

ITEM FOR FINANCE COMMITTEE

CAPITAL WORKS RESERVE FUND

HEAD 710 – COMPUTERISATION

Immigration Department

New Subhead “Relocation of Information Technology Infrastructure and Systems of the Immigration Department to the New Immigration Headquarters and Related System Enhancements”

Members are invited to approve the creation of a new commitment of \$710,227,000 for the relocation of information technology infrastructure and systems of the Immigration Department to the new Immigration Headquarters and related system enhancements.

PROBLEM

The Immigration Department (ImmD) needs to relocate the information technology (IT) infrastructure and systems currently housed in the existing Immigration Headquarters (ImmD HQ) and the leased Data Centre for System Production (PDC) to the new ImmD HQ in Tseung Kwan O and take forward various system enhancements in order to sustain ImmD’s provision of public services, enhance system reliability and handling capacity, and cope with the growing service demand and future business needs.

PROPOSAL

2. The Director of Immigration, with the support of the Secretary for Security and the Government Chief Information Officer, proposes to create a new commitment of \$710,227,000 for the relocation of the IT infrastructure and systems of the ImmD to the new ImmD HQ with the related system enhancements.

/JUSTIFICATION

JUSTIFICATION

Relocation of IT Systems and Facilities to the New ImmD HQ and Minimise the Risk and Service Impact during the Relocation Exercise

3. ImmD provides a wide range of public services that are closely related to the daily lives of members of the public. These include registration of births, marriage and deaths; registration of persons (i.e. application for Hong Kong identity cards(HKICs)); application for various types of travel documents (such as Hong Kong Special Administrative Region (HKSAR) passport, Document of Identity for Visa Purposes, Re-entry Permit, etc.) and visas/entry permits (such as visit, employment, investment, training, residence or study visas); provision of round-the-clock immigration clearance services at control points; and provision of assistance to Hong Kong residents in distress outside Hong Kong, etc. To support the day-to-day operations and provision of public services, ImmD is currently making extensive use of various IT systems which have been implemented in the past decade following ImmD's third Information Systems Strategy (ISS-3) Review in 2010. The IT systems and related facilities are currently housed at the existing ImmD HQ, various ImmD Offices and data centres (DCs).

Encl. 1

4. As an integral part of the relocation of the ImmD HQ, it is necessary to relocate the 18 existing IT systems (details as set out in Enclosure 1) and related facilities (with around 800 servers and 6 000 workstations) currently housed in the existing ImmD HQ and the leased PDC¹ to the new ImmD HQ. To ensure uninterrupted delivery of public services and smooth relocation of the IT systems, a new enterprise network backbone and a permanent DC with adequate system capacity and handling capability have to be designed and built at the new ImmD HQ before the commencement of the relocation exercise. Moreover, professional relocation service will be procured to relocate the significant numbers of IT systems and facilities in phases in a safe, secure and efficient manner.

5. The newly built enterprise network backbone will be able to provide stable, reliable, scalable interconnections of IT systems and facilities among the existing ImmD HQ, the new ImmD HQ (including one permanent DC therein), the new Government DC Complex² and PDC in the course of the relocation exercise to sustain ImmD's daily operations continuously and cope with future business needs.

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¹ At present, ImmD has acquired the services of two leased DCs, namely the PDC and Data Centre for System Development and Resilience (DDC) to support its operational needs. It is planned that IT systems and related IT facilities currently accommodated in the PDC and DDC will be relocated to the new ImmD HQ and the new Government DC Complex respectively.

² The IT systems and related IT facilities currently accommodated in DDC would be relocated to the new Government DC Complex. The relevant funding was approved by the Finance Committee (FC) of the Legislative Council on 9 December 2011. Details are set out in the paper FCR(2011-12)56.

6. Moreover, ImmD has currently acquired the DC services at PDC and DDC for supporting its daily operations and providing public services. Upon completion of the new ImmD HQ, the 18 IT systems in hundreds of server racks currently accommodated in PDC and the existing ImmD HQ will be relocated to the permanent DC at the new ImmD HQ by batches. It will save significant leasing and operating costs in the long run.

