PROJECT REPORT ON

SAP-LAP ANALYSIS OF PASSPORT SEVA PROJECT

Submitted By:

Tanvi Arora

DTU/2K12/MBA/68

Under the Guidance of:

Prof. Pradeep Kumar Suri

HOD, Delhi School of Management

DELHI SCHOOL OF MANAGEMENT

Delhi Technological University

Bawana Road Delhi 110042

CERTIFICATE

This is to certify that the project entitled **"SAP-LAP Analysis of Passport Seva Project"** is the bonafide work carried out by **Tanvi Arora** student of MBA**, Delhi School of Management, Delhi Technological University**, during the year 2014, in partial fulfillment of the requirements for the award of the Degree of Master of Business Administration.

Signature of the Guide: Signature of Head (DSM)

Place: Seal of Head

Date:

DECLARATION

I , Tanvi Arora, student of MBA 2012-14 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that Project Report on **SAP-LAP Analysis of Passport Seva Project** submitted in partial fulfillment of Degree of Masters of Business Administration is the original work conducted by me. The information and data given in the report is authentic to the best of my knowledge. This Report is not being submitted to any other University for award of any other Degree, Diploma and Fellowship.

.

Name of the Student:

Place:

Date:

ACKNOWLEDGEMENT

A deep sense of gratitude is owed to **Prof. P. k Suri** (HOD, Delhi School of Management) for his continuous guidance and motivation and for helping in whatever capacity he could provide at various stages in the project. I would also like to thank **Ms. Meha Joshi** (Assistant Professor, Delhi School of Management) for her assistance in all the matters, whenever required. I really appreciate their involvement in the project and their regular advices that helped me refine the project as I went along and also inculcate all the points that helped significantly with the growth in my learning.

Finally a note of thanks is due to all those, too many to single out by names, who have helped in no small measure by cooperating during the project.

Tanvi Arora

EXECUTIVE SUMMARY

[1]The National e-Governance Plan (NeGP) of Government of India aims to provide all government services accessible to the common man in his locality through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realize the basic needs of the common man. In this major initiative, the Passport Seva Project was launched by the Ministry of External Affairs to redeem the situation by infusion of technology, process reengineering and staff motivation and commitment. The end objective being delivery of Passport Services to the citizens in a timely, transparent, more accessible, reliable manner & in a comfortable environment.

Objective:

1. To study the current and previous process of passport application.
2. To thoroughly analyze the roles and responsibilities of actors involved in the process.
3. To suggest the measures for analyzing the performance of system.
4. To find out the gaps in the implementation and adoption of the system, if any.

Execution:

The study started with detailed analysis of past and present system of passport application. This was done with the help of literature review and then questionnaire was made to find out the customer satisfaction from the new process, there by comparing it with the old process. Thereafter, analysis of data received was done and findings were listed along with the future prospects.

TABLE OF CONTENTS

1. INTRODUCTION

1.1 Industry Profile:

[2]It has been almost 30 years since the connections that sparked one of the greatest technological Transformations in history were made, creating an enormous global market for information and communication technologies (ICTs) while laying the foundation for networked readiness. Today the Internet and the applications and the services it supports touch our lives everyday.[3]Information technology (IT) is the application of computers and telecommunications equipment to store, retrieve, transmit and manipulate data, often in the context of a business or other enterprise. The term is commonly used as a synonym for computers and computer networks, but it also encompasses other information distribution technologies such as television and telephones. Several industries are associated with information technology, including computer hardware, software, electronics, semiconductors, internet, and telecom equipment, and e-commerce and computer services.

In India, this industry consists of two major components: IT Services and business process outsourcing (BPO). The sector has increased its contribution to India's GDP from 1.2% in 1998 to 7.5% in 2012.According to NASSCOM, the sector aggregated revenues of US$100 billion in 2012, where export and domestic revenue stood at US$69.1 billion and US$31.7 billion respectively, growing by over 9%.According to Gartner, the "Top Five Indian IT Services Providers" are

- Tata Consultancy Services,
- Infosys,
- Cognizant,
- Wipro
- HCL Technologies[4]

Firm	Revenues	Employees	Fiscal Year	Headquarters
Tata Consultancy Services	$11.57 billion	254,076	2012	Mumbai
Cognizant Technology Solutions	$7.05 billion	185,045	2012	Teaneck, New Jersey
Infosys	$6.69 billion	153,761	2012	Bangalore
Wipro	$7.03 billion	140,569	2012	Bangalore
HCL Technologies	$4.3 billion	85,335	2012	Noida

Source: wikipedia.com

Information Technology is a key driver of an increasingly knowledge based global economy. A knowledge based economy is now a sine qua non for leadership. Given its current global position in the IT and ITES sector, India is well positioned to enhance and leverage its IT capabilities towards this end. Technology has transformational power. It is a great leveler of opportunity within and across economies. Recognizing this potential of IT, several economies in

The Asia-Pacific region have invested in infrastructure and adopted proactive policies to foster adoption of IT pervasively. Consequently their economies have experienced much faster and more equitable growth and their development indices have moved up rapidly. India aspires to become a knowledge economy with a global role. The Indian economy has achieved a growth rate of around 8 % over the last decade, and the contribution of IT Sector to this growth is significant. The Indian IT industry is a USD 100 Billion industry (2011-12) with 80% of the revenues coming from exports. The Indian IT & ITES sector employs over 2.8 million skilled people. The IT sector has been one of the major employment generators in the last two decades. The global IT-ITES market has been growing. Current negative trends in many economies around the globe provide both challenges and new opportunities. New competitors emerge, often

unpredicted. This flux in the global economy highlights the need for constant reappraisal of strategy and the imperative of identifying new markets and new services and seeking ways to leverage and extend the reach of domestic non-IT services like engineering, health, education, skill development, security, legal, financial, accounting, transport & logistics

Etc. There is room for growth but no room for complacency. [7]

1.2 Organization Profile:

Department of Electronics and Information Technology:

Vision

 "E-Development of India as the engine for transition into a developed nation and an empowered society"

Mission of the Department

e-Development of India through multi pronged strategy of e-Infrastructure creation to facilitate and promote e-governance, promotion of Electronics & Information Technology- Information Technology Enabled Services (IT-ITeS) Industry, providing support for creation of Innovation / Research & Development (R&D), building Knowledge network and securing India's cyberspace.

Objective of the Department of Electronics and Information Technology

- E-Government: Providing e-infrastructure for delivery of e-services.
- E-Industry: Promotion of electronics hardware manufacturing and IT-ITeS industry.
- E-Innovation / R & D: Providing Support for creation of Innovation Infrastructure in emerging areas of technology.
- E-Education: Providing support for development of e-Skills and Knowledge network.
- E-Security: Securing India's cyber space.

National E- Governance Plan:

[6]The National e-Governance Plan (NeGP) has been formulated by the Department of Electronics and Information Technology (DEITY) and Department of Administrative Reforms

and Public Grievances (DARPG). The Union Government approved the NeGP, comprising of 31(first there were only 27, then 4 more were added) Mission Mode Projects (MMPs) and 10 components on May 18, 2006. The NeGP aims at improving delivery of Government services to citizens and businesses with the following vision:

"Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realize the basic needs of the common man."

Passport Seva Project: It is the one of the central mission mode projects started under the Ministry of External Affairs to redeem the flaws' of previous system by infusion of technology, process reengineering and staff motivation and commitment. The end objective being delivery of Passport Services to the citizens in a timely, transparent, more accessible, reliable manner & in a comfortable environment.

Ministry of External Affairs:

The Ministry of External Affairs (Hindi: Videsh Mantralay) (abbreviated as MEA) also known as the Foreign Ministry is the Indian government agency responsible for the conduct of India's relations with foreign countries. The Ministry is responsible for the country's representation in the United Nations and advises other Ministries and State Governments when the latter have dealings with foreign governments or institutions [8]

The Consular, Passport and Visa (CPV) Division of the Ministry of External Affairs, Government of India provides passport services through Central Passport Organization (CPO) and its network of Passport Offices and Passport Seva Kendras; and consular, visa and passport services to overseas Indians/foreign nationals through the Indian Missions and Posts abroad. Indian passports are issued through a network of 37 Passport Offices, CPV Division (only Diplomatic and Official passports) and the Andaman and Nicobar Islands Administration. This network has been expanded by adding 77 Passport Seva Kendras as extended arms of Passport Offices. For Indians living abroad, passport and other miscellaneous services are rendered by

180 Indian Missions/Posts. All Passport Offices issue machine-readable passports as per the guidelines lay down by the International Civil Aviation Organization.

