

**Ministry of Personnel, P.G. and Pensions
Department of Pensions and Pensioners Welfare**

Strategic Plan for 2010-15

Background

The issue of efficient delivery of pension services has been the focus of public policy in India for many years. This was mainstreamed through the report of the *Project Oasis* in the year 2000. This report brought to the forefront the complex issues relating to increasing longevity, reducing /absence of reducing social safety nets and the need for improved pension systems focusing on improved service delivery. As per the data of Census 2001, 64% of pensioners are 65 and above. Though the focus of this report was not the existing system of pension for government servants, many of the issues covered therein are relevant even in the context of the existing pension scheme of the Government of India.

For instance the Oasis report talked about the increasing dependency ratio. As on 31st March 1998, with 5.2 million central government employees and 3.54 million pensioners the dependency ratio was 66%. For the defence segment alone this was much higher at 110%. Similarly a simulation exercise got carried out by the Oasis report, estimated that the expenditure of the Central Government on account of pension payment would increase from Rs3569 crore in 1995 to Rs 27183 crore in 2015. This “conservative” estimate is already hugely off-mark as expenses have already reached over Rs 50000 crore. .

Many pensioners reside with their children and their pension is critical for sustaining their basic needs, including nutritional and medical expenses, with dignity. The quantum and regularity directly impacts their mental well-being and therefore their health. Others, who stay alone, have a greater exposure to inclement conditions and are even more dependent on this steady income to nourish their body and spirit. Given the huge amount and the large number of people involved, it is imperative that a people-friendly, efficient and easy to administer pension system for the retiring and retired civil servants matching the aspirations of a modern civil society is implemented at the earliest

The Department of Pensions and Pensioners Welfare has initiated efforts to bring hassle free retirement benefits to the pensioners. The Government of India extends measures to improve the condition of pensioners from time to time. For instance, the decision on the recommendations of the Sixth Pay Commission to award an additional quantum to pensioners aged 80 or above is recognition of the increase in medical and other expenses with age. Full delivery of the programme on pensions needs to be assured for the beneficiaries to avail of the enhanced measures.

These on-going activities and the new initiatives proposed to be undertaken by the Department through efficient implementation, is likely to make improvements in the life of a pensioner. The core of this Strategic Plan is based on this premise.

I VISION:

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

II MISSION:

Flowing from the Vision, the Mission would be:

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.

III MANDATE AS PER ALLOCATION OF BUSINESS RULES:

- 1) Formulation of Policy and Co-ordination of matters relating to retirement benefits to Central employees (Civil, Defence and Railway Pensioners)**
- 2) Administration of:**
 - a) –The Central Civil Services (Pension) Rules, 1972; the Central Civil Services (Commutation of Pension) Rules; the Central Civil Services (Extraordinary Pension) Rules.1939; the All India Services (Death-cum-Retirement Benefits) Rules, 1958 and**
 - b) Any other scheme relating to Central Government pensioners, entrusted to the Deptt.**
- 3) Pension structure and relief to pensioners**
- 4) New facilities or fringe benefits to the Central Government pensioners**
- 5) Matter relating to amendment to, or relaxations of, Pension rules or any other rule concerning retirement benefits**
- 6) Policy and co-ordination relating to welfare of Central Government Pensioners.**

Note: The action in respect of 3 above shall be subject to the concurrence of Ministry of Finance. Action in respect of other matters involving recurring financial implications by way of relaxation or liberalization of any rule shall be subject, to guidelines, as agreed to between the Department of Pension and Pensioners' Welfare and the Ministry of Finance, Department of Expenditure.”

STAKEHOLDERS

- Pensioners
- User Ministries/Departments including Controller General of Accounts, Central Pension Accounting Office & Controller General of Defence Accounts, Railways
- Pensioners' Associations.
- Banks/Treasuries/Post Offices.
- Serving employees

Extensive stakeholder consultation was undertaken by the Department with a view to ascertain the assessment of the situation of the Department. All the stakeholders were contacted by way of meetings, e-mail, discussions, individual consultations, etc. All the information available in this regard was documented and made available for policy formulation. In addition pro-active consultation/interaction with the user Ministries/Departments was undertaken to ensure that policies are successfully implemented.

