



**TECHNICAL ADVISORY GROUP ON MACHINE READABLE
TRAVEL DOCUMENTS (TAG-MRTD)**

NINETEENTH MEETING

Montréal, 7 to 9 December 2009

Agenda Item 3: Activities of the ICBWG

Agenda Item 3.3: ICBWG Business Plan 2009-2011

**IMPLEMENTATION AND CAPACITY BUILDING WORKING GROUP (ICBWG)
BUSINESS PLAN 2009-2011**

(Presented by the Implementation and Capacity Building Working Group
(ICBWG))

1. INTRODUCTION

1.1 The formation of the ICBWG was approved at the eighteenth meeting of the ICAO Technical Advisory Group on Machine-readable Travel Documents (TAG/MRTD) in May 2008.

1.2 The ICBWG has a mandate to assist the Secretariat to:

- identify and implement projects related to the issuance and use of Machine-readable Travel Documents (MRTDs) and Electronic Machine-readable Travel documents (eMRTDs) in States and regions;
- carry out capacity building outreach activities in conjunction with States, other international organizations, inter-governmental bodies and the private sector;
- develop guidance material for implementing MRTDs and eMRTDs standards and specifications; And also to
- serve as a forum for discussing and providing feedback on implementing and operating MRTD and eMRTD standards and specifications.

1.3 The ICBWG has developed a business plan and seeks TAG endorsement.

2. **ICBWG BUSINESS PLAN OVERVIEW**

2.1 The Business Plan outlines the ICBWG's work programme for 2009-2011. It includes the strategy that drives the Group, and the outputs and activities that contribute towards achieving its outcomes.

2.2 The Plan locates the ICBWG's work within the strategic and operational context of ICAO and its MRTD program.

2.3 There are six ICBWG outcomes outlined in the plan. These outcomes are best understood as a future state, which the ICBWG is working towards. The outcomes are not necessarily intended to be achieved within the duration of this Business Plan - but rather, will remain as a long-term strategic focus for group activities. Some of the outcomes have a greater focus for the 2009-2011 period, and this is reflected in the detail of the plan.

3. **ACTION BY THE TAG/MRTD**

3.1 The TAG/MRTD is invited to:

- a) note the content of the ICBWG Business Plan 2009-2011 at Appendix A of this WP;
- b) endorse the strategic direction and activities outlined in the ICBWG Business Plan 2009-2011.

Appendix A



International Civil Aviation Organization

Implementation and Capacity Building
Working Group

Business Plan
2009-2011



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Introduction

Overview

This document is the first business plan of the International Civil Aviation Organization's Implementation and Capacity Building Working Group (ICBWG). The Business Plan outlines the Group's desired outcomes, and the activities that will work towards these outcomes in the period 2009-2011.

Formation of the ICBWG

The formation of the ICBWG was approved at the eighteenth meeting of the ICAO Technical Advisory Group on Machine-readable Travel Documents (TAG/MRTD) in May 2008.

Mandate

The ICBWG has a mandate to:

1. Assist the Secretariat:
 - Identify and implement projects related to the issuance and use of Machine-readable Travel Documents (MRTDs) and Electronic Machine-readable Travel documents (eMRTDs) in States and regions
 - Carry out capacity building outreach activities in conjunction with States, other international organizations, inter-governmental bodies and the private sector
 - Develop guidance material for implementing MRTDs and eMRTDs standards and specifications.
 2. Serve as a forum for discussing and providing feedback on implementing and operating MRTD and eMRTD standards and specifications.¹
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¹ The description of the ICBWG's mandate and function is sourced from TAG-MRTD/18-WP/15.

Functions

The functions of the ICBWG, as agreed by TAG, are to:

1. Assist the Secretariat in establishing and implementing the strategy for the ICAO TAG MRTD programme based on the ICAO Business Plan and Operational Plan that will support ICAO's strategic objectives in the field of MRTDs. This includes assistance to States in meeting ICAO mandates related to travel documents and border control, and further supporting States in the implementation of MRTD programs and use of MRTDs in border control functions
2. Develop guidance material for implementing MRTD and eMRTD standards and specifications
3. Coordinate and facilitate provision of assistance in the form of project planning, education and training, arrangements for financing, procurement assistance, start-up project management and/or system evaluations services upon requests from member States
4. With prior approval of the Secretariat, promote partnership with International Organizations and Inter Governmental forums in assisting States in implementing MRTD programmes and their use in securing borders and facilitating travel
5. Promote eMRTD programmes to ensure the full functionality of eMRTDs are utilised (e.g. the effective use of the Public Key Directory)
6. Serve as a forum for providing feedback on implementing standards and technical specifications on MRTD or eMRTD issuance and border control matters
7. Other initiatives as directed by the ICAO Secretariat or TAG/MRTD.

ICBWG membership and governance

ICBWG membership will comprise of representation from the ICAO Secretariat, TAG members, observers and other organizations as deemed necessary.

Contracting States, and organizations that work with ICAO in the field, are automatically eligible to participate as members of the ICBWG. Members from the vendor community must be ISO affiliated. Experts that are not ISO affiliated may attend the group by invitation, at the discretion of the ICBWG Chair.

