

## **Regional Passport Office Lucknow: Managing Change through IT Deployment and Motivation**

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In 2006, the Regional Passport Office in Lucknow was ranked the worst passport office in the country in a survey conducted by the National Institute of Smart Governance (NISG), Hyderabad, as part of the Passport Sewa Project. When Mr. Zahur Zaidi, a 1994 batch IPS officer joined as Regional Passport Officer in 2006, he was shocked to see the dingy surroundings and dilapidated state of affairs- operating from the building at Navchetna Kendra, abysmally slow speed of processes in issuing passports and endless queues of helpless people.

He checked about the progress of a proposed new building at Gomti Nagar, where the office is housed now. It was much later that he realized that the proposed land (allotted in 1993) was encroached upon by slum dwellers and Government too did not seem to be interested in doing anything about it. Moreover, hoards of files added to the existing gamut of problems plaguing the passport office.

Mr. Zaidi now realized what obstacles lay before him. He took it upon himself to make sure that the land was vacated and construction work, which was stalled midway in 2003, restarted. He was also concerned about the immensely time taking manual processes and was all for automation. In a chance meeting with an expert from National Informatics Centre (NIC), he came across the idea of using a customized software, initially developed in 2005 for use in Ministry of External Affairs (MEA). However, no one

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was willing to try it. Little did he realize that this in-house, customized state of the art software would reduce the paperwork by about 70%, as the staff was hardly technically savvy, even with the traditional Pentium III systems. So the challenge began- of having the new building constructed, operationalization through a customized software (now known as Passport Management System), removing technological barriers and training and motivation of staff.

Mr. Zaidi, being a determined and highly motivated individual, with a mechanical engineering degree and administrative acumen, accepted the challenges head on. Gradually, his efforts bore fruit, with the construction of the new building at Gomti Nagar. The office shifted from the earlier building at Navchetna Kendra to the present three-storeyed, air-conditioned and spacious building on December 1, 2008. The interesting part about this whole process was that shifting was done over a span of just two days, with data in centralized server and no information being lost. This is simply remarkable, considering the fact that this is an office where about 1500 passport applications are dealt with on a daily basis. State of the art servers were acquired and help regarding data backup and recovery was acquired with the help of experts from National Informatics centre (NIC). Today, RPO Lucknow boasts of three back-to-back servers, with total capacity of data storage devices being up to 2500 GB.

#### **REGIONAL PASSPORT OFFICE LUCKNOW: JURISDICTION AND ORGANIZATION**

The Regional Passport Office established in Lucknow in 1956 shifted to its current premises in Vipin Khand, Gomti Nagar on December 1, 2008. This Office deals with passport requests from Bundelkhand, Eastern and Central Uttar Pradesh covering 48 districts. This Office provides passport services to around 3.25 lakh people every year. Initially the jurisdiction of this office extended to all the districts of UP and MP, but Passport offices at Bhopal , Bareilly and Ghaziabad were set up later. A map of Uttar Pradesh showing various districts is shown in Exhibit 1.

The Regional Passport office is headed by the Passport Officer, followed by a Deputy Passport Officer. The organizational structure is given in Exhibit 2.

Superintendents have the responsibility of heading various sections, besides working as Passport Issuing authorities.

### **Administrative Sections**

The Regional Passport Office is organized into different sections. The administrative operations have now changed, thanks to state of the art customized software and IT enabled processes. Administrative sections are briefly discussed, followed by a comparative study of old and new processes of issue of passports in detail.

Different administrative sections at the Regional Passport Office are as follows:

#### ***(a) Initial Section***

This section, also known as postal section, is on the First Floor. Here, application forms received during the day are filed into separate categories (as indicated in Appendix I). Data is fed into the database. Documents required for the process of Police Verification Report (PVR) are sent to Superintendent of Police (SP) the same day. PVRs received are also fed into the database in this section.

#### ***(b) Index Section***

This section is the 'backbone' of the passport office. This section is again on the first floor. Here, Details of applicants are checked for duplication – first through Prior Approval Categories (PAC) list, which is a list of people barred from getting a passport, such as criminals, individuals under trial and people with adverse PVRs. Index cards, signatures and photographs of all applications received are checked and scanned, which are later archived on CDs.

***(c) Dealing section***

In this section (located on the second floor), files are processed for further order by Passport Issuing Authorities (PIAs) by scrutinizing applications received and PVRs. Applicants are appraised about incomplete applications and/or objections (if any) raised in PVRs or by Passport Issuing Authorities (PIAs), as the case may be. Objections raised are also recorded in the database. Passport number, which is a unique number, is generated and recorded in the file. This section also deals with redressal of grievances.

***(d) Writing section***

In this section, which is located on the First Floor, Data correction, either in files or in database, is done before passports are printed. Photographs are pasted and lamination of passports is done.

***(e) Tatkal Office***

This is located on the First Floor. Files of applicants who have applied for passports under the Tatkal Scheme are brought here and processed using PISON (Passport Information System on the Net).

***(f) Computer Section***

This section is located on the first floor. Tech support and development are taken care of at this section. Administration of customized software, database management, server maintenance, etc are done here.

***(g) Policy Section***

In this section, which is located on the third floor, three major roles and functions are taken care of:

- (i) handling correspondence with Ministry of External Affairs (MEA) and embassies, especially with regard to passports to be impounded (particularly in case of PAC)
- (ii) handling Right to Information (RTI) queries
- (iii) Handling undelivered passports. This is done for a period of one year, till the applicant enquires. In case of applications with incomplete details, passports are stored till complete details are furnished. Unclaimed passports are destroyed after a year.

***(h) Receipts/Dak section***

This section is located on the first floor. All incoming correspondence is received and recorded here.

***(i) Record Section***

This section, located on the third floor, is a hub for storage of all files and records after scanning

***(j) District Cell***

This section handles applications received at District Passport Cells, which are opened in District Magistrate's Office. Applications received are recorded here and then sent to Index Section at the Passport Office.

