

TERMS OF REFERENCE

FOR

**CONSULTANCY SERVICES REQUIRED FOR THE DEVELOPMENT OF A FULL
PROPOSAL**

FOR THE

PASSPORT, CITIZENSHIP AND IMMIGRATION AGENCY (PICA)

APRIL 2018

1. BACKGROUND

PICA is responsible for the screening of all passengers entering and leaving Jamaica via the island's international airports and seaports. The mission of the agency is to ensure the facilitation of the movement of fit and proper persons while preventing and deterring undesirables from entering the country. The undesirables include persons of interest on the UN Counter Terrorism watch list, the INTERPOL Watch Lists of the Foreign Terrorist Fighter (FTFs) and Prohibited Immigrants, and other persons of interest to law enforcement.

PICA is also responsible for the granting of citizenship, issuing visas to foreign national prior to arrival in Jamaica, via the Jamaican Missions overseas; and granting of extensions of stay to foreign nationals visiting Jamaica as tourist, students or workers.

The current Border Management Information System (BMIS), enTrex was donated by IOM and implemented in 2004. It was implemented by 3M Interamerica Inc. for the processing of passengers at our ports of entry and records the movement of travelers across the countries. The existing BMIS supports the use of the Advanced Passenger Information System (APIS) at both arrival and departure, and is a critical component of the Automated Border Control System (Kiosk) at arrival which was introduced to aid with the processing of passengers. Additionally, it serves as a critical source of traveler data for several law enforcement agencies and other government entities.

The system is thirteen years old and since its inception, it has not been upgraded. The enTReX database has accumulated approximately thirty (30) million travel records for arriving and departing passengers, and a variety of travel documents. We anticipate an increase of approximately four (4) million records annually. In addition, it has been updated with over five hundred thousand (500,000) watch list records and we intend to add the capability to integrate the INTERPOL watch lists records. It therefore serves as a critical tool in the country's crime fighting, crime and border security prevention initiatives. But despite this, it has not had the benefit of added functional requirements and increased database capacity to effectively manage the volume of information that the system has to process.

Due to the fact that the system has not been upgraded, it has become very expensive to maintain as in fact is now obsolete. The supplier has indicated that the current BMS architecture that was developed is no longer supported by their company. Therefore, support and maintenance for the current BMS will not be available beyond the 2016/17 financial year. The last maintenance agreement was from July 1st 2015 to June 30th 2017 and is for USD 559,000.00. Maintenance of the system by 3M Interamerica Inc was provided under a special arrangement which was very

expensive. Furthermore, we are advised that as at May 1, 2017 3M has sold its BMS and Identity management aspect of the business to GEMALTO a French consortium in Netherlands. Therefore the maintenance of the current BMS is uncertain for the long term.

In 2017 PICA submitted a project Concept Summary to PIMSEC for their consideration. The concept was favourably considered and submitted to PIMC. The PIMC approved the concept and advised that a full project proposal should be developed. PICA indicated that it did not have the in-house capability to develop the proposal and sought assistance for the project to be developed. PICA's proposal for a new BMIS should consider issues of interoperability with other current and future systems within PICA, in order to satisfy the government of Jamaica's requirement for the development and submission of a project proposal for consideration by the PIMC. PICA is now seeking financial assistance from the PIEF to facilitate the contracting of a consultant to prepare the full proposal and related documents.

2. OBJECTIVES OF THE ASSIGNMENT

- a) To develop a full project proposal for the replacement of PICA's Border Management System (BMS). This should address interoperability issues and interface with the immigration, passport and citizenship systems to include current and future systems within PICA, as well as external to PICA. The BMS components include, but are not limited to: passenger name record (PNR); interactive advanced passenger information systems (iAPIS); e-passport readiness; e-visa readiness; interface with automated border controls (ABCs) such as e-Gates and self-service KIOKS; and enhances security and facilitation across Jamaica' borders.
- b) Complete PIMSEC proposal template which among other things include a financial matrix, results matrix, risk matrix, monitoring and evaluation matrix, implementation schedule and procurement schedule. This is a requirement of the Public Investment Monitoring Committee (PIMC).
- c) To provide draft procurement for tender documents, including Evaluation Criteria for BMS supplier selection, in accordance with the Procurement Regulations of the World Bank and Procurement guidelines of the Government of Jamaica as well as international best practice.

