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DB Reference N°: IDB-P1045020-08/22

Country: Jamaica

Institution: Inter-American Development Bank

Sector: Public Sector Management

Deadline: 2022-09-05T00:00:00.00-04:00

Status: Published

Loan N°./Financing: TC #: JA-T1213

Project: Support to the Digital Transformation of the Passports, Immigration, and Citizenship Agency of Jamaica

Title: Consultancy for PICA Digital Transformation Readiness

Borrower/Bid No: JA-T1213-P001

- Document: EZSHARE-1701120186-6
- Institution: Inter-American Development Bank (IDB)
- IDB Selection #: JA-T1213-P001
- Country: Jamaica
- Sector: Reform And Public Sector Support
- Financing Fund/ATN #: ATN/OC-19354-JA
- Project/TC Name: Consultancy for PICA Digital Transformation Readiness
- Deadline: 2022-09-05

For more information about this selection, please contact:

Team Leader: Roseth, Benjamin David; broseth@iadb.org

With copy to Operational Consulting Services: ocsu.procurement@iadb.org

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REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES

Selection # as assigned by e-Tool: JA-T1213-P001

Selection Method: Simplified Competitive Selection

Country: *Jamaica*

Sector: IFD/ICS Funding – TC #: JA-T1213

Project #: ATN/OC-19354-JA

TC name: Support to the Digital Transformation of the Passports, Immigration, and Citizenship Agency of Jamaica

Description of Services: Prepare PICA for digital transformation via the execution of a diagnostic, roadmap, and return on investment study.

Link to TC document: TC Document-JA-T1213

The Inter-American Development Bank (IDB) is executing the above-mentioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest. Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations (http://beoprocurement.iadb.org/home) by September 5, 2022, 5:00 P.M. (Washington D.C. Time).

To access the IDB Portal, the firms must generate a registration account, including ***all*** the data requested by the Portal. In the event that any of the information requested is not included, the firm will not be able to participate in this or any other Bank-executed selection process for operational work. If the firm has been previously registered, please validate that you have ***all*** the firm's information updated and complete before submitting an expression of interest.

The consulting services ("the Services") will support PICA in its digital transformation efforts via the execution of a diagnostic, roadmap, and return on investment study. A key input that the firm will receive from PICA, via the IDB, is a "vision statement". This document will outline PICA's ideal future state organization. The estimated timeframe for the performance of such services is eight (8) months.

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: *Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work* - GN-2765-4. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described above in the draft summary of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such

association or Joint Venture shall appoint one of the firms as the representative.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: broseth@iadb.org or chevelleh@iadb.org

Inter-American Development Bank

Division: *IFD/ICS*

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JA-T1213-P001

TERMS OF REFERENCE

CONSULTANCY FOR THE EXECUTION OF ADIGITAL TRANSFORMATION DIAGNOSTIC, ROADMAP AND RETURN ON

INVESTMENT ANALYSIS FOR THE PASSPORTS, IMMIGRATION, AND CITIZENSHIP AGENCY OF JAMAICA

Country: Jamaica

Project number*:* JA-T1213

Technical Cooperation numbers*:*

Web link to project documents:

Technical Cooperation Name: Support to the Digital Transformation of the Passports, Immigration, and Citizenship Agency of Jamaica

1. Background and Justification

1.1 The Inter-American Development Bank (IDB) is the leading International Financial Institution for economic, social and institutional development for Latin America and the Caribbean. IDB offers loans, subsidies, collateral and technical assistance for public and private sector entities of borrowing countries.

1.2 The IDB and the Government of Jamaica (GoJ) are currently engaged in a number of activities related to the digital transformation of the public sector. Among them is support to the Passports, Immigration, and Citizenship Agency (PICA) for the modernization of several of its technological systems. Though PICA has progressed significantly in its modernization drive as a result of these activities, much remains to be done: nearly all citizen-facing transactions are entirely paper-based, as is the majority of internal administrative management. As such, PICA has turned to the IDB for support in setting the stage for a holistic digital transformation effort.

2. Objectives

2.1 Prepare PICA for digital transformation via the execution of a diagnostic, roadmap, and return on investment study.

3. Methodology and Scope of services

3.1 This consultancy will support PICA in its digital transformation efforts via the execution of a diagnostic, roadmap, and return on investment study. A key input that the firm will receive from PICA, via the IDB, is a "vision statement". This document will outline PICA's ideal future state organization. A draft vision statement is included in Appendix A.