***(k) Renewal/other services sections***

Following services are provided through this section

- (i) renewal of passport

- (ii) additional booklet pages
- (iii) change of address/name (esp. after marriage)
- (iv) Emigration check not required (ECNR). Details of ECNR categories are given in Appendix 2.

***(I) Despatch Section***

This section is the last section, where passports issued are recorded and despatched by Speed Post. Letters to applicants and other correspondence (if required) are handled here. This section is located on the First Floor.

**PASSPORT ISSUE PROCESS**

The process of issue of passports now takes about 45 days, right from application through stages discussed in the previous section to finally despatching the same through Speed Post. The new process is completely automated, thanks to Mr. Zaidi's initiative of acquiring state-of-the-art, customized software called the Passport Management system (PMS). Regional Passport Office, Lucknow was the first Passport Office in the country to use this software, which is now being used by more than 80% passport offices in the country. A snapshot of PMS can be seen in Exhibit 3.

Here, we discuss a brief overview of the old passport issuing process followed by new initiatives to streamline the passport issuing processes and a comparative study of both. This is followed by a brief description of customer centric initiatives and motivational steps, which saw the transformation of the Regional Passport office to what it is today.

**Old process**

The process of acquiring/issuing a passport begins with the passport application. Passport Application forms can be acquired from the any of the following Offices:

1. The Regional Passport office
2. Speed Post centres
3. District Passport Cells (DPCs) located in the office of District Magistrate.
4. Authorized private vendors

They can also be downloaded from the following websites:

1. Ministry of Home Affairs website (<http://passport.gov.in/cpv/Forms.htm>)
2. Indian Passport website maintained by NIC ( <http://indianpassport.nic.in/> )
3. The Regional Passport Office Lucknow website ( <http://rpolucknow.up.nic.in> )

After duly filling the form (either in English or Hindi), with the help of an information booklet containing details on filling up the form, modes of payment, enclosures required and certificate formats to be submitted, the complete form is submitted at the counter at passport office, along with the required fee (Details in Exhibit 4). Alternatively, they can also be sent through the speed post of registered post along with the fee.

At the submission counter the application form is checked to ensure the mandatory information and other required supporting documents have been provided. The information about all the submitted applications is fed into computers, and files are sent to initial section for sorting according to various categories. Personal particulars section of applicants' form are detached from the application form and information is sent for Police Verification Report (PVR) to the Superintendent of Police (SP) of the concerned district and in charge of the Local Intelligence Unit (LIU).

After this step, file is sent to the index/scanning section, where photographs and signatures of the applicants are scanned and the file is sent to the Dealing Section, which checks for duplicity of passport. If the applicant already has a passport, objection is raised and explanation is sought from the applicant. If the applicant's name is in the list of Prior Approval Categories (PAC), which is a list of people not approved for issue of

passport, passport is denied. If the application is cleared at this stage, PVR received at the Dak section is logged and sent to Dealing Section. In case of an applicant having received an adverse PVR/any other discrepancy, an objection is raised and recorded and applicant is asked to explain. If the explanation given by the applicant is not satisfactory enough, or PVR has been sought several times, the applicant is denied a passport and his/her name is added to the list of Prior Approval Categories (PAC).

Complete PVRs (in all respects) are logged in the Dak section and sent later to the Dealing Section. Here, PVRs received are collated with the files of respective applicants. Files are scrutinized and sent for further processing to Passport Issuing Authorities (PIA). On a satisfactory PVR, applicant is deemed approved to receive a passport.

Files are then sent to Writing Section for process of data correction, where the applicant's name spelling and other particulars that would appear on the passport are verified from the original application and supporting documents. The corrected file comes back to the dealing section where a Unique Passport Number is generated and files are sent back for Passport Writing. At this stage, passports are printed and laminated and sent to Superintendents for signature and stamping. Around 580 passports are issued daily, and about 400 of these are printed on two printers specially installed for the purpose, rest are hand written. This is followed by stamping and signing by Passport Signing Authorities (PSA) designated especially for the purpose.

Passports are then logged in despatch register and sent to Despatch section, from where they are despatched by Speed Post to the applicant. Undelivered passports are lodged in DAK section, as described earlier. Details of passport are entered in the computer and a reference number is generated. Undelivered passports are taken care of by the Policy Section, which maintains records for a year.



**RECENT INITIATIVES****Use of Information technology**

While the basic steps are still more or less the same, Mr. Zaidi seriously contemplated with the idea of complete automation and putting an end to the burgeoning queues and time taking processes. Armed with a mechanical engineering degree and being an IT savvy person, he could foresee what IT enabled process could do to hasten operations and improve overall efficiency in a department plagued by unionism and accused of delays.

In an informal chat with an expert from National Informatics Centre (NIC), he came across customized software, which was developed for Ministry of External Affairs (MEA). This was expected to help overcome bottlenecks at different stages and speed up the processes. The software, which was brought by Regional Passport Office Lucknow in May 2007, was initially met with opposition and apprehension from staff. This was mainly because of lack of training and IT skills. The average time for issue of a passport in October 2006 was about 180 days. After the software was acquired (in the initial days), the monthly output went down by 70% and Mr. Zaidi was sceptical about his decision of acquiring the software. However, within a month, the output was restored to normal. This was mainly due to Mr. Zaidi's patience and staff training initiatives. The lead time gradually reduced over a few months. As on date, the time taken for issue of a passport has gone down from 180 days to just about 45 days or less.

This software, known as the **Passport Management System (PMS)** is built on Linux operating system and programmed using Oracle 9i database. Application is in Java. Although computerization of the office started way back in 1995, Passport Management System was a landmark step in automation. The administration rights are with Regional Passport Officer, who can monitor day-to-day activities of different sections of the office and also prepare a status report. A snapshot of the Passport Management System is

given in Exhibit 3. This software is now used for all Passport related operations by Ministry of External Affairs, Government of India and has been especially customized for Regional Passport Offices.

After the acquisition and implementation of PMS, all sections have been automated and integrated through Local Area Network (LAN). The local server is connected to Centralized server at Ministry of External Affairs, New Delhi, and is updated daily.