The Central Passport Organization was created in 1959 as a subordinate office of the Ministry of External Affairs and is headed by Joint Secretary and Chief Passport Officer, who also acts as Appellate Authority under the Passports Act, 1967 and the Head of Department under the Delegation of Financial Powers Rules 1978. Joint Secretary (Consular) is responsible for consular affairs whereas Joint Secretary (PV) is entrusted with visa matters. The Division works under the supervision of Additional Secretary (CPV) [9]

Tata Consultancy Services:

[10]Tata Consultancy Services Limited (TCSL) is a multinational information technology (IT) service, consulting and business Solutions Company headquartered in India.TCS operates in 46 countries. It is a subsidiary of the Tata Group and is listed on the Bombay Stock Exchange and the National Stock Exchange of India. TCS is the largest Indian company by market capitalization and is the largest India-based IT services company by 2013 revenues.TCS is now placed among the 'Big 4' most valuable IT services brands worldwide.TCS is ranked 40th overall in the Forbes World's Most Innovative Companies ranking, making it both the highest-ranked IT services company and the top Indian company. It is the world's 10th largest IT services provider, measured by revenues.

[11]On receipt of a detailed report from NISG, the MEA obtained approval of the Union Cabinet on 6th September 2007, inter alia to

(a) Outsourcing of delivering front-end passport services,

(b) Establishing 77 Passport Seva Kendras (PSKs) across the country,

(c) Creating a centralized IT system linking all PSK's, RPO/POs', Police and Postal Department

(d) Permitting the private partner to levy a Service Charge for each service.

Then, following a two bid process, M/s. Tata Consultancy Services (TCS) were selected as Service Provider in May 2008 for implementation of Passport Seva Project. A Master Service Agreement (MSA) was signed by the MEA with TCS on 13th October 2008. TCS would recover its cost through Service Charge per passport based on volumes and subject to 27 stringent service delivery levels. These service delivery levels encompass various parameters such as external and internal efficiency; external, internal and technical effectiveness; environment and ambience and customer relations. The achievement and sustenance of these service levels requires a holistic approach to service delivery and optimization across technology, business process and people on a continuous basis. This IT driven Project is run with over 3,000 persons deployed from the private Service Provider and 2,500 officials from the MEA. The Project runs on the Build-Own-Operate-Transfer model wherein the initial investments are by the private partner. There is minimal investment from the Government.

1.3 Objective of the study:
1. To study the current and previous process of passport application.
2. To thoroughly analyze the roles and responsibilities of actors involved in the process.
3. To suggest the measures for analyzing the performance of system.
4. To find out the gaps in the implementation and adoption of the system, if any.

2. LITERATURE REVIEW

E-Governance is the development, deployment and enforcement of the policies, laws and regulations necessary to support the functioning of a Knowledge Society as well as of e-Government [12] .The strategic objective of e-Governance is to support and simplify governance for government, citizens and businesses. The use of ICT can connect all three parties and support processes and activities. Other objectives are to make government administration more transparent, speedy and accountable, while addressing the society's needs and expectations through efficient public services and effective interaction between the people, businesses and government.

E-Governance offers many benefits and advantages for the government, corporate sector and society. E-Governance facilitates better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. It simplifies internal operations and improves performance of government departments while helping all sections of society to avail government services at lower cost with maximum ease of use. Ironically, a majority of these projects have failed to deliver the expected results. According to a study conducted for developing countries, only about 15% of the projects have been found to be successful in achieving the desired objectives. In the Indian context, a number of projects have run into unexpected difficulties or deviated from their stated original goals. While a comparison in terms of adoption of ICT in the corporate sector and in the public sector would be unfair, government organizations should certainly leverage the opportunities offered by ICT for improving their productivity and streamlining service delivery to citizens [13]

E-Government applications normally evolve through a four-stage process. The four stages are Information, Interaction, Transaction and Transformation. The first stage includes the publication of information on a website for citizens seek knowledge about procedures governing the delivery of different services. The second stage involves interactivity. Clients can download applications for receiving services. The third stage involves electronic delivery of documents. The fourth stage involves electronic delivery of services where more than one department may be involved in processing a service request or service.

Table 1: (ita.gov.om)

Overview e-governance solutions			
	External: G2C	External: G2B	Internal: G2G
Phase ❶: Information	Local / Departmental / National information (mission statements and organizational structure Addresses, opening hours, employees, telephone numbers Laws, rules and regulations Petitions Government glossary News	Business information Addresses, opening hours, employees, telephone numbers Laws, rules and regulations	Knowledge base (static intranet) Knowledge management (LAN)
Phase ❷ Interaction	Downloading forms on websites Submitting forms Online help with filling in forms (permits, birth / death certificates) Intake processes for permits etc. E-mail Newsletters Discussion groups (e-democracy) Polls and questionnaires Personalized web pages Notification	Downloading forms on websites Submitting forms Online help with filling in forms (permits) Intake processes for permits etc. E-mail Notification	E-mail Interactive knowledge databases Complaint handling tools
Phase ❸ Transaction	License applications / renewals Renewing car tags, vehicle registration Personal accounts (mytax, myfines, mylicenses etc.) Payment of (property) taxes Payment of tickets and fines Paying utility bills Registering and voting online	License applications and renewals via website Payment of taxes Procurement	Inter-governmental transactions
Phase ❹:	Personalized website with integrated personal account for	Personalized website with integrated business	Database integration

10

Transformation	all services	account for all services	

2.1 National E-governance Plan:

[14]**Over the years,** a large number of initiatives have been undertaken by various State Governments and Central Ministries to usher in an era of e-Government. Sustained efforts have been made at multiple levels to improve the delivery of public services and simplify the process of accessing them.

E-Governance in India has steadily evolved from computerization of Government Departments to initiatives that encapsulate the finer points of Governance, such as citizen centricity, service orientation and transparency. Lessons from previous e-Governance initiatives have played an important role in shaping the progressive e-Governance strategy of the country. Due cognizance has been taken of the notion that to speed up e-Governance implementation across the various arms of Government at National, State, and Local levels, a programme approach needs to be adopted, guided by common vision and strategy. This approach has the potential of enabling huge savings in costs through sharing of core and support infrastructure, enabling interoperability through standards, and of presenting a seamless view of Government to citizens.

The National e-Governance Plan (NeGP)**,** takes a holistic view of e-Governance initiatives across the country, integrating them into a collective vision, a shared cause. Around this idea, a massive countrywide infrastructure reaching down to the remotest of villages is evolving, and large-scale digitization of records is taking place to enable easy, reliable access over the internet. The ultimate objective is to bring public services closer home to citizens, as articulated in the Vision Statement of NeGP.

The Government approved the National e-Governance Plan (NeGP), comprising of **27 Mission Mode Projects and 8 components,** on **May 18, 2006**. In the year 2011, 4 projects - Health, Education, PDS and Posts were also introduced to make the list to **31** Mission Mode Projects (MMPs). The Government has accorded approval to the vision, approach, strategy, key components, implementation methodology, and management structure for NeGP. However, the

approval of NeGP does not constitute financial approval(s) for all the Mission Mode Projects (MMPs) and components under it. The existing or ongoing projects in the MMP category, being implemented by various Central Ministries, States, and State Departments would be suitably augmented and enhanced to align with the objectives of NeGP

The main aim of NeGP is: *"Make all Government services accessible to the common man in his locality, through common service delivery outlets, and ensure efficiency, transparency, and reliability of such services at affordable costs to realize the basic needs of the common man*

[1]NeGP has three tier architecture, The **Common Service Centers (CSCs)** are the front-end delivery points for a range of citizen services. The common man feels empowered when he is able to get a service in a transparent manner, at a convenient location and at an affordable cost. These centers also provide employment to the entrepreneurs running them, besides being useful in rolling out all kinds of governmental schemes such as those for financial inclusion, enumeration of data, insurance and IT education. The second tier is of the common and support infrastructure that can allow information to be shared electronically between different agencies of the government and with citizens. Included in it, are the **State Wide Area Networks (SWANs)**, which form the converged backbone network for data, voice and video throughout a state / UT and the **State Data Centers (SDCs)** which can provide common secure IT infrastructure to host state-level e-government applications and data. The third tier comprises the **Mission Mode Projects (MMPs)** which will transform high priority citizen services from their current manual delivery into e-delivery. Each MMP is owned and spearheaded by the relevant ministry/agency of the national government or by a state government and is called mission mode because it has a definite time table, service levels, project engineering teams and process reengineering plans.

