

National Awards on e-Governance 2014-15

CATEGORY

Outstanding Performance in Citizen Centric Service Delivery



Passport Seva Project

A Mission Mode Project in Public-Private-Partnership

Submitted By

Ministry of External Affairs

Government of India

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Executive Summary

Passport Seva Project is one of the largest Mission Mode Projects of the Government of India, under the National e-Governance Plan. The project is being executed by the Ministry of External Affairs in Public-Private-Partnership with Tata Consultancy Services as the Service Partner. The project demonstrates how innovative use of Information and Communication Technology (ICT) can transform the way citizens receive services from government institutions. The entire process of citizen service delivery has been automated. Services are delivered through a country-wide networked environment integrating Passport Seva Kendras (PSKs), Passport Offices and external stakeholders involved in the process viz. Police, India Security Press and India Post. A Tier III Data Center and an active-active Disaster Recovery Center have been set up with 24X7 operations. The system has built in interoperability to exchange information with other government departments. With 39 Passport Issuance Authorities, 77 state-of-the-art PSKs across 24 States and 63 cities, the project has expanded the reach of Passport services, ensured service delivery in a transparent manner, in a comfortable environment with greater security, reliability and within defined service levels. The Passport data is also accessible at Immigration Check Posts and at the 183 Indian Missions & Posts abroad. Over 20 million applications have been processed in the system to date. Close to 45,000 citizens are serviced daily and citizen satisfaction stands at 99.5%. The 24X7 Call Center supports 17 languages and handles close to 25,000 calls daily. The online portal <http://passportindia.gov.in> provides up-to-date information/ real time status and receives over 20 million hits/day. A mobile app mPassportSeva is also available for the convenience of citizens and receives over 15,000 hits per day.

Beneficiaries

The key beneficiaries of the project are:

1. The Citizens of India – Applicants for passport & related services
2. Staff & Management of Ministry of External Affairs
3. State Police involved in the Passport Issuance process
4. Indian Missions and Posts abroad
5. Immigration and other government departments requiring passport related information

Coverage – Geographical

(Comprehensiveness of reach of delivery centers, Number of delivery centers, Geographical spread of delivery centers, etc)

The Passport Seva Project (PSP) enables delivery of simple, efficient and transparent processes for delivery of passports to the citizens of India. The project involved creation of a countrywide networked environment – integrating not only the Passport Seva Kendra's and Passport Offices, but also provides access to a number of external stakeholder's viz. Immigration, India Post, Missions and Police.

- **Increased Network and All India Penetration** – 77 Passport Seva Kendras have been setup across the country in 24 states and 63 cities. These Kendras function as extended arms of the 39 Passport Issuance Authorities.

Prior to PSP, citizens could submit their application forms at the Passport Office in their region or at District Passport Cells (DPCs)/ Speed Post Centers (SPCs). The latter functioned simply as collection Centers where only the application forms and fees were accepted. Even at the Passport Office, no processing took place at the time of application acceptance. The system was by large manual and only the application form was collected along with the fees.

In the present system, the entire process of application submission, verification and grant of passport takes place in front of the applicant at the Passport Seva Kendra – this has brought in transparency and certainty of service.

The distribution and number of Passport Seva Kendras (PSKs) across the country has been arrived at based on a comprehensive study of passport volume trends over the years. The map below gives the geographical coverage of Passport Offices and the corresponding Passport Seva Kendras. The map also shows the locations for the proposed Passport Seva Laghu Kendras (PSLKs).

Please see Annexure I for PSK and PSLK locations.

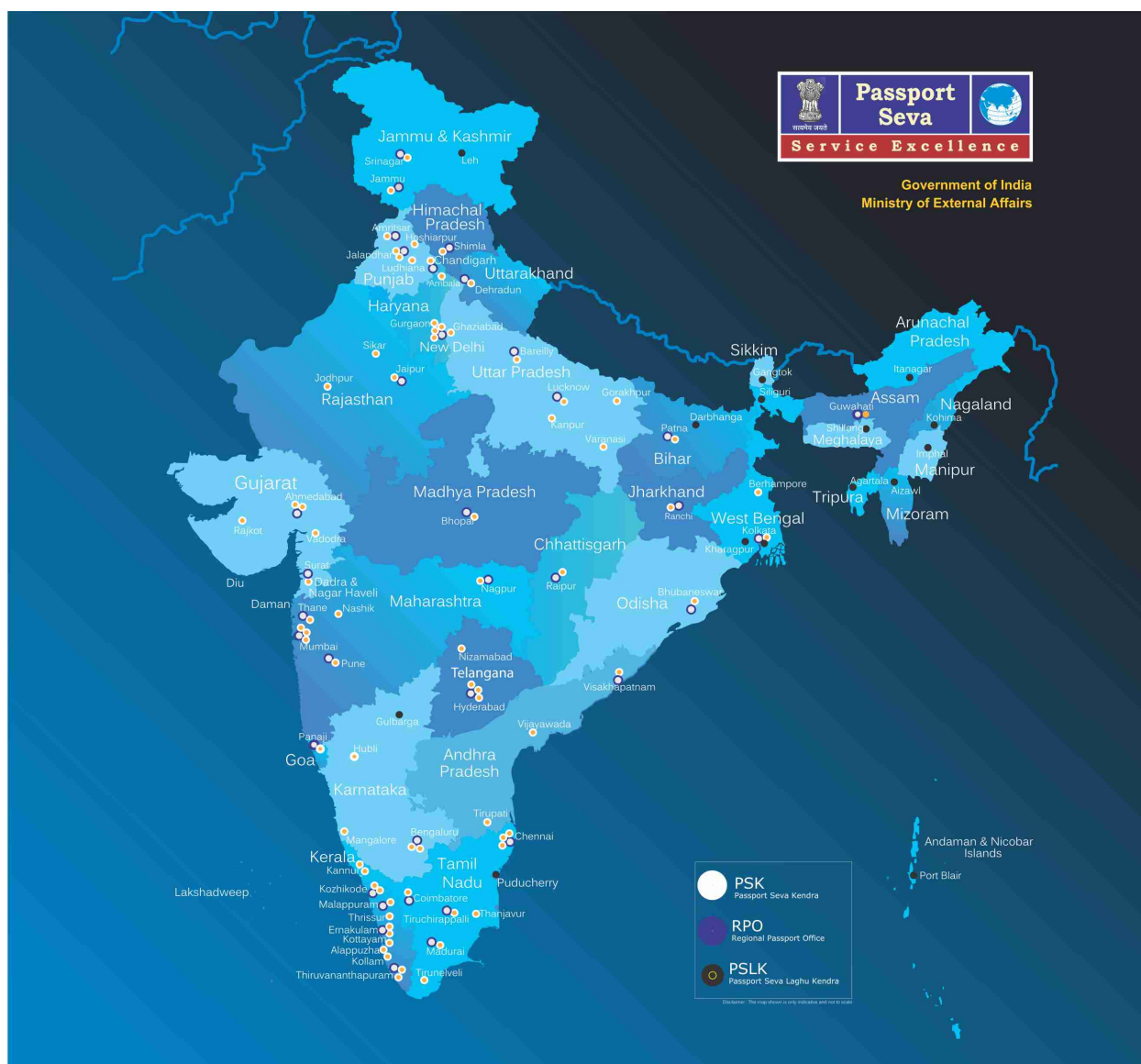


Figure 1: Geographical coverage of Passport Seva across India

- **Anywhere Anytime Access** - As part of the project, a centralized portal (<http://www.passportindia.gov.in>) has been set up which provides comprehensive and latest information on passport services as well as status of an application, thus enabling anytime-anywhere access.
- **Call Centre & Helpdesk** - A multi-lingual 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 by dialling a toll free number. An e-mail based helpdesk also provides information on passport services.

Integration with Missions, Police, India Post and ISP Nashik – The system is also available to 183 Indian Missions and Posts abroad providing them access to real-time passport data. Immigration counters at airports all over the country access the Passport Seva System, to establish the validity of passports for citizens travelling out of the country. The system also integrates with the state police for physical verification of applicant particulars and antecedents as well as with India Post for delivery of Passports. Interface with the India Security Press (ISP) in Nashik enables the Passport Offices to raise real time requests for blank passport booklets as and when needed.

The Passport Seva Project has further increased the reach of Passport Services to Citizens through various improvement initiatives taken to extend the coverage of the services.

- a) **Passport Seva Melas:** Regular Passport Seva Melas are conducted on weekends at the PSKs to provide services to citizens thus helping cater to an unexpected temporary surge in demand.
- b) **Passport Seva Camps:** Mobile Passport Seva Kendras / Camps are occasionally set up to provide passport services in remote locations where there are no PSKs.
- c) **Common Service Centres:** PSP has collaborated with Citizen e-Governance Services to extend the reach of Passport services to rural areas. Citizens can approach a Common Service Centre (CSC) for online filing of application, payment of fees and scheduling of appointment at a nominal charge.
- d) **'mPassport Seva' Mobile Application:** The mPassport Seva mobile app enables citizens to access Passport related information on their Smart Phones. mPassport Seva is available on all major platforms namely Android, iOS, Windows and Blackberry.



All these channels effectively ensure that passport related services are available to the citizens of India with convenience and comfort.

Situation Before the Initiative

(Bottlenecks, Challenges, constraints etc with specific details as to what triggered the Organization to conceptualize this project)

The Consular Passport & Visa (CPV) Division of the Ministry of External Affairs (MEA), is responsible for issuance of passports to all eligible Indian citizens. Passports were issued from 39 Passport Issuance Authorities across the country and 183 Indian Missions and Posts abroad.

Before the implementation of the Passport Seva Project:

- There were limited number of Regional Passport Offices and Application Collection Centres for applicants to avail Passport & related services.
- There were fewer number of service counters and limited number of citizen dealing hours at the Passport Offices.
- Inadequate amenities existed in Passport Offices .
- Limited channels were available to address applicant queries .
- The process for passport issuance was by and large manual with post facto digitization of the application and scanning of documents – primarily for records purposes.
- There were variations in processes and procedures across offices.
- There was less transparency in the passport issuance process and limited accountability.
- There was no opportunity for Passport Granting Officers to interact face-to-face with applicants and seek clarifications, if needed. This sometimes led to considerable delays in the passport issuance process.
- Interface with key agencies such as the Police (for verification of an applicant's personal particulars), India Security Press (for passport booklet supply) and India Post (for passport delivery) was by and large manual – this again led to delays in the process.
- There was no centralized MIS (Management Information System) available for officials in the Passport Office and in the Ministry to get a view of the functioning of the different offices and to take timely key decisions. For example, data on demand for passport services, staff productivity and pendency at various stages would help a Passport Officer to better plan the activities of his office.
- There was scope for middlemen and agents to deal on behalf of applicants .
- Manual interface was in place for data exchange with other Government agencies.
- There was limited compliance to new International Standards for travel documents.

In summary, the then existing infrastructure, systems and processes were falling short of meeting the growing demand (for passport and related services) and heightened expectations of the citizens with respect to service delivery. To augment and improve the delivery of passport services to Indian citizens, a need was felt to overhaul the entire passport issuance process and the Ministry of External Affairs (MEA) launched the Passport Seva Project.

The project has the following Vision Statement:

“To deliver all Passport-related services to the citizens in a timely, transparent, more accessible, reliable manner & in a comfortable environment through streamlined processes and committed, trained & motivated workforce”

Thus, with the Passport Seva Project, the Ministry’s aim was to:

- Provide better reach and accessibility to applicants
- Provide a comfortable environment with best-in-class facilities to applicants
- Make available multiple channels for providing latest information and status to passport applicants
- Bring in transparency and efficiencies with improved, standardized and automated processes
- Provide better interoperability with other departments and government agencies
- Introduce a scalable and extendable model to handle growing demand and interoperability needs
- Provide a real time centralized repository of passport applicants accessible to all passport offices, missions/posts, immigration and other government departments
- Comply with international travel standards
- Provide a platform for issuance of e-passports in future
- Have up-to-date information and data at any time for effective decision making

It is important to mention here that the ownership and strategic control of the core assets including data, information and processes is with the Ministry.

Scope of Services/ Activities Covered

(Extent of e-enablement in terms of number of services, extent to which steps in each service have been ICT-enabled #)

The Passport Seva Project is an end-to-end citizen service delivery project. The project runs in public-private-partnership mode in which the sovereign functions of verification, granting and issuing of passport are performed by the Government staff. Staff from the private service provider check the demographic information, scan and upload the supporting documents, take the applicant's photograph and biometrics and the application fees.

As part of the Passport Seva project study, the passport issuance process was re-engineered with end-to-end automation brought in with an aim to improve efficiency, enhance security and create a unique citizen experience not experienced before. PSP provides an integrated technology platform linking all stakeholders with enhanced security features including capturing of an applicant's biometrics and setting up of state-of-the-art Passport Seva Kendras from where citizens can avail of passport services comfortably.

The key activities under scope of the program are:

- Establishment and Maintenance of IT and non IT infrastructure including setting-up of :-
 - State-of-the-Art Tier III Data Center and an active-active Disaster Recovery site
 - PSK infrastructure for 77 Centers
 - IT infrastructure at 37 RPOs
 - Central Passport Print Facility (CPPF)
 - Network Operations Center (NOC)
 - Security Operations Center (SOC)
 - Passport Seva Call Center
 - Dedicated Development Center
- Passport Seva Software Application – Requirements Analysis, Design, Development, Maintenance and Support
- Passport Seva Portal (<http://www.passportindia.gov.in>) - Requirements Analysis, Design, Development, Maintenance and Support
- 24*7 monitoring of the entire IT infrastructure from the NOC
- 24*7 real time security monitoring from the SOC
- Citizen Service Delivery from the 77 Passport Seva Kendras (PSKs) and 39 Passport Issuance Authorities

- Data Migration from existing system
- Information Security (Network, Application and Database , Remote authorized user over internet / intranet, Personnel and Physical security)
- 24*7 Call Center Operations in 17 languages including English, Hindi and 15 regional languages
- Set up and operations of email based helpdesk for managing citizens queries & grievances
- Change Management, Communication Management and Training for staff of Service Provider, RPOs, Police, ISP Nashik and India Post
- Service Level Agreements (SLAs) - Development of procedures, systems and tools for the monitoring and measurement of the same. The project monitors and controls 27 SLAs across parameters measuring external efficiencies, internal efficiencies, external, internal and technical effectiveness, environmental parameters 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.

The diagram below depicts the PSP model of citizen engagement.

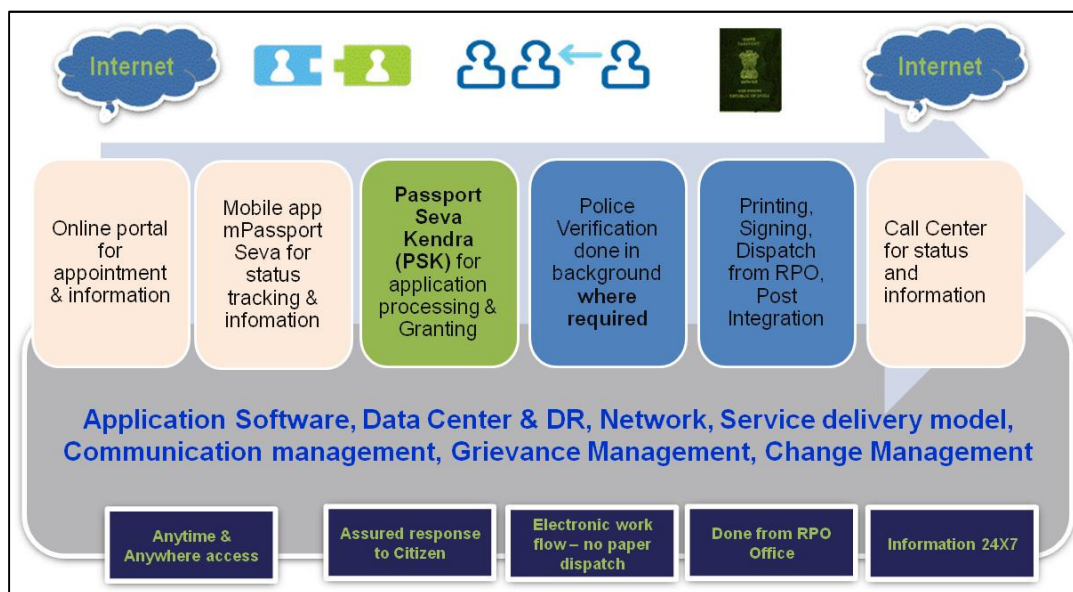


Figure 2: PSP Model of Citizen Engagement

Current Status

The project has been fully implemented and is in the ongoing six year Operations & Maintenance Phase for the last two years.