Replacement of Obsolete IT Components

7. As mentioned in paragraph 3 above, ImmD's existing IT infrastructure has been set up for nearly ten years since 2014 following the ISS-3 Review. ImmD is facing increasing difficulties in securing critical maintenance of the major hardware and software of the existing IT infrastructure due to their limited serviceable lifespan. It is necessary to upgrade the existing ageing IT infrastructure underpinning ImmD's IT systems and replace obsolete IT components to enhance system reliability and handling capacity so as to cope with the rapidly growing service demand as well as future business needs. Without upgrading the IT infrastructure and replacement of the obsolete IT components, there is an increasing risk of substantial deterioration of system performance or system failure, which may cause large-scale disruption or even suspension to the provision of public services.

Introduction of New Systems/Enhancements to Enhance Service Quality to the Public

8. ImmD will take this opportunity to enhance public services by adopting new technology to meet future business needs of the new ImmD HQ. To this end, the following new systems/enhancements will be introduced –

(i) *Implementation of the Next Generation Immigration Enquiry Service System (IESS-2)*

9. As part of ImmD's delivery of public services, ImmD handles general enquiries raised by the public by phone, in writing or in person. The enquiry service concerned is currently supported by the Immigration Enquiry Services System (IESS), which has been put into operation since 2009. The IESS has various functions, such as –

- (a) centralised handling and management of all incoming enquiries through the departmental General Enquiry Hotline (2824 6111) and email address (enquiry@immd.gov.hk);
- (b) provision of interactive voice response for incoming enquiries by phone operating on a round-the-clock basis; and

/(c)

- (c) provision of administrative tools for access rights control, statistical analysis and performance management, etc.

10. On average, more than 1.85 million enquiries (including 1.45 million phone calls, 0.2 million emails and 0.2 million counter enquiries) were received annually in recent years. In view of the rapid expansion of ImmD's scope of services and the need to handle emergency situations, the number of enquiries is envisaged to be on the rise in the coming years.

11. To prepare for upsurge of service demand in future and enhance general enquiry service, ImmD plans to implement a new system, namely IESS-2. In addition to the functions of the existing IESS, the IESS-2 will support new features, such as self-service enquiry kiosks with artificial intelligence engines, voice navigation on interactive voice response system, conversational voicebots and web-based enquiry forms.

(ii) *Implementation of the Personal Documentation Submission Kiosks (PDSKs) and Personal Documentation Collection Kiosks (PDCKs)*

12. At present, ImmD provides dedicated self-service kiosks for applicants for HKIC to fill in application forms or collect HKIC. The application and registration processes (including submitting application forms, taking photos and fingerprints of the applicants) are completed at manned registration booths in the Registration of Persons (ROP) Offices. Meanwhile, ImmD also provides dedicated self-service kiosks for submitting HKSAR passport applications and collecting HKSAR passport. That said, the dedicated kiosks are unable to support HKIC-cum-travel documents applications or to allow applicants to collect both documents in one go.

13. ImmD plans to introduce new self-service kiosks at the new ImmD HQ, namely the PDSKs and PDCKs, to provide self-service option for application and collection of HKICs and travel documents.

14. Upon the introduction of the new self-service kiosks, applicants for HKIC may choose to submit the application forms and perform the registration steps (including taking photos and fingerprints) using self-service PDSKs, in addition to using the manned registration booths of ROP Offices. Moreover, applicants will be able to submit HKIC-cum-travel documents applications and perform the registration steps using the PDSKs in one go. Upon approval of the applications, applicants may choose to use the new PDCKs to collect their HKICs and/or travel documents in a fully automated manner both during and outside normal office hours.

(iii) *Implementation of the Central Services Queuing Management System (CSQMS)*

15. ImmD currently provides a wide range of public services. While ImmD is committed to making greater use of IT to facilitate various online applications, there are inevitably some applications where the applicants are required to submit or collect the documents in person or attend face-to-face interviews. At present, applicants visiting the existing ImmD HQ are required to obtain a tag in person at the respective offices which are located on the different floors of the existing ImmD HQ. To enhance the operational efficiency and user experience during the process of application and collection of various documents, ImmD plans to implement a new CSQMS at the new ImmD HQ to centrally manage the issuance of tags and queuing situation for different kinds of public services, including application for visas, HKICs and travel documents.