[14]Implementation of e-Governance is a highly complex process requiring provisioning of hardware & software, networking, process re-engineering and change management. Based on lessons learnt from the past and the experience from successful e-Governance applications, the approach and methodology adopted for NeGP contains the following elements:

I. Common Support Infrastructure: NeGP implementation involves setting up of common and support IT infrastructure such as: State Wide Area Networks (SWANs), State Data Centers (SDCs), Common Services Centers (CSCs) and Electronic Service Delivery Gateways.

ii. Governance: Suitable arrangements for monitoring and coordinating the implementation of NeGP under the direction of the competent authorities have also been substantially put in place. The programme also involves evolving/ laying down standards and policy guidelines, providing technical support, undertaking capacity building, R&D, etc. DEITY is required to adequately strengthen itself and various institutions like NIC, STQC, CDAC, NISG, etc. to play these roles effectively.

iii. Centralized Initiative, Decentralized Implementation: e-Governance is being promoted through a centralized initiative to the extent necessary to ensure citizen-centric orientation, to realize the objective of inter-operability of various e-Governance applications and to ensure optimal utilization of ICT infrastructure and resources while allowing for a decentralized implementation model. It also aims at identifying successful projects and replicating them with required customization wherever needed.

iv. Public-Private Partnerships (PPP): PPP model is to be adopted wherever feasible to enlarge the resource pool without compromising on the security aspects.

v. Integrative Elements: Adoption of unique identification codes for citizens, businesses and property is to be promoted to facilitate integration and avoid ambiguity.
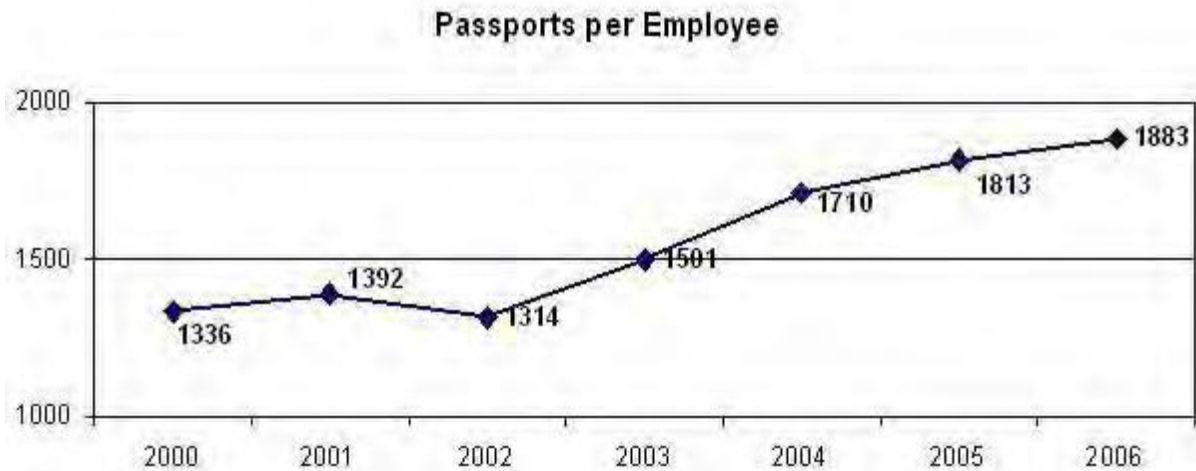
vi. Programme Approach at the National and State levels: For implementation of the NeGP, various Union Ministries/Departments and State Governments are involved. Considering the multiplicity of agencies involved and the need for overall aggregation and integration at the national level, NeGP is being implemented as a programme, with well-defined roles and responsibilities of each agency involved. For facilitating this, appropriate programme management structures have also been put in place.

vii. Facilitator role of DEITY: DEITY is the facilitator and catalyst for the implementation of NeGP by various Ministries and State Governments and also provides technical assistance. It serves as a secretariat to the Apex Committee and assists it in managing the programme. In addition, DEITY is also implementing pilot/ infrastructure/ technical/ special projects and support components. DARPG's responsibility is towards Government Process Re-engineering and Change Management, which are desired to be realized across all government departments. Planning Commission and Ministry of Finance allocate funds for NeGP through Plan and Non-plan budgetary provisions and lay down appropriate procedures in this regard.

viii. Ownership of Ministries: Under the NeGP, various MMPs are owned and spearheaded by the concerned line Ministries. In case there are any ongoing projects which fall in the MMP category, they would be suitably enhanced to align them with the objectives of NeGP. For major projects like Bharat Nirman, Rural Employment Guarantee Schemes, etc. the line ministries concerned are advised to make use of e-Governance as also automation techniques from the inception stage. States have been given the flexibility to identify a few additional state-specific projects, which are relevant for the economic development of the State.

Passport Mission Mode Project

[1]The Consular, Passport and Visa (CPV) Division of the Ministry of External Affairs (MEA) provides passport and consular services to Indian citizens through the Central Passport Organization (CPO), and consular and visa services to foreign nationals and Indians residing overseas through the passport, visa and consular wings of over 160 Missions and Posts abroad. Various efforts by the CPO have led to significant improvement in productivity. The figure below shows the productivity improvement across the years.

Passports per Employee

Year	2000	2001	2002	2003	2004	2005	2006
Passports per Employee	1336	1392	1314	1501	1710	1813	1883

Despite all such measures, it was increasingly apparent that strategies adopted were proving inadequate to handle the growing demands on the Central Passport Organization. The quality of services provided to the citizens was being badly affected by the huge increase in workload without a concomitant increase in manpower and infrastructure. It was also evident that conventional solutions would not work in this situation. Thus, the Passport Seva Project was launched by the Ministry of External Affairs to redeem the situation by infusion of technology, process reengineering and staff motivation and commitment. The end objective being delivery of Passport Services to the citizens in a timely, transparent, more accessible, reliable manner & in a comfortable environment.

Outcome

The project envisages setting up of 77 Passport Seva Kendras (PSKs) across the country, a Data Centre and Disaster Recovery Centre, Call centre operating 18x7 in 17 languages, and a centralized nationwide computerized system for issuance of passports. The entire system will function in less paper environment with an attempt being made to deliver passports within 3 working days to categories not requiring police verification.

The expected outcome of this project is marked improvement in the service levels of passport services.

Governance Structure

At the field level the Regional Passport Officer coordinates the various activities of the Service Provider and other stakeholders like the employees, Police, India Post etc to deliver the project. His responsibilities start from identification and location of the site of the Passport Seva Kendra to the successful commissioning and operations of the same.

Empowered Committee

(EAM, Foreign Secretary and Additional Secretary (CPV))

Programme Management Committee

Additional Secretary (CPV), Joint Secretary (CPV), Project Director (PSP)

Programme Management Unit

Overall Programme Management & Technology Management

Business Model

The project is being implemented in a BOT model wherein the strategic assets like the data centre and the application software will be owned by the Ministry. All non sovereign, non-security and non-sensitive functions have been outsourced to a private sector partner, with Government functionaries retaining all critical roles and responsibilities. The project also involves computerizing of the police verification process in order to significantly reduce the processing time for police verification. Necessary interfaces are also being developed with State Police authorities and India-post to give the citizens a seamless experience. The Service Provider will be establishing 77 PSKs across the country and will be responsible for the Call Centre, application maintenance, training, handholding etc, for a period of six years from GO-LIVE in return for a small service fee to be levied from the citizens.