To date, over 2 crore applications have been processed in the Passport Seva system. The 77 PSKs spanning 24 States and 63 cities across India have a citizen footfall of close to 45,000 citizens daily with citizen satisfaction consistently over 99.5%. The 24X7 Call Center supports 17 languages and handles close to 25,000 calls per day. The online portal <http://passportindia.gov.in> provides up-to-date information/ real time status and receives over 20 million hits/day. A mobile app mPassport Seva is also available for the convenience of citizens and receives over 15,000 hits per day.

The project has been certified by third party audit agency, STQC, DeitY, Ministry of Communications and Information Technology, prior to commencement of pilot, post pilot completion as well as on completion of pan India rollout.

ICT Enabled Services

Passport Seva System is designed to provide ICT enabled world class services to various stakeholders involved in issuance of a Passport. These stakeholders include the recipients of these services viz. the citizens of India and the users of these systems which comprise of MEA/CPV staff, PSK staff, Indian Missions abroad, Police users across India, India Post and Passport Seva Call Centre. Besides these core stakeholders, various external government agencies like Immigration check posts too use Passport Seva System data to carry out validation of citizen identity.

- **Citizen Services** - The services in this domain comprise of providing information on passport related services, provision for online registration and filing of applications, scheduling of appointments and tracking the status of an application. All these services are part of the Passport Seva Project portal (<http://www.passportindia.gov.in>) which is available anytime, anywhere. The portal also has provision for online registration of grievances by the citizens and tracking of RTI queries.
- **Enrolment Services at the PSK** - The services in this domain comprise of enrolment functions in the PSK like data entry, capturing of applicant photograph and biometrics, scan and upload of supporting documents, processing of application fees and so on. These services are available at the Passport Seva Kendra and the Passport Offices. The applications received from other channels like DPC (District Passport Cells) and special drives like Haj and Passport Mela's are also processed at the PSK in a similar manner.
- **Verification & Granting Services** - The services in this domain comprise of sovereign functions like the verification and granting of passport applications, viewing of applicant data and scanned documents, carrying out 'search and match'

checks for submission of multiple applications by same applicant, entries for dubious passports, revocation/ impounding of passports and so on. These services are available to the authorized CPV staff at the Passport Seva Kendras and Passport Offices.

- **Police Services** - Police Verification is an integral part of the Passport Issuance process. Police Services include activities related to Police verification like generation of PP (Personal Particulars) forms, downloading the PP form and other supporting documents at the State Police Headquarters/ District Police Headquarters, uploading the PVR (Police Verification Report) back in the system to facilitate further processing of the Passport application. These services are part of the Passport Seva Project portal on the Internet. The extension of this model to the Thana level is being piloted in Karnataka.
- **Back Office Services** - The services in this domain comprise of activities related to review of Police Verification report, printing, quality check and dispatch of Passports. In addition special cases and grievances are also handled. These services are available to the authorized CPV staff at the Passport Offices and CPPF (Central Passport Printing Facility).
- **Passport Delivery Services** - The services in this domain comprise of functions related to dispatch and delivery of Passports by India Post. End to end tracking of the Passport consignment is possible due to a complete ICT enabled integration setup between India Post and Passport Seva Project. These services are part of the Passport Seva Project portal on the Internet.
- **Missions/Posts Services** - The services in this domain comprise of functions related to processing of Passports by Indian Missions and Posts. The functions include querying the details of a Passport, performing name searches, searches related to dubious passports and so on.
- **Third Party Services** - The services in this domain comprise of functions related to providing details of a Passport to third parties like Ministry of Home Affairs, Ministry of Overseas Indian Affairs, etc. Currently the system is used by the Immigration Department for validation of passport details for citizens travelling abroad and the Ministry of Overseas The system is enabled for use by other government departments through the NSDG gateway.
- **Call Center Services** - The services in this domain comprise of functions related to Call Center and IVRS. These functions include querying the status of an application, lodging of complaints, information related to the application process and so on.

Details of ICT Enablement

The transformation of government service delivery using ICT as an instrument to deliver government services closer to the people has become essential to fuel the

overall socio-economic growth. Passport Seva System is one of the largest e-governance initiatives that ride on the effective use of state of art technology to bring about convenience, speed, accuracy and transparency in delivering Passport services to the Indian citizens.

Active-Active Deployment

The Passport Seva system has been developed on J2EE architecture and deployed on a redundant set of network components, storage components, web, application and database servers.

The system operates from two geographically distant locations - DC (at Delhi) and DRC (at Chennai). Each location, an exact replica of the other in terms of the IT infrastructure, is capable of catering to 100% of the full user load at any given point of time.

This deployment provides equal load distribution during normal modes of operation as both locations are operating simultaneously. This enables optimal usage of the IT infrastructure at both the sites as against a conventional DR site which becomes operational only in case of a disaster and also provides seamless business continuity in case of failure of one of the sites. A high level deployment is given in figure below.

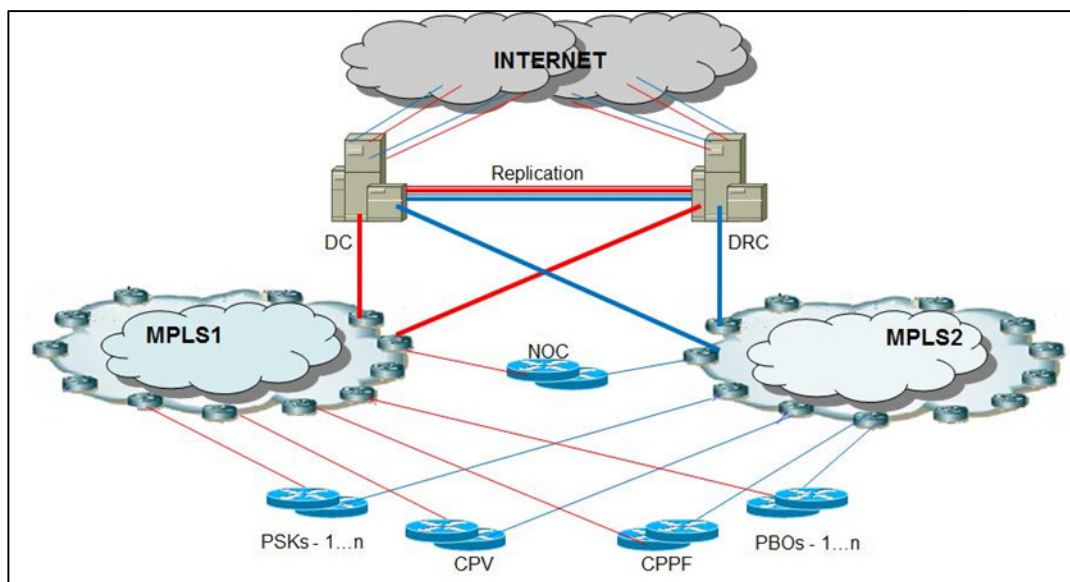


Figure 3: Active-Active Deployment of PSP

Multi-Tier Architecture

The Passport Seva System deployment follows a multi-tier model as shown in figure below. There are three key subsystems of the Passport Seva System – Passport Seva

Front Office Subsystem, Passport Gateway Subsystem and Passport Seva Back Office Subsystem.

- **The Passport Seva Front Office Subsystem** is the user interface and delivery channel for providing access to Passport services to the external users. These include the citizens, PSK staff, and other web users like Missions, Immigration and Police. The transactions initiated by this subsystem are routed to the Back Office system via Passport Gateway.
- **The Passport Seva Back Office Subsystem** provides the user interface to the internal users. Internal users are primarily MEA/ CPV users. This subsystem hosts the processing logic and the repository of Passport related data.
- **The Passport Gateway** is a critical element of the Passport System Architecture, which provides secured and reliable message routing between Passport services delivery channels and the Back Office system.

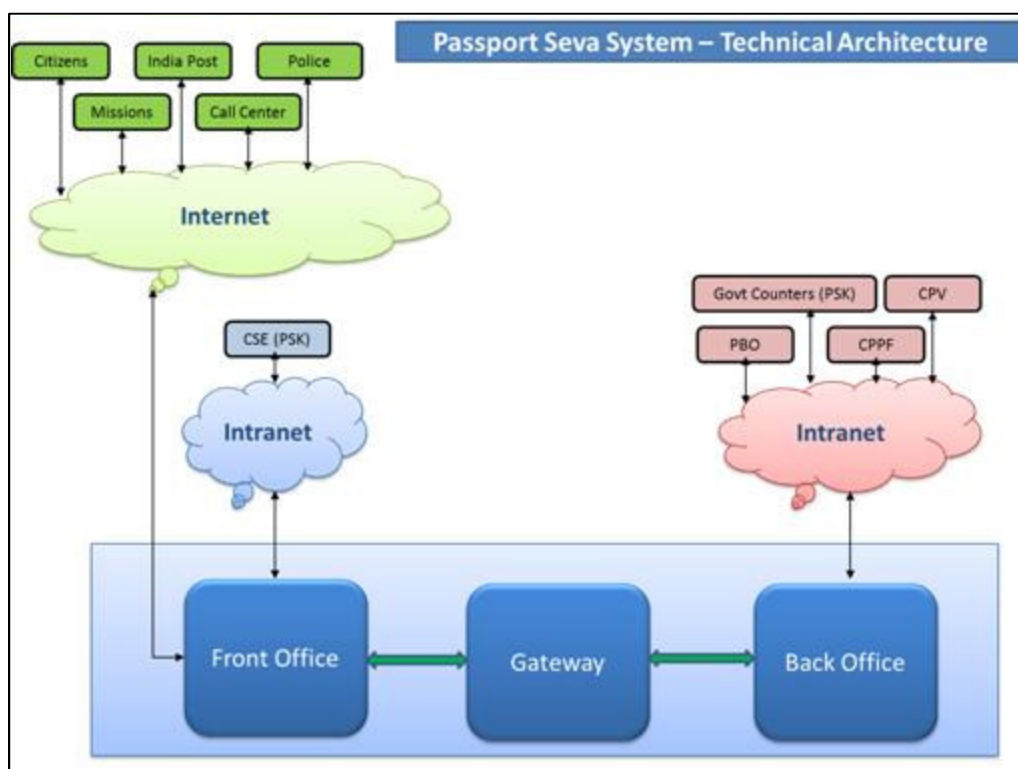


Figure 4: PSP Technical Architecture

Any Time Access

The Passport Seva System provides documents, forms, instructions, general information and business services over the web. Applicants can check the documents required, fill applications online and track the status of their application. The system also allows the applicants to plan their visit to the nearest PSK by taking an

appointment for a date/time as per their convenience, thus avoiding long queues and uncertainty. External entities like Police, Missions and India Post also access the system for performing their role in the processing of the Passport application.

Biometrics enabled login

The system uses centralized biometrics enabled login for allowing users to logon to their workstations. This is in addition to the user id and password based authentication.

Digital Signature Certificate

The system uses Digital Signature Certificates for authentication which ensures integrity and non-repudiation of critical transactions.

Passport Seva Kendra

The Passport Seva Kendra is an ICT enabled state-of-art facility for providing passport services to the citizens in a convenient and efficient manner.

- **Self Service Kiosk** – the system provides for self-service kiosks (shown in Fig.5 for filling up forms online and accessing passport related information



Figure 5: Self Service Kiosk at PSK

- **Electronic Queue Management System-** the system provides for issuance of tokens to applicants, regulating entry into the service area through the turnstile (shown Fig.8) and large television displays (shown in Fig.6) for guiding the citizen to specific counters. The opening of the turnstile is regulated by the bar code printed on the token issued to the applicant (shown in Fig. 7).

CSE TOKEN	CSE COUNTER	VO TOKEN	VO COUNTER	GO TOKEN	GO COUNTER
-	-	W 1	B2	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-

Figure 6: EQMS TV Display at PSK

Passport Application
Government of India, Ministry of External Affairs
Online Application Receipt

Applicant Details :
Application Reference No: 12-1000000546
Service Type: FRESH
Type of Application: Normal
Application Submitted Date: 13/08/2012
Date of Birth: 01/01/1980
Gender: MALE
Employment Type: PRIVATE
Marital Status: SINGLE
Place of Birth: BANGALORE
Given Name: AMAN
Surname: AHUJA
Father's Name: RAJA AHUJA
Mother's Name: ROMA AHUJA
Present Address: A/34 SHIV VIHAR BANGALORE BANGALORE - 560001
KARNATAKA, INDIA

Batch: 21
Sequence No.: 1
Reporting Time: 03:15 PM

Barcode: 12-1000000546

Applicants References :
First Reference Details: RAHUL, 98585858585, 012012312312
Second Reference Details: AMAR, 98585858585, 012012312312

Appointment Details :
PSK Location: BANGALORE, LALBAGH, PRESTIGE LIBRA, # 45, LALBAGH ROAD, NEAR URVASHI THEATRE, BANGALORE
Date & Time of Appointment: 14/08/2012 & 03:30 PM
Appointment ID: 100001041501812
Reporting Time: 03:15 PM

Barcode: 100001041501812

Note:
• Applicant should reach the Passport Seva Kendra by the reporting time mentioned above for pre-checking of documents to avoid any hassles in issuance of token.
• Only in the case of Senior Citizens, Physically Challenged, Illiterate Applicants and Minor cases, one accompanying person from the family will be allowed along with the applicant.
• Applicant will not be issued token at Passport Seva Kendra, if they report after scheduled appointment time.
• Minor applicants below 4 years of age need to carry a passport size photograph (with a white background) while visiting Passport Seva Kendra (PSK). Other applicants need not carry any photograph as photograph will be captured at the Passport Seva Kendra (PSK).
• Carrying of corrosive substances or explosives, arms or any sharp objects which may cause physical harm or violence are prohibited inside the PSK. Electronic items such as Laptop, iPad and camera are also prohibited inside the PSK.

*ARN will be valid for 90 days.

Figure 7: Barcoded Token issued to Applicant



Figure 8: Barcode enabled Turnstile at PSK

- **Single Point Enrolment** - the system provides single point enrolment facility (shown in **Error! Reference source not found.**) within the Passport Seva Kendras (PSKs) where applications are accepted and entered into the system. Besides the applicant data, provision for on the spot capture of biometric data and scanning/uploading of the documents is also provided. This is possible through an integrated peripherals system which allows the core application to interact with multiple devices in a seamless manner. The various checks built in the system ensure that the data captured is accurate and compliant to applicable international standards of quality (ICAO standards for photograph capture).



Figure 9: Single Point Enrolment Desk at PSK

The following devices plug in to the integrated peripheral system and are used at various stages of application processing by the Citizen Service Executive (CSE) in the PSK.

