HOW DIGITIZING BORDER OPERATIONS HAS ASSISTED IN THE BALANCING OF BORDER SECURITY AND TRAVEL FACILITATION THE JAMAICAN EXPERIENCE

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THE PARADIGM SHIFT

Globalisation has lead to a paradigm shift that is challenging governments to rethink how it regulates the security of its borders. This has to be done by embracing technology, new business processes, and partnership with operators and key stakeholders, in order to effectively control and effectively implement technological solutions that will track movements, secure identity and automate decision-making.

THE PASSPORT IMMIGRATION AND CITIZENSHIP AGENCY

PICA is an Executive Agency in Jamaica that was established in 2007.

It currently employs over 650 employees. The agency falls under the Ministry of National Security with responsibility for administration of Jamaican passport, immigration and citizenship services.

Ensuring that these services operate at the **highest level of integrity and meets international standards.**

The Agency passport services are ISO 9000:2015 certified

THE JAMAICAN CONTEXT

Approximately 4 million tourist arrive annually in the island

Plans to grow to 8-10 million tourist in the next 2-3 years

Plans by the government to implement major projects that will require overseas employment to support local construction sector

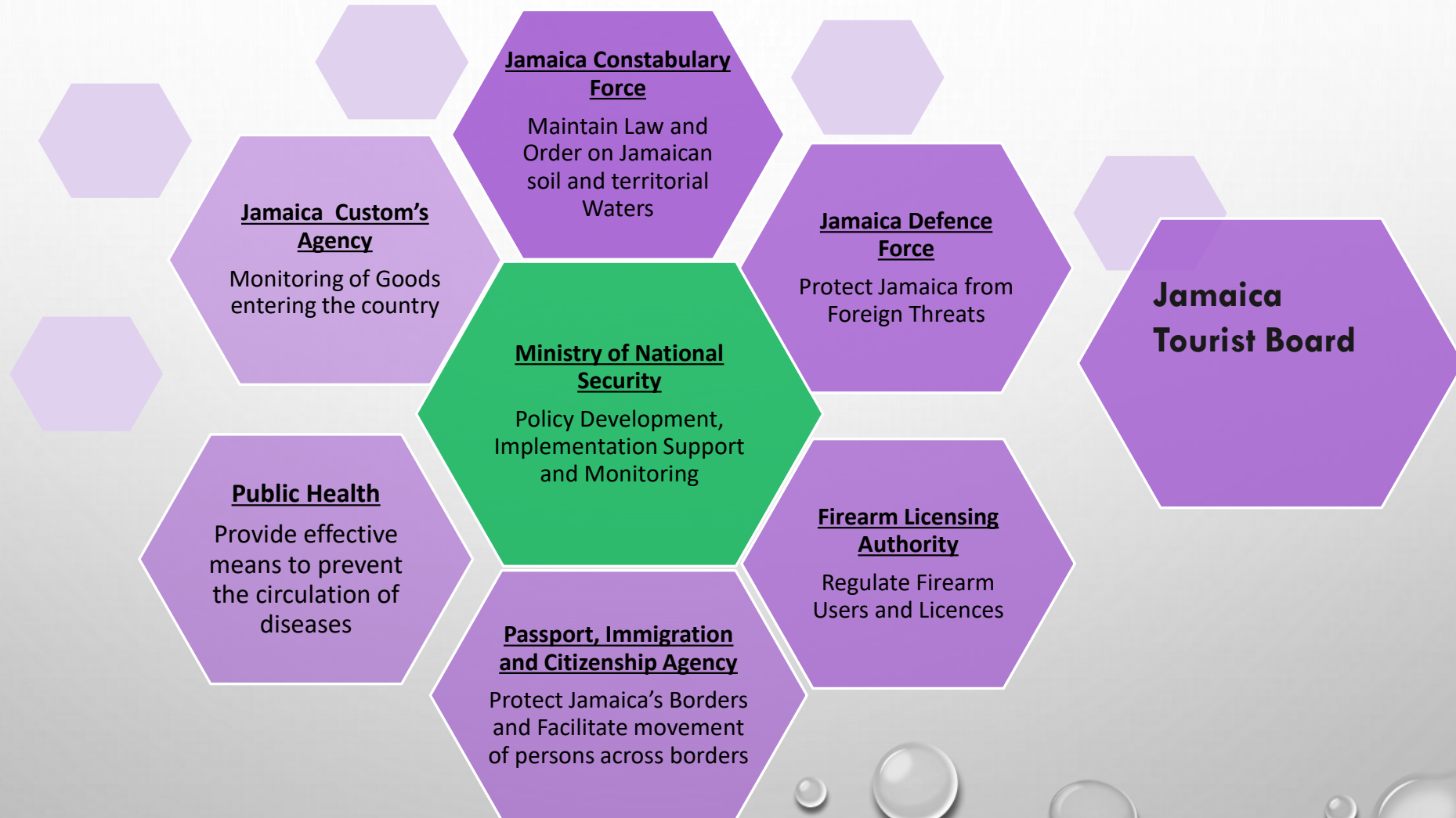Manual processes are slow and cumbersome and inefficient