IV KEY OBJECTIVES AND REQUISITE ACTION TO BE TAKEN:

The basic strategy of the Department has been to focus on:

- (A) Quick and efficient service to pensioners/family pensioners/employees on retirement benefits.**
- (B) Simplification of rules by suitable amendments/issue of instructions, wherever necessary and continuous interaction with Ministries/Departments for effective implementation of rules.**
- (C) Improving institutional memory; create awareness amongst the pensioners regarding their rights/entitlements and interactions with Pensioners' Associations.**
- (D) Redressal of Pensioners' grievances**
- (E) Advertising and Publicity**

(A) Quick and efficient service to pensioners/family pensioners/employees on retirement benefits.

- (i) Strengthening interaction with the stakeholders; proactive consultation/interaction with the user Ministries/Departments to ensure that policies are successfully implemented.**

Activities/Action Plan

- (a) Updating of pensioner's portal at regular intervals i.e. once in a month.
- (b) Uploading of all instructions and circulars on the website on regular basis

- (c) Department of Pension & Pensioners' Welfare to convene two meetings in a year of Ministries/Departments to update them with the procedure for settlement of retirement benefits and to provide clarifications.
 - (d) Stakeholder consultations (correspondences, meetings etc), to take care of large scale changes in pension policies/issues either due to implementation of a Pay Commission's recommendations or otherwise. Ministries/Departments/Central Pension Accounting Office and Banks to be involved both for enhancing their awareness and for seeking their suggestions in giving effect to the same.
 - (e) Standing Committee of Voluntary Agencies (SCOVA) and Joint Committee Meeting (JCM) – it has been decided to meet frequently as per the timelines specified in the implementation plan.
 - (f) Interaction with banks would be undertaken as per the requirements from time to time.
- (ii) Maintaining records in a manner to facilitate quick retrieval of records, precedents, etc. Bringing in improvements in maintenance and retrieval of records.**

Activities/Action Plan

- a. Regular recording, reviewing and weeding out of files – Special drive twice in a year
- b. Classification and retention of files as per the manual of office procedure.
- c. Maintaining and storing of files in proper order in the storage space – compactors.
- d. Preservation and easy retrieval of important policy files through digitalization
- e. Indexing of files to facilitate easy and quick retrieval.
- f. Implementation of the concept of e-office would be undertaken.

(iii) Strengthen the desks appropriately to ensure continuity.

Activities/Action Plan

- a) Efforts to provide secretarial help to the desks to provide relief to USs to enable them to concentrate on core functions.
- b) Secretarial help in the form of Section Officers/Assistants to provide a link between out-going and in-coming Under Secretaries in the eventuality of transfer/ retirement.
- c) If secretarial help not possible from within the available resources efforts will be made to requisition more such staff.

- (iv) **Capacity building of officers posted in Department of Pension and Pensioners Welfare and the officials of Ministries/Departments handling pension and related matters.**

Activities/Action Plan

- a) Officials posted in the Department of Pension & Pensioners' Welfare to be sent on training to training institutes to familiarize and update them with the rules on retirement benefits including exposure to other pension regimes.
- b) Institute of Secretarial Training and Management ISTM to be asked to organize at least four training programmes on pensionary rules for the benefit of Ministries/Departments/Central Autonomous Bodies.
- c) Officers of the Department of Pensioners' Welfare to be deputed to ISTM for delivering lectures/talks on retirement benefits.

(B) Simplification of Rules by suitable amendment/issue of instructions, wherever necessary and continual interaction with Ministries/Department for effective implementation of rules.

- (i) **Further simplification of pension and other retirement related benefit rules and procedures.**

Activities/Action Plan

- a. Identification of provisions in CCS (Pension) Rules, 1972, CPF Rules, GPF Rules, CCS (Commutation of Pension) Rules, CCS (Extraordinary) Pension Rules which create confusion in interpretation; amendment of such rules by issue of necessary notifications/instructions.
 - b. Identification of OMs/instructions issued which have the effect of amendment of rules but rules not amended; issue of notifications thereof.
 - c. Amendment of such rules by issue of necessary Notifications or issue of necessary clarifications for the purpose, if considered necessary.
- (ii) **Ministries/Departments to examine the pension related matters themselves as per the provisions of CCS (Pension) Rules, 1972 and refer only such cases to the D/P&PW where there is doubt on interpretations or relaxation is involved.**

Activities/Action Plan

- a) Ministries/Departments to be asked once in a year to apprise them to adhere to the instructions that they have to interpret and implement the rules themselves and refer to the DP&PW only those issues where they have doubt in interpretation; or relaxation of rules is required.
- b) Any reference to Department of Pension & Pensioners' Welfare should be only with the approval of an officer not below the level of Joint Secretary.