Table2: List of Actors Involved (own analysis)

List of Actors involved into Passport Application Process	
Sr. No	**Actors**
1	Applicant
2	State Bank of India
3	Citizen Service Executive (TCS Staff)
4	Verification officer (MEA Staff)
5	Granting officer (MEA Staff)
6	Police
7	Regional Passport Office
8	India Post

Overview of Passport Seva Kendra:

Passport Seva Kendra are set up in PPP mode by Service Provider being TCS in this case, they work in coordination with the Passport offices to facilitate the whole passport application process. Every Passport Seva Kendra has the following structure and there are 7 steps to get your passport application granted.

1. There is a waiting lounge where people whose appointment is late can wait for their time and those whose entry is allowed proceed to the security check. For the security check, physical frisking is done by the male and female guard of respective genders.

2. Then when the applicant enters, the first counter makes the file of the applicant which includes all the required documents and the passport application form.

3. Near the first counter, there are kiosks where the applicant fill the application form and take the appointment but in that appointment will be of subsequent days. Also the first counter provides the token which is used by the applicant throughout the process at psk.

4. Sometimes for internal management token is provided at the next counter and not the first

5. Then inside there is a waiting lounge where applicant wait to be counter at a section, where TCS employees are sitting.

6. There is a pantry, washroom and drinking water facilities in the waiting area.

7. A section: these are around 24 counters, where TCS employees are sitting. Applicant is called according to his token number and a specific counter is provided to him. The counter and token details are show on LCD screens in the waiting area plus other sections to make sure the applicant knows where to go.

8. At this section, the documents are scanned and all biometric details are taken.

9. Then applicant is again asked to wait next sections B and C.

10. The B section is the verification section, where MEA staff, the government officials are sitting to verify the documents manually which are scanned at A section.

11. Then finally the applicant is called at section C , for finally grant of the application and moved to last step

12. The last step is cash counter where, if any fees are pending can be paid and feedback form is filled.

After all this process, the applicant exists from the office and then police verification will be done. Finally if all goes well, he will get the passport in 30- 45 days.

3. RESEARCH METHODOLOGY

2.1 Significance of the study:

The study of Passport Seva Project initiative helped to attain knowledge about the present system and understand the e-governance initiative of the government. It helped us to do the comparative analysis of present and past system thereby knowing the customer satisfaction from the system.

2.2 Scope of the Study:

The study of performance of Passport Seva Project is limited to implementation in Delhi-NCR. The responses of people living in these regions is recorded and analyzed.

2.3 Data Collection:

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions. A formal data collection process is necessary as it ensures that data gathered are both defined and accurate and that subsequent decisions based on arguments embodied in the findings are valid.

In this study, two independent survey was undertaken, one online and other offline at the passport Seva Kendra. The first hand response of the customers is recorded and analyzed. Out of 300 people approached for response, in total of 66 Reponses were complete and structured to be analyzed.

Factors taken into consideration:

1. **Efficiency**: this includes, whether the new process is easy to understand, the core process are simplified and fast or not. The paper work is reduced enough to facilitate fast execution and security of details.

2. **Speed:** this factor includes the time involved from filing the application for the passport and getting it. Whether there were any unexpected delays, the process at psk was cumbersome.

3. **Accuracy**: this includes the work done through automation should b accurate and should not have lapse or mismatch of information.

4. **Interactivity:** this includes that whether the staff interaction was good and up to the mark.

5. **Cost**: this factor measures the cost of application and any other cost that was incurred, whether the amount invested was worth the service or not.

6. **Transparency and Degree of Automation are** also other factors on which the performance is judged.
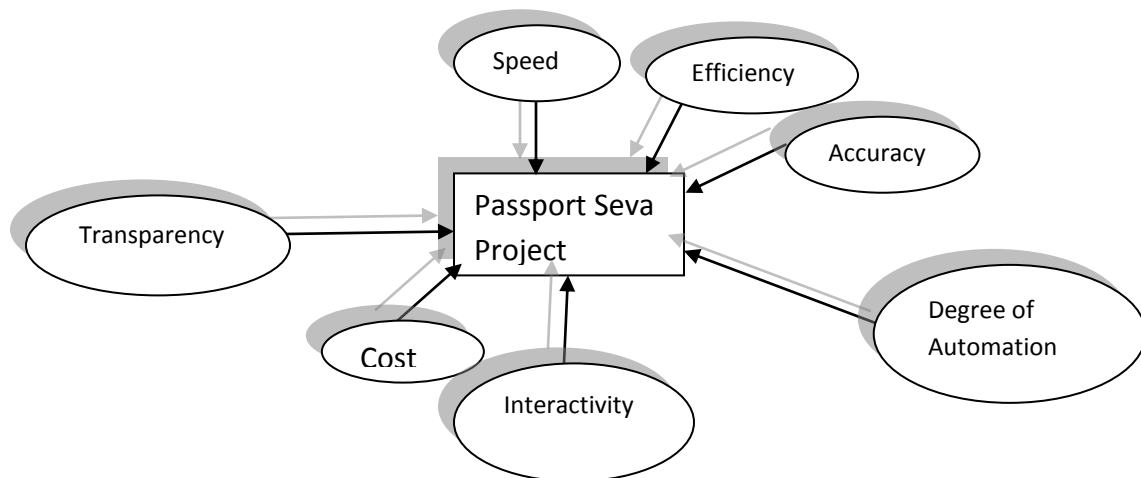
4. SAP ANALYSIS OF PASSPORT SEVA PROJECT:

Situation:

It is the one of the central mission mode projects started under the Ministry of External Affairs to redeem the flaws' of previous system by infusion of technology, process reengineering and staff motivation and commitment. The end objective being delivery of Passport Services to the citizens in a timely, transparent, more accessible, reliable manner & in a comfortable environment.

The situation of the project can be discussed in following headings:

Previous System:

[1]The citizen didn't have any clue of what happens to his application and how much time it would take to finally receive the passport. Besides being cumbersome and inconvenient, there is no certainty in the services.

.

- Passport applicant obtains the form Submission at passport office
  - ☐ Directly
  - ☐ through travel agents
  - ☐ through collection channels like District Passport Cells or Speed Post Centre
- Scrutiny of documents and form
- Police verification Of the applicant's identity and details
- Issuance of the passport

Pre-implementation phase:

[16]The National Institute of Smart Government (NISG) was appointed as the Consultant to study the existing passport issuance system and suggest measures to improve the passport issuance system. At the conclusion of their study, NISG recommended implementation of Passport Seva Project to meet the growing demand and to improve the efficiency of the system. NISG completed the study of existing Passport Issuance System and submitted a Detailed Project Report (DPR) in February, 2007. Subsequently, they framed the Request for Proposal (RFP) for implementation of Passport Seva Project which was released in October, 2007.

NISG recommended implementing the Passport Seva Project (PSP) in Public Private Partnership mode to overhaul the entire passport issuance system in the country. The basic design of PSP involves the outsourcing of all non-sensitive front end functions to a private Service Provider, with Government functionaries retaining all critical sovereign roles and responsibilities.

The project envisages setting up of 77 Passport Seva Kendras (PSKs) across the country, a Data Centre and Disaster Recovery Centre, Call centre operating 18x7 in 17 languages, and a centralized nationwide computerized system for issuance of passports. The entire system will function in less paper environment with an attempt being made to deliver passports within 3 working days to categories not requiring police verification. The expected outcome of this project is marked improvement in the service levels of passport services.

 Project implementation:

The previous processes have been redesigned after identifying bottlenecks, inefficiencies and Non-Value-Added activities in the current processes. Other key parameters including stakeholder needs and expectations, national and international Best Practices have been taken into consideration. Thus, PSP is launched and is to be implemented in various stages. The first stage of the project involved gathering the system requirements of the Passport Organization as well as carrying out all the steps required for creating the infrastructure, procurement of the hardware, and initiating training for the pilot locations. This included setting up of Data Centers, Disaster recovery site, Central Passport Printing Facility, Network Operations Centre, Passport Seva

Kendras etc. The next stage was setting up and running the pilot sites, followed by certification of the sites and the nationwide rollout. Pilot sites of the project are fully functional and are running satisfactorily.

