QMS Team, CBU member, CGPDTM	October-January
2.	Build the Analytical Capability	Develop and validate a suite of analytical models and automated dashboards for tracking trends and predicting bottlenecks.	QMS Team, CBU member, CGPDTM	January-March
		Build internal capacity through recruitment, training, or leveraging external partners for advanced data analysis.	QMS Team, CBU member, CGPDTM	January-March
3.	Implement the Performance Reporting Cycle	Produce and disseminate regular analytical reports to unit heads and leadership, highlighting pendency hotspots and quality trends.	QMS Team, CBU member, CGPDTM	March-December
		Conduct review sessions to socialise findings		March-

		and gather feedback for refining the analytical focus.	QMS Team, CBU member, CGPDTM	December
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Conclusion

The Annual Capacity Building Plan (ACBP) 2.0 represents the next phase in the O/o CGPDTM's journey towards institutionalising competency-based capacity building. Building upon the foundations established through ACBP 1.0, and informed by the findings of the Organisational Evaluation Study, the plan shifts the focus from establishing systems to strengthening their implementation, institutionalisation, and long-term sustainability. It provides a strategic roadmap to develop organisational capabilities that support the Office's vision of delivering efficient, high-quality, and citizen-centric intellectual property services.

The interventions proposed under ACBP 2.0 adopt a balanced approach by simultaneously strengthening individual competencies and organisational systems. Through competency-based learning, performance management, digital learning, knowledge management, institutional strengthening of RGNIIPM, and policy reforms, the plan seeks to create an enabling ecosystem where learning, performance, and organisational improvement reinforce one another. The clearly defined implementation responsibilities, timelines, and monitoring mechanisms further support effective execution and institutional ownership.

Successful implementation of ACBP 2.0 will require sustained leadership commitment, active collaboration across functional units, and continuous review to ensure that capacity-building interventions remain responsive to emerging organisational priorities. By embedding competency-based capacity building into the core functioning of the O/o CGPDTM, the plan aims to foster a culture of continuous learning, evidence-based decision-making, innovation, and organisational excellence, thereby strengthening the Office's ability to achieve its strategic priorities and deliver high-quality services to stakeholders.