Under the new process, after the initial process at the Initial Section, which is distinguishable by well-maintained filing, applications are sent for Police Verification Report (PVR) on the same day. Detailed Data Entry is done using PMS and data are verified for all particulars of the applicant in the application form, and all supporting documents. Due to Detailed Data Entry in PMS, the complete details of applicants are accessible to all sections, based on File Number, thus avoiding data redundancy and consequent errors emanating from that. Also, the PMS raises alarms at the data entry stage itself for suspected duplicate passport applications using the following fields: Surname/Father's name/Date of Birth/Place of Birth. Also, the applications from persons who have been denied passports in the past and maintained in the Prior Approval Categories (PAC) list can be seen and marked. This also eliminates the need for the process of Data Correction, as was done under the old process. In case of online registrations, cases of which are steadily increasing, there is negligible scope for errors.

Applications, photograph, and signature are scanned and these files are uploaded in the PMS and attached to the corresponding File Number. At this stage application moves to the Indexing Section. Indexing section using features available on Indexing Menu on PMS looks for previous raised alarms and also carries out thorough check based on the photographs, signatures matching against the maintained archives. The Application files are then sent to Dealing Section, where duplicate cases reported are asked for an explanation and persons whose name figures in PAC list are sent to policy section for denial or resolution of the passport application.

Also, the new system offers online registration of application through of a well-designed and user-friendly website. Lately, more and more people opt for online registration, which has significantly reduced the workload of the dealing section by about 40 percent. A snapshot of the RPO Lucknow website ([rpolucknow.up.nic.in](http://rpolucknow.up.nic.in)) is given in Exhibit 4. Increasing online registrations also ensure that fewer applicants need to be summoned, as people are cautious while filling up the forms and are able to verify and modify to their satisfaction. The website has all possible details, including fees, different downloadable forms and even information sought under Right to Information (RTI).

The time taken for receiving Police Verification Reports a major time-consuming process has also reduced considerably. While it takes about 20 days or less at Regional Passport Office, Lucknow, it takes about 90 days or less at other Passport offices. This is because the Regional Passport Officer, Lucknow, took it upon himself to work toward a dedicated police set up for passport verification. He held meetings with Police Officials and Local Intelligence Unit (LIU) to speed up processes and advocated hands-on training of police officers. He also suggested that District passport cells, passport office and police set up to be linked electronically for internet and e-mail processing.

Besides this, Nodal Officer was appointed by Government of UP for the purpose and fortnightly meetings were held at Police Headquarters with LIUs. In these meetings, biggest defaulters (ten worst districts) were chosen. Government of UP also introduced a scheme of Rs.100 per Police Verification, if done within 20 days, to which Police Chiefs responded well and lead time has reduced by almost 60-70 percent.

Complete PVRs (in all respects) are received and logged in the Dak (Receiving) Section and sent later to the Dealing Section for linking of PVR in the database with applicants' files and further processing. Files are then scrutinized and sent for further processing to Passport Issuing Authorities (PIA).

Here, there are two stages- in case of any objection, applicants are asked to explain, following which PVR is sought again (after orders from PIAs, in case of satisfactory explanation) and if the report is again adverse, applicant's name is added to PAC list.

If the PVR is satisfactory, applicant is deemed approved to receive a passport. Hence, after PIAs give a go-ahead, the database gives a **Unique Passport Number**, which is allotted to the applicants. PVR is a very important document. Even if an applicant's file is misplaced, PVR is entered in the Dak Section, scanned, brought, linked and recorded. Passports are then printed and laminated at the Writing Section. All processes being automated due to use of PMS, the lead time has reduced by 40 percent. Passports are printed on special Diletta Printers from Brazil.

Passports are then sent for signature and stamping to PIAs. Thereafter, passports are either delivered to applicants at the counter (**No. 17**), or sent to despatch section, from where they are despatched by Speed Post to the applicant's address. Undelivered passports are lodged in DAK section, as described earlier. Details of passport are entered in the database, which automatically generates a reference number. The applications are then sent to Record Section for scanning and archiving in CDs. The files are then destroyed. The original CD is sent to Ministry of External Affairs and a copy is retained with regional Passport Office, Lucknow.

In case of passports issued under Tatkal (Urgent/Out of turn system), there is a provision of Passport Information System on the Net (PISON) which can be accessed by information officers. This is a fool-proof system, whereby changes (if any) are authorized only by Immigration Officers and Passport Officers. This is particularly important, as post-police verification is done in case of people applying for Tatkal passport. Through PISON, the passport applications with adverse PVRs or PIA entries can be blocked and record maintained in the database.

The Regional Passport Office, Lucknow has a dedicated website, giving all details pertaining to passports, right from how to apply, to different forms and affidavits and even status enquiry, mentioning the city, File Reference Number and the year applied. Details of Tatkal Scheme and requirements are also mentioned. On 9<sup>th</sup> December 2006, the Lucknow Passport Office began online registration of passport applications and was the first passport office in northern India to do so. In a matter of months, more than 30 percent of the applications received were being made online, thus reducing the agony of a large number of applicants. Now they no longer had to wait in queues to deposit their form. Since the data was fed by the applicant while filling online applications, the work of the staff to key in data was also reduced. Details of online registration are given in Exhibit 6.

The output has increased by more than 50%, with implementation of Information Technology and other initiatives. Growth in output and other indicators after Mr. Zaidi took charge, are presented in Exhibits 7, 8 and 9.

After acquiring new servers, data storage has become lot more easier. PMS has helped increase the data flow process. Indexing has become very fast. While 176-17000 passports were generated in a month, now 35-40, 000 passports are generated monthly.