The salient features of the Functional Architecture that was proposed are described below:

a. PSK to provide ALL the front-end services identified above.

b. A set of counters staffed by the Service Provider personnel (termed as Private Counters) will cater to all the front-end processes EXECPT document verification, indexing, PAC checking and granting.

c. A set of counters staffed by Government personnel (termed as Government Counters) will cater to these front-end government processes viz. document verification, indexing, PAC checking and granting.

d. Application submission, document upload (optional), and appointment scheduling services will also be provided online through the Passport portal.

e. Designated points in the police department of each State will be provided access to Passport portal for downloading applicant verification related documents, for updating verification status & uploading verification reports onto the portal.

f. In the interim, applications received at DPCs and SPCs will be physically sent to the identified PSKs for data entry. Documents will be uploaded into the passport system by SP's personnel and be transferred to respective PBO for further indexing, PAC check, granting and back-end processing by Government personnel.

g. There will be a Central Passport Printing Facility (CPPF) set up at identical locations for catering of PBO's ,spill over loads, clearing pendency at PBO's and printing passports granted by missions/posts with small volumes. Missions/ posts with large volumes will have their own arrangements for back-end work.

h. The system is to be scalable, secure, reliable and manageable

Progress till July 2013:

The Ministry of External Affairs (MEA) launched the Passport Seva Project (PSP) in May 2010.The project has been implemented in a Public Private Partnership (PPP) mode with Tata Consultancy Services, selected through a public competitive procurement process. Under this program, the sovereign and fiduciary functions like verification, granting and issuing of passport have been retained by MEA. The ownership and strategic control of the core assets including data/information is with MEA.

Passport Seva enables simple, efficient and transparent processes for delivery of passport and related services. Apart from creating a countrywide networked environment for Government staff, it integrates with the State Police for physical verification of applicant's credentials and with India Post for delivery of passports.

Transforming Passport Services for India Citizens

The Passport Seva Project is transforming passport and related services in India to provide a best-in-class experience to Indian citizens. PSP is enabling MEA to deliver passport services in a reliable, convenient and transparent manner, within defined service levels. Key aspects of the service transformation to be achieved by PSP are as follows:

1. **Anywhere Anytime Access:** Citizens can submit their passport applications and seek an appointment on payment of passport fees online through the PSP portal (www.passportindia.gov.in) at their convenience. The portal provides comprehensive and latest information on all passport related services. Citizens visit the nearest PSK with prior appointment date/time, thus avoiding long queues and inconvenience.
2. **Increased Network: As** extended arms of 37 Passport Offices, 77 Passport Seva Kendras (PSKs) have been made operational across the country and 16 Passport Seva Laghu Kendras (PSLKs) are being established as part of Passport Seva.
3. **Improved Amenities: The** PSK provides a world class ambience. Amenities in every PSK include helpful guides, information kiosks, photocopying, food and beverage facilities, public phone booth, baby care, newspapers and journals and television in a comfortable air-conditioned waiting lounge. The Electronic Queue Management

System ensures the 'first-in-first-out' principle in application processing.

4. **State of the Art Technology Infrastructure:** Passport Seva is supported by state-of-the-art technology infrastructure which enables end-to-end passport services to be delivered with enhanced security comparable to the best in the world. The photograph and biometrics of the applicants are captured when they visit the PSK. Their applications and supporting documents are digitized and stored in the system for further processing.

5. **Integration with Police and India Post:** The PSP network connects with the State Police across all the states and union territories. The applicant's data is sent electronically for police verification. PSP also provides an interface to India Post for tracking delivery of passport to citizens.

6. **Call Centre & Helpdesk:** A multi-lingual National call centre operating in 17 Indian languages enables citizens to obtain passport service related information and receive updates about their passport applications, round the clock, seven days a week. An e-mail based helpdesk besides a mobile based application 'mPassport Seva' provides information on passport services.

Post Implementation:

Phase1: Complete
Phase2: Started
Implementation Agency: Identified
Contract: MEA awarded contract to IA
Implementation: Complete
Phase 2: **Under study**

Phase I of the project has been completed with the planned objective of making all the 77 Passport Seva Kendra around the country LIVE. Phase II has been started. There has been severe demand from the citizens for opening more such Passport Seva Kendras, popularly referred as the PSKs. The requests have been flooded to the ministry through their respective Members of

the parliament and through various signature campaigns. NISG has been given the task of studying the present NEW system and come up with a plan to open more such PSKs based on the Geography, polity & the citizen requirement.

Apart from this, the project has been declared live in June 2013 and after one year of declaration of Go-Live, a review is to be conducted on the present SLA (Service Level agreement metrics) and fine tune them

Actors:

Table 2: own analysis

List of Actors involved into Passport Application Process	
Sr. No	**Actors**
1	Applicant
2	State Bank of India
3	Citizen Service Executive (TCS Staff)
4	Verification officer (MEA Staff)
5	Granting officer (MEA Staff)
6	Police
7	Regional Passport Office
8	India Post

TCS:
The project has been implemented in a Public Private Partnership (PPP) mode with Tata Consultancy Services, selected through a public competitive procurement process

MEA staff:

They carry out Verification of documents scanned by TCS in first step, checking the originality and credentials of the applicant. Checking the purpose of his request and finally granting the request**.**

Role of Police:

They carry out verification at the applicant's place and send the report to Regional Passport office.

Regional Passport Office:

They finally prepare the passport and send to India Post for dispatching.

India Post:

This delivers the passport to the applicant's house.

Process

Key processes group of PSP:

Overview of the redesigned process for issuance of fresh passport is depicted below. The following are the six core process groups in the To-Be passport issuance cycle:

a. Sale of application forms with information booklet or accessing the forms online

b. Submission of application forms

      i. Filling up the prescribed application form either physically or online

      ii. Attaching required supporting documents

      iii. Paying requisite passport service fees

      iv. Obtaining appointment for visiting a PSK (by online applicants)

c. Scrutiny of application and capturing personal & documentary details

      i. Scrutiny of application form and supporting documents

      ii. Capturing photograph

      iii. Capturing biometric feature(s)

      iv. Capturing signatures

      v. Scanning supporting documents

d. Verifying the authenticity of application/ applicant

      i. Checking the supporting documents against their originals

      ii. Indexing

iii. Checking against Prior Approval Category (PAC) list

iv. Field Verification done by Police

e. Granting

f. Back-end processing

i. Printing

ii. Lamination

iii. Dispatch

Process at Passport Seva Kendra:

Passport Seva Kendra are set up in PPP mode by Service Provider being TCS in this case, they work in coordination with the Passport offices to facilitate the whole passport application process. Every Passport Seva Kendra has the following structure and there are 7 steps to get your passport application granted.

13. There is a waiting lounge where people whose appointment is late can wait for their time and those whose entry is allowed proceed to the security check. For the security check, physical frisking is done by the male and female guard of respective genders.

14. Then when the applicant enters, the first counter makes the file of the applicant which includes all the required documents and the passport application form.

15. Near the first counter, there are kiosks where the applicant fill the application form and take the appointment but in that appointment will be of subsequent days. Also the first counter provides the token which is used by the applicant throughout the process at psk.

16. Sometimes for internal management token is provided at the next counter and not the first

17. Then inside there is a waiting lounge where applicant wait to be counter at A section, where TCS employees are sitting.

18. There is a pantry, washroom and drinking water facilities in the waiting area.

19. The A section: these are around 24 counters, where TCS employees are sitting. Applicant is called according to his token number and a specific counter is provided to him. The counter and token details are show on LCD screens in the waiting area plus other sections to make sure the applicant knows where to go.

20. At this section, the documents are scanned and all biometric details are taken.

21. Then applicant is again asked to wait next sections B and C.

22. The B section is the verification section, where MEA staff, the government officials are sitting to verify the documents manually which are scanned at A section.

23. Then finally the applicant is called at section C , for finally grant of the application and moved to last step

24. The last step is cash counter where, if any fees are pending can be paid and feedback form is filled.

After all this process, the applicant exists from the office and then police verification will be done. Finally if all goes well, he will get the passport in 30- 45 days.