- Document scanner is used for scanning the documents and uploading into the system.
- Digital camera is used for taking the photograph of the applicant. Applicants no longer have to bring in their own photographs.
- Fingerprint scanner is used for capturing biometric data of the applicant to ascertain his/her identity
- A Dual Monitor is provisioned to allow the applicant to watch his/ her application being processed by the CSE. This is made possible by the workstation feed going to two displays at the same time. This facility eliminates scope for any data entry errors on part of the CSE.

Unique Applicant Identity

The system provides a single, complete and accurate view of the applicant identity to the authorized stakeholders. Towards ensuring this, a unique and high performance search and match indigenously developed algorithm is used for Demographic de-duplication. This algorithm allows the users, primarily the Granting Officials, to check if an applicant has applied for a Passport earlier or not. This algorithm is designed to address complex nature of Indian names and take into account the gender, region and religion related diversity. The system performs more than 40000 matches in a given day on an applicant database of over 100 million records.

Digitization of Documents

The system provides for digitisation of all the documents accompanying an application. This facilitates easy storage, retrieval and viewing of the same by the government officers.

Tamper Proof Document Repository

The Passport Seva System uses a Content Addressable Policy Based Storage for long term archiving of documents. These include scanned documents for applications that have been granted, notices issued to applicants and attachments uploaded as part of the Police Verification Report. The key features of this storage are as follows:

- Storage-based method of enforcing application retention and disposition policies
- Fast online archiving and retrieval
- Data protection with content protection parity and replication to remote site
- Tamper- proof storage of data
- Self-managing, self-healing and self-configuring

Interactive Voice Recognition Service

A multi-lingual state of art IVRS and 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 by dialling a toll free number. An e-mail based helpdesk also provides information on passport services.

Integration with Police & India Post

The Passport Seva System network connects the State Police across all the states and union territories. This enables real time electronic transmission of police verification requests to the police department for verification and subsequent upload and transfer of the verification report from the police to the Passport office. The connectivity is currently at the state and district police headquarter levels and is being pushed further down to Thana level. The system also provides an interface to India Post for tracking delivery of passport to citizens.

Business Analytics

Passport Seva System provides a fast, accurate and drill down analytics framework for various stakeholders to arrive at meaningful inferences. This is possible due to several number crunching algorithms and a dedicated reporting database provided for this purpose.

The analytical dashboards like CPV and RPO dashboard provide an insight into daily/ weekly /monthly and yearly data trends. It is possible to use the framework to analyze the data for a wide date range in order to have a clear view of the operations carried out at PSKs and Passport Offices. This data has proved helpful in analyzing the performance of each department over a period, identifying performance bottlenecks and opportunities for improvement/process re-engineering

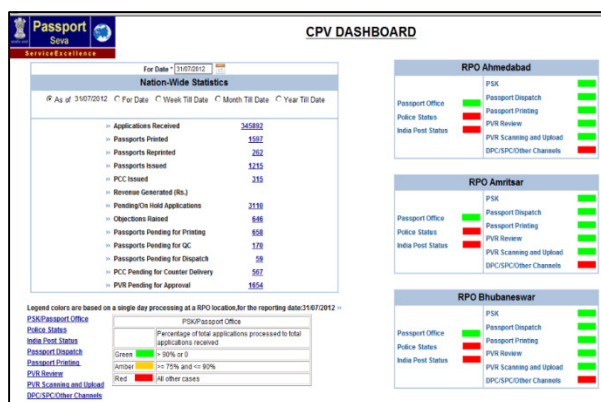


Figure 10: Snapshot of the CPV Dashboard

It also helps in analyzing the comparative performance of different PSKs and Passport Offices w.r.t. the pendency/ activity completed. The Pendency Data is helpful in

identifying shortage of staff and equipment, and the Activities Data is used for calculation of incentives and assessing future projections. Regional Passport Officers use this information to track the activities and pendency status at their respective Passport Offices/PSKs whereas CPV gets a complete view of the same across all the passport offices/PSKs across India. An example of successful use of analytics is the Passport Melas and weekend working being organized to clear pending applications.

Integrated Staff Attendance System

There are multiple entities that are operational in the Passport Seva Program as part of different operational business requirements. There are 77 PSKs, which are spread across the country and service citizens in multiple Indian states. These PSKs have approximately 2500 front office staff managed by the private Service Provider across geographies. The integrated staff attendance system was developed to track staff entry & exit centrally. All PSKs are equipped with IP enabled physical access control system, comprising of biometric/access card readers. All distributed locations in turn centrally connect to the Central Access Control System, managed centrally by Passport Seva Security group.

Centralized Business Operations System

Passport Seva Project has created a service delivery network with a national footprint spread across the country. The project has physical presence at more than 120 locations including the Passport Seva Kendras and Regional Passport Offices where staff is deployed for managing various front end / back end service delivery functions. With close to 2500 people working from these distributed locations, there was a need to establish a common platform to communicate, disseminate information, share updates so as to ensure that each and every employee deployed at PSP location is informed / is aware of any changes on a real time basis. In addition, there are multiple MIS requirements related to operations, administration and finance, data for which is required to be sent to central teams for analysis, policy making, strategic decision making, budget and financial management regularly.

In order to address the above needs, a centralized business operations portal has been set up which can be accessed from all PSP locations. The portal is a smart tool which has multiple utilities such as electronic attendance management system, financial module to manage costs & budgets, options to enter multiple types of data for central data repository, information update section, communication tickers, news and many other facilities. The portal is accessed by over 2500 employees on a daily basis and acts as a very potent link between the central operations team based at Corporate Headquarters and the teams in the field offices. All updates, strategic decisions and communications are uploaded on this portal and are available to staff instantly ensuring that all teams across the country are fully aware and updated with the latest change.

Automated Software Lifecycle Management

Passport Seva Project uses an in-house developed application named 'Delivery Management Tool' that facilitates the delivery management throughout the entire Software Development Life Cycle of the project. It tracks and manages the Production Issues, Change Control Notes, Change Requests, Defects, Build and Releases. Role based access has been provided to the project team. Application Interface Executives at PSKs/ RPOs can log and track the issues on a real time basis. Any change or defect fix goes through the complete Development, Testing and Release management cycle as per the defined workflows. The Delivery Management Tool has analytics dashboard which helps in analysing the various data trends. Following figures show dashboard views.

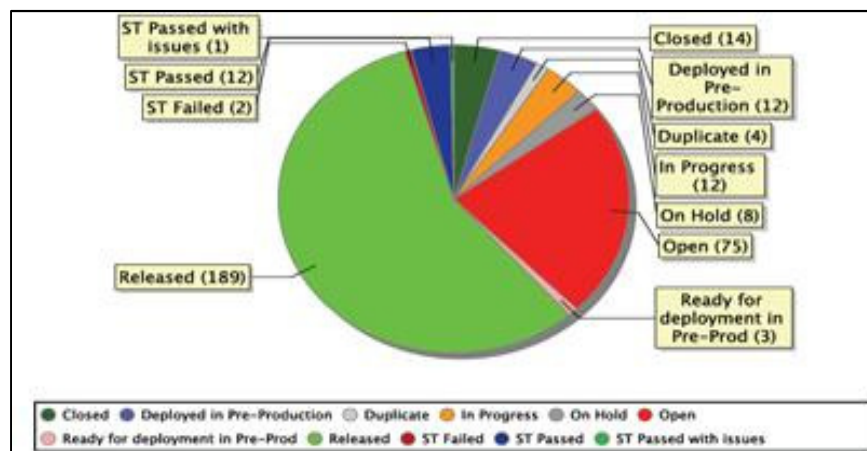


Figure 11: Dashboards of Delivery Management Tool

Key Benefits of ICT Enablement

Full ICT enablement of services in all domains related to processing and dealing of Passports has resulted in a significant change in both qualitative and quantitative aspects of the passport issuance process from the earlier system.

- Faster turnaround time of service delivery through all stages of the application processing
- Progressive service assurance and transparency as an applicant moves through the process cycle
- Minimization of errors in application processing
- Substantial value addition to all stakeholders
- Real time Status tracking

Stakeholder Consultation

(Give details about type of stakeholders consulted, number of stakeholders consulted, stages at which stakeholder input was sought, any user satisfaction study done etc. #)

The Passport Seva Project is one of the largest mission mode projects of the Government of India under the National e-Governance Plan (NeGP). The project was initiated by the Ministry of External Affairs (CPV division). The various stakeholders involved in the design and implementation are:

- **The National Institute for Smart Government (NISG)** – who carried out a study of the existing business processes and the re-engineering required. NISG also drafted the Request for Proposal (RFP) of the new system. NISG was also involved in the complete project implementation – conducting PSK audits and providing the necessary functional and technical guidance. NISG consultants are also members of the Project Management Unit set up for the project by MEA.
- **Tata Consultancy Services (TCS)** – Service Delivery Implementation Partner selected through the open tender RFP process. TCS is responsible for
 - Establishment and Operational Management of IT and non IT infrastructure
 - Development and Maintenance of the Passport Seva Software Application and Portal
 - Data Migration from old system
 - Set up of the Information Security Framework
 - Set up of the 24*7 Call Center Operations and an email based helpdesk
 - Set up and operations of the Central Passport Printing Facility (CPPF)
 - Recruitment, Training and Deployment of staff for Citizen Service Delivery at the 77 Passport Seva Kendras (PSKs) as well as for the CPPF
 - Change Management, Communication Management and Training
- **Standardization, Testing and Quality Certification (STQC) Directorate-** DietY. Third Party Audit Agency to conduct verification activities for compliance in areas including but not limited to functional and technical requirements, change management, testing, security, availability, performance, manageability and scalability.
- The other stakeholders who form an integral part of the new ICT enabled process are:
 - a) The State Police authorities for verification of applicant's personal particulars
 - b) India Post for dispatch of Passport
 - c) India Security Press for supply of Passport booklets

Strategy Adopted

(The details of base line study done, Problems identified, Roll out/implementation model, Communication and dissemination strategy and approach used)

Background: The initial attempts towards e-Governance were made with a focus on computerizing and networking government departments and developing in-house government applications in the areas of defence, economic monitoring, planning and the deployment of IT to manage data-intensive functions related to elections, census, tax administration etc. These applications focused on automation of internal government functions rather than on improving service delivery to citizens.

A need was therefore felt for taking a holistic view of the several e-Governance initiatives implemented across the country. It was increasingly perceived that if e-Governance was to be speeded up across the various arms and levels of Government, a programme approach would need to be adopted, which must be guided by a common vision, strategy and approach. This would have the added advantage of enabling huge savings in costs, in terms of sharing the core and support infrastructure, enable interoperability through standards etc, which would result in the citizen having a seamless view of the public service delivery and also result in superior service experience for citizens each time they approached the Government establishment for availing services.

Strategy: With this background, that the National e-Governance Plan (NeGP) was formulated for implementation across the country with an attempt to focus at improving delivery of public services to citizens and businesses. It seeks to lay the foundation and provide the momentum for long-term growth of e-Governance within the country. It aims to create the right governance and mechanisms, set up the infrastructure and policies towards implementation of Mission Mode Projects such as Passport Seva Project under the umbrella of Public Private Partnership model to create a citizen-centric environment for governance.

As a first step, a complete study was conducted on the business processes and the re-engineering required. Subsequently, through an open tender RFP process, a service provider was selected to execute the project in Public-Private-Partnership mode.

The strategies adopted for Passport Seva Project are –

- Effective utilization of Public Private Partnership model of governance.
- Centralized Initiative, Decentralized Implementation.
- Measurable service goals – Service Level Agreements
- Put in place a common Infrastructure, Policies, Standards and Framework.
- Service delivery through Service Centre Network – Passport Seva Kendras
- Scalability at rapid pace – High capacity

- Facilitate web-enabled service model – Online Portal enabling anywhere anytime facility
- Creating a National Data Bank – National Security

The successful implementation of PSP encompassing the above parameters and strategies has completely transformed the quality of service delivery to citizens with regards to passport related services in India. There has been a paradigm shift in both qualitative as well as quantitative aspect of service delivery and citizens now have a vibrant, proactive and highly responsive service delivery model for availing passport services.

Implementation: The Passport Seva Project was initiated in a Public-Private-Partnership (PPP) mode with TCS as the Private Partner in 2008. The project has spanned over the following phases:

- **Solution Development & Implementation phase (Oct 2008 up-to May 2010):** Setup and establishment of infrastructure including Data Center (DC), Disaster Recovery Center (DR), Development Center, Network and IT Infrastructure Solutions, Security Solutions, 7 Pilot Passport Seva Kendras, Call Center, IT Systems (application), Passport Seva Portal and the Central Passport Print Facility (CPPF).
- **Pilot operations and certification phase (May 2010 up-to Jan 2011):** This involved running full operations at the 7 pilot PSK's (and corresponding 2 Passport Offices), certification of the pilot phase by 3rd party audit agency.
- **Roll out and certification phase (Jan 2011 up-to Jun 2012):** This involved leasing, build, fit-out and operationalization of remaining 70 PSKs, scale up of IT, security and application systems as well as Call Center for the same. Third Party certification on completion of Go Live.
- **Operations and Maintenance Phase Jun 2012 up to Jun 2018.**

Technology Platform used

Description Interoperability, Security concerns, Any issue with the technology used, Service level Agreements (SLAs) (Give details about presence of SLA, whether documented, whether referred etc. #)

Technology Standardization: The passport issuance process involves multiple stakeholders (Citizens – PSK Staff – MEA – Police – India Post) at different stages of application processing. The project involved complex integration of multiple stakeholders into a single technology platform where the spread is massive and penetration and awareness of internet is low across various levels of society and organization. This technology integration had to be done keeping in mind the basic tenets of improving efficiency and transparency of passport issuance process and at the same time keeping pace with the increasing expectations from various stakeholders involving the usability, productivity and scalability of the IT application and hardware.

The Passport Seva system has an internal and external user base. At any point of time there could be 3000 plus users accessing the system concurrently. In parallel the system is accessed by multiple online stakeholders including the Citizens, Missions, Call Center, Police and Missions. The scalability and response times of the system have been ensured through the innovative use of ICT and a series of Technology Consumption initiatives. This includes the whole spectrum of 'Application Performance Optimization', 'Database Optimization', 'Storage optimization', 'Server Optimization' and 'Network Optimization' initiatives.

The system quality, performance and scalability have also been certified by an MEA designated external Third Party Agency STQC.

The system uses applicable standards for ensuring interoperability between applications.

Interoperability:

- a. **Ability to leverage NeGP infrastructure:** Passport Seva System is enabled to provide relevant data to various external government agencies, like Immigration check posts, POE, Ministry of Home Affairs and others, as necessary for their own functional requirements. These agencies, using a valid Digital Certificate, can connect to the Passport Gateway via National e-Governance Services Delivery Gateway (NSDG) interface and access the relevant data using a service delivery model.

The Passport Seva Gateway facilitates querying the Gateway Services Directory (GSD) through NSDG interface for a list of services available through the Passport Gateway. These interfaces are compliant to the IIP/IIS messaging interfaces. One such service is *Passport Data Service* that provides mechanism to query the

Passport Seva database to get the details of a Passport holder using Passport number.