Moreover, Detailed Data Entry, followed by Indexing and PVR process in parallel reduces the lead time and prevents double indexing. The complete process, giving time involved is tabulated as under:

<b>DAYS</b>	<b>PROCESSES</b>	
Zero	Submission of Application	
One	To Initial Section for Tagging and PVR (along with Detailed Data Entry)	
2-3	Scanning and Indexing	<b>AROUND 20 DAYS</b>
3-4	Same as above	
<b>FOR PVR PROCESS</b>		
2-3	Generation, printing and lamination	
3-4	Signing and stamping	
7	Despatch	
	File consigned to record room after despatch	

### Customer-centric Initiatives

The new Regional Passport Office complex is a modern building, with the best of facilities for the public. The building has a covered area of more than 30,000 sq ft, which provides a congenial and convenient ambience to the public and an ideal atmosphere for efficient functioning of the Office. Besides centralized air conditioning, amenities include spacious and comfortable waiting areas, easy access for senior citizens and the physically challenged, rest room amenities, canteen facilities and adequate parking space of over 6000 sq ft. A snapshot of the new building is given in Exhibit 10.

The entrance is very spacious and convenient, besides having ramps for differently-abled people. This section becomes noticeable by different display counters for different categories of passport seekers. There are separate counters (2 of them) for women,

minors and differently abled people. There are two counters for enquiry and helping out in case of illiterate applicants.

Details of different counters are given in Table 1:

In December 2007, Mr. Zaidi and his team decided to tie-up with Bharat Sanchar Nigam Limited (BSNL) for passport enquiry through SMS. Under this scheme, BSNL would be charging Rs 1.50 per SMS sent by the subscriber to get answers from the Regional Passport Office (RPO), Lucknow, round-the-clock and 365 days in a year. This was the first such initiative in the country. Shanta Devi, an applicant, inaugurated the service by sending an SMS and got the application status on her mobile phone. This new service would serve applicants in 48 districts in central and eastern Uttar Pradesh, where BSNL has 48 lakh mobile subscribers. This initiative significantly reduced the size of queues. .

### **Motivational Initiatives**

Mr. Zahur Zaidi, an IPS officer of 1994 batch, also happens to be an excellent administrator. Besides the tech-friendly, hassle-free procedures introduced by him, he was also deeply aware of the human angle that plays a vital role in the growth of an organization in general and this department in particular. While he thought that automation and customer-centric initiatives would serve the purpose, little did he realize that there would be greater challenge of dealing with, training and motivating a highly unionized staff and within the bounds of government rules.

According to Mr. Zaidi, "The Regional Passport Office in Lucknow caters to the passport needs of a 130 million people living in 48 districts of UP, with the demand for passports rising at an annual rate of 17 percent. My office is severely understaffed to deal with this volume of applications. Moreover, the technology we used in 2006 was outdated, most of the 125 strong staff was undisciplined, corrupt and productivity was poor. Consequently, obtaining a passport was a harrowing experience for the common man

and the average time taken to get a passport issued from Lucknow was more than eight months.”

The height of indiscipline earlier could be judged from the fact that many staff members would get together and begin drinking in the office every evening in the company of prominent touts. Fights between touts and staff members over money matters were also frequent. There were regular raids by the Vigilance teams of the MEA and CBI on this office. On an average, two to three criminal case were registered every year, apart from numerous but inconsequential departmental enquires. The effect of these actions lasted a few days and then things returned fast to *normal*.

Passport Officers were inaccessible and could only be reached through some influence. To quote Mr. Zaidi, “I remember the RPO of Lucknow telling me in 2001 that he never gave his office number to his staff. Within the office, they could be accessed through their set of favourites who were posted at seats where they could earn for themselves, as well as for their boss. My appointment in Nov 2006 as the head of this office was met with scepticism, fear and hostility. People within the setup saw the appointment of a police officer as a desperate measure by the MEA. I was seen as a stark outsider, being the first cop to be posted in Lucknow as the RPO. Some assumed that I would only crack the whip – the way cops work! I thought of using both options viz. crack the whip and play classic cop as well as try and motivate and see that a better system emerges. After all I had to work with this staff only. “

The first issue was office discipline. As Mr. Zaidi says, “I began simply by attending office at 9.25 am sharp. Initially there were days when I was the only one present. Within a few days, I started calling for attendance register to be placed no later than 10 am before me and all late comers to explain their late-coming. The office attendance became a non issue within 10 days. Fear of action works better than the actual action!”



In Oct 2006, the daily output of the office was around 600 passports a day (12,000 passports/ month as Saturdays were holidays and there are on an average 20 working days in every month.) To increase the output Mr. Zaidi devised a strategy based on two aspects. One - building a strong team spirit among his staff. Second – Use technology.

As Mr. Zaidi says “I also started taking two rounds of the office - the first one at 10:15 am and then later at 4 pm, going to each table to check the progress and to check attendance. This also gave me an opportunity to learn the job as there was no one I could look up to for any learning. It also accorded the opportunity to assess the work of each employee. “

He decided to accept all challenges and develop counter strategies. After separating the wheat from the chaff, he decided that before training, motivation was what was required. That motivation could not be just in terms of words of praise, but in tangible and quantifiable terms. However, that process would take time. As a result, he followed up with Ministry of External Affairs and also decided that something had to be done at his level in his capacity as the Regional Passport Officer (RPO). He started several initiatives. Attendance would be taken regularly at 9 am daily and he has led by example by always being on time. He started the concept of ‘Saturday Tiffin’, whereby all members of the Passport Office would have lunch together. A community spirit had to be inculcated among the staff so that they felt comfortable with each other and their superiors. For that purpose, Mr. Zaidi initiated celebration of festivals together.

Mr. Zaidi started by assigning a target to each section of the office, set in consultation with them. In fixing the daily quota of work, he held discussions with section in-charges and the staff members individually. Similarly a daily quota of work was also expected from individuals.

Once set, he began daily monitoring of the performance of every staff member. Here they had the advantage of having computers. They provided an hourly summary of work

done by individuals. In case there was no activity on a particular seat the concerned person was called. Soon enough they became conscious of being under watch and began to achieve their daily targets. If anyone performed less than the daily quota of work assigned he would be called and asked to explain. But most importantly Mr. Zaidi began to recognize the good performers who were lauded publicly at their work place and the poor performers pulled up in the presence of others. The good performers were given cushy public dealing positions during the rotation of seats.