16. The new CSQMS will allow walk-in applicants to obtain service tags at the self-service issuance kiosks and via ImmD Mobile App. Applicants with appointment bookings may make use of the self-service kiosks on respective floors to check in upon arrival at the new ImmD HQ. Real-time service delivery statistics (e.g. number of queuing applicants, average waiting time) will be readily accessible by the management staff for closely monitoring performance targets. Applicants may also check the queuing status on the display screens or in the ImmD Mobile App. The new system will also provide push notifications and announcement to call up applicants to proceed to corresponding service counters/kiosks for processing their applications.

Expected Benefits

17. The expected benefits of the proposal are explained as follows –

(a) enhance system reliability and handling capability

The provision of new enterprise network backbone and the permanent DC at the new ImmD HQ together with the upgrading of ageing IT infrastructure and replacement of obsolete IT components will strengthen system resilience, handling capacity, and interconnections of IT systems and facilities. These will ensure ImmD's effective operations and cope with the rapidly growing service demand as well as business needs in the next decade.

/(b)

(b) ensure uninterrupted delivery of public services and smooth relocation of the IT systems

Procurement of professional relocation service will ensure the relocation of the significant numbers of IT systems and facilities in a safe, secure and efficient manner and minimise the risk and service impact during the relocation exercise.

(c) enhance service delivery through various improvement initiatives by introducing the IESS-2, PDSKs, PDCKs and CSQMS –

(i) Implementation of IESS-2

The implementation of IESS-2 will provide more user-friendly and responsive digital general enquiry service, thereby enabling ImmD to meet the growing service demand and improve operational efficiency.

(ii) Introduction of PDSKs and PDCKs

The introduction of self-service PDSKs and PDCKs will reduce the processing time at traditional registration booths for application and collection of HKICs and travel documents. It will also dovetail the Government's key policy on innovation and technology and support a paperless application workflow.

(iii) Implementation of the CSQMS

The implementation of CSQMS can streamline the workflow of application processing and collection of documents at the new ImmD HQ, thereby bringing better user experience and greater convenience to the public. With all application and collection requests being organised by the CSQMS in a systematic manner, crowd gathering at the new ImmD HQ may be reduced.

FINANCIAL IMPLICATIONS

Non-recurrent Expenditure

18. The proposal involves an estimated non-recurrent expenditure of \$710,227,000 over a four-year period from 2022-23 to 2025-26. The breakdown is as follows –

/(a)

| | 2022-23 | 2023-24 | 2024-25 | 2025-26 | Total |
|-----------------------------|---------------|----------------|----------------|----------------|----------------|
| | (\$'000) | (\$'000) | (\$'000) | (\$'000) | (\$'000) |
| (a) Hardware | - | 163,208 | 96,688 | 53,327 | 313,223 |
| (b) Software | - | 2,125 | 31,679 | 17,458 | 51,262 |
| (c) Communication Network | - | 2,943 | 7,397 | 2,128 | 12,468 |
| (d) Implementation Services | - | 14,917 | 146,228 | 36,722 | 197,867 |
| (e) Contract Staff | 10,206 | 13,306 | 26,843 | 693 | 51,048 |
| (f) Site Preparation | - | 47,779 | 360 | 2,400 | 50,539 |
| (g) Contingency | 510 | 12,214 | 15,460 | 5,636 | 33,820 |
| Total | 10,716 | 256,492 | 324,655 | 118,364 | 710,227 |

19. On paragraph 18(a) above, the estimated expenditure of \$313,223,000 is for acquisition of computer hardware, including network equipment, system servers, kiosks, storage devices and system backup equipment.

20. On paragraph 18(b) above, the estimated expenditure of \$51,262,000 is for acquisition of computer software, including system software and software packages.

21. On paragraph 18(c) above, the estimated expenditure of \$12,468,000 is for acquisition of communication network and related services for connecting the IT component and equipment in various offices/locations.

22. On paragraph 18(d) above, the estimated expenditure of \$197,867,000 is for hiring of services from external service providers to implement the project, including system analysis and design, security risk assessment and audit, system development, installation, configuration, nursing and relocation services.

23. On paragraph 18(e) above, the estimated expenditure of \$51,048,000 is for engagement of services of contract staff to provide support in project planning, monitoring and conducting system acceptance tests.

24. On paragraph 18(f) above, the estimated expenditure of \$50,539,000 is for site preparation and cabling works for the new ImmD HQ.