Poor Customer service for customer using the agency's services

Long waiting times and poor experience for passengers coming into the country

Part of the national security architecture. Supporting other law enforcement agencies.

THE BORDER SECURITY ARCHITECTURE

Jamaica Constabulary Force

Maintain Law and Order on Jamaican soil and territorial Waters

Jamaica Custom's Agency

Monitoring of Goods entering the country

Jamaica Defence Force

Protect Jamaica from Foreign Threats

Jamaica Tourist Board

Ministry of National Security

Policy Development, Implementation Support and Monitoring

Public Health

Provide effective means to prevent the circulation of diseases

Firearm Licensing Authority

Regulate Firearm Users and Licences

Passport, Immigration and Citizenship Agency

Protect Jamaica's Borders and Facilitate movement of persons across borders

PRE DIGITIZATION SITUATION

Long lines and long waiting times for passengers entering the island at airports

Only manual processes available to process passengers

Significant Increase volumes of passengers

Airport congestion during peak travel times

Lack of passenger data transmission facilities had to rely on manifest from airlines

PRE DIGITIZATION

No advance passenger information system (APIS)

Emphasis on security and not facilitation

Tourism sector requesting passenger data – passenger declaration forms

Limited and poorly designed Immigration space at Island's 2 major airports

PICA'S EARLY ATTEMPTS AT TECHNOLOGY ADOPTION

In the early years of operations all processes were mostly manual with limited use of technology

2001 Implementation of basic border security system to enable reading machine readable passports

2004 Border management system implemented ENTREX 3M system

2012 Removal of outgoing immigration and implementation of APIS

PICA'S EARLY ATTEMPTS AT TECHNOLOGY ADOPTION

2015 Agency upgraded it passport printing technology to in- book printing

2015 as a result of the growth in passenger volumes entering the island the agency made its first steps towards the adoption of digital technology with the purchase of 15 ABC KIOSK at the islands 2 major Airports

DRIVERS TOWARDS THE DIGITIZATION OF JAMAICA'S BORDERS

Outsourcing or Ports and Airport operations

Digitization of operations
- Online airline ticketing
- Online Invoicing

Drive towards efficiency and cost reduction

Increasing use of technology in operations

Automation of processes
- Passenger processing
- Cargo Processing

Increase movement of people as a result of access to air and sea craft

THE WATERSHED MOMENT

The digitization of commercial operations has lead to a significant shift in the way passengers and cargo entered the island .

These changes resulted in new challenges for the Agency which lead to us rethinking how we managed and regulated security and movement at our borders.

In order to address these challenges, the agency had to form partnerships with air and seaport operators, and other stakeholders and to leverage the use of   technological solutions to track movements, secure identity and automate processing and decision-making at our borders

Passport Immigration and Citizenship Agency

Had to redesign its business model to one that is strategically aligned to the national and sustainable development goals of Jamaica.

Had to Develop a model that is customer centric and fit for purpose and which did not compromise security principle

Which resulted in 2 new strategic objectives for the agency:

Enhanced service delivery via efficient business processes

Enhanced travel facilitation through Risk-based and data driven inspection

BALANCING BORDER SECURITY AND ECONOMIC PRIORITIES

SECURITY ISSUES

- Reduce the threat of terrorism through the prevention of Cross border movement of people, drugs, weapons and funds

- Preventing and repressing transnational organized crime

- Reduce health and agricultural threats

- Reduce the opportunity for Human trafficking

- Reduce the opportunity for illegal migration

- Support intra regional and internal security efforts

ECONOMIC ISSUES

- Promote free and secure movement of persons, goods and services in conformity with international and regional agreements

- Promote the dignified treatment of all individuals wanting to cross our borders in conformity with laws and regulations

- Promote high standards in border services

- Create beneficial conditions for social and economic prosperity for the country and the region.