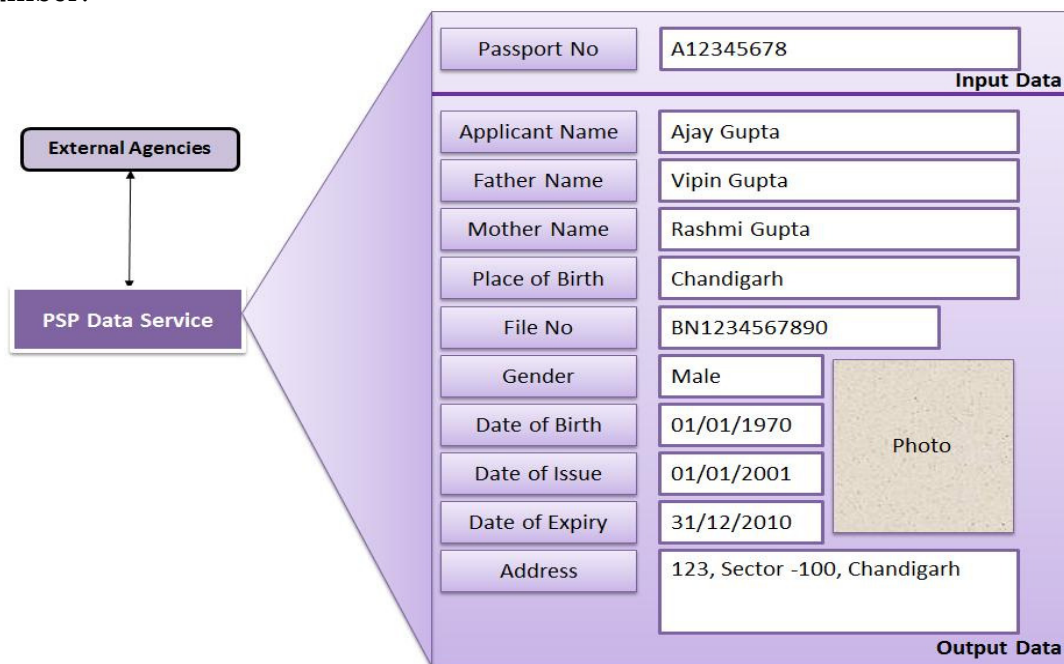


Figure 12: Passport Data Service

It is planned to use the same mechanism to get data from other departments as well for the validation of the information rendered by the applicants such as PAN Number, Voter ID card etc. Ministry of Overseas Indian Affairs is one such department with which trial runs have already been successfully conducted and implementation is in progress.

- b. **PSP Embedded Model:** This integration model has been used for external departments and agencies that are not ready to operate on NeGP infrastructure but form a critical component of the Passport issuance or usage business chain. Under this model the required functionality is built by the private SP and hosted on the PSP IT infrastructure. The functionality is securely accessible in the form of web applications or web services over the Internet.

External Department/Agency	Application
Police	Web Application accessible over Internet
ISP Nashik	Web Application accessible over Internet
Immigration Posts	Web Application accessible over Internet
Missions	Web Application accessible over Internet
India Post	Web Services accessible over Internet

Table 1: Use of PSP Embedded Integration Model

Security

Passport is an important document both for the Passport issuer i.e. Ministry of External Affairs (MEA) as well as the Passport holder i.e. the citizen. Any compromise at the stage of issuing a Passport can have very serious implications. Utmost care has been taken, both in the design as well as deployment of Passport issuance system in production. The security architecture proposed for the Passport issuance system is designed to ensure complete authenticity and integrity of Passport data and transactions.

To achieve aforesaid objective, a robust security framework has been developed and deployed as part of the Passport Seva System. This state of the art security framework spans multiple specialized domains, viz. robust security solution architecture, threat modeling, cryptography and digital signature based operations, security compliance, application and database security, perimeter and network security, data protection, security surveillance systems, real time security operations, protection against emerging cyber threats & vulnerabilities, end point security etc. The system has implemented the following security principles in its ICT implementation to minimize threats:

- Principle of Least Privilege – privileges are kept at the feasible minimum level
- Principle of Least Trust – mechanisms ensure trust between applications, trust between users and applications
- Defence in Depth – multiple layers of security control with each security control using a different approach
- Positive Security Model – common mechanism for validation of inputs against a list of known good items has been implemented
- Minimal Attack Surface - application components, database uses least number of well documented interfaces
- Avoid Security by Obscurity – the application assumes that the attacker has intimate knowledge of the application

- Simple Design - avoid complicated design and reduce the number of software modules required to implement a security control
- Accountability and Traceability – critical data access and modification are recorded and are traceable

The security solution addresses six horizontal domains namely network, servers, endpoints, database, messaging & content, voice and data/information and four vertical domains of policy definition, enforcement, monitoring and response and measurement as shown in figure below.

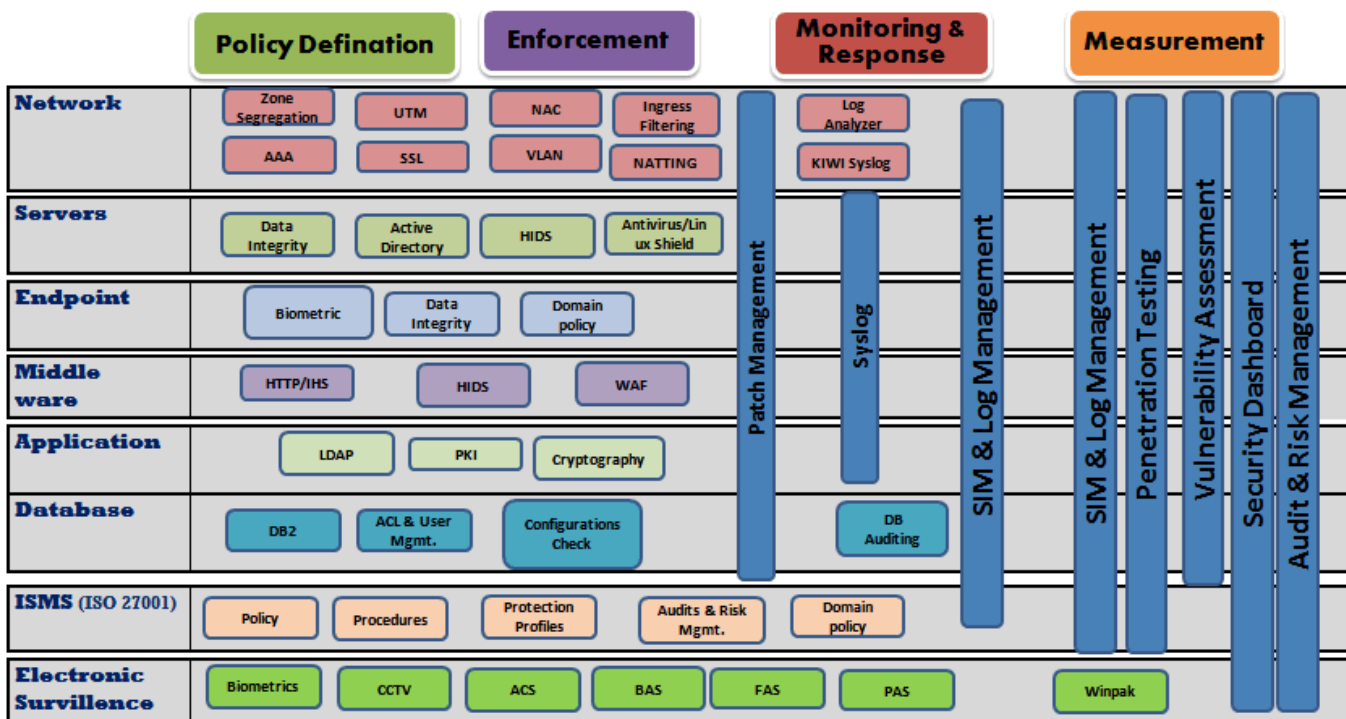


Figure 13: Technical Security in Passport Seva

Adherence to Service Level Agreement (SLA)

Development of procedures, systems and tools for the monitoring and measurement of the same are part of scope of PSP. The project monitors and controls 27 SLAs across parameters measuring external efficiencies, internal efficiencies, external, internal and technical effectiveness, environmental parameters 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.



Figure 14 : SLAs

There are multiple SLAs encompassing entire service delivery to ensure quality and speed for services.

Following are the SLAs –

SLA #	SLA Description
External Efficiency	
1	Average Time Spent by citizen (walk-in) at PFC during Peak Hours (Wait time + Service Time)
2	Average Time Spent by citizen (online) at PFC during Peak Hours (Wait time + Service Time)
3	Average Time spent by citizen (walk-in) at PFC during Non-Peak Hours (Wait time + Service Time)
4	Average Time spent by citizen (online) at PFC during Non-Peak Hours (Wait time + Service Time)

SLA #	SLA Description
5	Average Turnaround time of passport application related requests-response cycle (except transactions involving document upload) including initial page loading during application process on Portal
6	Average Turnaround time for transactions involving document upload on Portal
Internal Efficiency	
7	Average request-response cycle time at PFC/ PBO for workflow interaction
8	Average response time at PFC/ PBO for interaction involving document download from Central Server
External Effectiveness	
9	Availability of ALL Services over Internet
10	Answering of call within 3 rings by the Call Centre
11	Resolution/ closure of a service call by the Call Centre
12	Quality (error-free) Passport services, to the extent of SP's responsibility
Internal Effectiveness	
13	Availability of ALL Services at ALL PFCs/ PBOs
14	Submission of CCN to PMU/MEA, from the time of request for enhancement/change
15	Timeliness of implementation of Change from the date of approval of CCN/non-CCN, within the agreed time
16	Employee satisfaction with SP's services (PSK and PBO)
Technical Effectiveness	

SLA #	SLA Description
17	Availability of Passport System at each location (PFC & PBO)
18	Availability of ALL systems at DC & DRC
19	Availability of Security Solution at DC and DRC
Environmental Parameters	
20	Cleanliness Index of PSKs
21	Operating the air conditioners during business hours
22	Wearing of uniform by SP's personnel at the PSK
23	Comfort, convenience and overall experience (ambience and amenities) at PSK
Customer Relations	
24	Courtesy to citizens
25	Guidance & help to citizens
26	Professionalism / relevant knowledge / communication skills of PSK professionals
27	Exception handling capability

Table 2: SLAs

Citizen centricity and relevance

(Give details about impact on effort and time invested by user, Feedback Mechanism, Audit trails, Interactive Platform for service delivery, need gap fulfillment etc. #)

The Passport Seva Project has transformed the way passport and related services are delivered to Indian citizens.

Complete delivery model of PSP is designed and implemented with a citizen centric approach. Establishing PSKs to serve citizens is a progressive step for improved passport service delivery. The PSK is set up as the centre of service excellence, transforming the complete experience of the citizen. The PSKs not only cater to definite volumes based on the online appointment system but also cater to additional indefinite volumes by means of walk-in and other special initiatives like Haj and Passport Melas. Along with online applications, PSKs also process a number of offline applications received from various submission channels.

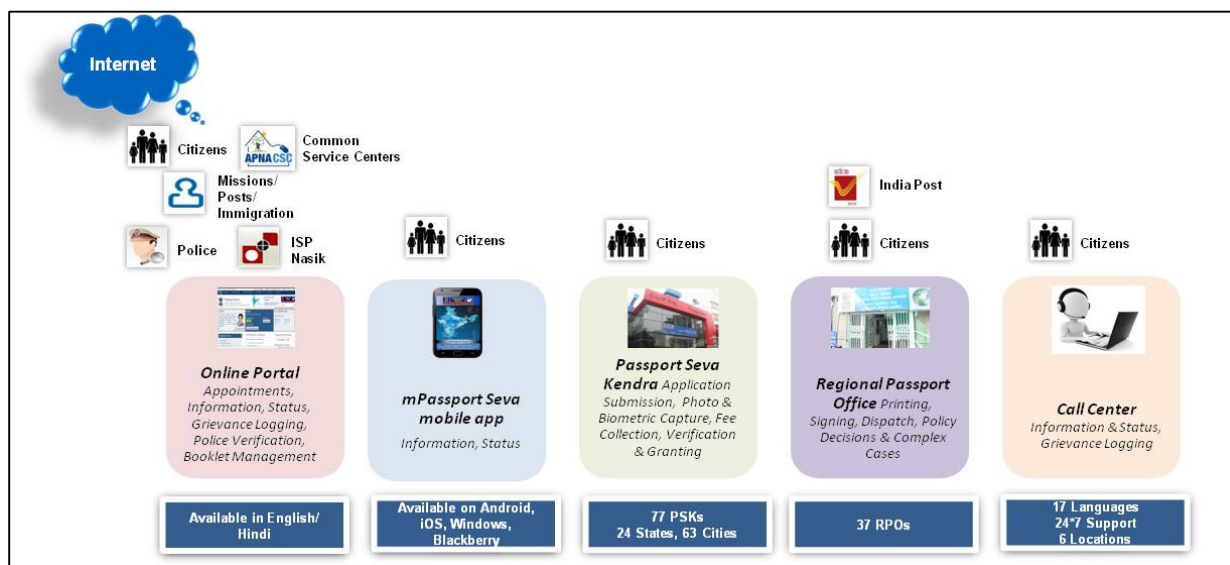


Figure 15: PSP Service Delivery Model

In the legacy system, there was a dearth of basic amenities and infrastructure at the RPOs. The network of RPOs was limited to 39 locations across India. The applicants were required to travel long distance and in tough weather conditions for long hours without the certainty of service. Due to shortage of staff at RPOs, the counters were opened till 1.00 PM only and had limited service window to provide detailed information and guide the citizen with regards to documents and process. Also, once the application was submitted, there was limited capability to track and monitor the

status. It is perhaps for these reasons that unauthorized agents flourished despite the ad-hoc fee charged by them.

In the context of Passport Seva, citizen convenience can be defined as their ability to:

- Access service delivery centres with ease
- Avail hand-holding support on demand to perform tasks completely and correctly
- Determine the outcome of their service request progressively and with certainty
- Plan their PSK visit on the date and time of their choice
- Demand faster turnaround in service delivery

With the implementation of PSP there has been considerable reduction in the time and effort spent by the citizen in availing passport and related services. All these positive outcomes resulted from various steps taken through process reengineering and revamping of the complete passport issuance system. The citizens are now able to execute their part of the process with ease and certainty. The Passport Seva Kendras have become a truly transformational experience for them.

In the process of leveraging the benefits of world-class processes and technology, the PSP is delivering significant benefits to users of passport services in association with the service provider under PPP umbrella which includes improved choices, enhanced convenience, personalization, and integration. The challenge lies with educating the target audience from varied educational, cultural, socio-economic backgrounds on the new process, interference of external agents from legacy system, integration of the key stake-holders associated with the passport issuance process, building credibility of the new system and mapping the demand and supply of passport requirement in the country. The citizen now sees a single accessible responsive system.

Citizen centricity mode of operation has led to greater citizen engagement which does not restrict citizens to simply voice an opinion but also allows them to participate in the deliberation process leading to decision. Sustained efforts from MEA and TCS are aimed at ensuring institutionalisation of the philosophy of citizen centricity so that such an engagement is constructive by design and leads to value addition and superior service experience.

The core objective of PPP model for PSP has been achieved through providing information and active participation of the stakeholders in a meaningful way. The institutionalisation of collaborative working with the aim to create a citizen centric environment and surpass the citizens' perceived need has resulted in convenience,

comfort, accessibility, reliability, transparency in the process and providing service assurance in a timely manner.

