

TC Document

I. Basic Information for TC

▪ Country/Region:	JAMAICA
▪ TC Name:	Support to the Digital Transformation of the Passports, Immigration, and Citizenship Agency of Jamaica
▪ TC Number:	JA-T1213
▪ Team Leader/Members:	Roseth, Benjamin David (IFD/ICS) Team Leader; Acevedo Calle, Daniela (LEG/SGO); Aguilar Blandon, Maria Alejandra (IFD/ICS); Hernandez Carrion, Jose Luis (IFD/ICS); Ho Lung, Jodi (CCB/CJA); Michelle Manzur Madariaga (IFD/ICS)
▪ Taxonomy:	Client Support
▪ Operation Supported by the TC:	.
▪ Date of TC Abstract authorization:	30 Mar 2022.
▪ Beneficiary:	Jamaica through the Passports, Immigration and Citizenship Agency (PICA)
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	OC SDP Window 2 - Institutions(W2C)
▪ IDB Funding Requested:	US\$100,000.00
▪ Local counterpart funding, if any:	US\$0
▪ Disbursement period (which includes Execution period):	24 months
▪ Required start date:	June 2022
▪ Types of consultants:	Firms
▪ Prepared by Unit:	IFD/ICS-Innovation in Citizen Services Division
▪ Unit of Disbursement Responsibility:	CCB/CJA-Country Office Jamaica
▪ TC included in Country Strategy (y/n):	N
▪ TC included in CPD (y/n):	N
▪ Alignment to the Update to the Institutional Strategy 2020-2023:	Institutional capacity and rule of law; Productivity and innovation

II. Objectives and Justification of the TC

- 2.1 The objective of this non-reimbursable TC is to support the Passports, Immigration and Citizenship Agency (PICA) of Jamaica in increasing its institutional capacity to further its process of digital transformation. It will do so by financing: (i) a readiness assessment for digital transformation; (ii) a transformation roadmap; and (iii) a business case detailing the economic and fiscal returns on investment of digital transformation.
- 2.2 PICA's function is essential to the economic development and national security of Jamaica – but outdated systems and processes impede the institution from living up to its potential. Issuing passports allows Jamaicans to travel abroad for school and business, but currently the application process is entirely manual and only 10% of renewals are processed online. Processing citizenship applications allows Jamaicans in the diaspora (of whom there are 26 million without citizenship¹ – more than eight times the resident population) to reconnect with the country for business, tourism or

¹ PICA internal document.

other purposes; however, accessing PICA services in the diaspora is exceedingly difficult: Jamaicans must complete the processes in person at the closest embassy. Processing arrival cards for tourists (of whom there are approximately 5 million per year, making tourism the country's largest economic sector) could generate important data about who is coming to what destination, from where and for how long; however, all such cards are currently on paper, rendering the information provided practically useless. Conducting surveillance of the flow of people at the borders allows health and law enforcement authorities to inadmissible individuals from unlawfully entering the country; however, data exchange is fragmented, limiting the effectiveness of the oversight that these authorities can exercise. PICA aims to address these challenges through digital transformation: digitizing citizen services, border controls and administrative processes, strengthening data exchange with other government bodies, and evolving its institutional structure to focus more on the customer experience and value added.

- 2.3 **Strategic alignment.** This TC is aligned with the Second Update to the IDB Institutional Strategy 2020-2023 (AB-3190-2) through the cross-cutting issue of institutional capacity and rule of law and the strategic priority of promoting productivity and innovation, as the TC will build the capacity of PICA to deliver higher-quality public services by harnessing technology. In a similar sense, is also aligned with the IDB Group Country Strategy with Jamaica (2016-2021) (GN-2868), specifically with its strategic objective on public sector management. A new Country Strategy is currently under development, in which public sector digital transformation figures prominently. It is also aligned with the priority area of "effective, efficient and transparent institutions" of the Strategic Development Program Financed by Ordinary Capital (GN-2819-14), specifically the two following results areas: (i) strengthening institutions, policies and service delivery to improve public management and promote the development of the private sector; and (ii) harness digital transformation to promote more effective, efficient and transparent governments, better and more equitable opportunities for citizens, and more productive and efficient firms. The TC is aligned with Vision 2025 (AB-3266), specifically its focus on the digital economy and strengthening good governance.
- 2.4 **Contribution to operational agenda.** The TC will allow PICA to take advantage of additional IDB-supported modernization efforts in Jamaica: (i) 4437/OC-JA – support to the national identity system (NIDS): modernization will depend on the NIDS for user authentication and digital signature, which will be required for the development of digital services; and (ii) 4374/OC-JA – support to the public sector modernization programme: modernization will allow PICA to take full advantage of the shared services model to increase the efficiency of its internal operations.

