



# R F D

(Results-Framework Document)

for

Department of Pension & Pensioners' Welfare

(2012-2013)

## Section 1: Vision, Mission, Objectives and Functions

### Vision

To ensure a life of security, dignity and respect for Central Government pensioners.

### Mission

Formulation of pension policy, timely and smooth payment of pension and other retirement benefits. Constant review of rules/regulations and procedures; and facilitating prompt redressal of the grievances, thereby promoting the welfare of pensioners.

### Objective

1. To bring about improvements in policies related to pension and other retiral benefits.
- 2 Efficient response to references received from Ministries /Departments concerning retirement benefits
- 3 Facilitating the prompt redressal of pensioners' grievances
- 4 To create awareness amongst the pensioners regarding their rights and entitlements and obtaining their feedback.

### Functions

- 1 Formulation of Pension Policy;
- 2 Issue of Guidelines/Instructions clarifying the pension policy;
- 3 Rendering advice/clarification on references received from various Ministries/Departments concerning interpretation of various rules such as CCS (Pension) Rules, CCS (Commutation of Pension) Rules, etc
- 4 Issue of instructions regarding Fixed Medical Allowance to pensioners residing in non-CGHS areas;
- 5 Convening meetings of SCOVA (Standing Committee of Voluntary Agencies) for getting suggestions and feedback from representatives of the pensioners on their problems;
- 6 Dissemination of information relating to pension matters through Website/Pensioners' Portal/Mail/Brochure;
- 7 Implementation of Mission Mode Project on pensions (Pensioners' Portal/Web based)
- 8 Consideration of proposals seeking relaxation in Pension Rules;
- 9 Issue of orders relating to grant of Dearness Relief to pensioners;
- 10 Convening meetings of Staff Side of JCM (National Council) on Pension matters;
- 11 Facilitating prompt redressal of pensioners' grievances;
- 12 Striving for excellence in grievance redressal mechanism through SEVOTTAM model

## Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

| Objective   | Weight   | Action  | Success Indicator   | Unit       | Weight | Target / Criteria Value |            |            |            |            |
|---|--|---|---|------------|--------|-------------------------|------------|------------|------------|------------|
|   |  |   |   |            |        | Excellent               | Very Good  | Good       | Fair       | Poor       |
|   |  |   |   |            |        | 100%                    | 90%        | 80%        | 70%        | 60%        |
| [1] 1. To bring about improvements in policies related to pension and other retiral benefits.             | 16.00  | [1.1] Review of Rules   | [1.1.1] Completion of review  | Date       | 2.00   | 31/12/2012              | 15/01/2013 | 31/01/2013 | 28/02/2013 | 31/03/2013 |
|   |  | [1.2] Amendment of CCS(Pension) Rules   | [1.2.1] Issue of notification amending the rules                                    | Date       | 4.00   | 31/12/2012              | 15/01/2013 | 31/01/2013 | 28/02/2013 | 31/03/2013 |
|   |  | [1.3] Amendment of forms in CCS (Commutation of Pension) Rules  | [1.3.1] Issue of notification amending the rules                                    | Date       | 3.00   | 30/09/2012              | 31/10/2012 | 30/11/2012 | 31/12/2012 | 31/01/2013 |
|   |  | [1.4] Framing of Rules on New Pension Schemes for Govt. Servants  | [1.4.1] Finalisation at Departmental level  | Date       | 3.00   | 26/11/2012              | 27/11/2012 | 28/11/2012 | 29/11/2012 | 30/11/2012 |
|   |  |   | [1.4.2] Finalisation of draft rules   | Date       | 2.00   | 01/12/2012              | 15/12/2012 | 01/01/2013 | 15/01/2013 | 31/01/2013 |
| [1.5] Issue of instructions on Dearness Relief to Central Govt. pensioners.                               | [1.5.1] Average number of days taken after issue of MOF's instructions on Dearness Allowance | Days  | 2.00  | 15         | 21     | 27                      | 33         | 39         |            |            |
| [2] Efficient response to references received from Ministries /Departments concerning retirement benefits | 39.00  | [2.1] Response to references from Departments on relaxation of rules.   | [2.1.1] Percentage of cases disposed of within the prescribed time limit of 30 days | Percentage | 6.00   | 100                     | 95         | 90         | 85         | 80         |
|   |  | [2.2] Response to references from Departments on interpretation of rules.   | [2.2.1] Percentage of cases disposed of within the prescribed time limit of 30 days | Percentage | 18.00  | 100                     | 95         | 90         | 85         | 80         |
|   |  | [2.3] Response to references from Departments on clarification of rules resulting in issue of general instructions. | [2.3.1] Percentage of cases disposed of within the prescribed time limit of 70 days | Percentage | 6.00   | 100                     | 95         | 90         | 85         | 80         |
|   |  | [2.4] Examination of proposals from   | [2.4.1] Percentage of cases disposed of   | Percentage | 4.00   | 100                     | 95         | 90         | 85         | 80         |

## Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

| Objective  | Weight | Action  | Success Indicator  | Unit                             | Weight | Target / Criteria Value |            |            |            |            |
|--|--------|---|--|----------------------------------|--------|-------------------------|------------|------------|------------|------------|
|  |        |   |  |                                  |        | Excellent               | Very Good  | Good       | Fair       | Poor       |
|  |        |   |  |                                  |        | 100%                    | 90%        | 80%        | 70%        | 60%        |
|  |        | Departments for exemption from rule of immediate absorption.  | within the prescribed time limit of 15 days  |                                  |        |                         |            |            |            |            |
|  |        | [2.5] Updation of database of pensioners  | [2.5.1] Updation of database of pensioners as on Jan., 2012  | Date                             | 5.00   | 01/12/2012              | 08/12/2012 | 15/12/2012 | 22/12/2012 | 31/12/2012 |
| [3] Facilitating the prompt redressal of pensioners' grievances  | 13.00  | [3.1] 5 workshop-cum-review meeting on grievance redressal mechanism with all Ministries/ Departments | [3.1.1] Convening of workshop cum review meeting within time   | Date                             | 4.50   | 15/02/2013              | 01/03/2013 | 11/03/2013 | 15/03/2013 | 31/03/2013 |
|  |        | [3.2] Workshop/Training the officers/staff of the ministries/departments/orgs . in pension matters    | [3.2.1] Successful completion of workshop/training programmes for Ministries/Departments/Orgs. in pension matters      | No.of Ministries/Departments/Org | 4.50   | 50                      | 45         | 40         | 35         | 30         |
|  |        |   | [3.2.2] "Preparation of strategic plan for capacity building in Ministries/Departments with respect to pension matters | Date                             | 2.50   | 01/09/2012              | 01/10/2012 | 01/11/2012 | 01/12/2012 | 01/01/2013 |
|  |        | [3.3] Number of pending grievances redressed quarterly  | [3.3.1] Number of grievances redressed on quarterly basis  | Number                           | 1.50   | 3000                    | 2800       | 2600       | 2400       | 2200       |
| [4] To create awareness amongst the pensioners regarding their rights and entitlements and obtaining their feedback. | 17.00  | [4.1] Updation of existing information on website of DoP&PW   | [4.1.1] Number of updations in a year.   | Number                           | 2.00   | 12                      | 11         | 10         | 9          | 8          |
|  |        | [4.2] Awareness Programmes about Pensioners' Portal   | [4.2.1] Holding of 3 Awareness Programmes within the date  | Date                             | 3.00   | 01/03/2013              | 05/03/2013 | 10/03/2013 | 15/03/2013 | 31/03/2013 |