Since the process of citizen engagement is ongoing, the process of creating a dedicated team working towards continuous measurement of citizen feedback and recommending various enhanced service qualities has been key to the success of this project. The team includes internal stakeholders – decision makers and service providers. The team is entrusted with the following responsibilities:

- Collecting & developing background information
- Publicizing the effort
- Designing benchmarks and criteria for evaluation
- Selecting tools for citizen participation
- Reporting the outcomes of the new process
- Making recommendations based on the outcomes

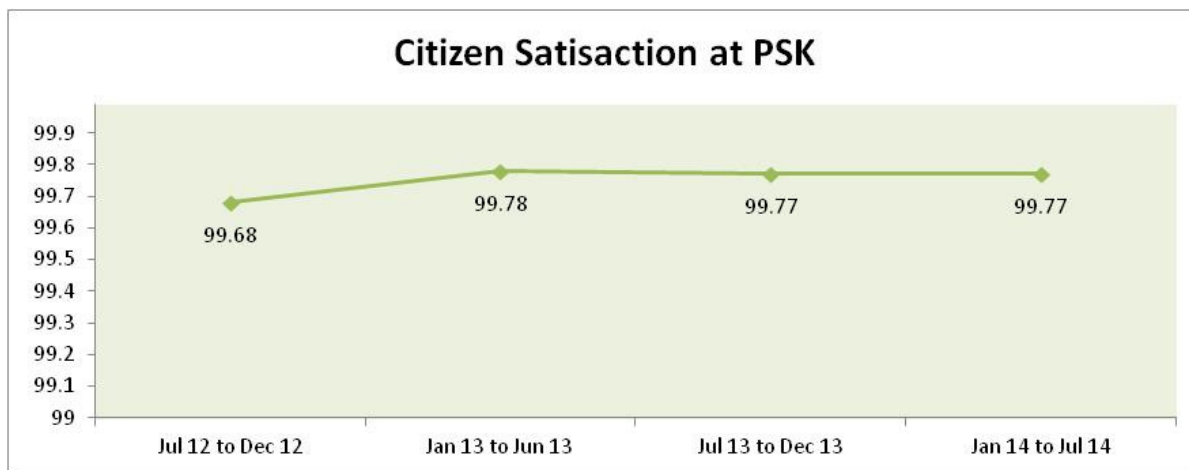
Feedback Management: The success of the Passport Seva Project is measured by the positive feedback received from the citizens about their experience while applying for passport at PSK. A specific focus is given to collection of maximum feedback from the citizen to have more understanding of the expectation and also the problems faced while availing the service. Gathering and analysing of feedback is a critically important process and takes significant dedication of time and effort. Follow through on citizen feedback is supremely important.

The project provides multi channel modes of receiving/collecting feedback from the citizens which are as follows-

- Citizen survey at PSK
- Email to Passport Seva Helpdesk
- Telephonic feedback through Call Center
- Grievance Redress through online portal

All the citizens walking into the PSKs located across the country are encouraged to fill the feedback form available in English and vernacular language to help gauge the citizen satisfaction level and improve the citizen services. To make the mechanism more robust these citizen feedback are linked to the SLAs and are monitored closely on daily basis. There is a process in place to reach out to the citizen not satisfied with the services at PSK, where the designated team contacts the citizen to understand

his/her view. Based on the discussion, necessary action is taken and ensured that citizen delight is achieved. A consistent high CSAT (citizen satisfaction Index) of around 99.5%, over the last two years, as given by the citizens availing services at the PSKs reflects extreme satisfaction with the service provided.



Approximately 65% of the citizens respond to the feedback survey

Figure 16: Trends - Citizen Satisfaction at PSK

Sample citizen testimonials are uploaded and available for reference on portal at <http://passportindia.gov.in/AppOnlineProject/online/testimonial1>

The screenshot displays the 'Citizen Testimonials' section of the Passport Seva portal. It features a sidebar with navigation links and a main content area with four testimonials, each with a user profile picture, name, location, testimonial text, and date.

Information Corner

- Getting Started
- Passport Act and Rules
- Locate Passport Seva Kendra
- Locate Common Service Centers **New!**
- Fee Calculator
- Know your Police Station
- Quick Guides
- Appointment Opening Time (Taikaal)
- FAQs

Forms and Affidavits Corner

- Download e-Form
- Annexures/Affidavits
- Print Application Form

User Assistance and Grievance

Citizen Testimonials

You are here : Home > Citizen Testimonials

Shahid Ali Bareilly	I am very much impressed by the process of passport making and my suggestion is that all govt. departments should be executed in coordination with private Sector.	Date:09.07.2014
Sree Kannan KS Ernakulam	Simply Superb, I haven't got such a service in my life. I appreciate each and every employee of Passport Seva Kendra. PSK is a role model for other govt organization. So 1000 likes to PSK.	Date:09.07.2014
Shekhar Thakur Shimla	The infrastructure of the office is awesome and speed of work is very fast which save a lot of time of citizens.	Date:08.07.2014
Sudhakar Dantu Delhi	It is a very pleasant surprise for me. The entire process was completed within one hour. All the employees are very cordial.	

Figure 17: Citizen Testimonials on PSP portal

Query & Grievance Management: One of the major challenges Government departments face is to set up and sustain an effective and robust grievance management system for the citizens. Further, having multiple communication channels to provide information and resolution to citizen queries is another area which historically has been the one requiring attention and continuous improvement.

Under PSP, MEA has developed a very well defined structure for effectively dealing with the above mentioned challenges. A citizen availing services under PSP has a choice to submit his/her query/feedback either through Passport Seva portal (www.passportindia.gov.in) or by sending an email to helpdesk@passportindia.gov.in. The citizen can also call the PSP Call Centre using a toll free number. All such calls, mails etc are categorised in following broad categories -

- Grievances
- Information Requests
- Suggestions
- Appreciations

Each time a grievance is raised by a citizen a Service Request Number is generated by the system to be quoted for any future reference. Based on the nature of the grievance, the service request is routed to the designated MEA officials for further action. A system generated email is sent to the citizen informing the solution or action required once the service request is acted upon by the designated MEA officials.

In case of information requests received at the call centre, the details are provided immediately over the call by the executive or an email is sent to the citizen if the request was received through Passport Portal.



Figure 18: Call Centre Locations

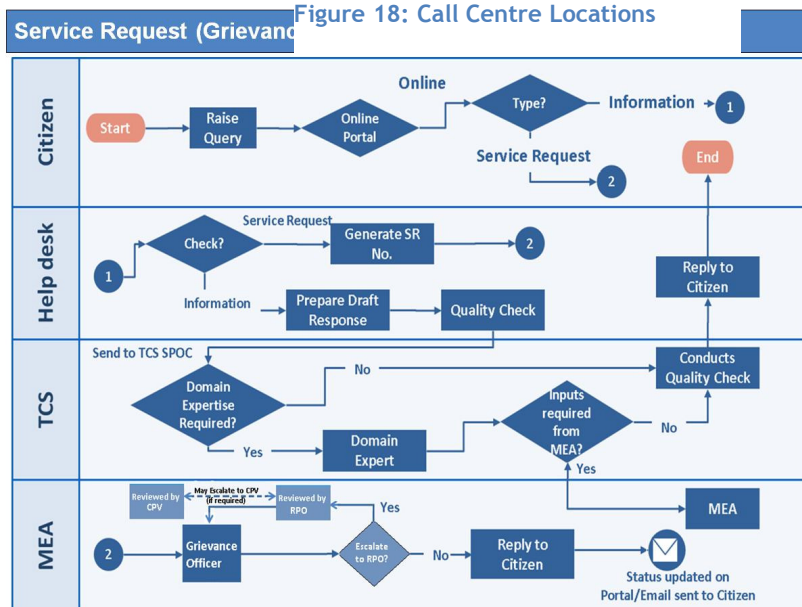


Figure 19: Grievance Management workflow

To maintain uniformity in the information provided to the citizens, tremendous effort is put in by the Service Provider and Ministry to ensure sound training is imparted to Call Center associates. Calls and emails are regularly monitored for training purposes. PSP warrants both quality and consistency of very high standard and this requires a thorough understanding of citizen expectations and his experience in interaction with the Call Center. Keeping this in mind a data base of standard email templates and voice scripts is in place today which

helps in disseminating precise and uniform services to the citizens.

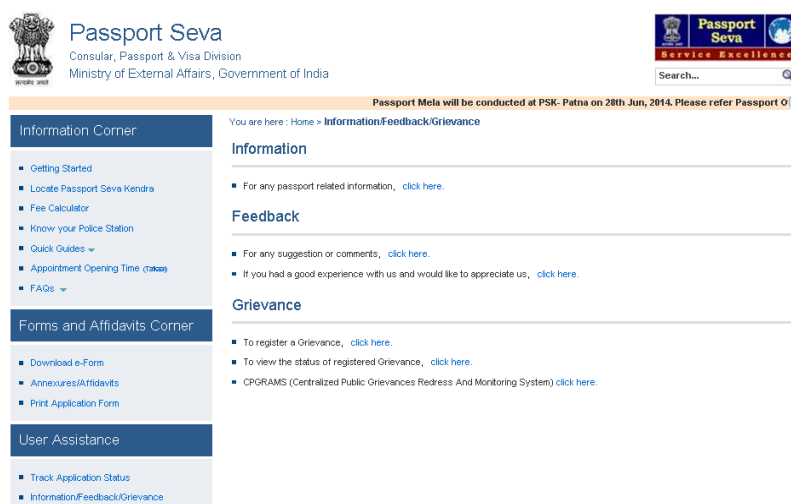


Figure 20: Grievance page on PSP portal

User convenience

(Give specific details about the followings Service delivery channels (Web, email, SMS etc), Completeness of information provided to the users, Accessibility (Time Window), Distance required to travel to Access Points, Facility for online/offline download and online submission of forms, status tracking)

Citizens now have multiple touch points for accessing information and submission of passport and related applications.

- The online portal provides detailed information on the processes and documents. The citizen has to fill up the passport application form online and schedule an appointment to plan the visit to PSK. The facility of tracking the status of application and grievance redress is also available on the portal.
- The multi-lingual call center also provides similar information and facility to the citizens. The voice based interaction builds in greater confidence with the citizen and provides immediate resolution to queries.

- The email based helpdesk is also available to the citizen to address various queries related to passport application process.
- PSKs are the most widely used touch points towards submission of passport and related application and also attend to any sort of queries related to passport issuance process.
- Appointment based service at the PSKs provides certainty of service and reduced waiting time at the PSK.
- Passport Seva Melas: Regular Passport Seva Melas are conducted on weekends at the PSKs to provide services to citizens thus helping cater to an unexpected temporary surge in demand
- Passport Seva Camps: Mobile Passport Seva Kendras / Camps are occasionally set up to provide passport services in remote locations where there are no PSKs
- Common Service Centres: PSP has collaborated with CSC e-Governance Services to extend the reach of Passport services to rural areas. Citizens can approach a Common Service Centre (CSC) for online filing of application, payment of fees and scheduling of appointment at a nominal charge.
- 'mPassport Seva' Mobile Application: The mPassport Seva mobile app enables citizens to access Passport related information on their Smart Phones. mPassport Seva is available on all major platforms namely Android, iOS, Windows and Blackberry.



Figure 21: User Convenience Modes

At the Passport Seva Kendra - The segregation of the process into stages provides effective citizen engagement and improves the efficiency of the process. The complete design philosophy displays a unique structure which is aligned with the objective of

this project thereby enabling citizen to avail passport related services in a convenient manner, in a comfortable environment. The concept of uni-directional flow of citizens within the PSK from one stage to another reduces the turnaround time. Implementation of electronic queue management system ensures a first-in-first-out based smooth flow of citizens within the PSK. The signages across all zones guide the citizen to various counters within the PSK. User friendly and simple processes have been designed to cater to any / all categories of target audiences.

The diagram below explains the various stages and shows the uni-directional flow of citizens in the PSK

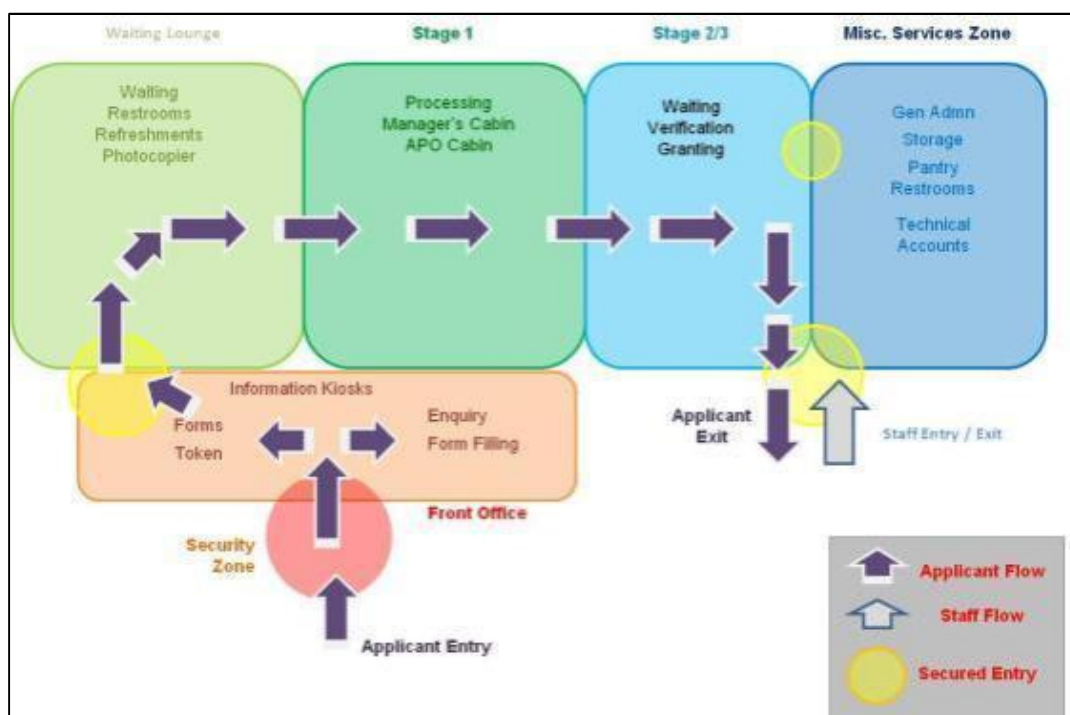


Figure 22: PSK Design Philosophy

The Passport Seva Kendras provide applicants with a comfortable and air conditioned environment. Amenities in every PSK include photocopying machines, public phone booth, baby care room, newspapers & journals, ATM, internet kiosks and snacks & beverage kiosks. The PSK also has the provision of wheel chair, washroom for physically challenged and ramp & lift for easy access to the facility. Helpful staff guide the citizens through the process at the PSK.



Figure 23: PSK Citizen Amenities

The key benefits to the citizens from the Passport Seva Program are mentioned below:

- Closer Access Points for Services
- Comfortable, neat and clean PSKs
- Transparency in the process
- More hours and counters for citizen service in a day
- Verification and Granting in person
- Police Clearance Certificate handed over the counter – no waiting time
- The portal www.passportindia.gov.in provides easy access to all passport related information online. The application forms for passport or miscellaneous services can be filled online or downloaded from the portal
- Online appointments provide certainty of service at PSK
- Online real time status tracking
- Quick response to queries in local languages through the call centers
- Multiple Channels for Grievance Redress
- Priority queues for senior citizens, differently abled persons and women with children
- State-of-the-art -facility at the PSKs with availability of value added services

Efficiency Enhancement

(Give specific details about the following - Volume of transactions processed, Coping with transaction volume growth, Time taken to process transactions , Accuracy of output, Number of delays in service delivery)

End to end ICT enablement and standardization of the processes related to the passport services has led to significant improvement in terms of efficiency and transparency.

Apart from citizens (the passport applicants) who are the main beneficiaries, the Passport Seva System has also benefited the other users of the system - the officials at CPV Division, MEA, Passport Office Officials, Police, Indian Missions, Immigration centers and police intelligence departments. The Passport Seva System is a centralized system and hence provides real time online access to all stakeholders from a single source – which was not so with the earlier system. This enables quick decision making based on data and information which is current and easily available /accessible. Various MIS reports and dashboards give the officers and staff a clear visibility into various parameters such as pendency across the life-cycle with reasons thereof, staff productivity and spare capacity at PSKs, if any, to service more citizens.

This real time access to information and decision making has helped enhance the efficiency of the passport offices by bringing in more transparency and control.

Police authorities too have real time access to pendency at the various districts and the exact stage at which an application is pending.