3. DELIVERABLES & TIMELINES OF THE ASSIGNMENT

The following deliverables are expected from this assignment

- a) An inception report detailing among other things the methodology and approach to be utilized, the workplan, risk management strategies.
- b) The draft project proposal prepared in keeping with the requirements of the PIMSEC
- c) A draft PIMSEC proposal template completed as required by PIMSEC

- d) The final project proposal acceptable to PIMSEC and PICA.
- e) A completed and accepted PIMSEC proposal template
- f) Request for Information (RFI) documents developed and information obtained from potential suppliers of BMS to inform preparation of procurement tender documents and other business case issues and options, including: Internal and external systems interoperability and work process integration to be considered in the design and development of a BMIS solution and financing options.
- g) Draft procurement tender documents, including an evaluation matrix of potential suppliers based on a Request for Information (RFI) from selected suppliers of BMS.

4. SCOPE of WORK

The Consultant(s) are expected to perform the services required, in accordance with the highest professional standards and international best practices, bearing in mind the objective of the assignment, the desired outputs and the PIMSEC guidelines.

The Consultant(s) is/are required to perform the following functions at a minimum, in the development of:

1. Review project background –
 - i) Review all the relevant and available documents which will help to provide a good understanding of the project context, the problems being encountered and the best approach to the execution of the assignment at hand, including, inter alia, a review of PICA BMS technical detailed specifications already developed, along with the Project Concept Summary and PIMC comments.
 - ii) Identify and analyze the key problem being encountered and which the project is seeking to address, the initiatives now being undertaken to address them, their effectiveness, as well as the likely consequence of not taking action now.
 - iii) Identify the project baseline in terms of current policies, projects and stakeholders that are relevant to the project, and assess the proposed project's coherence with the Vision 2030 Jamaica & the Medium Term Socio-Economic Framework; sector policies & the SPS' corporate plan
2. Plan, organize and facilitate stakeholder consultations, site visits and other data collection activities to validate internal and external user requirements.
3. Prepare and send request for information document to potential suppliers of BMS and secure information required to inform preparation of procurement tender documents and other business case issues and options, including: Internal and external systems interoperability and work process integration to be considered in the design and development of a BMIS solution and financing options.
4. Identify options for internal and external systems interoperability and work process integration to be considered in the design and development of a BMIS solution. Propose the most feasible option with justification, and details of how the proposed system will interface with other related platforms.

5. Ascertain and evaluate the extent to which the proposed project will impact people, the environment and the operating costs and sustainability of PICA. Ascertain the climate change and other risks to which the project will be exposed and the proposed mitigation strategies.
6. Draft proposal for the procurement, installation and operation of an integrated BMS to meet the current and future needs of the PICA and its stakeholders. The proposal should include among other things a detailed estimate of costs and benefits, cashflow projections, a financing plan & debt servicing requirements, and a financial and economic cost benefit analysis, and detailed implementation plan, outlining among other things, how the new system will be implemented.
7. The proposal should also include a monitoring & evaluation plan based on PIMSEC and e-Gov requirements..
8. Present proposal to PICA and its key stakeholders for review and feedback
9. Complete the PIMSEC project proposal template.
10. Deliver final draft of Proposal and the completed PIMSEC proposal template
11. Draft procurement tender documents, including an evaluation matrix of potential suppliers based on a Request for Information (RFI) from selected suppliers of BMS.

CONSULTANT QUALIFICATIONS

Qualifications of the Firm:

At least seven (7) years' experience in project/program design and management and proposal development for medium to large scale projects in the field of Border Management Control Systems, including Automated Border Control (ABC) systems, E-Visa systems, Interactive APIS, and E-passport systems.

Qualifications of Proposed Staff (Key staff):

Primary Specialist – Master Degree in- management, development planning, finance, engineering, or in a related field and ten years' experience in Border Control Management proposal development, project/ proposal design and management.