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| Objective  | Weight | Action   | Success Indicator  | Unit   | Weight | Target / Criteria Value |            |            |            |            |
|--|--------|--|--|--------|--------|-------------------------|------------|------------|------------|------------|
|  |        |  |  |        |        | Excellent               | Very Good  | Good       | Fair       | Poor       |
|  |        |  |  |        |        | 100%                    | 90%        | 80%        | 70%        | 60%        |
|  |        | [4.3] Compendium of instructions on retirement benefits  | [4.3.1] Publication of compendium of instructions issued in the previous calendar year | Date   | 2.00   | 31/12/2012              | 31/01/2013 | 15/02/2013 | 15/03/2013 | 31/03/2013 |
|  |        | [4.4] Monthly report on status of progress to DIT on Web based Pensioners' Portal- A Mission Mode Project. | [4.4.1] Average number of days taken after completion of month                         | Days   | 2.00   | 7                       | 8          | 9          | 10         | 11         |
|  |        | [4.5] Updating 'pensionersportal'.   | [4.5.1] No. of updates in the year   | Number | 2.00   | 12                      | 11         | 10         | 9          | 8          |
|  |        | [4.6] Holding of the meeting of Staff side of JCM (National Council) on pensionary matters.                | [4.6.1] Issue of minutes within 15 working days  | Days   | 4.00   | 15                      | 16         | 17         | 18         | 19         |
|  |        | [4.7] Holding of meeting of SCOVA for feedback and to ascertain pensioners' problems.                      | [4.7.1] Issue of minutes within 15 working days  | Days   | 2.00   | 15                      | 16         | 17         | 18         | 19         |
| * Efficient Functioning of the RFD System  | 3.00   | Timely submission of Draft for Approval  | On-time submission   | Date   | 2.0    | 05/03/2012              | 06/03/2012 | 07/03/2012 | 08/03/2012 | 09/03/2012 |
|  |        | Timely submission of Results   | On- time submission  | Date   | 1.0    | 01/05/2012              | 03/05/2012 | 04/05/2012 | 05/05/2012 | 06/05/2012 |
| * Administrative Reforms   | 6.00   | Implement mitigating strategies for reducing potential risk of corruption                                  | % of implementation  | %      | 2.0    | 100                     | 95         | 90         | 85         | 80         |
|  |        | Implement ISO 9001 as per the approved action plan   | Area of operations covered   | %      | 2.0    | 100                     | 95         | 90         | 85         | 80         |
|  |        | Identify, design and implement major innovations   | Implementation of identified innovations   | Date   | 2.0    | 05/03/2013              | 06/03/2013 | 07/03/2013 | 08/03/2013 | 09/03/2013 |
| * Improving Internal Efficiency / responsiveness / service delivery of Ministry / Department | 4.00   | Implementation of Sevottam   | Independent Audit of Implementation of Citizen's Charter                               | %      | 2.0    | 100                     | 95         | 90         | 85         | 80         |

\* Mandatory Objective(s)

## Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

| Objective   | Weight | Action  | Success Indicator   | Unit | Weight | Target / Criteria Value |           |      |      |      |
|---|--------|---|---|------|--------|-------------------------|-----------|------|------|------|
|   |        |   |   |      |        | Excellent               | Very Good | Good | Fair | Poor |
|   |        |   |   |      |        | 100%                    | 90%       | 80%  | 70%  | 60%  |
|   |        |   | Independent Audit of implementation of public grievance redressal system  | %    | 2.0    | 100                     | 95        | 90   | 85   | 80   |
| * Ensuring compliance to the Financial Accountability Framework | 2.00   | Timely submission of ATNs on Audit paras of C&AG  | Percentage of ATNs submitted within due date (4 months) from date of presentation of Report to Parliament by CAG during the year. | %    | 0.5    | 100                     | 90        | 80   | 70   | 60   |
|   |        | Timely submission of ATRs to the PAC Sectt. on PAC Reports.   | Percentage of ATRS submitted within due date (6 months) from date of presentation of Report to Parliament by PAC during the year. | %    | 0.5    | 100                     | 90        | 80   | 70   | 60   |
|   |        | Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2012. | Percentage of outstanding ATNs disposed off during the year.  | %    | 0.5    | 100                     | 90        | 80   | 70   | 60   |
|   |        | Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2012                  | Percentage of outstanding ATRS disposed off during the year.  | %    | 0.5    | 100                     | 90        | 80   | 70   | 60   |

\* Mandatory Objective(s)