This led to healthy competitiveness and a sense of camaraderie in the office. Sections began to compete with each other. Simple actions go a long way in motivating people! As Mr. Zaidi says, "I also helped staff members in solving little personal problems involving the police, district administration, getting premises booked for their children's marriage, etc. They began to trust me and look up to me. I also made it a point to attend their personal functions like birthdays of children of staff members, marriages in their families, funerals in case of deaths."

"To reduce the huge backlog of applications I encouraged the staff to come voluntarily on Saturdays and sometimes on public holidays. We began getting together over lunch on these *working Saturdays*. We would pool in our tiffins and eat together in an informal atmosphere between work breaks. Saturday office became a picnic and attendance of staff on this otherwise holiday was never less than 70%. People used to come and explain their absence on Saturdays! It was a huge change."

Motivation works best when efforts are acknowledged in public. Mr. Zaidi not just appreciated the efforts of sincere staff in public, but also started giving certificates of appreciation, sample of which is shown in Exhibit 11.

His efforts bore fruit when output began to increase, lead time reduced and staff competed with each other to perform well. But, the icing on the cake was approval of his request for an honorarium of Rs. 5000 for all staff of RPO Lucknow by MEA. This was

possible mainly due to the statistics, which spoke for themselves (given earlier), positive feedback, three meetings with the Joint Secretary at MEA and several telephonic and written communications.

A huge racket of fake document producing touts was also busted with the help of the local police. Being a cop helped as far as cooperation from the local Police was concerned. Gradually the image of a tough administration emerged and the office was purged of the menace of touts dominating the office from inside.

Today, the RPO Lucknow is an excellent example of turnaround. Mr. Zaidi is an approachable administrator. His staff can approach him directly and he also meets about 80-90 people in a day. The staff works as a team and interact with each other as a community. PMS has been acquired by other Passport Offices also and the feedback is positive.

Due to these measures, RPO Lucknow registered a 93 percent increase in its output from 166,300 passports issued in 2006 to 303,114 issued in 2007. The time taken for issuing a passport reduced from eight months to 42 days. All this was achieved without gaining any additional manpower, within a period of 15 months. The Ministry of External Affairs, Government of India especially commended them on this achievement. Staff output indicators are given in Exhibit 12.

In March 2008, several magazines adjudged regional Passport Office, Lucknow as the best passport office in the country. Mr. Zaidi says, "As the Head of the Regional Passport Office in Lucknow, I consider this remarkable turnaround one of my greatest professional achievements to date."

**EXHIBIT 1: ORGANIZATIONAL STRUCTURE OF RPO LUCKNOW  
(As on December 2010)**

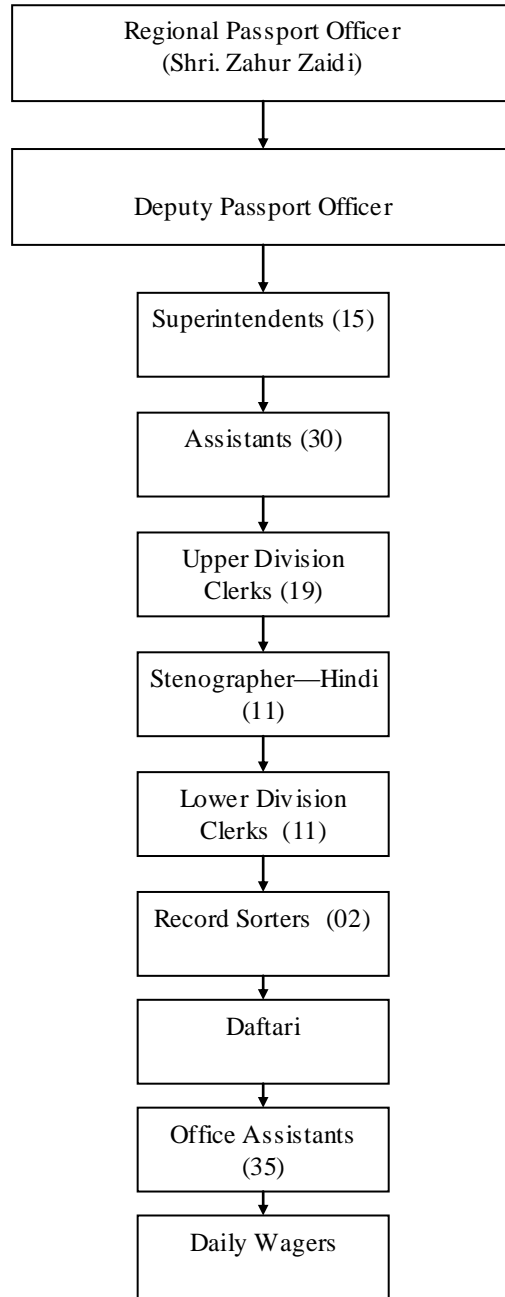


TABLE 1

## Details of counters

<b>Counter No.1</b>	On-line,Senior Citizen,Govt.Servent's passport applications and Penalties
<b>Counter No.2</b>	Scrunity of Haj Passport Applications and acceptance of Fees
<b>Counter No.3</b>	Scrunity of Fresh Passport Applications
<b>Counter No.4</b>	Scrunity of Fresh Passport Applications
<b>Counter No.5</b>	Acceptance of Fees (Cash Counter)
<b>Counter No.6</b>	Acceptance of Fees (Cash Counter)
<b>Counter No.7</b>	Scrunity of Fresh Passport Applications
<b>Counter No.8</b>	Scrunity of Fresh Passport Applications
<b>Counter No.9</b>	Scrunity of Fresh Passport Applications (Tatkal Cases)
<b>Counter No.10</b>	Acceptance of Fees (Cash Counter for Tatkal)
<b>Counter No.11</b>	Acceptance of Fees (Cash Counter for Counter 12)
<b>Counter No.12</b>	Scrunity of Re-issue,Lost,Damage Passport Applications and Ladies/Minor
<b>Counter No.13</b>	Enquiry/Status of your applications
<b>Counter No.14</b>	Enquiry/Status of your applications
<b>Counter No.15</b>	Misc. Services
<b>Counter No.16</b>	May I Help You
<b>Counter No.17</b>	Sale of form / Delivery of Passports (which are promised by Passport Officer)
<b>Counter No.18</b>	Travel Agent