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25. On paragraph 18(g) above, the estimated expenditure of \$33,820,000 represents about 5% contingency on the costs items set out in paragraph 18(a) to (f) above.

Other Non-recurrent Expenditure

26. The implementation of the proposal will require a project team for project management, procurement of hardware, software and services, system analysis and design, site preparation, user acceptance tests and implementation support, etc. This will entail a non-recurrent staff cost of \$51,681,000 from 2022-23 to 2025-26. ImmD will review the staffing requirement as the project progresses.

Recurrent Expenditure

27. The estimated recurrent expenditure for the proposal will be \$3,288,000 in 2024-25, and will increase to \$79,298,000 per annum from 2026-27 onwards. The recurrent expenditure mainly covers the costs for hardware and software maintenance, system maintenance, communication network, engagement of contract staff services and consumables, etc. The breakdown is as follows –

| | 2024-25 | 2025-26 | From 2026-27 onwards |
|--|--------------|---------------|-------------------------|
| | (\$'000) | (\$'000) | (\$'000) |
| (a) Hardware and software Maintenance | 332 | 47,596 | 49,025 |
| (b) Communication Network | - | 2,792 | 3,185 |
| (c) System Maintenance | - | 20,137 | 21,758 |
| (d) Contract Staff | 2,956 | 2,212 | 2,212 |
| (e) Consumables | - | 779 | 3,118 |
| Total | 3,288 | 73,516 | 79,298 |

28. On paragraph 27(a) above, the estimated annual expenditure of \$49,025,000 is for provision of hardware and software maintenance, and for software licence fees to support IT infrastructure and systems.

29. On paragraph 27(b) above, the estimated annual expenditure of \$3,185,000 is for the communication network rental charges.

30. On paragraph 27(c) above, the estimated annual expenditure of \$21,758,000 is for provision of system maintenance by hiring of services from external service providers.

31. On paragraph 27(d) above, the estimated annual expenditure of \$2,212,000 is for engagement of services of contract staff to provide support in system maintenance of the IT infrastructure and systems.

32. On paragraph 27(e) above, the estimated annual expenditure of \$3,118,000 is for provision of consumables, such as tag labels, data tapes and printer toners, etc.

33. After offsetting the realisable savings of \$13,150,000 per annum as detailed in paragraph 35(b) below, the proposal will require a net recurrent cost of \$66,148,000 per annum from 2026-27 onwards.

34. Besides, ImmD will arrange a team for system administration, operation and support. The annual staff cost involved will be \$24,349,000 from 2026-27 onwards.

Cost Savings and Avoidance

35. It is estimated that the proposal will bring about total annual savings and avoidance of \$34,155,000 from 2026-27 onwards, comprising –

(a) Annual notional savings of \$2,881,000

With the improvement of the operational efficiency to be brought by the implementation of the PDSKs and PDCKs, notional savings of \$2,881,000 will be achieved from 2025-26 onwards through fragmented reduction in staff efforts on the registration process of ROP offices among other duties;

(b) Annual realisable savings of \$13,150,000³

Realisable savings of \$13,150,000 will be achieved from 2025-26 onwards as the leased DC services for PDC will no longer be required after its relocation to the new ImmD HQ; and

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³ The leasing of the PDC is currently funded under the project vote of the “New Information Infrastructure of the Immigration Department” (A058YF). The relevant funding was approved by FC in December 2011.

(c) Annual cost avoidance of \$18,124,000

- (i) Staff cost of \$10,622,000 from 2024-25 onwards will be avoided given the efficiency achieved through the IESS-2 and additional manpower will not be required to cope with the increasing workload on enquiry services under the existing IESS; and
- (ii) The additional maintenance cost of \$7,502,000 from 2026-27 onwards for sustaining the existing network infrastructure will also be avoided with the implementation of the proposed project.

36. In addition, it is estimated that there will be a one-off cost avoidance of \$73,647,000, which would otherwise be incurred for relocation of the PDC to an interim location if ImmD could not secure the renewal of the current lease in-situ upon its expiry.