The ICBWG reports to TAG-MRTD and will meet the business planning requirements prescribed for the ICAO Secretariat.

Environmental Scan

Main environmental factors

Understanding the environment informs the working group, so that its strategic activities and objectives, desired results and priorities, and how it wishes to measure its success, are aligned with what is currently occurring. The environment will be scanned periodically in order to maintain accuracy and relevance.

The following is a brief outline of environmental factors that currently have a major influence on the work of the ICBWG.²

Machine-Readable Passports

Standard 3.10 of Annex 9 to the Chicago Convention, demands that all Member States issue Machine-Readable Passports (MRPs) by 1 April, 2010. Through consultation with a variety of informative sources, it has been estimated that there are 21 countries not currently issuing MRPs. Nine of these are not expected to meet the ICAO April 2010 deadline.

Non-MRP States *likely* to meet the ICAO April 2010 deadline:

Country	Comments
Afghanistan	MRP expected in 2009
Algeria	eMRP expected in 2009
Bangladesh	MRP expected in 2009
Bolivia	MRP expected in 2009
Botswana	eMRP expected by 2010 (contract awarded)
Colombia	eMRP expected in 2009
Libya	eMRPs expected in 2009 (contract awarded)
Morocco	eMRPs expected in 2009
Mozambique	MRP expected in 2009
Nepal	MRP expected in 2009
Solomon Islands	MRP expected in 2009
Vanuatu	MRP expected by 2010

Non-MRP States which *may not* meet the ICAO April 2010 deadline:

Central African Republic	Kiribati
Comoros	Marshall Islands
Djibouti	Mauritania
Eritrea	North Korea
Gabon	

It is important to note that there are some countries issuing MRPs that do not meet all ICAO specifications. Based on initial scanning, this includes Congo, East Timor, Equatorial Guinea, Guinea Conakry, Tajikistan and Laos.

While we know that major international destinations in Europe, Asia and North America all have MRP readers, it remains unclear how many countries are actually reading MRPs at their borders.

Factors to consider

There are a wide range of factors that may be preventing or inhibiting member

² This Environmental Scan section is a shortened version of the *Implementation and Capacity Building Working Group (ICBWG) Environmental Scan*. Information regarding MRP and eMRP status, and ICAO compliance, is based on information available at May 2009, and should be understood to be a preliminary indication of the current global situation.

States from implementing ICAO compliant MRPs, including:

- lack of funding, capacity and expertise to implement new systems
- lack of political will or motivation to gain compliance (this may be due to competing priorities)
- corruption or poor governance and administration.

It is currently unclear how, and to what extent, these or other factors affect individual member States that are not currently ICAO compliant.

ePassports

At least 59 States are now issuing ePassports, with more than 100 million ePassports now in circulation. ePassports incorporate a contact-less integrated circuit (IC) chip that contains the biographical and biometric information of the passport holder. Approximately 27 other States expect to be issuing ePassports by late 2009, and an additional 15 States by late 2010 or after. It is important to note that there may be some countries issuing eMRPs that do not meet all ICAO specifications.³

The G8 MESG is currently conducting a project to verify which countries are reading ePassports at their borders at present.⁴ It is, however, unclear how many States have the PKI capability to support ePassport issuance.

Security

The terrorist attacks of 11 September 2001 highlighted a direct relationship between terrorist activity and travel documents/border control, and underscored the need for more secure systems and processes in these areas. More recently, a foiled terrorist plot at London Heathrow served as a reminder that the terrorist threat still exists. As a result, security issues related to travel documents and regulations for acquiring these documents have become tighter.

There exists, however, the concern that excessive security procedures could damage the travel industry as a whole, and have a negative effect on passengers. Establishing an efficient and effective international security framework on a global basis is currently seen as the best way of avoiding this scenario.

Demands for effective identity management are influenced by the risk of globalized criminality and terrorism as well as the need for increased efficiency and economy when handling large streams of persons at ports of entry. Properly managing identity document security helps officers to determine whether an identity document is genuine and is carried by the legitimate holder.

The ability to falsify identity documents has major advantages for individuals and groups interested in moving people, money and other resources across international borders. Raising the barriers to identity document fraud will not eliminate all terrorist acts or criminal activity. It will, however, make these activities more difficult to undertake, make the country a less desirable destination for terrorist or criminal activity, and increase the level of sophistication (and therefore cost) required to elude detection.

³ For a complete list of States and their current status in relation to ePassports, see the Implementation and Capacity Building Working Group (ICBWG) Environmental Scan, pages 8-10.

⁴ From G8 countries and States represented on the ICAO New Technologies Working Group (NTWG).

**Key risk areas
in the current
environment**

Photo Substitution

In TAG-18 Working Paper 13, it is noted that the “use of a digitized photo in passports has been considered among the most important, if not the single most important, travel document security feature of the past decade.” Photo substitution is a key risk, and remains the number one abuse of travel documents. Currently, all countries that do not issue machine readable passports still use glued-in photos.