III. Description of activities/components and budget

- 3.1 **Component 1. Readiness assessment (US\$60,000).** This component will finance a readiness assessment for digital transformation, covering the following areas: technological infrastructure and tools, institutional framework and governance, talent and change management, and legal and regulatory framework. The assessment will evaluate how prepared PICA is to achieve its desired future state, in which all possible citizen-facing services are delivered online, administrative procedures are largely automated, decision-making is aided by data-driven intelligence, data exchange with other public entities is automated, and personal information is protected via a robust observance of privacy regulation and strong cybersecurity protections.

- 3.2 **Component 2. Roadmap (US\$20,000).** This component will finance the drafting of a digital transformation roadmap, including: (i) an updated and detailed description of the desired future state organization; (ii) actions in each of the components analyzed under Component 1 necessary for PICA to achieve its strategic objectives; (iii) formats for completing an institutional capacities map, a procedural map, and a catalogue of services; (iv) high-level technological architecture; (v) timeline; (vi) budget; and (vii) executive summary.
- 3.3 **Component 3. Business case (US\$20,000).** This component will finance the preparation of a business case that will detail the projected fiscal and economic returns on investment, as well as the nonfinancial benefits, of digitally transforming PICA. It will include two deliverables: (i) PowerPoint presentation: for each benefit and cost, this document will describe: (a) the underlying concept (including the benefit achieved, the mechanisms by which it is achieved, and the data used for the calculation); (b) the precise equation that will be used to estimate the difference between the as-is and the future scenarios; and (c) 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; and (ii) Excel file: this file will include all the figures used to produce the final estimates, with cells appropriately linked with the relevant formulas visible.
- 3.4 **Indicative Budget:** The total budget of the TC will be US\$100,000, with financing via resources from Ordinary Capital of the OC SDP Window 2 - Institutions W2C. No local counterparts are foreseen.

Indicative Budget

Activity/Component	Description	IDB/Fund Funding	Total Funding
Component 1	Readiness assessment	60,000	60,000
Component 2	Roadmap	20,000	20,000
Component 3	Business case	20,000	20,000
Total		100,000	100,000

IV. Executing agency and execution structure

- 4.1 IDB will be the executing agency to allow for expedited execution of this TC upon requested by the Government of Jamaica. Given that this TC will have only one procurement, for a relatively low budget, and that PICA does not have prior experience in executing projects according to IDB rules, it would be an undue burden on PICA to have to learn IDB procedures. The following policies will apply for Goods and Works: GN-2765-4 and GN-2303-28.

V. Major issues

- 5.1 The key risk facing this project is the availability of information from entities other than PICA. As PICA will be the prime beneficiary of the digital transformation that this TC supports, other entities may perceive that it is not worth their time to participate in the TC activities, thus limiting the chance that the products incorporate a holistic vision of the interdependencies between PICA and other Government bodies. This risk will be mitigated by early dialogue with the relevant heads of agencies to clarify the gains each has to reap through PICA modernization.
- 5.2 **Exceptions to Bank policy**

5.3 No exceptions to the Bank are foreseen.

VI. Environmental and Social Strategy

6.1 This TC will not finance feasibility or pre-feasibility studies of investment projects or associated environmental and social studies; therefore, it does not have applicable requirements of the Bank's Environmental and Social Policy Framework (MPAS).

Required Annexes:

[Request from the Client - JA-T1213](#)

[Results Matrix - JA-T1213](#)

[Terms of Reference - JA-T1213](#)

[Procurement Plan - JA-T1213](#)