37. A cost and benefit analysis for the proposed initiatives is at
Encl. 2 Enclosure 2.

IMPLEMENTATION PLAN

38. Subject to funding approval of FC, ImmD will carry out the tendering for the proposals as soon as possible, with a view to awarding contracts in 2023. Completion of the relocation of IT systems and facilities to new ImmD HQ and roll-out of the new system/enhancements are targeted in the first quarter of 2025. ImmD and the Office of the Government Chief Information Officer will closely monitor the implementation progress throughout the project. The implementation schedule is as follows –

| Activity | Target Completion Date |
|---|-------------------------------|
| <i>1. Reprovisioning of IT Infrastructure at the new ImmD HQ</i> | |
| Tendering and award of contract | Q1/2023 |
| System Analysis and Design | Q2/2023 |
| Security Risk Assessment and Audit | Q1/2024 |
| Completion of New Enterprise Network Backbone | Q1/2024 |
| Roll-out of Technology Refreshment on Ageing IT Components | Q3/2025 |

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| Activity | Target Completion Date |
|--|------------------------|
| 2. Relocation of IT systems and facilities to the New ImmD HQ | |
| Tendering and Award of Contract | Q3/2023 |
| Formation of the Relocation Plan | Q1/2024 |
| Preparation and Commencement of Relocation | Q1/2024 |
| Completion of the Relocation of all IT Systems | Q1/2025 |
| 3. Implementation of the IESS-2 | |
| Tendering and Award of Contract | Q3/2023 |
| System Analysis and Design | Q1/2024 |
| Security Risk Assessment and Audit | Q4/2024 |
| Full System roll-out and Nursing | Q1/2025 |
| 4. Implementation of PDSKs and PDCKs | |
| Tendering and Award of Contract | Q2/2023 |
| System Analysis and Design | Q4/2023 |
| Security Risk Assessment and Audit | Q4/2024 |
| Full System Roll-out and Nursing | Q1/2025 |
| 5. Implementation of the CSQMS | |
| Tendering and Award of Contract | Q4/2023 |
| System Analysis and Design | Q1/2024 |
| Security Risk Assessment and Audit | Q4/2024 |
| Full System Roll-out and Nursing | Q1/2025 |

PUBLIC CONSULTATION

39. We consulted the Legislative Council Panel on Security on the proposal on 1 April 2022. Members supported the proposal and its submission to FC for funding approval.

BACKGROUND

40. The Government has decided that the bureaux/departments and the Judiciary in the Wan Chai Government Offices Compound (WCGOC) will be relocated in phases with a view to releasing the space concerned for other purposes.

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The new ImmD HQ is being constructed in Tseung Kwan O for reprovisioning of the existing ImmD HQ accommodated in the Immigration Tower of WCGOC and ImmD's offices and facilities currently located in various districts and leased premises. FC approved in May 2019 a commitment of \$6,806.0 million in money-of-the-day prices for the construction of the new ImmD HQ.

41. According to the latest construction schedule, the new ImmD HQ will be ready for setting up the new IT infrastructure in mid-2023 so that phased relocation of ImmD's offices to the new ImmD HQ can commence in the first quarter of 2024.

Security Bureau
Immigration Department
June 2022

Immigration Department (ImmD)'s Information Technology (IT) Systems to be Relocated to the New Immigration Headquarters

| Systems | Details |
|--|---|
| 1. Immigration Control System | It provides immigration control services for the passengers and vehicular traffic of the control points in Hong Kong. |
| 2. Next Generation Smart Identity Card System | It supports the registration and production of Hong Kong identity cards (HKICs). |
| 3. Next Generation Application and Investigation Easy System | It supports the processing of applications for visas and permits, registration matters relating to births, deaths and marriage; providing assistance to Hong Kong residents in distress outside Hong Kong; and handling and investigation of law enforcement cases. |
| 4. Next Generation Electronic Passport System | It supports the application and production process of the electronic Hong Kong Special Administrative Region (HKSAR) passport and other travel documents. |
| 5. Corporate Data Repository and Common Data Services | It provides common services in supporting mission-critical IT systems of ImmD for accessing the common business data stored in the Corporate Data Repository. |
| 6. User and Profile Management System | It provides common functions and services for user and profile management, and facilitates user authentication process for mission-critical IT systems of ImmD. |
| 7. Next Generation Electronic Services System | It provides a single and common application hosting platform and infrastructure for supporting online application submission, appointment booking and application status enquiry. |
| 8. Next Generation Tag System | It issues tags to applicants obtaining public services at ImmD's offices to facilitate the processing of applications and collection for HKICs, HKSAR passports, Documents of Identity for Visa Purposes, etc. |