(iv) Instructions to Ministries etc. to adhere to the pension road map as in Pensioners' Portal.

Activities/Action Plan

- a) Ministries/Departments to be asked to adhere to pension roadmap on regular basis i.e. at least once in a year.
- b) Cases of non-compliance of the road map which come to the notice of the D/P&PW to be brought to the notice of Secretary of concerned Ministries/Departments for corrective action and to fix responsibility.

(C) Improving institutional memory; create awareness amongst the pensioners regarding their rights/entitlements and interactions with Pensioners Associations.

(i) Constant updating of information on DOP&PW's website.

Activities/Action Plan

- a) Updating of website on monthly basis.
- b) Uploading of OMs as well as general instructions on the website simultaneously with the issue.

(ii) Updating "pensioners portal"

Activities/Action Plan

- a) Updating of Portal on monthly basis.

(iii) Brochure on "Retirement benefits to Central Government Pensioners" to be brought out at regular intervals.

Activities/Action Plan

- a) Brochure – a summary of various retirement benefits and also the process – to be published at regular intervals. The same to be circulated to all Ministries/Departments/Pensioners Associations etc.
- b) Brochure to be published as far as possible once in a year after carrying out necessary changes in the contents. If such necessity has not been felt in a year, as there are many changes, the Brochure should be published in the following year.

(iv) Compendium of instructions on retirement benefits to be circulated to Ministries to keep them abreast with the latest circulars.

Activities/Action Plan

- a) Compendium will be regular feature.
 - b) It would be published once in a year and will contain instructions, OMs, notifications issued in the previous calendar year.
- (v) Meeting of Staff Side of JCM (National Council) on pension related matters.**

Activities/Action Plan

- a) Two meetings of the Forum to be conducted in a year.
- b) Identification of issues to be discussed in the meeting of Staff Side of JCM on pensionary matters.
- c) Each meeting to be preceded by circulation of Action Taken Notes of the decisions taken in the previous meeting.

(vi) Meeting of SCOVA for feedback and to ascertain Pensioners problems.

Activities/Action Plan

- a) Meeting of SCOVA will be convened once in a year as per the convenience of MOS (PP).
- b) Regular monitoring of decisions of previous meeting of SCOVA; preparations of ATN of decision of previous meeting and circulation to members; seeking agenda points from all quarters and finalization of agenda items and circulation thereof to members well in advance of such meeting.

(D) Redressal of Pensioners grievances

(i) Regular monitoring of pending grievances of the Pensioners' through a system of periodical review of Grievances with the Ministries and Banks.

Activities/Action Plan

- Timeline for response
 - a) Acknowledgement -
 - (i) Electronic- Instant (on registration)
 - (ii) Manual –within 5 days
 - b) Forwarding to concerned Ministries/ Departments within 5 days from the date of receipt under intimation to petitioner
 - c) Final Resolution – (i) 30 days in case no inter-ministerial consultation is required.
 - (ii) More than 30 days in case inter-ministerial consultations are required
- Adherence and follow-up action on Sevottam Compliant to implement, monitor and review Citizen's charter

- Adherence and follow-up action on Sevottam Compliant system to redress and monitor public Grievances

(ii) Leveraging enhanced technology (IT) inputs in grievance redressal mechanism.

Activities/Action Plan

- a) The Integrated software subsuming the differences in Databases for the CPENGRAMS(Grievance Software of Deptt. of AR & PG) and CPENGRAMS (Grievance software of Deptt. of Pension and Pensioners Welfare) in one such step

(iii) Organization of workshops/trainings for user Ministries/ Departments keeping them aware of the features of the Software

Activities/Action Plan

- a) Two workshops/training programmes to be conducted in a year involving all the stakeholders

(iv) Introducing a system of online feedback

Activities/Action Plan

- a) Framing of feedback form
- b) Discussions with stakeholders to get the views on the feedback form
- c) Uploading the feedback form in consultation with NIC

(v) Active involvement of Pensioners' Associations getting grant-in-aid from the Department

Activities/Action Plan

- a) Pensioners Associations to pursue vigorously pensioners' grievances with local authorities.
- b) Consider extension of the scheme of Grant-in-aid to pensioners association in States hitherto not covered, as well as other activities being undertaken under the plan scheme of pensioners' portal.