### Section 3: Trend Values of the Success Indicators

| Objective   | Action  | Success Indicator  | Unit       | Actual Value | Actual Value | Target Value | Projected Value for | Projected Value for |
|---|---|--|------------|--------------|--------------|--------------|---------------------|---------------------|
|   |   |  |            | FY 10/11     | FY 11/12     | FY 12/13     | FY 13/14            | FY 14/15            |
| [1] 1. To bring about improvements in policies related to pension and other retiral benefits.             | [1.1] Review of Rules   | [1.1.1] Completion of review   | Date       | 15/02/2011   | 18/01/2012   | 15/01/2013   | 15/01/2014          | 15/01/2015          |
|   | [1.2] Amendment of CCS(Pension) Rules   | [1.2.1] Issue of notification amending the rules   | Date       | 31/03/2011   | 31/03/2012   | 15/01/2013   | 31/03/2014          | 31/03/2015          |
|   | [1.3] Amendment of forms in CCS (Commutation of Pension) Rules  | [1.3.1] Issue of notification amending the rules   | Date       | --           | --           | 31/10/2012   | --                  | --                  |
|   | [1.4] Framing of Rules on New Pension Schemes for Govt. Servants  | [1.4.1] Finalisation at Departmental level   | Date       | --           | --           | 27/11/2012   | --                  | --                  |
|   |   | [1.4.2] Finalisation of draft rules  | Date       | --           | --           | 15/12/2012   | --                  | --                  |
|   | [1.5] Issue of instructions on Dearness Relief to Central Govt. pensioners.   | [1.5.1] Average number of days taken after issue of MOF's instructions on Dearness Allowance | Days       | 7            | 7            | 21           | 21                  | 21                  |
| [2] Efficient response to references received from Ministries /Departments concerning retirement benefits | [2.1] Response to references from Departments on relaxation of rules.   | [2.1.1] Percentage of cases disposed of within the prescribed time limit of 30 days          | Percentage | 100          | --           | 95           | 95                  | 95                  |
|   | [2.2] Response to references from Departments on interpretation of rules.   | [2.2.1] Percentage of cases disposed of within the prescribed time limit of 30 days          | Percentage | 100          | --           | 95           | 95                  | 95                  |
|   | [2.3] Response to references from Departments on clarification of rules resulting in issue of general instructions. | [2.3.1] Percentage of cases disposed of within the prescribed time limit of 70 days          | Percentage | 100          | --           | 95           | 95                  | 95                  |
|   | [2.4] Examination of proposals from Departments for exemption from rule of immediate                                | [2.4.1] Percentage of cases disposed of within the prescribed time limit of 15 days          | Percentage | 100          | --           | 95           | 95                  | 95                  |

### Section 3: Trend Values of the Success Indicators

| Objective  | Action  | Success Indicator  | Unit                             | Actual Value | Actual Value | Target Value | Projected Value for | Projected Value for |
|--|---|--|----------------------------------|--------------|--------------|--------------|---------------------|---------------------|
|  |   |  |                                  | FY 10/11     | FY 11/12     | FY 12/13     | FY 13/14            | FY 14/15            |
|  | absorption.   |  |                                  |              |              |              |                     |                     |
|  | [2.5] Updation of database of pensioners  | [2.5.1] Updation of database of pensioners as on Jan., 2012  | Date                             | --           | 18/01/2012   | 08/12/2012   | 20/03/2014          | 20/03/2015          |
| [3] Facilitating the prompt redressal of pensioners' grievances  | [3.1] 5 workshop-cum-review meeting on grievance redressal mechanism with all Ministries/ Departments | [3.1.1] Convening of workshop cum review meeting within time   | Date                             | --           | 06/02/2012   | 01/03/2013   | 28/02/2014          | 28/02/2015          |
|  | [3.2] Workshop/Training the officers/staff of the ministries/departments/orgs. in pension matters     | [3.2.1] Successful completion of workshop/training programmes for Ministries/Departments/Orgs. in pension matters      | No.of Ministries/Departments/Org | --           | 31/01/2012   | 45           | 35                  | 20                  |
|  |   | [3.2.2] "Preparation of strategic plan for capacity building in Ministries/Departments with respect to pension matters | Date                             | --           | --           | 01/10/2012   | --                  | --                  |
|  | [3.3] Number of pending grievances redressed quarterly  | [3.3.1] Number of grievances redressed on quarterly basis  | Number                           | 295          | --           | 2800         | 2800                | 2800                |
| [4] To create awareness amongst the pensioners regarding their rights and entitlements and obtaining their feedback. | [4.1] Updation of existing information on website of DoP&PW   | [4.1.1] Number of updations in a year.   | Number                           | 12           | 12           | 11           | 11                  | 11                  |
|  | [4.2] Awareness Programmes about Pensioners' Portal   | [4.2.1] Holding of 3 Awareness Programmes within the date  | Date                             | --           | --           | 05/03/2013   | 05/03/2014          | 05/03/2015          |