Table: Relation Between Actors and Process (own analysis)

Sr. No	Processes	Actors
1	Filling up Passport application form online	1
2	Online Payment through Debit Card, Credit Card or Bank Challan (Bank Challan is only through SBI)	1,2
3	Booking appointment online	1
4	Visiting to Passport Seva Kendra on the appointment date with documents	1
5	Token issuance to applicant	1,3
6	**STAGE A:** Passport Application Processing which includes Photo and Finger prints Capturing, Data entry verification & Documents Scanning	1,3
7	**STAGE B:** Verification of Passport application and original documents	1,4
8	**STAGE C:** Granting of Passport application on the basis of previous records	1,5
9	Receiving Acknowledgement letter from **Exit Counter**	1,3
10	Police Verification	6
11	Printing of Passport subject to clear Police Verification	6,7
11	Dispatch of Passport	7,8
12	Delivery of Passport	1,8

5. FILED STUDY AND GAP ANALYSIS OF PASSPORT SEVA PROJECT

Survey and its findings:

From the data collected in both the surveys following is the analysis done:

1. Out of total participants 90% people had came for normal passport and that too fresh application and only few around 10% were for reissue and Tatkal applicants. But all the applicants are handled in the same are due to which normal applicants had to wait long or sometimes the hold cases were not handled in a speedy manner. Thus for a single document error, a person has to wait for whole day.

2. In Delhi there are 4 passport Seva Kendra Shalimar place, ITO, Gurgaon, RK puram. So, when online survey was done catering to NCR citizens, we got the following response.
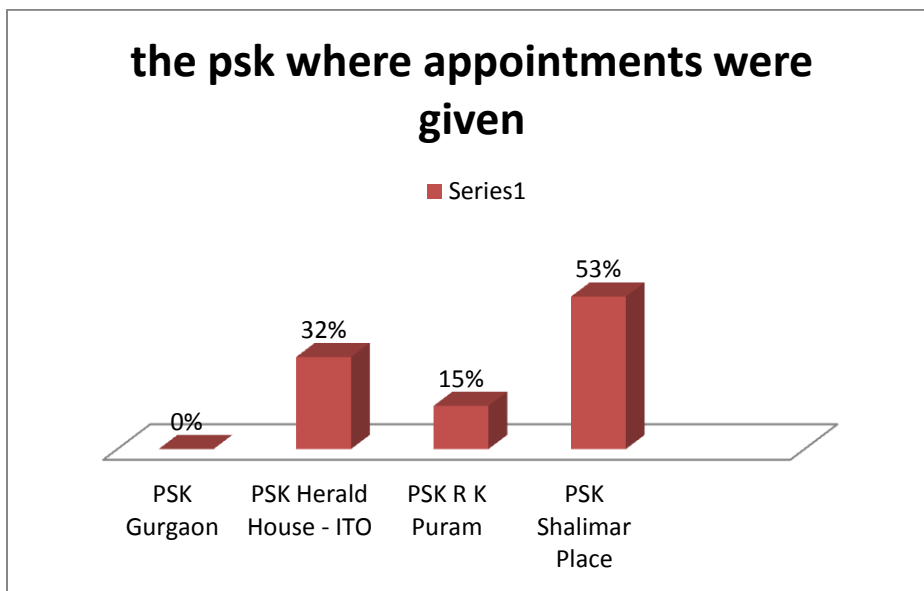

Figure 1: Psks where the Appointment was Given (own analysis)

It shows that mainly customers are sent to two main locations; therefore they became very crowded during working hours.

3. We also surveyed the people, about how they find the new process and 72% of people were in the favor that new process was short and precise. The rest fall under the category of lengthy and very lengthy due to their personal grievances.
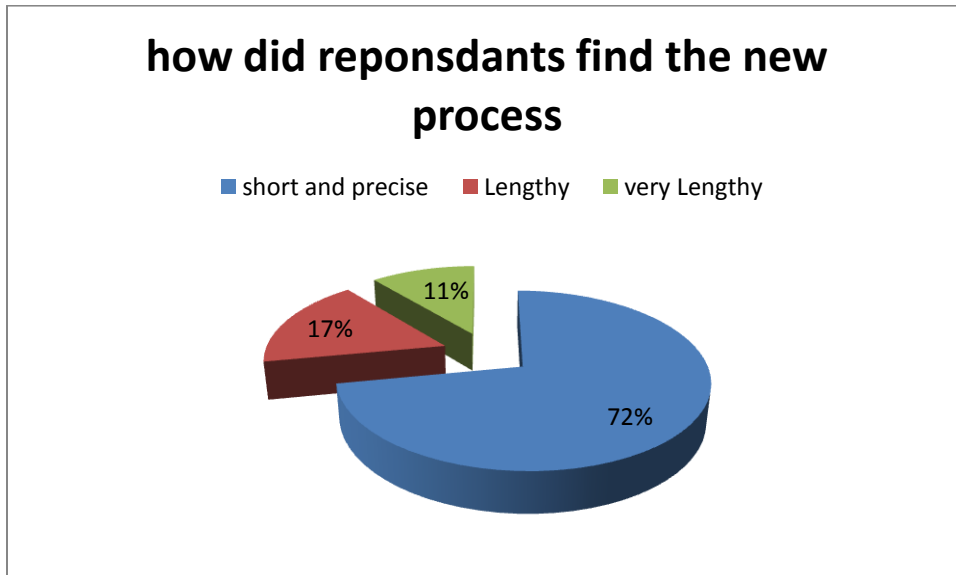

Figure 2: the Response of People towards new Process (own analysis)

There were few reasons given by the customer for the process being lengthy like. There are 3 counters for document verification and if you are getting your on hold file processed, the 2nd counter personnel doesn't have all rights to make any change if customer request. Customer will have to go to the 3rd counter and come back on 2nd and then go back again on 3rd to get the file processed. The payment also took a long time to process.

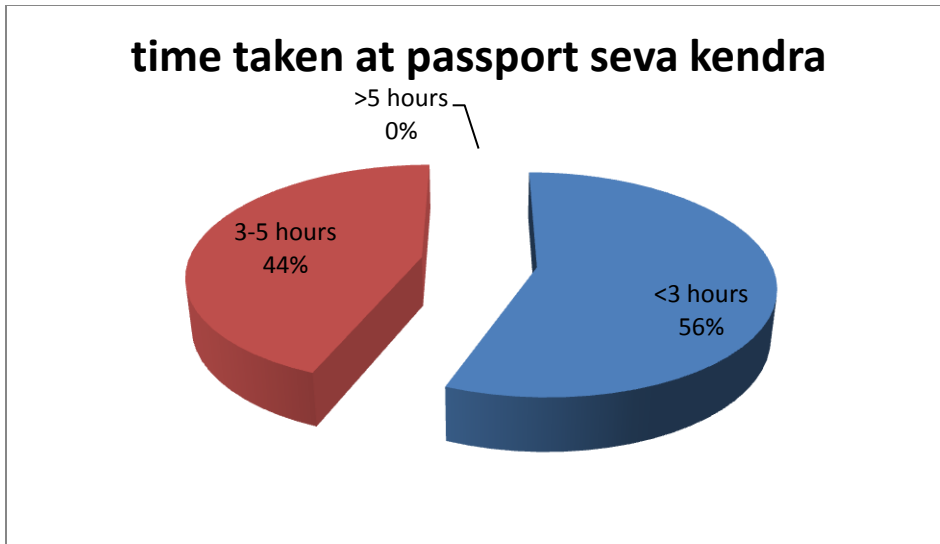4. According to the data collected, the average time taken by an applicant at the Kendra was as follows.

Figure 3: the time Elapsed At Passport Seva Kendra (own analysis)

Though maximum people took less than 3 hours, still there were customers who took full day due to errors or less information about the process or long waiting queues.