- a) Demonstrated knowledge of international best practices in border management systems to include e-passport, e-visa, passenger name record, interactive APIS, e-gates and other automated border control (ABC) systems.
- b) Proven success over the last five years in the preparation of development projects proposals, and/or feasibility studies and business plans.
- c) A minimum of Five years of experience working with, or in public sector institutions
- d) Experience in integrating national border Inspection Systems and Tools with Interoperable Applications
- e) Knowledge of Travelers' Identification and Risk Assessment Applications
- f) Experience in designing Strategic framework for Border Control Management

IT Specialist – Degree in ICT and seven years’ experience in border control technology and platforms .

- a) Knowledge of various software for border management and security/ immigration control.
- b) Over seven years of relevant technical experience in the development, installation, operation, or maintenance of Border Information Management of similar type of information management systems.
- c) At least seven years’ experience in developing border security and travel facilitation best practices, immigration control processes and ICAO standards.
- d) Extensive experience in planning, designing and implementing National Border Inspection Systems and Tools, including E-Visas and Electronic Travel Systems; Document Readers, Biographic and Biometric Identity verification, National Watchlists, Automated Border controls and Entry and Exit Databases.

5. REPORTING & SUPERVISION

The consultant(s) shall report to the CEO of PICA; however the direct supervision of the consultant will be the responsibility of the PICA Director of ICT. A project steering committee will be established, and will be chaired by the CEO of PICA, with representatives from the key stakeholder organization. This committee will review the deliverables of the consultant and ensure that they satisfy the terms of the contract. No variations are to be made to the agreed time or cost under the contract without prior approval by the Executive Director, PIMSEC.

6. CHARACTERISTICS OF THE CONSULTANCY

- a) **Level of effort:** An estimated 55 man-days will be required to complete this assignment, and it may be carried out over a period not exceeding fifteen weeks. See table for breakdown of effort required.

No	Activity	Man-Days
1	Preparation of inception report	2
2	Desk review & site visits	3
3	Engaging in stakeholder consultations and other appropriate data collection efforts	18
4	Request for information and evaluation of response	4
5	Development of Proposal	15
6	Presentation of proposal to PICA and key Stakeholders for feedback	2
7	Preparation of final report based on inputs & comments received	5
8	Completion of the PIMSEC Project Proposal Template	2
9	Prepare draft tender documents	4
10	TOTAL	55

- b) **Duration of contract:** The contract will be executed over a 15 week period.
- c) **Location:** Jamaica
- d) **Type of Consultancy:** Firm
- e) **Type of contract:** Lump sum

7. EVALUATION OF PROPOSALS

The evaluation criteria and scoring will be as follows:

	CRITERIA	SCORE
1	Relevant post graduate qualifications	15
2	Additional specialized training in ICT/Border management systems	10
3	Proven experience in the development of project proposals/feasibility studies.	35
4	Relevant experience in: the development, installation, operation, or maintenance of similar or comparable BMS	30
5	Experience in BMS in Jamaica or the Caribbean Region	10
6	TOTAL	100

8. WORKING CONDITIONS

PICA will be expected to provide the consultant with office space during the period of this assignment. The PICA will also provide facilities for or make the necessary arrangements to accommodate the stakeholders when it is necessary to hold meetings with them together as a group. The consultant will also, as required, hold meetings with individual stakeholders, at the offices of those organizations.

9. PAYMENT SCHEDULE

- Inception Report – 10 days form contract signing - **10% of Contract Sum**
- Draft Project Proposal:- 10 weeks after contract signing- **30 % of Contract Sum**
- Final Project Proposal & PIMSEC Project Proposal Summary: – 12 weeks from start date of contract - **30% of Contract Sum**
- Procurement Tender Documents-, including Supplier Evaluation Matrix: 14 weeks after start of contract - **20% of Contract Sum**

10. COPYRIGHT

All the information derived from this assignment will remain the property of PIMSEC/Ministry of Finance & the Public Service. This includes all reports. Publication of any information emanating from this assignment is prohibited unless permission to cite the findings is approved by the Accounting Officer of the PIMSEC.

2018 April 11