### Section 3: Trend Values of the Success Indicators

| Objective  | Action   | Success Indicator  | Unit   | Actual Value<br>FY 10/11 | Actual Value<br>FY 11/12 | Target Value<br>FY 12/13 | Projected<br>Value for<br>FY 13/14 | Projected<br>Value for<br>FY 14/15 |
|--|--|--|--------|--------------------------|--------------------------|--------------------------|------------------------------------|------------------------------------|
|  | [4.3] Compendium of instructions on retirement benefits  | [4.3.1] Publication of compendium of instructions issued in the previous calendar year | Date   | 31/12/2011               | 31/12/2011               | 31/01/2013               | 31/12/2013                         | 31/12/2014                         |
|  | [4.4] Monthly report on status of progress to DIT on Web based Pensioners' Portal- A Mission Mode Project. | [4.4.1] Average number of days taken after completion of month                         | Days   | 7                        | 7                        | 8                        | 8                                  | 8                                  |
|  | [4.5] Updating 'pensionersportal'.   | [4.5.1] No. of updations in the year   | Number | 12                       | 36                       | 11                       | 11                                 | 11                                 |
|  | [4.6] Holding of the meeting of Staff side of JCM (National Council) on pensionary matters.                | [4.6.1] Issue of minutes within 15 working days  | Days   | --                       | --                       | 16                       | 16                                 | 16                                 |
|  | [4.7] Holding of meeting of SCOVA for feedback and to ascertain pensioners' problems.                      | [4.7.1] Issue of minutes within 15 working days  | Days   | --                       | 14                       | 16                       | 16                                 | 16                                 |
| * Efficient Functioning of the RFD System                  | Timely submission of Draft for Approval  | On-time submission   | Date   | 05/03/2010               | 04/03/2011               | 06/03/2013               | 06/03/2014                         | 06/03/2015                         |
|  | Timely submission of Results   | On- time submission  | Date   | 28/04/2011               | --                       | 03/05/2013               | 03/05/2014                         | 03/05/2015                         |
| * Administrative Reforms                                   | Implement mitigating strategies for reducing potential risk of corruption                                  | % of implementation  | %      | --                       | --                       | 95                       | --                                 | --                                 |
|  | Implement ISO 9001 as per the approved action plan   | Area of operations covered   | %      | --                       | --                       | 95                       | --                                 | --                                 |
|  | Identify, design and implement major innovations   | Implementation of identified innovations   | Date   | --                       | --                       | 06/03/2013               | --                                 | --                                 |
| * Improving Internal Efficiency / responsiveness / service | Implementation of Sevottam   | Independent Audit of Implementation of   | %      | --                       | --                       | 95                       | --                                 | --                                 |

\* Mandatory Objective(s)

### Section 3: Trend Values of the Success Indicators

| Objective   | Action  | Success Indicator   | Unit | Actual Value<br>FY 10/11 | Actual Value<br>FY 11/12 | Target Value<br>FY 12/13 | Projected<br>Value for<br>FY 13/14 | Projected<br>Value for<br>FY 14/15 |
|---|---|---|------|--------------------------|--------------------------|--------------------------|------------------------------------|------------------------------------|
| delivery of Ministry / Department                               |   | Citizen's Charter   |      |                          |                          |                          |                                    |                                    |
|   |   | Independent Audit of implementation of public grievance redressal system  | %    | --                       | --                       | 95                       | --                                 | --                                 |
| * Ensuring compliance to the Financial Accountability Framework | Timely submission of ATNs on Audit paras of C&AG  | Percentage of ATNs submitted within due date (4 months) from date of presentation of Report to Parliament by CAG during the year. | %    | --                       | --                       | 90                       | --                                 | --                                 |
|   | Timely submission of ATRs to the PAC Sectt. on PAC Reports.   | Percentage of ATRS submitted within due date (6 months) from date of presentation of Report to Parliament by PAC during the year. | %    | --                       | --                       | 90                       | --                                 | --                                 |
|   | Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2012. | Percentage of outstanding ATNs disposed off during the year.  | %    | --                       | --                       | 90                       | --                                 | --                                 |
|   | Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2012                  | Percentage of outstanding ATRS disposed off during the year.  | %    | --                       | --                       | 90                       | --                                 | --                                 |