- Ensure the security of the international supply chain

13

THE START OF THE TRANSFORMATION OF OUR DIGITIZATION JOURNEY

ENHANCE TRAVEL FACILITATION THROUGH A RISK BASED DATA DRIVEN INSPECTION SYSTEM
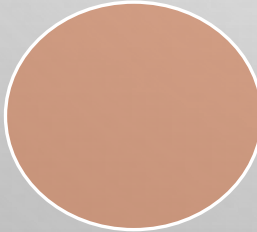
DIGITIZATION OF OPERATIONS

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2017 the agency adopted a Transformation agenda with a deliberate program to upgrade Digitize all aspects of the agency's operations

WHAT HAS THE AGENCY DONE TO DATE?

Implementation of 45 ABC KIOSK (Plans to increase this to 100)

Digitization of passenger declaration form

Implementation Electronic passport

Integration of Immigration and Customs systems to process passengers

Deepening the integration with JRCC to receiving passenger data

Implementation of a Document forensic lab

THE WAY FORWARD

Implementation of CRM system for customers

End to end assessment of the agency operations for total digital transformation

Upgrading the passenger data to include PNR

Currently reviewing electronic visa and permit systems

Procurement of a new border management system

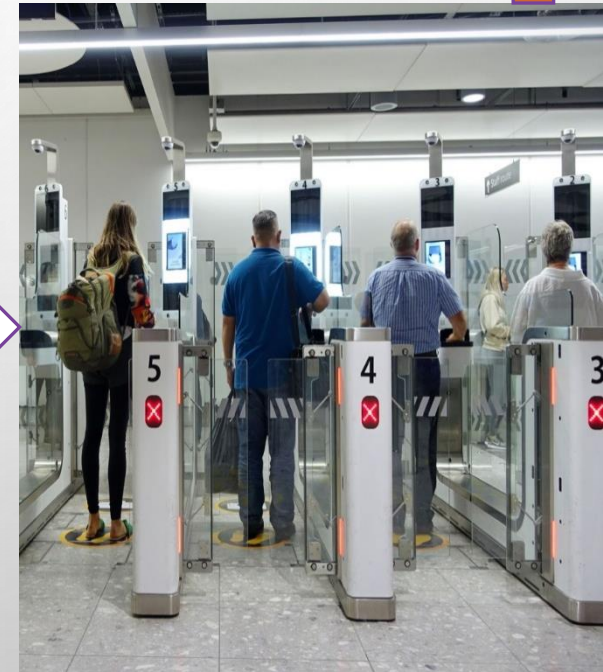Installation of 9 Electronic Gates at the islands 2 major airports

FROM LONG QUEUES TO SEAMLESS PROCESSING E-GATES

From the queues

To the Kiosks

To e-Gates-then to Baggage Claim

THE DIGITAL TRANSFORMATION OF PASSENGER TRAVEL AND TRADE LOGISTICS

The rate of the evolution of technological innovation will only get faster and in combination with availability of data, and tools such as Artificial Intelligence Systems (AI) will allow for exponential growth of automated processes and transactions at border crossing .

The combination of enhanced digital and physical connectivity will enable carriers, airports, seaports and transport providers integrate their processes with government border agency's and sooner rather than later with the help of Artificial Intelligence (AI).

Smart logistics and passenger facilitation operations have already led to a significant reduction of expenditures allowing investment on fast, reliable and – where possible – Just In time operations.

THE FUTURE STATE OF BORDERS

Borders have been transformed from a static line on a map to an ecosystem for shared decision making and real-time collaboration that empower government and industry to work together to create safer, more standard and cost effective perimeters.

The evolving international economic and security environment signals a need for increased intelligence cooperation. Governments must encourage the success of their citizens and businesses should consider new and innovative measures to mitigate the impact of two converging issues, namely heightened security and the exponential increase in the flow of populations and goods.