| Systems | Details |
|---|---|
| 9. iAM Smart Checking System | It provides services to iAM Smart Core System of the Office of the Government Chief Information Officer for checking iAM Smart applicants' information. |
| 10. Government Office Automation (GOA) System | It supports daily operation of GOA client workstations and Internet access. |
| 11. Electronic Leave Application and Processing System and Leave Recording and Calculation System | It supports leave application and leave calculation for ImmD's staff. |
| 12. Data Warehousing Information System | It provides data warehousing services for data extracted from various mission-critical IT systems of ImmD. |
| 13. Computer Output Management System | It is a "File and Print" system to grant online access to necessary reports through GOA workstations in a paperless environment. |
| 14. Open Source Departmental Portal | It enables Government users to securely access Government-to-Government/Government-to-Employees Services. |
| 15. Intranet Portal | It provides an electronic channel for fast dissemination of information among ImmD's staff. |
| 16. Web Content Management System | It provides maintenance functions for ImmD's website. |
| 17. Online Checking System for Subsidised Public Healthcare Services | It assists public hospitals and clinics to verify the eligibility to subsidised public healthcare services. |
| 18. New 1868 | It provides services for the "1868" hotlines for offering assistance to Hong Kong residents in distress outside Hong Kong. |

Cost and Benefit Analysis for the Relocation of Information Technology Infrastructure and Systems of the Immigration Department (ImmD) to the New Immigration Headquarters (ImmD HQ) and Related System Enhancements

| Item | Cash flow (\$'000) | | | | | | |
|---|--------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | Total |
| 1. Non-recurrent | | | | | | | |
| Expenditure | 10,716 | 256,492 | 324,655 | 118,364 | - | - | 710,227 |
| Staff Cost | 12,920 | 12,920 | 12,920 | 12,921 | - | - | 51,681 |
| Total Non-Recurrent Cost | 23,636 | 269,412 | 337,575 | 131,285 | - | - | 761,908 |
| 2. Recurrent | | | | | | | |
| Expenditure | - | - | 3,288 | 73,516 | 79,298 | 79,298 | 235,400 |
| Staff Cost | - | - | - | - | 24,349 | 24,349 | 48,698 |
| Total Recurrent Cost | - | - | 3,288 | 73,516 | 103,647 | 103,647 | 284,098 |
| Total Non-recurrent and Recurrent Cost (A) | 23,636 | 269,412 | 340,863 | 204,801 | 103,647 | 103,647 | 1,046,006 |
| 3. Savings and Cost Avoidance | | | | | | | |
| Non-recurrent Cost Avoidance ¹ | - | - | - | 73,647 | - | - | 73,647 |
| Recurrent Cost Avoidance ² | - | - | 10,622 | 10,622 | 18,124 | 18,124 | 57,492 |
| Recurrent Realisable Savings ³ | - | - | - | 13,150 | 13,150 | 13,150 | 39,450 |
| Recurrent Notional Savings ⁴ | - | - | - | 2,881 | 2,881 | 2,881 | 8,643 |
| Total Savings (B) | - | - | 10,622 | 100,300 | 34,155 | 34,155 | 179,232 |
| Net Savings (C) = (B) - (A) | (23,636) | (269,412) | (330,241) | (104,501) | (69,492) | (69,492) | (866,774) |
| Net Cumulative Savings | (23,636) | (293,048) | (623,289) | (727,790) | (797,282) | (866,774) | |

¹ This represents a one-off cost avoidance which would otherwise be incurred for relocation of the Data Centre for System Production (PDC) to an interim location if ImmD could not secure the renewal of the current lease in-situ upon its expiry.

² This represents cost avoidance given the efficiency achieved through the Next Generation Immigration Enquiry Service System and additional manpower not being required to cope with the increasing workload on enquiry services under the existing system; as well as avoidance of additional maintenance cost for sustaining the existing network infrastructure.

³ Realisable saving will be achieved as the PDC will no longer be required after its relocation to the new ImmD HQ.

⁴ Notional savings will be achieved through fragmented reduction in staff efforts on the registration process of the Registration of Persons Offices after the implementation of the Personal Documentation Submission Kiosks and the Personal Documentation Collection Kiosks.