\* Mandatory Objective(s)

**Section 4:  
Description and Definition of Success Indicators  
and Proposed Measurement Methodology**

**Methodology**

The success indicators indicated are of two types and are measured as under:

**(a) Non-recurring actions in the year : -**

Here the completion of action within a specified date is success indicator e.g. Amendment of Rules, publication of Compendium, Review of pending grievances with Ministries/ Departments, Workshops on grievance redressal mechanism, etc. Convening of meetings of

1. Standing Committee of Voluntary Agencies(SCOVA) on pensionery matters- Chaired by Minister once in a Financial Year

2. Holding of the meeting of Staff Side of JCM (National Council) on pensionery matters chaired by Secretary(Pensions) 2 times in a financial Year.

**(b) Recurring Jobs:-**

Here the following criteria has been provided as success indicator:

1. Number of times such recurring action is taken during the year, e.g. updation of pensioners' portal/website of Department of Pension &PW.

2. The quantum of work completed in the prescribed time limit. The time limits prescribed for various actions in this category are as under:

Objective 1 : To bring about improvement in policies related to pension and other retiral benefits

Action

Prescribed Time Limit

Review of Rules

The date given

Objective 2 : Efficient response to references received from Ministries /Departments concerning retirement benefits

As spelt out in Section 2.

Objective 3 : **Facilitating the prompt redressal of pensioners' grievances**

Action

Prescribed Time Limit

|  |  |
|--|--|
| Workshop/Training the officers/staff of ministries /departments/orgns in pension matters | Preparation of strategic plan for capacity building in Ministries/Departments with respect to pension matters by the date given. |
|--|--|

Objective 4: **To create awareness among the pensioners regarding their rights and entitlements and obtaining their feedback.**

Action

Prescribed Time Limit

|  |                            |
|--|----------------------------|
| Monthly report on status of progress to DIT on Web based Pensioners' Portal- A Mission Mode Project. | 7 days from close of month |
|--|----------------------------|

|  |                                      |
|--|--------------------------------------|
| Holding of Awareness Programmes about Pensioners' Portal | Number of programmes within the date |
|--|--------------------------------------|



Section 5:  
Specific Performance Requirements  
from other Departments

Section 5:

Specific Performance Requirements from other Departments

Department of Pension & Pensioners Welfare is required generally to consult the following Departments and expect their concurrence, advice, comments, vetting within a time frame.

- i. Ministry of Finance, Department of Expenditure.
- ii. Ministry of Law.
- iii Ministry of Health & Family Welfare.

2. Provision of manpower by DOPT

## Section 6: Outcome/Impact of Department/Ministry

| Outcome/Impact of Department/Ministry                          | Jointly responsible for influencing this outcome / impact with the following department (s) / ministry(ies)         | Success Indicator   | Unit            | FY 10/11 | FY 11/12 | FY 12/13 | FY 13/14 | FY 14/15 |
|--|---|---|-----------------|----------|----------|----------|----------|----------|
| 1 Well trained staff of Ministry/Department in Pension matters | All Ministries/Department and training institutions   | % increase in trained personnel in pension rules in the Ministries  | Percentage      |          | 10       | 15       | 20       | 25       |
| 2 Enhanced satisfaction level of serving officers              | Ministries/ Departments/ Pensioners' Associations   | Increase in the satisfaction level of officers of Ministry/ Department to be ascertained through a survey on a scale of 1-5 | Scale of Survey |          | 3        | TBD      | TBD      | TBD      |
| 3 Increased level of satisfaction of pensioners                | Survey of satisfaction to be taken up through the Pensioners Associations and if possible independent organisations | Increase in satisfaction level of pensioners to be through a survey on a scale of 1-5                                       | Scale of Survey |          | 3        | TBD      | TBD      | TBD      |
| 4 Improved awareness among retiring Government officers        | All Ministries and Departments  | Increase in awareness level of officers of Ministries/ Departments ascertained through a survey on a scale of 1-5           | Scale of survey |          | 2        | 3        | 4        | 5        |