(vi) Providing status online of the PPOs

Activities/Action Plan

- a) Ministry of Railways and Defence to be asked to provide status of the PPOs online, which would be included as a link in DoP&PW portal leading to updated information with the pensioners.
- b) Updating of PPOs on regular basis

(E) Advertising and Publicity – advertisement to highlight about the activities undertaken under “pensioners’ portal” to be taken out so that pensioners are aware of the same.

Implementation Plan for Strategic Plan for five years

S. No	Basic Strategy of Department	Time lines	Resource for chosen strategy (identify manpower, finances and technology/infrastructure)	Tracking and measurement mechanism (critical review of success indicators)
A.	<u>Quick and efficient service to pensioners/family pensioners/employees on retirement benefits.</u>	<i>On-going activity</i>	<i>Officers and staff of the Deptt. with all the technological help available to them</i>	<i>Performance appraisal system</i>
	(i) Strengthening interaction with the stakeholders; proactive consultation /interaction with the user Ministries/Departments to ensure that policies are successfully implemented.	<i>Secretary level meetings at appropriate intervals</i>	<i>- Do -</i>	<i>Issue of amendment notification</i> <i>% of references disposed off from Departments on relaxation of rules</i> <i>Meeting/addressing the Secretaries of administrative Ministries/Departments.</i>
	Activities/Action Plan			
	(a) Updating of Pensioners’ Portal	<i>Once in a month</i>	<i>In-house</i>	
	(b) Uploading of all instructions and circulars on the website	<i>As and when issued</i>	<i>In-house</i>	<i>Uploading whether with delay & reaching to what extent & feedback</i>
	(c) Department of Pension and Pensioners Welfare to convene meetings in a year of Ministries/Departments	<i>Two meetings in a year.</i>	<i>In-house</i>	<i>Frequency of meeting + outcome of the meeting.</i>

S. No	Basic Strategy of Department	Time lines	Resource for chosen strategy (identify manpower, finances and technology/infrastructure)	Tracking and measurement mechanism (critical review of success indicators)
	to update them with the procedure for settlement of retirement benefits and also clear their doubts, if any.			
	(d) Whenever large scale changes occur in pensioners matters either due to implementation of Pay Commission recommendations or otherwise, the Ministries/ Deptts. /CPAO and the Banks to be involved both for their awareness and seeking their suggestions in giving effect to the same	<i>As and when the occasion arises.</i>	<i>In-house and other stakeholder organization.</i>	<i>How well the changes have been understood</i>
	(ii) Maintaining records in a manner to facilitate quick retrieval of records, precedents, etc.	<i>As and when situation arises</i>	<i>Unskilled workers (three in number and Data Entry Operators for a month subject to concurrence by IFD)</i>	<i>As per our Departmental retention schedule & if required in consultations with NAI.</i>
	Activities/Action Plan			
	(a) Regular recording and weeding out of files	<i>Special drive twice in a year</i>	<i>DEOs and Daily wages would be appointed as a temporary measure</i>	<i>Frequency</i>
	(b) Classification and retention of files as per the manual of office procedure.	<i>Regular exercise to be reviewed in a year</i>		<i>- Do -</i>
	(c) Maintaining and storing of files in proper order in the storage space Compactors	<i>To be reviewed once in a year</i>	<i>Daily-wagers and DEOs</i>	<i>Records availability & retrieval hassle free.</i>
	(d) Preservation and easy retrieval of important policy files through digitalization / Electronic form	<i>Third year 2013-14</i>	<i>outsourcing</i>	<i>Completion of digitalization</i>
	(e) Indexing of files to	<i>As and when</i>	<i>Outsourcing and in -house</i>	<i>Retrieval of files in</i>