4. Expected Outcome and Deliverables

- **Deliverable 1: Workplan and timeline,** including:
    - -- Description of activities to be conducted and sequence thereof o Draft outlines for deliverables 2, 3, and 4.
    - -- List of requirements to complete deliverables 2, 3, and 4, including individuals to interview, documentation, and data
- **Deliverable 2: Diagnostic.** This deliverable will provide an assessment of the institution's capacity to attain its desired future state based on its current capabilities. The assessment will cover five areas, as described below.
    - -- **Institutional framework and governance**
        - *Strategy:* Is there an overarching document that explicitly states the transformation

objectives of the institution with clear lines of action and metrics for measuring progress? What additions or modifications would have to be made to existing strategic documents? Is there a cybersecurity plan? What modifications would have to be made to be adequate for the future state organization?

- *Mandate:* Does PICA's formal mandate include all necessary competencies and authorities to fully execute a digital transformation plan? What changes would need to be made?

- *Authorities:* PICA's formal authorities allow it to undertake all actions necessary for digital transformation? What changes would need to be made?

- *Organizational structure:* Does PICA have the relevant units, appropriately equipped, to operate in a digital context? If not, what modifications should be made?

- *Inter-institutional coordination:* Is there a formal body that allows for coordination and collective decision-making between PICA and other public sector ministries, departments, or agencies, both on strategic and operational levels? Are these coordination and collective decision-making structures sufficient to pursue PICA's digital transformation goals? If not, what modifications should be made?

-- **Legal and regulatory framework:** Do the formal norms in place allow for PICA to advance to its desired future stage? What laws, regulations, and procedural documents need to be created or modified? o **Human capital and change management:**

- *Human capital*: Do PICA personnel have the necessary competencies to (i) drive the digital transformation process; and (ii) operate successfully in the future-state organization? Which, if any, new roles need to be created? Do current recruitment methods position PICA well to recruit the new staff necessary for digital transformation and the future-state organization? If not, what needs to be modified?

- *Change management*: Are staff attitudes amenable to undergoing digital transformation? Are current training opportunities sufficient to upgrade the skills base of staff?

-- **Technological infrastructure and tools:** Does PICA have the technological infrastructure and tools to achieve its desired future state? If not, what changes need to be made (including the introduction of new infrastructure and tools, and the discontinuation of old systems)?

-- **Services and procedures:**

- *General diagnostic***:** What changes have to be made in procedures, both user-facing and internal, to achieve the desired future state? What new services could be offered in the future state organization?

- *Service catalog:* The firm will create a catalogue that includes basic information for all of the services that PICA delivers to external users (including institutions and individuals).

- *Data:* The firm will gather available data on: (i) the volumes of each service delivered, disaggregated by office location and channel where applicable; (ii) the human resources dedicated to the provision of each service; (iii) distribution of human resources by task area across the institution; and (iv) the distribution of expenditure by task area across the institution.

- **Deliverable 3: Roadmap.** This deliverable will outline a concrete set of actions, that will be budgeted, sequenced, and assigned to a recommended responsible actor, that, when completed, will result in PICA having achieved its desired future state. It will include, at a minimum:

-- A refined and deepened version of the PICA vision statement

-- Actions along the five areas covered in the diagnostic: (i) institutional framework and governance; (ii) legal and regulatory framework; (iii) human capital and change management; (iv) technological infrastructure and tools; and (v) services and procedures. These actions will be focused on the steps necessary for PICA to achieve its desired future state.

-- Formats for a map of institutional capacities (describing all the functions of PICA), a process map (detailing all internal procedures within each function), and a detailed catalogue of services (expanding the fields from those already used for the catalogue elaborated for the diagnostic) o High-level technological architecture for the future-state organization

-- Timeline, including both a high-level overview of the main milestones as well as the key dependences among activities

-- Budget, including estimates for purchases, licenses, and consultancies

-- Executive summary of no more than three pages that describes the objectives, main activities, timeline, budget, and success indicators.

- **Deliverable 4: Return on Investment Analysis**. This deliverable will describe the monetary and monetaryequivalent returns in both economic and fiscal terms of the recommended digital transformation activities included in the Roadmap (Deliverable #2). This deliverable will include two documents:

  -- Powerpoint presentation: For each benefit and cost, this document will describe (i) the underlying concept (including the benefit achieved, the mechanisms by which it is achieved, and the data used for the calculation); (ii) the precise equation that will be used to estimate the difference between the as-is and the future scenarios; and (iii) the results, considering a 10-year timeframe and a discount rate of 12% (IDB standard). It will furthermore include aggregate results for all benefits and costs, including both a benefit-cost ratio and the internal rate of return, both for a base case and for a sensitivity analysis.