Following key benefits are observed:

- Citizens seeking passport related services can now be serviced at 77 PSKs that, in most cases, are geographically nearer to their homes.
- The new system allows more applications to be processed in less amount of time at more counters hence enhancing citizen experience.
- The Passport Seva portal provides easy access to the passport related information to the citizens anywhere anytime. Besides, the citizens can fill and track passport applications online.
- With Online appointments, citizens are assured of services at PSKs
- The system enables Verification and Granting of passport applications in front of citizens in most cases. Any query or validation checks can happen in person, expediting the turnaround time.
- Call Center provides 24 X 7 IVRS enabled and agent based services to respond to citizen queries in 17 languages.
- Rationalized work norms and clear accountability of actions, tracked via comprehensive audit trail mechanism, ensured better services to the citizens

- Improved service delivery to citizens through standardized practices and procedures across all Passport offices
- The system provides centralized decision support mechanism to monitor and evaluate the performance of all Passport offices across India.
- Integrated system linking all PSKs, PBOs, Police and India Post have reduced the transit delays due to logistics such as receiving and dispatch of PV forms, upload of PVR etc. This has improved the overall turnaround time in processing the passport application
- The integrated system provides standardized verification procedure and improved reporting facility to the Police department as well, in order for them to carry out passport related activities.



Figure 24: Enhanced Efficiency

Cost to User

(Give details about impact on Service charge paid, travel cost, indirect cost incurred by the user etc. #)

In this new PSP system developed by MEA towards providing passport related services to the citizen in a citizen centric environment, there is no additional cost impact on citizen. The citizen continues to pay the same passport application fee as stipulated by the government.

The call center facility is available to citizens over a toll-free-number thus allowing free access to information for citizens 24x7x365.

With the increase in reach as well as the number of citizen touch points, citizens need to travel shorter distances to avail of passport services. With improved information availability and real time access to application status, the need to travel to passport office has also reduced. The citizen needs to come only once to the PSK to submit the application form, for capture of photograph and biometrics. This reduction in travel has resulted in saving of time as well as fuel.

Further, the new system requires the applicant to submit the application for passport and related services online. This has resulted in saving in paper as paper forms are no longer needed to be printed.

Citizens are now not required to buy physical passport application and are also not required to bring photographs thereby reducing their expenses in applying for a passport.

Citizen Charter

(Give details about present of citizen charter describing standard/ information on services and its adherence for service delivery etc.)

Vision Statement

To deliver passport services to citizens in accordance with the provisions of the Passports Act, 1967 and rules made thereunder and in a timely, transparent, more accessible, reliable manner and in a comfortable environment through streamlined processes and committed, trained and motivated workforce.

Index of Services

i. Issue of:-

- ♦ Passport
- ♦ Police Clearance Certificate
- ♦ Emergency Certificate (issued only by Missions/Posts abroad)
- ♦ Surrender of Passport Certificate
- ♦ Cross LOC Permit (only for Jammu & Kashmir)

ii. For the benefit of citizens, detailed instructions and related information on passport services including on fees and documents required have been provided on the portal www.passportindia.gov.in.

Citizen Support Services

Passport Seva Kendras	The PSKs throughout India provide best amenities and services like courteous and helpful executives, photocopying, snacks and beverage facilities, public phone booth, baby-care room, television, electronic queue management system, information kiosks, ATM facilities and special facilities for differently abled persons
Online Registration, Application and Fee Payment	Anytime Anywhere. Citizens can submit their applications online and seek an appointment to visit their nearest Passport Seva Kendra
National Call Centre	24 x 7 Interactive Voice Response Support. Executive Support 8 AM to 10 PM available in 17 Indian languages

Premium SMS Status Tracking	Optional service at payment of a nominal fee
Email-based Helpdesk	Through Passport Portal for answering Citizen's queries
mPassport Seva	This mobile app is designed for smartphone users, giving Passport related information and application status
Passport Mela	Is generally held as a special measure in Passport Offices/PSKs on public/closed holidays to facilitate extended hours to citizens for submission of application
Passport Adalat	Is generally held at Passport Offices in order to redress grievances on the spot
Passport Seva Camp	Is held for the benefit of applicants on need basis at remote locations

Indicative timelines for delivery of Passport related services:

[As per the statutory provisions, on the receipt of an application, the Passport Authority, after making such inquiry, if any, as it may consider necessary, shall by order in writing issue the passport or travel documents or refuse to issue the passport or travel documents. Therefore, indicative time limits are subject to Police Verification or any such inquiry or any other factor which may be beyond the control of the Passport Issuing Authority.]

Nature of Service	Indicative Timelines	Remarks
Information access, Online Registration, Application and Fee Payment	24 x 7 basis	Citizens can submit their applications online and seek an appointment to visit the concerned Passport Seva Kendra
Appointments for visit to PSKs		Appointments are released through the system from next day to any day according to the capacity and demand at the

		Passport Office/PSKs
Fresh (First Time) Passport (Police Verification required before issuance)	6 weeks [Police Verification period excluded]	From the date of receipt of complete documentation and enrolment and subject to the satisfaction of Passport Issuing Authority and receipt of clear Police Verification Report
Fresh (First Time) Passport {Police Verification (PV) required after issuance or where Police Verification not required} i. Tatkaal ii. Government/ PSU employees etc.	7 working days	From the date of receipt of complete documentation and enrolment and subject to confirmation of authenticity of Verification certificate/Identity Certificate/No Objection Certificate and satisfaction of Passport Issuing Authority
Re-issue of passport on expiry and on exhaustion of Visa pages	7 working days (In cases where pre-police verification is not required)	From the date of receipt of complete documentation and enrolment and subject to the satisfaction of Passport Issuing Authority provided there is no change in personal particulars
Re-issue of passport due to (a) change in passport particulars, and/or (b) in lieu of lost/stolen/damage/mutilated passport	4 weeks (In cases where pre-police verification is not required)	From the date of receipt of complete documentation and enrolment and subject to the satisfaction of Passport Issuing Authority and requisite verification/clearances
Miscellaneous Services like Police Clearance Certificate, Surrender Certificate or any miscellaneous certificate based on passport	3 working days	From the date of receipt of complete documentation and enrolment and subject to the satisfaction of Passport Issuing Authority and requisite verification/clearances

Application Status Tracking	24 x 7 basis	Application status can be tracked through Passport Portal, Toll-free Helpline, Email based helpdesk, mobile App (mPassport Seva) and SMS Alerts.
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Problem Resolution and Query Handling

(Give details about availability of help desk, query resolution mechanism, single window resolution, interactive interface etc. #)

Citizen service delivery requires a simple and effective query handling and problem resolution system to be in place. Accordingly, the Passport Seva Project accords great importance to these areas. The online portal has a simple interface for citizens to log in their feedback, seek information or raise grievances. The problems are classified based on categories and sub categories. This helps in quick classification and resolution of the problem by the Passport Office staff. A workflow based system ensures timely addressal of citizen problems by the concerned persons in the Passport Office.



Apart from the online portal, the Call Center and Help Desk also serve as a vital citizen interface disseminating information on passport related services, query handling and problem resolution. The following are the key features of call center operations-

- **Inbound voice based service** – The Call Center provides information and handles queries over inbound voice based service on the following:
 - Process related information
 - Domain related information
 - Passport status tracking
 - Grievance Handling
 - Specific query resolution
- **Preferred language Option** - Voice based information is available in English, Hindi and 15 Regional Languages.
- **Anytime Access to Information** - The call center is operational 24 hours and agent based support is available for 14 hours from 8am to 10pm. The IVR support is available 24x7x365.
- **Information at zero cost to user** - Toll free number is made available to citizens so that the information could be availed at no extra cost.
- **Email based helpdesk** – Queries and problem statements received over email are responded to promptly. Standardized templates in simple easy to read language

bring in uniformity, correctness and consistency in response. This helps bring in great satisfaction amongst citizens.

The approximate volumes managed by call center are as below –

	Till Date (As on 10th August 2014)	Average Per Day
Calls Received	1,95,00,000+	25,000
Emails/Queries Received	2,25,000+	100+

Table 3: Call and Helpdesk Volumes

Privacy & Security Policy

(Give details about security technique deployed, use of digital signatures, encryption etc. #)

The Passport Seva project envisions a new and improved model of Passport service delivery from the Government to the citizens. Whilst this new model delivers significant benefits in terms of convenience and reduced time for the offered services, there is no compromise with the reliability and security of the overall process. A large number of citizen facing processes and the entire technical operation are carried out at multiple locations. Therefore it was of utmost importance that a robust security model be developed and deployed so as to ensure the trustworthiness of the entire process of the Passport service delivery. At the broad level the Security Model has been designed to ensure the security of all assets, with no interference to the Passport delivery services, in the following areas –

- Network Security
- Application & Database Security
- Remote Authorized User Connections over Internet/Intranet
- Physical Security
- Security Management

The diagram depicts the multi-layered security framework implemented in the Passport Seva project



Figure 25: Security Layers for PSP

To ensure the security of the PSK system the following features are implemented –

- **Role Management** - This involves creation of roles for the categories of users accessing the application. Each of these roles has a set of associated services a user is allowed to access.
- **Authentication** - All registered active users are able to log into the portal using their specific roles and authentication credentials.
- **Application of Digital Signatures** - The application mandates the users in a workflow to affix their digital signatures on the approved applications to ensure non-repudiation. All users participating in the workflow require digital certificates for signatures.
- **Strategic Control** - An e-governance project like PSP implemented in PPP mode involves multiple stakeholders, applications and IT infrastructure. Such a landscape which also includes a private partner poses multiple challenges related to maintaining privacy of data related to citizens and effective control of the government department over the activities of the private partner, which deals with such data. Strategic Control is required to ensure that such data does not fall prey to misuse or accidental disclosure to an unauthorized party.

The sustainable operation of Passport Seva Project in a Public-Private-Partnership mode has been possible due to an effective ICT enabled strategic control framework

(for controlling the information assets) being operational during the complete project life cycle. This framework ensures controls on the database, documents and activity/audit logs without either getting deeply involved in the day to day IT operations or controlling the freedom required by the private partner in architecting an efficient system.

Innovation

(Give details on extent to which the service is unique compared to other similar services, impact on number of steps required, identification and removal of bottlenecks/irrelevant steps etc. #)

The success of the Passport Seva Project has been due to innovations in the following areas:

Service Delivery Framework: The private partner along with the government staff has ensured world class ambience, facilities and time driven service delivery to Citizens. This has been possible due to radical improvements done in the business processes, continual improvements, seamless technology integration and effective monitoring of the ground level execution at various levels.

Efficient Program Management and Governance: A Program Management Unit (PMU) comprising of technical, functional, administrative and HR experts has been set up by the Ministry to support the implementation and stabilization of the project. It proactively monitors the project plan and identifies/handles any risks perceived. A strategic control team of PMU ensures that the ownership and strategic control of the core assets including data, information and processes rests within the Ministry.

Strong Change and Communications Management: The project was first implemented in 7 pilot locations before being rolled out pan India. This ensured the learning from the pilot could be taken to the other 70 locations enabling smooth start to operations. Over 3000 PSK staff, 2000 RPOs Staff and 3000 Police personnel were trained on the new processes and application as well as soft skills.

ICT Enablement: The project rides on the effective use of state of art technology to bring about convenience, speed, accuracy and transparency in delivering Passport services. The following are some of the ICT enabled innovations implemented in PSP

- Active-active deployment across two data centers to leverage the computing power of both sites apart from providing a backup against disasters
- Digitally signed transactions and documents
- Business analytics for ensuring timely service delivery and continual process improvement
- Single window enrolment using an array of state of art devices
- Real time system monitoring command center
- Indigenous demographic de-duplication solution.

Passport Seva has introduced an innovative approach to citizen service delivery, the method of execution as well as in its measurement of success through defined service levels

e-Inclusion

(Give details about impact on number of trips required, availability of local language interface, online submission of forms, accessibility for differently abled persons, length and breadth of services made available online etc.)

PSP system has been implemented with the prime objective of citizen centricity and providing outstanding service to all in a simple, easy and accessible manner. The same is achieved through a meaningful balance of online and manual mode of submission of applications considering the demographic spread of the country, social structure and low level of internet penetration.

The 77 PSKs across India provide easy access to citizens to submit the application for passport and related services. The appointment based system provides convenience to the citizen to visit the PSK at a pre-determined time thus resulting in faster turnaround and access to the service with certainty.

The PSKs are managed by trained and motivated workforce. All PSKs are also equipped with special facilities for senior citizens, women with children and physically challenged applicants. Priority queues are set up for applicants falling under these categories thus leading to lesser time spent at the PSK. The PSK also has the provision of wheel chair, washroom for physically challenged citizens and ramp & lift for easy access to the facility for availing service. An initiative is undertaken in association with a nationalized bank towards installation of ATM machines at PSKs which can be accessed by visually challenged citizens also.

The Ministry's tie up with Citizen e-Governance Services has enabled citizens to avail the services of Citizen Service Centers (CSCs) for online form filling, fee payment and appointment scheduling at a nominal fee.

Citizens who do not have access to internet or computers can visit the PSK and avail the facility of self-help kiosks installed in the pre-service area which can be used free of charge.

A full-fledged call center is operational across India catering to the need of applicants related to passport related service. The call center services are available on a toll-free-number which provides access to information at no cost to the citizen. It provides information in English, Hindi and 15 Regional Languages.

PSP has also developed a bi-lingual (English and Hindi) informative portal – www.passportindia.gov.in which can be easily accessed over internet from anywhere.

It provides a comprehensive list of standard documents for each category of application, process to be followed, online submission of application, scheduling an appointment to visit the PSK, location map for all RPOs and PSKs, tracking of passport application, Frequently asked questions, Quick Guides, and grievance redress/feedback options. The portal receives over 20 million hits everyday which indicates its high popularity amongst citizens for its comprehensiveness and quality of content.

Local Language Support

Passport Seva System has been designed in-line with India's regional and lingual diversity. The Passport Seva Portal is currently available in English and Hindi. The IVRS and Call Centre are available in 15 regional languages besides English and Hindi.



Figure 26: PSP portal (www.passportindia.gov.in) in Hindi

The widespread network of touch points across India, massive deployment of trained workforce at the ground and various channels for dissemination of information with uniformity and correctness have had a positive impact on the overall awareness level amongst the citizens. The available information gives them a complete understanding of the process and documentation before actual submission of application thus leading to minimal rejection of application and lesser time during processing. The online passport tracking system and receipt of text SMS, gives the applicant, updated information on the status of application thus increasing the assurance level and certainty for the citizen. All these above initiatives implemented with effective use of ICT and supplemented with a human touch provide more convenience to the citizen and help in achieving greater level of citizen satisfaction.

Sustainability

(Give details about sustainability w.r.t. technology (technology use, user privacy, security of information shared-Digital Signature/Encryption etc. #), Organization (hiring trained staff, training etc. #), financial (Scope for revenue generation etc. #))

The Passport Seva Project has been designed for sustainability across areas, by adhering to best industry practices and processes.

Technological Sustainability

Passport Seva System is designed to be technically sustainable and adheres to the architectural principles of security, manageability, service orientation, availability, scalability and maintainability.

Security

A robust security framework has been developed and deployed as part of the Passport Seva System. This state of the art security framework spans multiple specialized domains, viz. robust security solution architecture, threat modelling, cryptography and digital signature based operations, security compliance, application and database security, perimeter and network security, data protection, security surveillance systems, real time security operations, protection against emerging cyber threats & vulnerabilities, end point security etc.

The security solution addresses six horizontal domains namely network, servers, endpoints, database, messaging & content, voice and data/information and four vertical domains of policy definition, enforcement, monitoring and response and measurement.

Audit Trail

A comprehensive audit trail is maintained at various layers to ensure integrity of the data and actions carried out by the stakeholders.

