

TC ABSTRACT

I. Basic Project Data

▪ Country/Region:	JAMAICA/CCB - Caribbean Group
▪ 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; Ho Lung, Jodi (CCB/CJA); Hernandez Carrion, Jose Luis (IFD/ICS); Michelle Manzur Madariaga (IFD/ICS); Acevedo Calle, Daniela (LEG/SGO)
▪ Taxonomy:	Client Support
▪ Number and name of operation supported by the TC:	N/A
▪ Date of TC Abstract:	30 Mar 2022
▪ Beneficiary:	Jamaica through the Passports, Immigration and Citizenship Agency (PICA)
▪ Executing Agency:	INTER-AMERICAN DEVELOPMENT BANK
▪ IDB funding requested:	US\$100,000.00
▪ Local counterpart funding:	US\$0.00
▪ Disbursement period:	24 months
▪ Types of consultants:	Individuals; 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):	No
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Productivity and innovation ; Institutional capacity and rule of law

II. Objective and Justification

- 2.1 The objective of this TC is to support the Passports, Immigration and Citizenship Agency (PICA) of Jamaica in starting a 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- 2.2 PICA's function is essential to the economic development and national security of Jamaica – but outdated systems and processes impede the institution from living up to its potential.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 citizenship – more than eight times the resident population) to reconnect with the country for business, tourism or 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.

III. Description of Activities and Outputs

- 3.1 **Component 1. Readiness assessment.** This component will finance a readiness assessment for digital transformation, covering its technological, institutional, talent and governance components.
- 3.2 **Component 2. Roadmap.** This component will finance the drafting of a digital transformation roadmap, detailing the actions in each of the components analyzed under component 1 necessary for PICA to achieve its strategic objectives. Each recommended action will be accompanied with a corresponding timeline and budget.
- 3.3 **Component 3. Business case.** 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.

IV. Budget

Indicative Budget

Activity/Component	IDB/Fund Funding	Total Funding
Component 1: Readiness assessment.	US\$50,000.00	US\$50,000.00
Component 2: Roadmap.	US\$30,000.00	US\$30,000.00
Component 3: Business case.	US\$20,000.00	US\$20,000.00
Total	US\$100,000.00	US\$100,000.00

V. Executing Agency and Execution Structure

- 5.1 PICA will be the executing agency.
- 5.2 It has autonomy to execute procurements, meaning that it will not have to depend on approvals from its parent ministry (the Ministry of National Security). PICA has experience with IDB processes, given that they have benefitted from several systems upgrades financed through JA-L1072, JA-L1073, and JA-L1074.

VI. Project Risks and Issues

- 6.1 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.

VII. Environmental and Social Classification

- 7.1 The ESG classification for this operation is "undefined".