S. No	Basic Strategy of Department	Time lines	Resource for chosen strategy (identify manpower, finances and technology/infrastructure)	Tracking and measurement mechanism (critical review of success indicators)
	facilitate easy and quick retrieval	<i>the occasion demands it</i>		<i>efficient manner.</i>
	(iii) Strengthen the desks appropriately to ensure continuity.		<i>Review the manpower resources as and when the requirement is felt</i>	
	Activities/Action Plan			
	(a) Efforts to provide some secretarial help to the desks to provide relief to USs to enable them to concentrate on core functions.	<i>2010-11 and 2011-12</i>	<i>Internal reallocation of secretariat staff from the existing strength. If above not found feasible, to ask for additional staff either through sanction or through outsourcing</i>	<i>Smooth working of desk and would ensure some continuity.</i>
	(b) The Secretarial help in the form of SOs/Assistants to provide a link between out-going and in-coming USs in the eventuality of transfer/retirement.	<i>2010-11</i>	<i>- Do -</i>	<i>Do -</i>
	(c) If secretarial help not possible from within the available resources; efforts will be made to requisition more such staff.	<i>2011-12 and 2012-13</i>	<i>Requirement of additional manpower for desks</i>	<i>-Do-</i>
	(iv) Capacity building of officers posted in DOP&PW and the officials of Ministries/Departments handling the pension etc. related matters.			
	Activities/Action Plan			
	(a) The officials posted in the Department of Pension & Pensioners' Welfare to be sent on training to training institutes to familiarize and update them with the rules on retirement	<i>ISTM or some other institute once in a year</i>	<i>Manpower requirement is 'nil'. Financial requirement would be there.</i>	<i>Whether the knowledge, skill and attitude components of the officers is in keeping with the requirement of the policy making in the department. -assessment by senior</i>

S. No	Basic Strategy of Department	Time lines	Resource for chosen strategy (identify manpower, finances and technology/infrastructure)	Tracking and measurement mechanism (critical review of success indicators)
	benefits including exposure of officers to other pension regimes.			<i>officers and feedback from stakeholders.</i>
	(b) ISTM to be asked to organize at least four training programmes on pensionary rules for the benefit of Ministries/Departments /Central Autonomous Bodies.		<i>No manpower requirement</i>	<i>How many training programmes arranged or attended.</i>
	(c) The officers of the Department of Pensioners' Welfare to be deputed to ISTM for delivering lectures/talks on retirement benefits.		<i>No manpower and financial requirement</i>	
B.	<u>Simplification of Rules by suitable amendment /issue of instructions, wherever necessary and continual interaction with Ministries/ Department for effective implementation of rules.</u>			
	Activities/Action Plan			
	(a) Identification of provisions in CCS(Pension) Rules, 1972, CPF Rules, GPF Rules, CCS(Commutation of Pension Rules, CCS (Extraordinary) Pension Rules which create confusion in interpretation; amendment of such rules by issue of necessary notification/instructions.	<i>As and when necessary</i>	<i>In-house</i>	<i>How many rules changed/notification issued</i>
	(b) Identification of OMs/instructions	<i>Once or till all the OMs/</i>	<i>In- house</i>	<i>On the basis of the online feedback form</i>

S. No	Basic Strategy of Department	Time lines	Resource for chosen strategy (identify manpower, finances and technology/infrastructure)	Tracking and measurement mechanism (critical review of success indicators)
	issued which have the effect of amendment of rules but rules not amended; issue of notification thereof.	<i>instructions which have the effect of amendment of rules have been notified</i>		
	(c) Amendment of such rules by issue of necessary Notifications or issue of necessary clarifications for the purpose, if considered necessary.	- Do -	<i>In-house</i>	<i>On the basis of the online feedback form</i>
	(i) Further simplification of pension and other retirement related benefit rules and procedures.	<i>To be attempted once till simplification of rules and procedures are completed</i>	<i>If required</i>	<i>Timely issue of relevant notification if indicated by Pensioner/Deptt.</i>
	(ii) Ministries/ Departments to examine the pension related matters themselves as per the provisions of CCS(Pension) Rules, 1972 and refer only cases to the D/P & PW where there is doubt on interpretations or some relaxation is involved.	<i>Instructions to be issued once in a year regarding the level of reference to the Department of Pension and Pensioners Welfare</i>		<i>Issue of instructions</i>
	Activities/Action Plan			
	(a) Ministries/ Departments to be asked once in a year to apprise them to adhere to the instructions that they have to interpret and implement the rules themselves and refer the D/P&PW only those issues where they have doubt in interpretation;	<i>Once in a year</i>		<i>Issue of such instructions</i>