**APPENDIX 1**

**Passport category codes**

<b>A</b>	<b>Fresh</b>
<b>B</b>	<b>Re-issued</b>
<b>C</b>	<b>Lost</b>
<b>D</b>	<b>Damaged</b>
<b>M</b>	<b>Minor</b>
<b>G</b>	<b>Government servants</b>
<b>S</b>	<b>Spouses of Govt servants/senior citizens</b>
<b>H</b>	<b>Miscellaneous</b>
<b>Z</b>	<b>District cell applications</b>
<b>J</b>	<b>Jumbo booklet</b>

**APPENDIX 2**  
**Emigration check not required (ECNR) categories**

a) All holders of Diplomatic/Official passports.
b) All Gazetted Government servants.
c) All Income-Tax payees (including Agricultural Income-Tax Payees) in their individual capacity. Proof of assessment of income-tax and actual payment of income-tax for last one year or copy of PAN card. However, in most cases as an assessment order is not issued separately by the income-tax department, income-tax returns which are stamped by income-tax authorities can be accepted.
d) All professional Degree holders, such as Doctors holding MBBS degree or equivalent degree in AYURVED or HOMOEOPATHY, accredited journalists Engineer, Chartered Accountants, Cost Accountants, Lecturers, Teachers, Scientists, Advocates, etc
e) Spouses and dependent children of category of persons listed from (b) to (d). Spouses and dependent children of category of persons f) Persons holding 10+2 qualifications or higher Degrees.
g) Seamen who are in possession of Indian or Foreign CDC or Sea Cadets/ or Deck Cadets ; i) who have passed final examination of three years B.Sc Nautical Sciences Courses at T.S. CHANAKAYA, MUMBAI; and ii) who have undergone three months pre-sea training at any of the Government approved Training Institutes such as T.S. CHANAKAYA, T.S. REHMAN, T.S. JAWAHAR, MTI (SCI) 7 NIPM, CHENNAI, after production of identity cards issued by the Shipping Master, MUMBAI/KOLKATTA/CHENNAI.
h) Dependent children of parents whose passports have the ECNR endorsement. In the case of such children ECNR classification will be restricted until they attain 24 years of age.
i) Persons holding Permanent Immigration Visa, such as the visas of UK, USA and Australia.
j) Persons possessing two years diploma from any institute recognized by the National Council for Vocational Training (NCVT) or State Council of Vocational Training (SCVT) or persons holding three year's diploma/equivalent degree from institutions like Polytechnics recognized by Central/State Governments.
k) Nurses possessing qualifications recognized under the Indian Nursing Council Act, 1947.
l) All persons above the age of 50 years.
m) All persons who have staying abroad for more than three years (the period of three years could either be at a stretch or broken), and their spouses, and children up to 24 years. This facility will be valid till the minor attains the age of 24 years if the applicant falls into any of the above categories and desires to have ECNR stamp on his/her passport, please submit the documentary proof of eligibility.

**Note : No emigration clearance is required for visiting Bangladesh, Pakistan and all countries in Europe (excluding CIS states), North America, Australia, Japan and New Zealand, South Korea, South Africa and Singapore.**

SOURCE: MEA, GoI website.

EXHIBIT 2  
Map of Uttar Pradesh showing districts

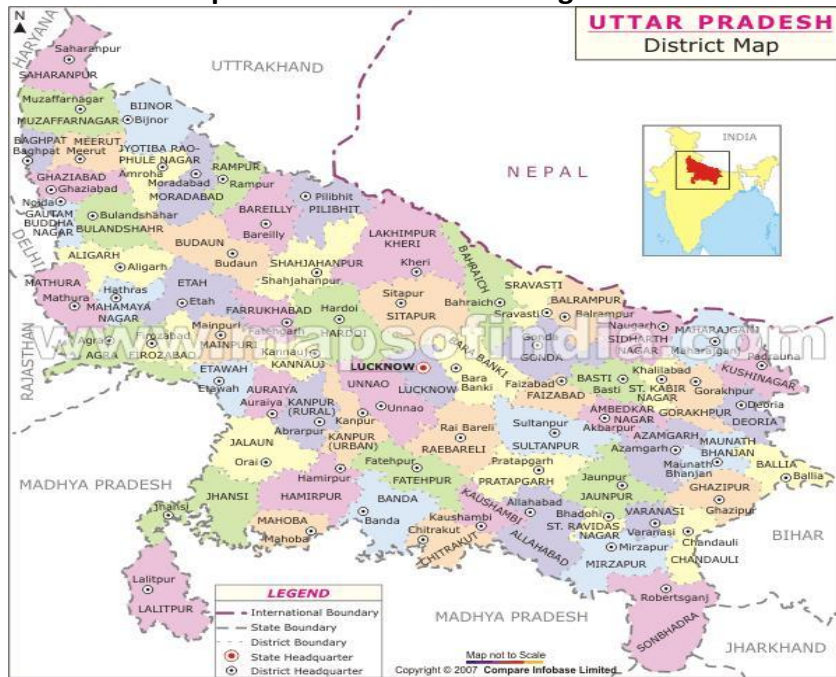
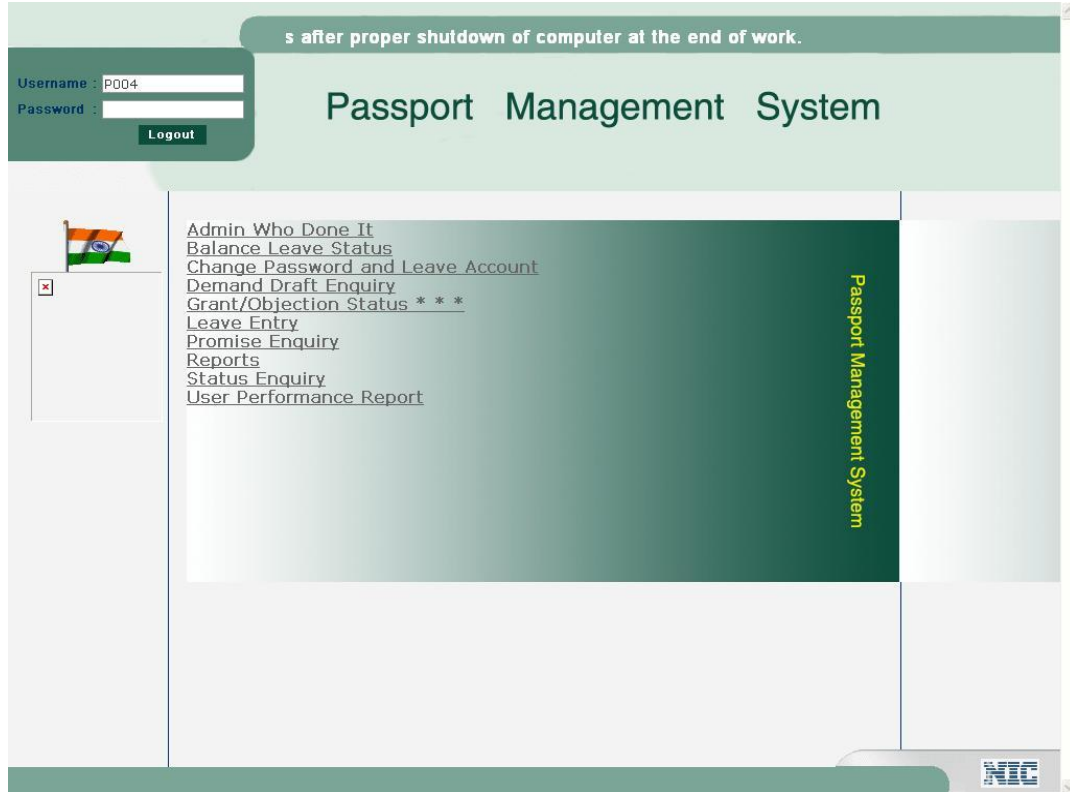