Data Integrity

Application design ensures the audit trail and versioning for qualified applicant records in the Passport Seva application database. Under process record sets are maintained in the main tables. Once processed, a copy of these record sets is inserted to the relevant audit tables. This way pre and post image of each record along with user details is preserved.

User Activity Logging

The activities carried out by the end users are recorded in the activity logs. This is to ensure traceability and accountability as a user may disown an action (such as Approval of a passport application) at a later date.

All critical actions carried out by a user are signed using his/her digital signature certificate. The activities can be traced in the activity log. For example, if an officer has approved a passport application, he/she must digitally sign the action as DSU(X). The notation DSU(X) represents the digital signature of user U on metadata X. X may include the action name, service request number etc.

Various activity reports are generated showing the changes in data, integrity of documents and activity carried out by various users on a service request. These reports can be examined by the auditors or administrators in case of a dispute.

Maintainability

The Passport Seva System uses a configurable workflow engine that facilitates the building of new services or functions to enhance the functioning of the system. Change Requests follow a well-established and systematic Build-Release-Deployment lifecycle aided by in house automated tools. This ensures that the deliverables are of high quality and at the same time time-to-market is considerably reduced.

Apart from the regular development and test environments used in the build process for changes identified during release planning (called major build), Passport Seva System provides for the following dedicated environments to improve the quality of testing, releases and training:

- **Performance Testing Environment:** The Performance Testing Environment is a near replica of the production environment. All major builds go through rigorous Performance Testing cycle before being deployed in production. This ensures that there is no performance related regression impact after deployment of the build in production.
- **Hot Fix Environment:** This environment is similar to production in terms of the latest application software release. This environment is used for testing critical fixes which are to be deployed in production on a priority basis.
- **Failover Testing Environment:** This environment is used for testing replication and failover scenarios. All major builds are also qualified in this environment before being deployed in production. In addition, failover drills are also carried out at various levels in production at scheduled intervals to ensure BCP readiness at all times. These drills cover scenarios like component failure, link failure, site failure, etc.
- **Training Environment:** This environment is similar to production in terms of the latest application release. This environment is used to provide effective hands on training to all users of the system. Effective training in turn results in increase in productivity of users and a decline in errors. After the pilot phase where in training was conducted for 7 PSKs, the real challenge was to achieve scalability for PAN India roll out. The training environment was successfully used to organise, execute and monitor training of 3000 CSEs, 2000 RPO staff and 3000 Police personnel at more than 37 locations across India. Training is a continuous process.

Availability

The Passport Seva System design has an underlying highly available architecture comprising of redundant components at various levels. Redundancy is built at multiple levels – for example all links, all servers (web, application, database etc.), components (core switch, core firewall, firewall, load balancers, power supplies, cooling fans etc.) storage (RAID 5) and data centre are redundant. The system runs from two data centres (each is a replica of the other in terms of capacity and is capable of handling the complete load in case of a disaster scenario) operating in parallel with load distribution based on location considerations.

Manageability

The Passport Seva System design uses a fully automated and integrated monitoring mechanism for effective monitoring and timely resolution of issues related to performance, availability and security of the systems. Each component (links, web servers, application servers, database servers, storage, network components, application, etc.) is aware of its Quality of Service (QoS) parameters like resource utilization, response time and throughput. Deployed applications are segregated for manageability and performance (for example Reports have a dedicated setup to ensure that resource intensive reports do not impact the OLTP applications). 365X24X7 monitoring of the systems is carried out from state of art NOC (Network Operations Center).



Figure 27: Network Operations Center (NOC)

The monitoring mechanism makes use of basic and advanced statistical concepts like mean, median, standard deviation, coefficient of variation, percentiles etc. Multi-dimensional monitoring is place for all layers of Architecture, Application, Security and IT infrastructure. Following figure indicates the dashboards used as part of monitoring framework.

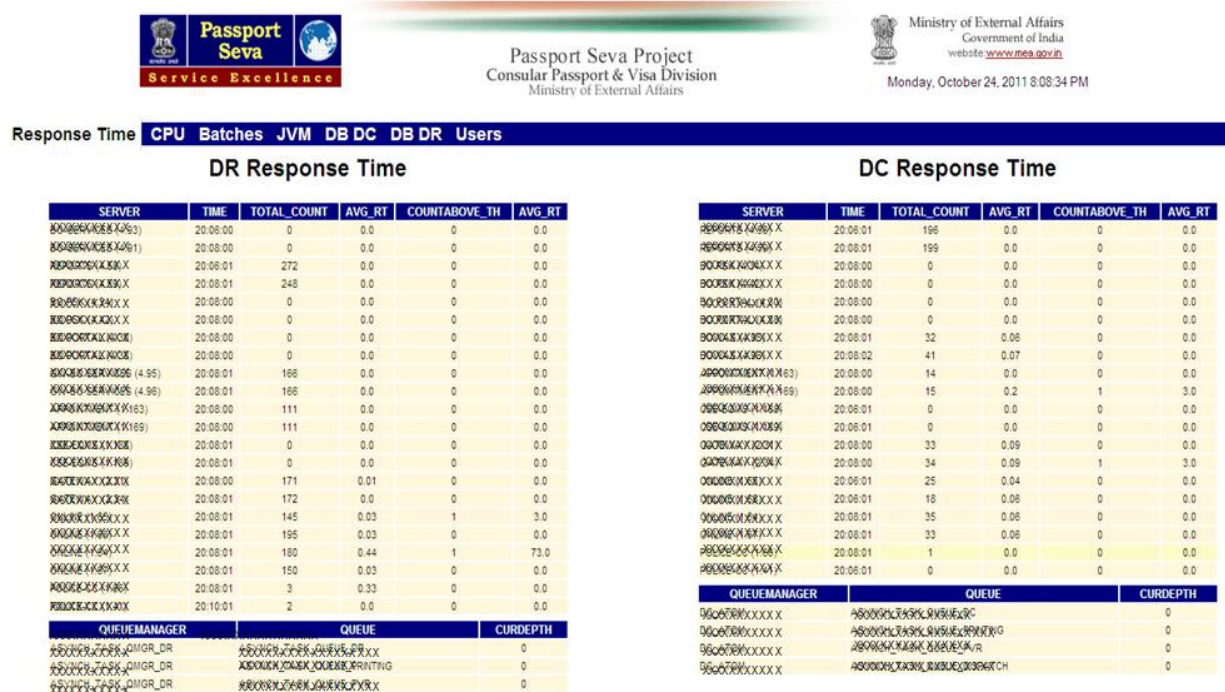


Figure 28: Server Monitoring Dashboard

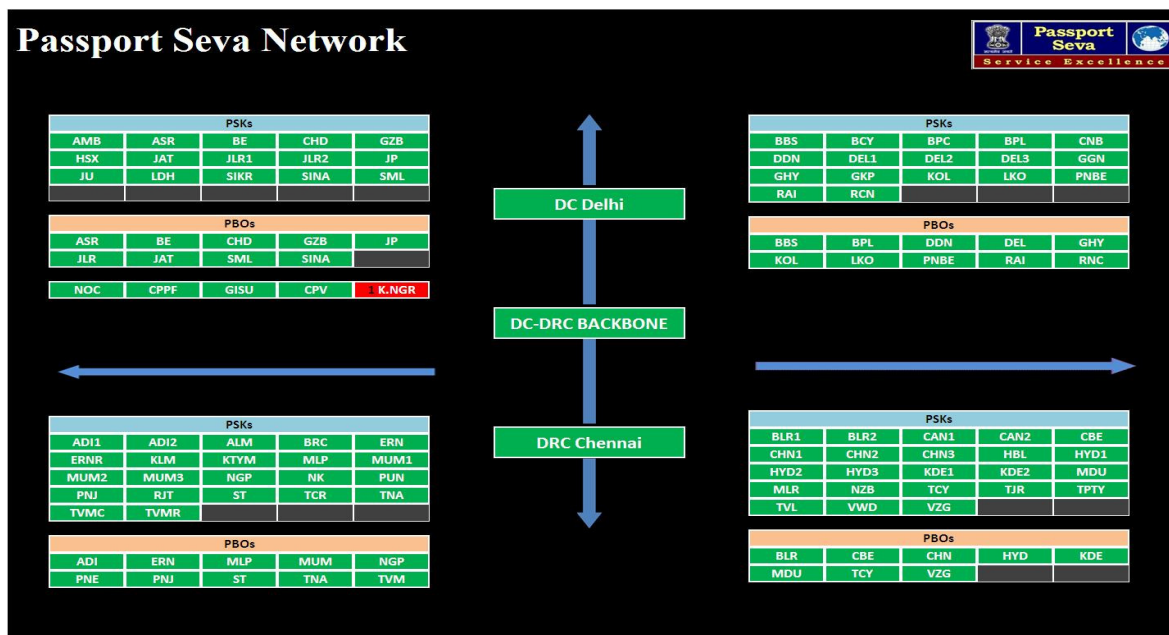


Figure 29: Network Monitoring Dashboard

Scalability

The Passport Seva System design uses a modular approach for all components. For example a Java Virtual Machine (JVM) is a basic building block for the hosted web applications and the system can cater to increase in the usage by adding more building blocks. Additionally more resources like link capacity, storage, processors, memory and additional servers can be easily plugged in to deliver the required capacity.

As the number of internal users increased in the system, a need for capacity augmentation and application level optimization arose. Both capacity augmentation and application level optimizations have led to increased sustainability under high load conditions.

Organizational Sustainability

All staff engaged on the program (MEA as well as that of the service provider) have gone through a comprehensive training program before commencing to work on the Passport Issuance System. The training included IT training, process training as well as training in soft skills of citizen and crowd management. This has helped them upgrade their skills. Further, the staff are now provided with a better work environment with world-class infrastructure, systems and processes.

Financial Sustainability

Passport Seva Project has been implemented in the Public-Private-Partnership mode under the Build-Own-Operate-Transfer (BOOT) model. It effectively means that the Service Provider (SP) has built, owned, and is operating the entire delivery network required to execute the project from all aspects. SP will transfer the assets to Ministry at the end of project period of 6 years. The SP has leased and built the physical facilities (PSKs, Data Centre etc), developed the software application, deployed its own staff and is operating the centres by taking care of all administrative, operational and financial responsibilities.

As per the terms of agreement between MEA and SP, the service charges are being paid by MEA on the basis of total applications processed and the same are driven by a stringent set of SLAs which are monitored by MEA very closely. From Ministry's perspective, this model is highly sustainable as it is liable to pay a fixed transaction charge only for the number of transactions processed and all costs, be capital or operational, are being incurred by the SP. By doing so, Government has also insulated itself from the uncertainty of demand behaviour for passports which would have

otherwise required making heavy investments in operating all India network. Now the maximum risk has been transferred to the SP who has a financial model encompassing the entire project life of 6 years and is paid an all inclusive per application fixed price basis.

Number of users and services

(Give details about frequency of services used in last 6 months, number of visitors, number of unique visitors, number of users etc. #)

The following are the important facts and figures on the quantitative aspect or outcome since the inception of PSP across India.

PSP Facts & Figures		
	May '10 to July '14	Daily Average
PSKs Operational	All 77	
Total number of users (internal)	6000+	
Total number of users (external – police, immigration etc)	2500+	
Total number of online business transactions	70 lac+	
Average CSAT score	99.5%	
National Call Centre fully functional in	17 languages	
Applications processed	2.0+ crores	35K+
Passports Issued	1.70+ crores	30K+
Appointments Released	NA	40K+
Passport Application Fee Collection	₹ 2935+ crores	₹ 5.6+ crores
Calls received at Call Center	1.95+ crores	25K+
Citizen queries handled at help desk	2.25+lacs	100+

Table 4: PSP Facts & Figures

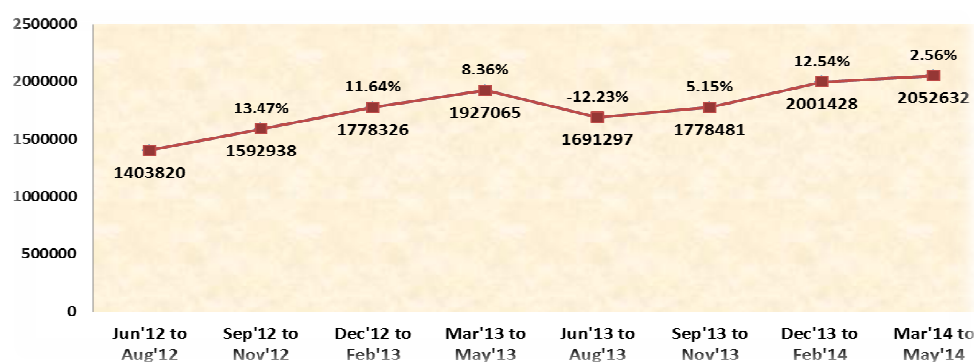


Figure 30: PSP Volume Trends

Result Achieved/ Value Delivered to the beneficiary of the project

(share the results, metrics, key learnings, feedback and stakeholders statements that show a positive difference is being made etc)

The Passport Seva Project has transformed the way passport and related services are delivered to Indian citizens.

Some of the key outputs of the program contributing to its success are:

- **Superior citizen service delivery** – Full ICT enablement of services in all domains related to processing and dealing of Passports has resulted in a significant change in both qualitative and quantitative aspects of the passport issuance process from the earlier system. The number of passport processing locations has increased from 39 to 116. The number of citizen service hours per day has increased from 1400 to 14000. Applicants are now serviced in a comfortable air conditioned environment at the Passport Seva Kendras with best-in-class infrastructure and amenities. The online portal provides extended reach, ease of use, greater transparency with availability of up-to-date information on passport services and real time status tracking. The Call Centre answers queries round-the-clock in 17 languages. An email based helpdesk is also available to citizens.
- **Reduction in processing time** – The end-to-end passport issuance process has been re-engineered with complete automation. The digital inclusion of key external stakeholders has resulted in reduction in the overall processing time of a passport application. With the new system, the average issuance time for Normal Passports is 11 days (estimated at 60 days in the old system). This time excludes the time taken for Police Verification.
- **Greater accountability and security** –The use of biometric authentication as well as the use of digital signatures and audit trail features provide for greater accountability of the staff. The centralized database and the inbuilt demographic data matching algorithm reduce the possibility of issuance of more than one passport to a citizen.
- **Social Impact** - The project has created an institution with over 3000 staff from TCS as well as the 2000+ staff of the Ministry. TCS has hired more than 1800 persons from the small towns where PSKs are located – This has improved family earnings, social standing and given status especially to staff from economic weaker section. Various CSR (Corporate Social Responsibility) activities are carried out at the PSKs such as blood donation drives, beach cleaning, food and clothes distribution to orphanages etc.
- **Women Empowerment-** The project has hired over 45 % women - including women in senior positions. This has had a very positive impact on women empowerment and their earnings.

- **Environmental Impact-** The online form submission has resulted in paper savings to the tune of 100 million+ sq ft of forest space preservation. Savings in future (calculated upto June 2018) is expected to be to the tune of 300 million+ sq ft of forest space.

Further, with the extended reach provided by the opening of the PSKs, applicants need not travel long distances and approximately INR 500 million savings in fuel have been achieved to date and this is expected to be approximately INR 1.5 billion in future (calculated upto June 2018 only).