S. No	Basic Strategy of Department	Time lines	Resource for chosen strategy (identify manpower, finances and technology/infrastructure)	Tracking and measurement mechanism (critical review of success indicators)
	or relaxation of rules is required.			
	(b) Any reference to Department of Pension & Pensioners' Welfare should be only with the approval of an officer not below the level of Joint Secretary.	<i>Instructions to be issued once in a year</i>		<i>- Do -</i>
	(iv) Instructions to Ministries etc. to adhere to the pension road map as in Pensioners' Portal.			<i>Issue of instruction to Ministries to adhere to the pension road map as in the pensioners' portal</i>
	Activities/Action Plan			
	(a) Ministries/ Departments to be asked to adhere to pension roadmap on regular basis i.e. at least once in a year.	<i>Once in a year</i>		<i>Issue of instructions to Ministries/Departments</i>
	(b) Cases of non-compliance of the road map which come to the notice of the D/P&PW to be brought to the notice of Secretary of concerned Ministries/Departments for corrective action and to fix responsibility.	<i>As and when non-compliance is brought to the notice. Letter from Secretary (Administrative Ministry) for Banks – MoF (DOE) Banks should be penalized for administrative delays in any serious case coming to notice of non-compliance.</i>	<i>In-house</i>	<i>Issue of such letters at the level of Secretary</i>
C.	<u>Improving institutional memory; create awareness amongst the pensioners regarding their rights/entitlements and interactions with pensioners Associations.</u>	<i>On-going process</i>	<i>In-house with technical help from NIC</i>	<i>Frequency and quality of interaction with pensioners association</i>

S. No	Basic Strategy of Department	Time lines	Resource for chosen strategy (identify manpower, finances and technology/infrastructure)	Tracking and measurement mechanism (critical review of success indicators)
	(i) Constant updating of information on DOP&PW's website.	<i>On-going process</i>	- Do -	<i>Feedback from stakeholders</i>
	(ii) Updating "Pensioners Portal"		- Do -	
	(iii) Brochure on "Retirement benefits to Central Government Pensioner" to be brought out at regular intervals.	<i>Once in a year if required, otherwise once in two years</i>	<i>In- house</i>	<i>Issue of brochure</i>
	(iv) Compendium of instructions on retirement benefits to be circulated to Ministries to keep them abreast with the latest circulars.	<i>Once in a year</i>	<i>In- house</i>	<i>Issue of compendium</i>
	(v) Meeting of Staff of JCM (National Council) on pensionary matters.	<i>Twice in a year</i>	<i>In- house</i>	<i>The number of meetings</i>
	(vi) Meeting of SCOVA for feedback and to ascertain Pensioners problems.	<i>Twice in a year</i>	<i>In house</i>	<i>The number of meetings</i>
D.	<u>Redressal of Pensioners grievances</u>			
	(i) Regular monitoring of pending grievances of the Pensioners' through a system of periodical review of Grievances with the Ministries and Banks.	<i>Review 4-5 times in a year</i>	<i>Financial requirement for conducting the review</i>	<i>Pending level of grievance with Ministries/Departments - feedback</i>
	(ii) Leveraging enhanced technology inputs in grievances redressal mechanism.	<i>On regular basis</i>	<i>In- house</i>	<i>Enhanced output in redressal of grievances</i>

S. No	Basic Strategy of Department	Time lines	Resource for chosen strategy (identify manpower, finances and technology/infrastructure)	Tracking and measurement mechanism (critical review of success indicators)
	(iii) Organization of 2 workshops/ trainings for user Ministries/Departments keeping them aware of the features of the Software		<i>Financial requirements</i>	<i>Conduct of workshop/training programmes - feedback</i>
	(iv) Introducing a system of online Feedback form	<i>2011-12</i>	<i>In- house</i>	<i>Feedback on on-line feedback form</i>
	(v) Active involvement of Pensioners' Associations getting grant-in-aid from the Department. Extension to areas and activities not covered now.	<i>On regular basis</i> <i>As per 12th Plan timelines</i>	<i>In- house</i> <i>As per the Plan Scheme</i>	<i>No. of grievances being registered by them and the resolution thereof locally.</i> <i>As per the utilization given by the Pensioners Association.</i>
	(vi) Providing status online of the PPOs	<i>End of the 5 year period</i>	<i>By Deptt. of Defence and Railways</i>	<i>Completion of the task</i>

Conclusion

The contours of the strategic plan outlined above are to enable the department of pension and pensioners welfare to address the issues arising from implementing a modern, user friendly civil service pension system. Given the magnitude of the challenge, it is imperative that, the activities and schemes specified in the document are implemented effectively to address the concerns and challenges of managing this huge pension scheme for the next 50 to 60 years. Stakeholder linkages, IT-enabled systems and above all the human resource framework need to be seamlessly weaved in to make the system work efficiently, and provide a dignified pension system to the Civil Servants.