EXHIBIT 3  
Passport Management System





## EXHIBIT 4

## Fee Structure

	Fresh Passport (36 pages) of 10 years validity (including minors between 15 to 18 years of age, who wish to get a 10 years full validity passport)	Rs 1,000/-
	Fresh Passport (60 pages) of 10 years validity	Rs. 1,500/-
	Fresh Passport for Minors (below 18 years of Age) of 5 years validity or till the minor attains the age of 18 which ever is earlier.	Rs 600/-
	Duplicate Passport (36 pages) in lieu of lost, damaged or stolen passport	Rs. 2500/-
	Duplicate Passport (60 pages) in lieu of lost, damaged or stolen passport	Rs. 3000/-
6.	Police Clearance Certificate/ ECNR/Additional Endorsements	Rs.300/-
7.	In case of Change of Address, Name, Date of Birth, Place of Birth, Appearance, Spouse Name, Name of Parents/Legal Guardian	Rs.1000/- <i>[Fresh passport booklet will be issued]</i>

**If the application for a new passport is made under Tatkal Scheme, tatkal fee has to be paid, in addition to the application fee mentioned above.**

**Source: RPO Lucknow website**

EXHIBIT 5  
RPO Lucknow website



## EXHIBIT 6 Online Registration

**Online Registration**

Online Registration of passport applications in the Net is to help applicants submit passport applications without the need for standing in queues to get tokens and to minimize the waiting time at the counters of Regional Passport Office, Lucknow.

**Instructions for registration of applications:**

1. You can apply on line for a fresh passport (if you have never possessed a passport earlier), re-issue of passport (if your present passport of 10 years validity has expired or will expire in next 12 months), duplicate passport (if your present passport is lost or damaged).
2. Only the **residents falling under the jurisdiction** of the respective Passport offices are eligible to apply on-line through this website.
3. Through this site you can register your application with the respective Passport offices. After registration, the system will ask you to Open / Save your application form.
  - After Open / Save, please print the application form. (If you are not able to print the application form for any reason, you must note down the application number. With the help of this application number and date of birth you can re-print the application form later. You can also print the application if you have Saved the application.)
  - There are still some columns in the application form which you will have to fill by hand.
  - You will have to visit Passport office to submit the completed application form along with fee, supporting documents such as date of birth certificate etc. on the appointed day and time.
  - The date and time of appointment at Passport office will be informed by the on-line system and will also be printed on the application form.

4. Please visit Passport office on the appointed date and time. You should arrive at RPO about 15 minutes before the appointed time and proceed to the respective counter. On line applicants do not need to obtain a token number for submitting their applications. You will not have to wait long in the queue. **Application can be presented in office with all original documents and required photocopies.**

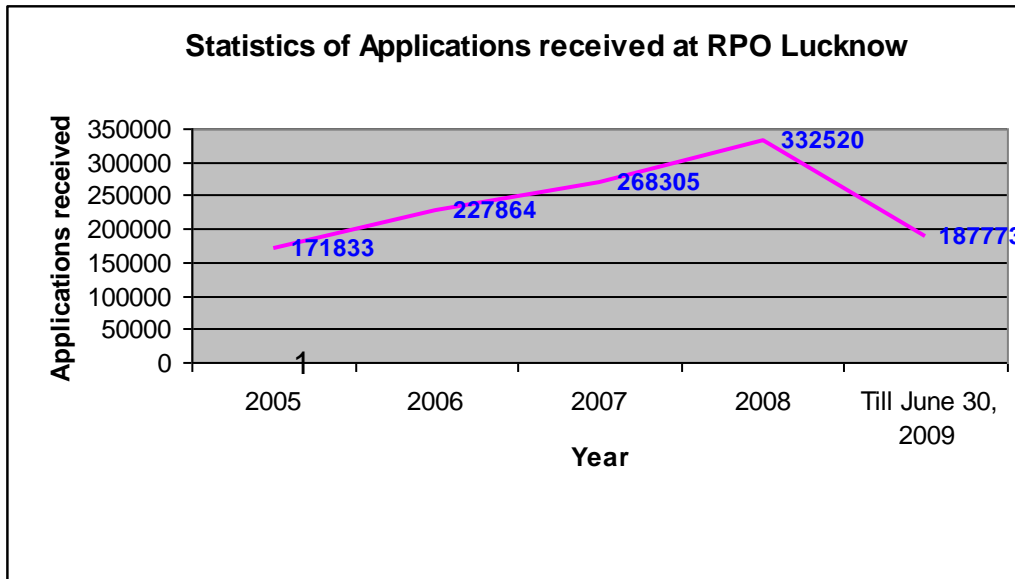
5. Before you register your application on-line, **please read the information on the website of respective Passport office ([passport.gov.in](http://passport.gov.in)) carefully, particularly regarding fee structure, instructions to fill Form No. 1 and How to Apply. Through this information, you will know the documents required, number of copies of application form required etc.** Apply on-line only if you are sure that you will be able to produce all the necessary documents on the date of appointment.