5. Even for the same set of requirements of the customers like, Normal, fresh applicants and all complete documents, still there was great difference in time elapsed for police verification.
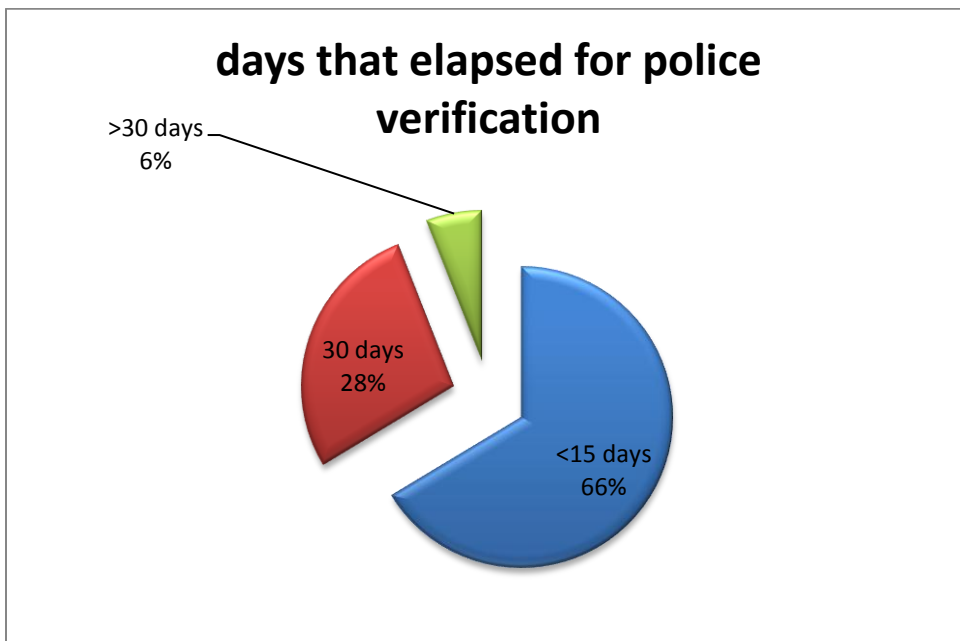

Figure 4: the Days Taken For Police Verification (own analysis)

32

This graph shows, that still there are people who are getting their passports in more than 45 days which were not the goal of Passport Seva Project.

6. Now why some people took these hours, when it is seen counters took very less time, but analysis was done, it is found out that after section A there were long queues because section B and C are less.

time between two steps of process

■ Series1

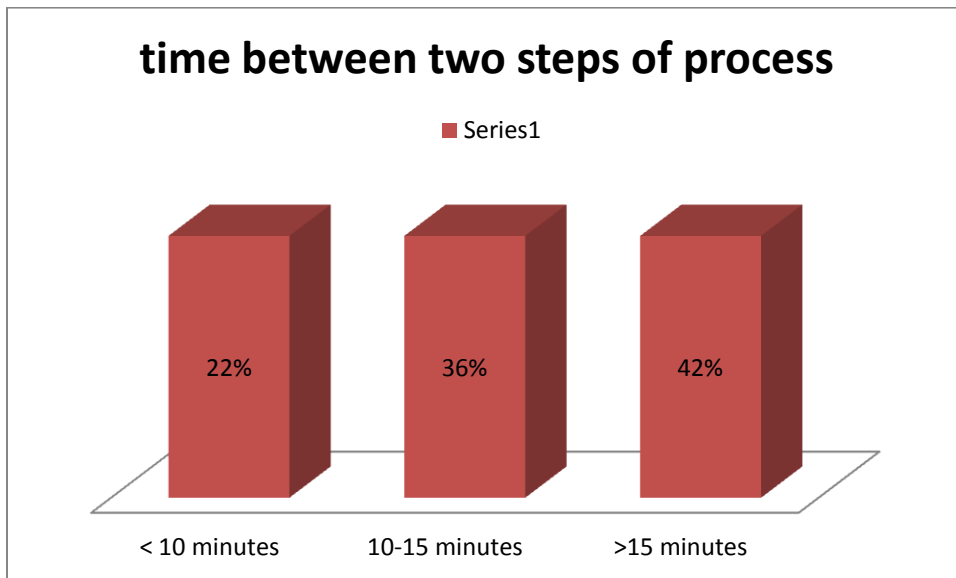|		
22%	36%	42%
< 10 minutes	10-15 minutes	>15 minutes

Figure 5: The Time Elapsed between Two Steps at Kendra (own analysis)

As we can see from the graph, maximum respondents said that they waited more than 15 minutes for the next step at the Kendra.

7. The following graph depicts the staff co-operation rated by the respondents

33

staff corporation

■ Series1

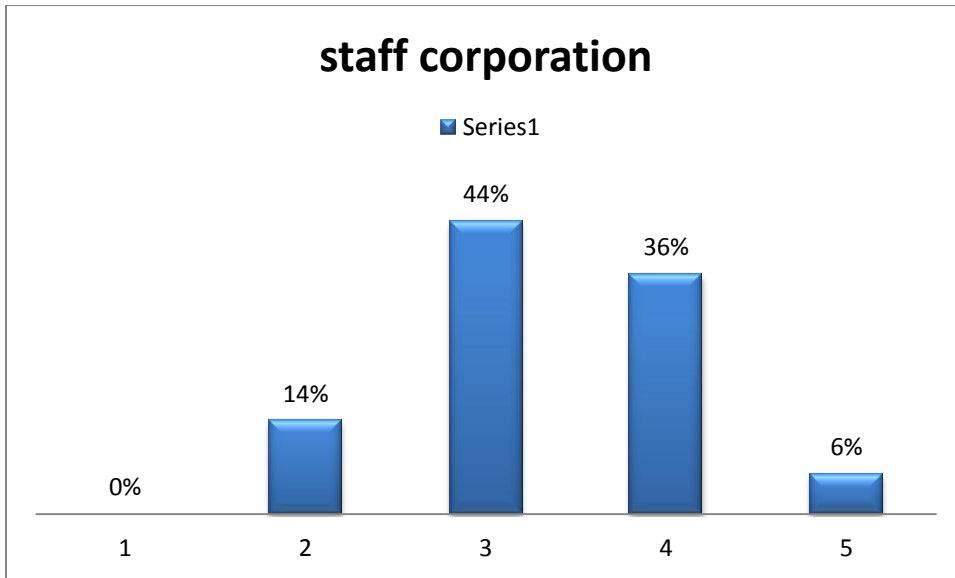| 1	2	3	4	5
0%	14%	44%	36%	6%

Figure 6: Rating Of Staff Co-Operation 1 Bad, 5-Excellent (own analysis)

According to this, the distribution is right side skewed, showing that most of the customers are happy with staff present there. There was an affirmative response especially about the TCS staff.

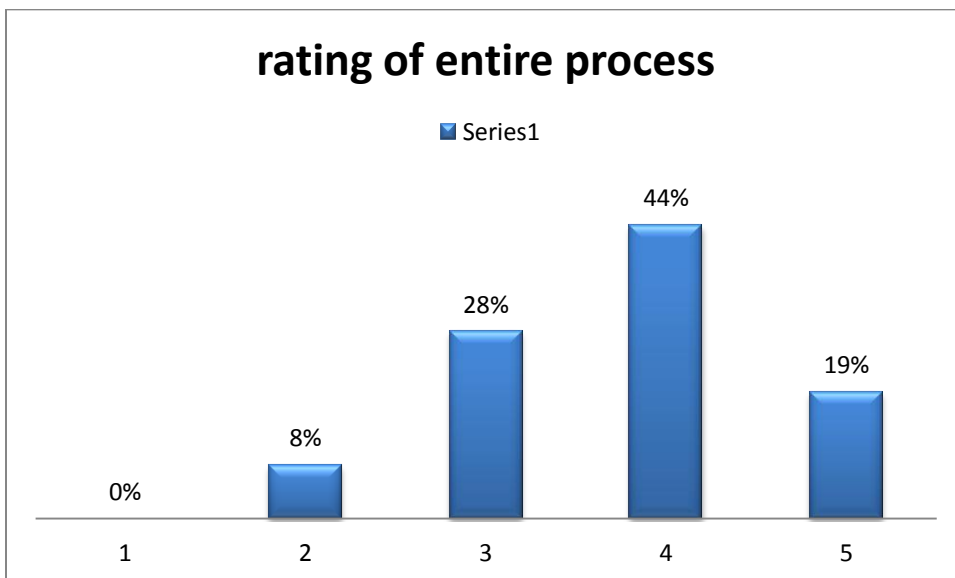8. The overall response to the Passport Seva Project as given by respondents is

rating of entire process

■ Series1

1	2	3	4	5
0%	8%	28%	44%	19%

Figure 7: The Rating of Overall Process (own analysis)

34

Its again right skewed , as we can 44% of respondents gave the rating as 4, with 1 being bad and 5 being excellent.