  -- Excel file: This file will include all the figures used to produce the final estimates, with cells appropriately linked with the relevant formulas visible.

  The analysis should consider, at a minimum, the following types of benefits:

  -- For citizens – benefits derived from accessing services online: time savings, reduced expenditure on transport, reduced use of professional services (i.e. attorney) to access PICA services

  -- For PICA: increased revenue due to increased demand for services, increased revenue due to provision of new value-added services, staff time savings (including potential elimination of entire staff roles), reduction in use of physical resources to deliver services (e.g. paper, printer ink)

  -- For the rest of the Jamaican public administration: time savings in accessing PICA data The analysis should consider, at a minimum, the following types of costs:

  -- The investments included in the Roadmap budget

  -- Operational costs associated with increased volume of services delivered

  -- Introduction of new staff roles

5. Key activities

5.1 To complete the aforementioned products, it is foreseen that the firm will have to undertake the following activities.

- Conduct meetings with PICA leadership to, among other purposes, refine the vision statement included in Appendix 1, identify relevant informants to complete the diagnostic, and obtain relevant documentation.
- Conduct interviews with PICA staff to address the questions raised in the above description of the deliverables
- Conduct user journey analyses and staff interviews to document the as-is status of PICA services
- Review PICA documentation
- Conduct interviews with external stakeholders, in particular to inform the diagnostic and roadmap activities pertaining to inter-institutional coordination and collective decision-making
- Conduct a workshop with PICA leadership and select external stakeholders to validate and refine the Roadmap

6. Project Schedule and Milestones

Deliverable	Deadline (weeks after contract signature)
1	3
2	12
3	16
4	20

7. Acceptance Criteria

7.1. All deliverables resulting from these terms of reference will be assessed by the Bank's project supervisor and the PICA Director before acceptance. Format will be digital, in Word, with the exception of the second abovereferenced file for the Return on Investment Analysis, which will be in Excel format. For deliverables 2, 3, and 4, the firm is advised to submit early outlines and drafts for preliminary feedback to streamline the formal approval process.

8. Other Requirements: Firm's Qualifications

8.1. The firm must have demonstrated experience in institutional reform, digital transformation, strategic planning, process mapping and redesign, and cost-benefit analysis. The team must be fluent in English.

9. Supervision and Reporting

9.1. The Consulting firm will report to Benjamin Roseth and PICA Director, Andrew Wynter, who will be in charge of commenting and approving the documents and work to be provided by the selected firm.

10. Schedule of Payments

10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts other than required travel costs. The Bank wishes to receive the most competitive cost proposal for the services described herein.

10.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Appendix A: PICA vision statement

After completing its Digital Transformation project, the following will be true for PICA:

1. The following services can be completed end-to-end online:
    a. Unconditional landing application
    b. Visitor visa application
    c. Business visa application
2. The following services can be initiated online (but must be completed in a PICA office):
    a. First time passport application
    b. Replacement passport applications
    c. Citizenship application (all categories)
    d. Replacement citizenship certificate applications (All categories)
    e. Extension of stay
    f. Permanent residence
3. The following new value-added services will be offered:
    a. Citizenship by descent applications processed within 10 business days
    b. Express unconditional landing (same day; next day; 3 day service)
    c. Expedited extension of stay (5 days, 10 day service)
4. Support of Investigations for the Investigations and Surveillance Unit
    a. Electronic Submission of documents to court for cases
    b. Uploading of supporting documents for verification to support applications

c. Sharing of Data with critical stakeholders

5. Support for administrative functions

   a. Electronic submission of Procurement request

   b. Electronic Asset management and tracking

   c. Digitization of records

6. PICA gathers all citizen data it needs that has already been provided to other public institutions instantaneously, through an automated data exchange mechanism, that is transparent, auditable, and complies with relevant data protection legislation. PICA requests no information from citizens that other public institutions already have.

7. All internal procedures that are rule-based are 100% automated.

8. Staff decisions that, by law, must be made by PICA staff are aided by tools that (i) review and analyze available information; and (ii) if relevant, prepare draft documents for staff to finalize.

9. Management decision-making will be aided by up-to-date, trustworthy data and data-driven insights.

10. Risk identification and management will be based on up-to-date, trustworthy data and data-driven insights.

11. PICA has a robust cybersecurity infrastructure that adequate protects its information systems as well as its internal data and user data.