6. If for any reason you are late in reaching Passport office on the day of appointment, we will try our best to accommodate you on the same day as soon as a slot in the queue becomes available.

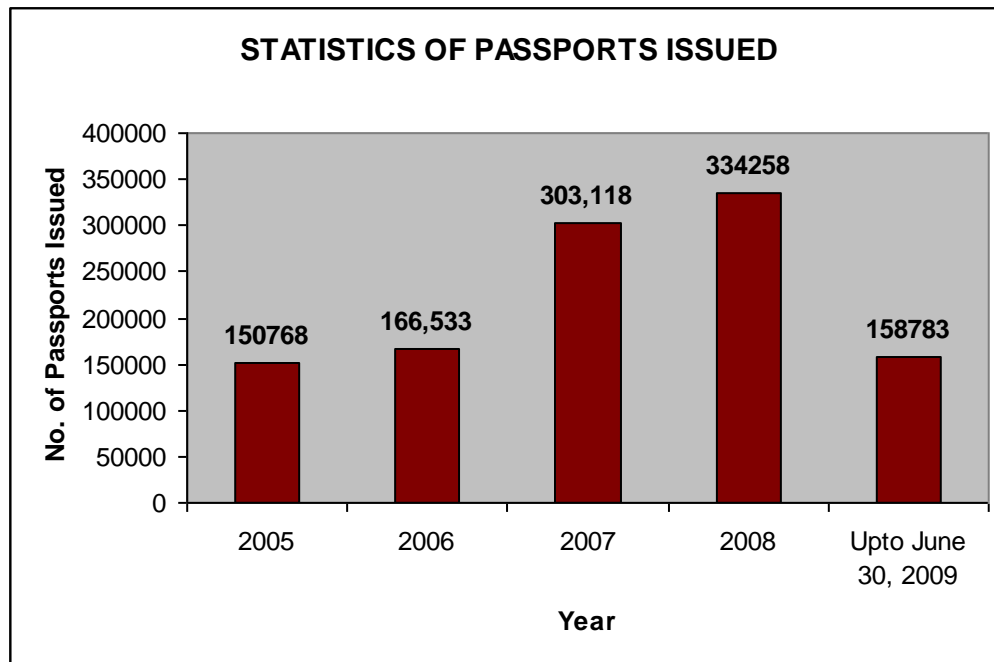
|| I Agree || Cancel ||

Regional Passport Office Complex (Behind RBI) Vipin Khand, Gomti Nagar, Lucknow- 226010  
Designed & Hosted by: NIC  
Best viewed on: 1024 X 768 recommended browser **IE 5.0 and above**

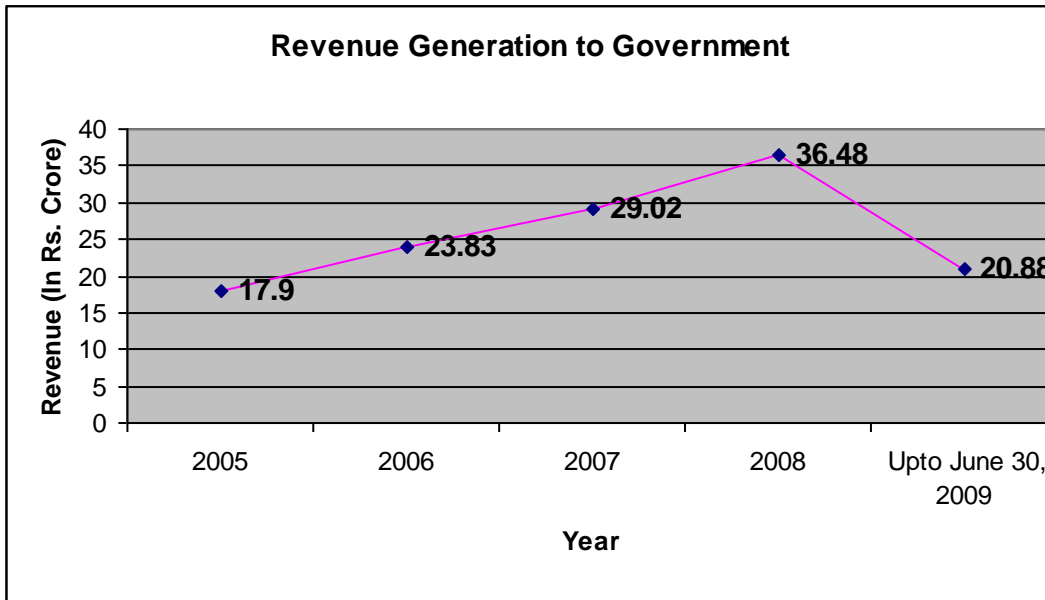
**EXHIBIT 7**  
**Applications received**



**EXHIBIT 8**  
**No. of passports issued**



**EXHIBIT 9**  
**Revenue Generation**



**EXHIBIT 10**  
**New RPO Office Building**



EXHIBIT 11  
Sample certificate of appreciation



EXHIBIT 12