Gaps analyzed:

1. Section A has around 24 counters where as B and C have 3 counters each. This was done because section B and C take less time than A but practically they took time and this leads to long waiting queues.

2. There are government officials at section B and C ,they don't reach by 9.15 am and hence the whole process gets delayed and long waiting hours for customers

3. The security check includes only physical frisking and no metal detectors are used

4. At section B when documents are checked manually for their duplicity, there is no assurance of originality, like to prove that birth certificate is original, the official just checks the paper manually.

5. Some customers don't know which documents and photocopies are required and hence have to pay more than one visits.

6. The office opens during weekdays only, hence some government servants do complaint about long waiting hours. As they have to take leaves for full day.

7. There was no specific help desk but, a coordinator was appointed who roams in the office and helps the people there. This can be approved by a help desk.

8. The pantry and eatables are very costly.

9. The hold cases, tatkal and normal , all the cases are dealt at the same area due to which sometime a normal applicant have to wait a lot Due to a pending case before his number. There should be a provision for dealing all three in different compartments.

10. Customers have also given the feedback that officials at section B and C don't listen to their explanation and simply put the file in hold.

11. Even after the application is granted, the police verification takes 60 days to happen; hence the whole process gets delayed.

12. There is still prevalence of giving under the table during police verification.

6. LAP ANALYSIS OF PASSPORT SEVA PROJECT

Learning:

1. Most of the customers i.e. 63% of respondents gave the rating for entire process as 4 and 5, which shows maximum people are satisfied with the process except a few issues.
2. There are long waiting queues due to less number of counters at B and C. also, the MEA officials come late whereas the process at the front end start strictly at 9.15 am, which leads to delay in the process.
3. Customers' grievances are not heard at B and C counters properly.
4. All cases of hold, tatkal are handled in the same area along with normal fresh applicants.
5. Customer grievance system is not well managed, though feedback forms are handled by TCS staff for improvement.
6. Even if the process gets completed at Passport Seva Kendra, in some cases, police verification is delayed for even 2 months.

Actions proposed:

1. **Counters should be increased**: Section B and C should be increased, so that queue can be as short as possible.
   Expected improvement in performance: time of customers saved, more people will be handled in less time, hence speed and efficiency will increase,
2. **Grievance system should be in place**: there could be a desk for an official from Regional Passport office or an expert, just to handle grievances of customers in real time basis.
   Expected improvement in performance: credibility improved, transparency increased, people instead of disturbing MEA staff for un necessary questions can go to this department directly.

3. **Three different areas should be there,** for three types of applicants so that delay can be reduced.

   Expected improvement in performance: queues will be reduced; similar requests will be handled at the single place.

4. **MEA staff should come on time** or the process should start when all are there in the office so that customer's time is not wasted in waiting.

   Expected improvement in performance: waiting less, credibility will be increased and positive feedback to customer regarding sincerity of employees.

5. Since , the applicants come early for their appointment, the **waiting lounge outside the Kendra should have proper seating arrangement** and if possible pantry can be organized which is affordable

   Expected improvement in performance: customer experience will be improved.

6. **Metal detectors should be used for security check.**

   Expected improvement in performance: this will increase the security of the place.

7. LIMITATIONS OF STUDY

1. **Scope**: The survey's scope was limited to Delhi customers only and so various other states can have different problems, as rules scenario differ in states.

2. **Legal and ethical issues**: The non co-operation of TCS staff and MEA officials to discuss the process.

3. **Communication gap**: - The designated person may not wish to tell complete details and various questions are left unanswered.

4. **Time constraints**: - It is not easy to get all the information in just one month's time about the sector, and even sometimes,

8. CONCLUSION

From the data analysis done, we gather that most of the respondents rated the new process as good or satisfactory but there is a problem of long queues which consumes lot of time of customers. Also the MEA officials working trend can be improved for improving the efficiency of the whole system. This initiative of government is being proved a positive and successful one with few small loop holes that can be filled easily by taking few steps. The study also shows people are satisfied doing things online and have not seen any corruption in this process as compared to earlier process. The system has become more efficient, transparent and speedy. Though the cost has increased as compared to previous process but going by the response of people, it is seen as worth with the services provided. Hence the analysis gives the positive feedback to the Passport Seva Project.

9. REFERENCES

1. Saaransh- A compendium of Mission Mode Project under NeGP.(Department of Information Technology)
2. http://www3.weforum.org/docs/WEF_GITR_Report_2013.pdf
3. http://en.wikipedia.org/wiki/Information_technology
4. http://en.wikipedia.org/wiki/Information_technology_in_India
5. http://deity.gov.in/
6. http://india.gov.in/e-governance/national-e-governance-plan
7. http://deity.gov.in/sites/upload_files/dit/files/National_20IT_20Policyt%20_20.pdf
8. http://en.wikipedia.org/wiki/Ministry_of_External_Affairs_(India)
9. http://passportindia.gov.in/AppOnlineProject/online/whoAreWe
10. http://en.wikipedia.org/wiki/Tata_Consultancy_Services
11. http://www.tcs.com/news_events/tcs_news/Pages/e-governance-initiative-National-e-Governance-Plan-Passport-Seva-Project-PSP.aspx
12. http://www.ita.gov.om/ITAPortal/Info/FAQ_eGovernmen.aspx
13. (P.k Suri, Sushil ,2012), Planning and implementation of e-governance Projects: a SAP-LAP based gap analysis
14. http://deity.gov.in/content/national-e-governance-plan
15. http://www.passportindia.gov.in/AppOnlineProject/online/knowPassportSeva
16. http://pib.nic.in/newsite/PrintRelease.aspx?relid=70494

10.   ANNEXURE

Questionnaire:

* Required

1. **Age** *

2. Gender *

[▼]

3. Where do you stay? *

E.g. Paschim Vihar

[   ]

4. What type of passport you applied last? *

○   Normal

○   Tatkal

○   Both

5. In new process, did you applied online? *

[▼]

6. Which PSK you went? *

○   PSK Gurgaon

○   PSK Herald House - ITO

○   PSK R K Puram

○   PSK Shalimar Place

○   Other: [   ]

7. How did you find the new passport issuance process? *

○   Short and precise

○   Lengthy

○   Very Lengthy

8. Were the steps easy to understand? *

○ Yes

○ No

9. Was there any extra communication cost involved apart from the passport fees? *

Extra cost at PSK like for communicating to any official or for getting the work done

○ Yes

○ No

10. Any technical glitches you faced throughout the process? *

○ Yes

○ No

If yes then what?

12. Papers you have to carry and maintain are *

   Like.documents for verification, receipts

   ○ **Reduced**

   ○ **Same**

   ○ **Increased**

13. In how many days did you get your passport? *

[   ]

14. How much time they took at the passport Seva Kendra to give you final receipt? *

   ○ **<3 hours**

   ○ **3-5 hours**

   ○ **>5 hours**

15. After how many days police verification was done? *

   ○ **<15 days**

   ○ **30 days**

   ○ **>30 days**

42

16. at passport Seva Kendra, average waiting time between two steps? *

   Like between request verification and document verification

   ○ **< 10 minutes**

   ○ **10-15 minutes**

   ○ **>15 minutes**

17. Any false information was printed on your final passport? *

   ○ **Yes**

   ○ **No**

18. If yes then what?

   ○ **Name**

   ○ **Address**

   ○ **Date of birth**

   ○ **Parent's Name**

   ○ **Other:** [   ]

19. Any glitch during document verification? *

E.g. incorrect verification or document missed

   ○ **Yes**

   ○ **No**

20. Please rate staff's co-operation *

   ○   ○   ○   ○   ○

21. Was there any help desk? *

○ **Yes**

○ **No**

22. Did they ask for any Feedback? *

○ **Yes**

○ **No**

○ **No, but there was a Feedback box**

23. Is the fee for the new process worth? *

○ Yes

○ No

○ Don't know

24. Any extra cost except for passport fees? *

e.g.agents, for police verification

○ No

○ Yes

25. If yes, then how much?

[   ]

26. Online process has reduced the complexity or increased? *

○ Reduced

○ Increased

27. Rate the new process *

○ ○ ○ ○ ○

28. Any other remarks about the new process?