Citizens have greatly appreciated the superior service brought in with the new system, the convenience, the ambience, the simplicity of the processes, the transparency brought in along with accountability and have expressed the desire for similar systems across other government departments. Citizen feedback is taken at the Passport Seva Kendra. The Citizen Satisfaction Index across PSKs has consistently been over 99.5%. Some of the feedback from citizens are given below:

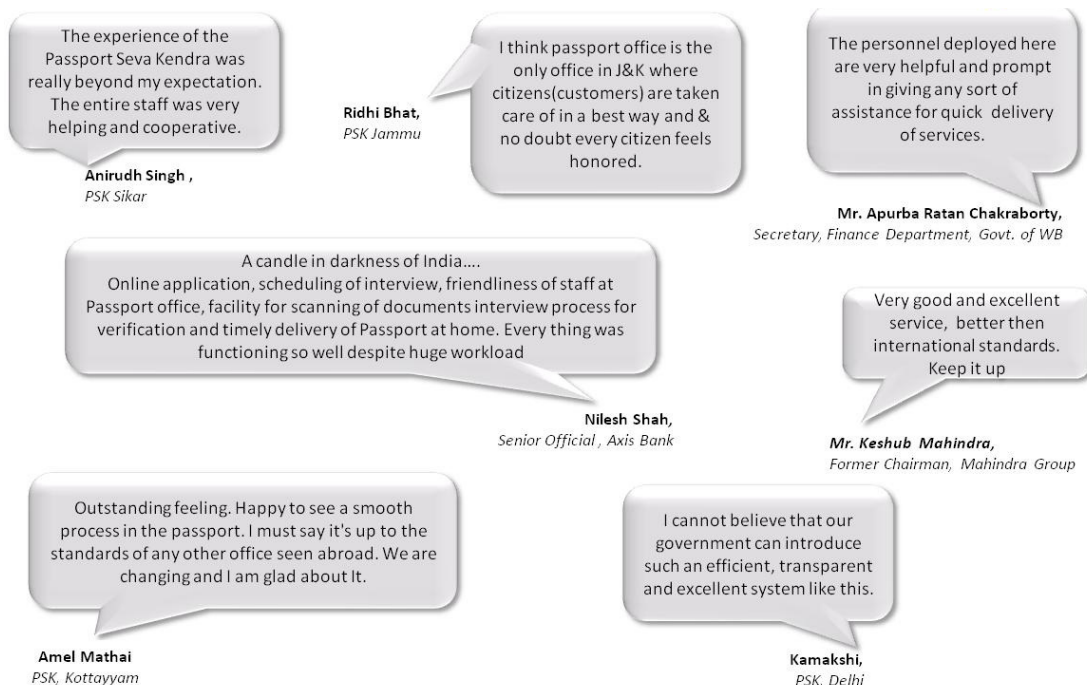


Figure 31: Sample Citizen Feedback

Sample citizen testimonials are uploaded and available for reference on the portal at <http://passportindia.gov.in/AppOnlineProject/online/testimonial1>

Extent to which the Objective of the Project is fulfilled

(benefit to the target audience i.e.G2G, G2C, G2B, G2E or any other, size and category of population/stakeholder benefited etc)

The Passport Seva Project provides an innovative approach to delivering Passport and related services to the citizens of India. The project also demonstrates how innovative use of Information and Communication Technology (ICT) can transform the way citizens receive services from government institutions. In an ICT enabled e-Governance framework, passport and related services are being rendered in a transparent manner, improving the reach, accessibility, security, accountability and efficiency and setting new benchmarks in citizen services delivery.

The key beneficiaries of the project are:

1. The Citizens of India – Applicants for passport & related services
2. Officials of Ministry of External Affairs
3. State Police involved in the Passport Issuance process
4. Indian missions and posts abroad
5. Immigration and other government departments requiring passport related information

In summary, the project has brought in tremendous benefits to all stakeholders, as listed below:

Benefits to Citizens

- Greater reach and better accessibility – With the opening up of the 77 Passport Seva Kendras, the number of Passport processing locations increased from 39 to 116. The citizen service hours at the PSK are 7 as compared to only 4 in the earlier system. This coupled with more service counters has provided an additional 13000+ hours of citizen service daily.
- A comfortable environment with best-in-class facilities
- Progressive service assurance and transparency as an applicant moves through the process cycle. Applicants can view the status of their application on the portal as well as receive SMS alerts on their mobile.
- Reduction in overall processing time and faster dispatch of passport – The average time spent by the citizen at the PSK is only 75 minutes. The Police Verification process which is an integral part of the passport issuance process has also been digitized, thus reducing the police verification time to as little as 13 days in some states (against the stipulated time of 21 days). The average time for Normal passports (acceptance of application to passport dispatch excluding PV time) estimated to be 60 days in the old system has come down to 11 days in the new system.

- 24x7 access to information and status via Portal, Mobile App, National Call Center. Calls answered in 17 languages including English
- Certainty of service at PSK as per appointment slot
- Multiple channels for grievance redressal
- Done away with the need to engage middlemen

Citizen feedback is taken at the Passport Seva Kendra. The Citizen Satisfaction Index across PSKs has consistently been over 99.5%. Citizens have greatly appreciated the superior service brought in with the new system, the convenience, the ambience, the simplicity of the processes; the transparency brought in along with accountability and has expressed the desire for similar systems across other government departments.

Benefits to Passport Office staff

- Increased job opportunities
- Better work environment
- Skills enhancement
- Uniform and well defined work procedures
- Incentives for higher productivity and recognition for efficient employees
- Focus on core activities
- Processing more applications with same amount of staff
- Verification and Granting in front of citizens. Any query or validation checks can happen in person, expediting the turnaround time.

Benefits to MEA/CPV leadership

- Centralized decision support system to monitor and benchmark the performance of all Passport Offices
- Optimized utilization of government resources
- Standardized practices and procedures across all Passport offices
- Availability of up-to-date information at all times
- Compliance to international travel standards
- Seamless processing with external stakeholders like police, ISP Nasik and India Post has reduced transit delays thereby improving the turnaround time for processing an application
- Reduction in overall processing time and faster dispatch of passport. Minimization of errors in processing.
- Clear accountability of actions, tracked via comprehensive audit trail mechanism
- Enhanced security

Benefits to the Police department

- Online availability of applicant information for Police verification
- Reduced time in the police verification process

- Better MIS (Management Information System) for effective decision making

Benefits to Indian Missions/Posts/Immigration

- Easy access to on-line , up-to-date and complete information of all passport holders

Adaptability Analysis

(Measures to ensure adaptability and scalability, Measures to ensure replicability, Restrictions, if any, in replication and or scalability, Risk Analysis)

The successful experience in building, integrating and operating a large citizen service system such as Passport Seva can be replicated across other citizen service delivery programs.

Some of the key learnings from the program that can be replicated across other similar projects:

1. Citizen Service Delivery models, processes and framework – The business processes around application filing, appointment scheduling, online payment and reconciliation, applicant enrolment at PSK, the various citizen interface channels, the framework for addressing citizen queries, feedback and grievances can be replicated across similar citizen service delivery programs.
2. Project Monitoring framework – Program Management and monitoring has been core to the success of the project. A Program Management Unit has been set up to carry out the administrative and facilitation steps and tasks to support the implementation and stabilization of the project. The Program Management Unit (PMU) comprises of functional and technical consultants as well as experts handling HR and related matters. The team has been instrumental in finalizing the system's functional and technical requirements, providing approvals for PSK sites, finalizing location of the data center, the disaster recovery center, the Central Passport Printing Facility (CPPF) as well as the co-located PSK sites to be provided by MEA. The team has ensured sufficient staffs across roles are available at all RPOs. The PMU proactively monitors the project plan and identifies /handles any risks perceived.
3. Strategic Control implementation – Passport Seva is one of the first large scale PPP model programs requiring stringent security controls as well as having the need to maintain strategic control on the data and systems. The model of implementation and learnings thereof would be useful for other similar programs.
4. Service Level Agreement (SLA) based project monitoring and control – The project is governed under a strict SLA regime with SLAs across parameters measuring external efficiencies, internal efficiencies, external, internal and technical effectiveness, environmental parameters and customer relations. Comprehensive and regular SLA monitoring, as carried out in Passport Seva, has helped ensure the project objectives are met, sustained and in fact improved on an ongoing basis.

5. Comprehensive Change Management Strategy - A comprehensive and multi pronged Change and Communication Management strategy has ensured the success of the program across all stakeholders – internal as well as external. The change management plan catered to the special needs of each stakeholder. For example internal and external users of the system were given classroom training not only on the new processes and application strategy but also on soft skills such as crowd management and citizen dealing. Extensive media interaction, advertisements, press releases and informative articles helped in establishing a positive connect with the citizens availing passport services.
6. Public-Private Partnership model for implementation of large programs –The two organizations namely, MEA and the Service Provider had to cut across work-cultural differences to come together and provide service to citizens in a seamless manner. Handholding the staff at various stages in the project coupled with a comprehensive change management process helped the two organizations overcome this challenge.

Comparative Analysis of earlier Vs new system

(Analysis with respect to the BPR, Change Management, Outcome/benefit, change in legal system, rules and regulations)

Following table indicates the comparison between various parameters pre and post implementation of Passport Seva Project

Passport Parameter	Services	Earlier	Now
No. of Passport Processing locations		39	134
No. of Citizen Service Counters at various passport processing locations		350	2000
Citizen Service hours per working day		4	7
Waiting period to submit passport application		More in crowded conditions	Reduced and is SLA measured. Waiting is in a comfortable, air conditioned environment
Application Submission		Citizens had to bring in photographs and documents along with manually filled forms	Single point PSK counters equipped with Digital Cameras for photograph, scanners for document upload and fingerprint scanners for biometric capture make the application submission more convenient. Also the unique citizen identity can be recorded via biometric capture.
Scalability		Limited. Could be time consuming.	Expandable vertically and horizontally on the basis of requirements.

Passport Parameter	Services	Earlier	Now
Accountability of stakeholders		Difficult to monitor across the country in a manual system.	Completely ICT enabled with digital signatures and end to end audit trail of activities.
Training of stakeholders		Limited and Scattered	Effective training in a fully simulated production like training environment
Information for applicants		Only through website. Limited features.	Effective through enhanced Website and National Call Centres, through a toll free number.
Grievance handling		Limited	Immediate through multiple channels like phone, online & email. Electronic routing of the grievances to the concerned authority with built-in escalations.
Paperwork		Application Processing involving manual paperwork.	Application Processing is ICT enabled with end to end tracking. Less paper environment
Days for Police Verification		Time consuming due to transit delays. Average 60 Days	Online download of applicant information and upload of Police verification report. Real time access to pendency at the various districts and the exact stage at which an application is pending. Average - 49 days. Most of the states are averaging to 13

Passport Parameter	Services	Earlier	Now
			days.
Management System	Information	Limited. Mostly manual and involved paperwork	Wide range of centralized information available to the management for effective control. Also efficient analytics and reporting in place.
Days – “Processing to Dispatch” of Passport		Average 60 days	Average 11 days

Table 5: Parameters - Pre and Post implementation of PSP

Other distinctive features/ accomplishments of the project

Media

The program has gained a lot of media attention because of its far reaching impact. There is a reference to the program in the Media on almost daily basis. Many media articles are uploaded on portal itself for public reference <http://passportindia.gov.in/AppOnlineProject/online/latestNews>



Figure 32: Media Corner on Portal



Figure 33: Media samples

Awards

The Passport Seva Project has won various awards and citations for its endeavour to provide best-in-class passport services to Indian citizens. Some of these include:

- mBillion Award for Mobile Application mPassport Seva(2014)
- Skoch Challenger Award for eGovernance (2014)
- SecureIT Award for Information Security(2014)
- Recognition by Data Council of India(2013)
- Recognition by Economic Times(2013)
- Felicitation by Governance Now as a Big Data Leader (2013)
- eIndia Award for Excellence (2013)
- Promising Innovation Award at Tata Innovista Regional Rounds(2013)
- Computer Society of India Award of Excellence(2012)



Figure 34: Awards won by PSP

Conclusion

Passport Seva has introduced an innovative approach to citizen service delivery, the method of execution as well as in its measurement of success through defined service levels. The project demonstrates the effectiveness of public private partnership for better governance and lives up to its Vision of providing 'Passport related services in a timely, transparent, more accessible, reliable manner and in a comfortable environment through streamlined processes and a committed, trained and motivated workforce'. The success of the program can be replicated across other public dealing departments across the government within India and beyond, to transform and enhance the citizen delivery experience.

Annexure I – List of PSKs

State	City	State	City
Andhra Pradesh	Vijayawada	Madhya Pradesh	Bhopal
	Tirupathi	Maharashtra	Mumbai (3)
	Vishakhapatnam		Nashik
Assam	Guwahati		Thane
Bihar	Patna		Pune
Chandigarh	Chandigarh		Nagpur
Chhattisgarh	Raipur	Orissa	Bhubaneswar
Delhi	Delhi (3)	Punjab	Amritsar
Goa	Panaji		Jalandhar (2)
Gujarat	Ahmedabad (2)		Hoshiarpur
	Baroda		Ludhiana
	Rajkot	Rajasthan	Jaipur
	Surat		Sikar
Haryana	Ambala		Jodhpur
	Gurgaon	Tamil Nadu	Chennai (3)
Himachal Pradesh	Shimla		Trichy
Jharkhand	Ranchi		Thanjavur
J&K	Jammu		Madurai
	Srinagar		Tirunelveli
Karnataka	Bangalore (2)		Coimbatore
	Hubli	Telangana	Hyderabad (3)
	Mangalore		Nizamabad
Kerala	Thrissur	Uttar Pradesh	Lucknow
	Alappuzha		Kanpur
	Kottayam		Varanasi
	Cochin (Ernakulam)		Gorakhpur
	Ernakulam (Rural)		Bareilly
	Kozhikode (2)		Ghaziabad
	Kannur (2)	Uttarakhand	Dehradun
	Malappuram	West Bengal	Kolkata
	Trivandrum (2)		Bahrampur
	Kollam		

Table 6: List of PSKs in India

Annexure II – List of Passport Seva Laghu Kendras

State	City
Arunachal Pradesh	Itanagar
Bihar	Darbhanga
J&K	Leh
Karnataka	Gulbarga
Manipur	Imphal
Maharashtra	Solapur
Meghalaya	Shillong
Madhya Pradesh	Indore
Mizoram	Aizawl
Nagaland	Kohima
Pondicherry	Puducherry
Sikkim	Gangtok
Tripura	Agartala
West Bengal	Kolkata
	Kharagpur
	Siliguri

Table 7: List of PSLK's across India

Annexure III – List of Abbreviations

Abbreviation	Description
BOOT	Build, Own, Operate and Transfer
CPO	Central Passport Organization
CPPF	Central Passport Printing Facility
CPV	Consular, Passport and Visa
CSE	Citizen Service Executive
DC	Data Center
DPC	District Passport Cell
DRC	Disaster Recovery Center
GSD	Gateway Services Directory
ICAO	International Civil Aviation Organization
ICT	Information and Communication Technology
ISP	India Security Press
IT	Information technology
IVRS	Interactive Voice Response System
JVM	Java Virtual Machine
MEA	Ministry of External Affairs
MIS	Management Information System
MoIA	Ministry of Internal Affairs
NeGP	National e-Governance Plan
NISG	National Institute for Smart Government
NOC	Network Operations Center
NSDG	National e-Governance Services Delivery Gateway
OLTP	Online Transaction Processing
PAC	Pre Approval category
PACC	Passport Application Collection Centre
PAN	Permanent Account Number
PBO	Passport Back Office
PP	Personal Particulars
PPP	Public Private Partnership
PSK	Passport Seva Kendra
PSLK	Passport Seva Laghu Kendra
PSP	Passport Seva Project
PVR	Police Verification Report
RFP	Request for Proposal
RPO	Regional Passport Office

Abbreviation	Description
RTI	Right to Information
QoS	Quality of Services
SLA	Service Level Agreements
SOC	Security Operations Center
SPC	Speed Post Centers
SP	Service Provider
SSL	Secured Socket Layer
STQC	Standardization, Testing and Quality Certification
TCS	Tata Consultancy Services Limited

Table 8: List of Abbreviations