Unsecure issuance processes

Another concern for passport issuing agencies is the issuance process itself, including application, entitlement, personalisation and delivery functions. As the passport document has become harder to counterfeit, the security of the handling and issuance process documents is likely to be targeted.

Data on which countries are having issues related to the security of their issuance process, the nature of these issues, and the assistance needs of these countries, has not been sufficiently documented.

Employee Integrity Issues

Passport issuance organizations are dependent on and vulnerable to the actions, accuracy and decisions of their staff. Employees may be subject to various external pressures to commit fraud.

Unsecure Breeder Documents

There are currently challenges inherent in the use of breeder documents – particularly the lack of international standards and the multiplicity of documents. Documents which can be used to obtain a passport can come from a variety of different levels and branches of government, each with varying security standards.

**Data-sharing
and
facilitation
trends**

Data-sharing

Since 11 September 2001, governments have recognized that cooperation will be key in ensuring safety and security for citizens and travellers. To that end, many international organizations have developed processes for sharing and transmitting data and information in order to maximize resources for identifying illegitimate travellers. Systems such as Interpol’s Stolen and Lost Travel Documents (SLTD) database and APEC’s Regional Movement Alert System (RMAS) are exemplary of this trend. As globalization continues to grow, the movement towards international collaboration on security solutions will only increase.

The request for information on travellers before they enter the country now extends beyond the visa process. Many countries now require all airlines or cruise lines carrying passengers into their countries to adhere to the Advance Passenger Information (API) System. This process involves the collection of specific information from passengers before they enter the destination country for the purposes of ensuring safety and security at the border. Increasingly, countries are requiring this information well in advance of embarkation.

While the API system has been in effect for a number of years, the lack of standardization among countries in terms of what data is required, when it is required, and how it is transmitted has frustrated many international carriers. ICAO and IATA are currently working with partners in the public and private sectors to move towards global standards for API collection and transmission in order to simplify the process for carriers and passengers.

Confidentiality concerns

One of the most pressing concerns that arises with electronic information

transmission is that of privacy. With passenger information being stored in passport chips and databases, as well as being transmitted between different countries and data systems, the issue of confidentiality arises. Travellers and other stakeholders may express concerns regarding civil liberties and personal privacy, as well as anxiety over government surveillance.

Facilitation

With the increased demand for security comes the simultaneous, but often opposing demand for facilitation. As traveller volume continues to rise, passport offices and border services will be expected to deal with an ever growing number of clients who must all undergo heightened security measures. The use of Automated Border Crossing (ABC) using biometrics to verify identity, and trusted traveller programs which allow pre-approved, low-risk travellers rapid clearance upon arrival into the country, can be part of the solution. These time-saving electronic methods of identity management allow border officials to focus resources on special cases.

Increasing use of biometrics

ICAO has identified facial image as the interoperable biometric to be used in the ePassport. Thailand, Singapore, the Maldives, and members of the European Union are adding fingerprint biometric data as well. With the move towards the inclusion of secondary biometrics, the use of Extended Access Control (EAC) is also expanding.

Many countries are making use of biometric technology in the issuance of travel documents. Facial recognition technology converts the applicant's photograph into a facial biometric template which is then run for comparisons against various databases to confirm that a passport has not already been issued to the applicant under another identity, and watch lists of ineligible applicants. The same process can be used with fingerprints.

Increasingly, States are collecting and checking foreign nationals' biometric data against watch lists and databases. Collecting such large amounts of biometric data requires States to develop a large data storage infrastructure as well as secure storage procedures.

Fora with the capacity to assist States

Many organizations have identified the integrity of travel documents as a global concern, and have the funding capacity and/or resources to assist ICAO Member States. These agencies/groups include:

- Asia-Pacific Economic Cooperation Business Mobility Group (BMG)
- Asia-Pacific Economic Cooperation Counter-Terrorism Task Force
- Organization for Security and Cooperation in Europe (OSCE) Action against Terrorism Unit: Travel Document Security Programme
- Organization of American States (OAS) Inter-American Committee Against Terrorism
- International Organization for Migration (IOM)
- Technical Cooperation on Migration Division
- International Organization for Standardization (ISO)
- G 8 Lyon/Roma Migration Experts Sub-group (MESG)
- G 8 Lyon/Roma Counter-Terrorism Action Group (CTAG)
- Control Authorities Working Group (CAWG)
- World Customs Organization (WCO)

Several States have funding programs or other resources that are available for bilateral or multilateral capacity building. For example, the Canada Counter-Terrorism Capacity Building Program funds various projects contributing to counter terrorism, including workshops on document security and fraud prevention. National organizations can also contribute valuable experience and insight on domestic situations.

Moving forward

This Business Plan's content is cognizant of the factors outlined in the ICBWG's Environmental Scan (outlined above). The group will continue to take into account changes in the environment that may influence the ICBWG and its activities.

Business Plan Overview

ICBWG Business Plan

This Business Plan outlines the ICBWG's work programme for 2009-2011. It includes the strategy that drives the Group, and the outputs and activities that contribute towards achieving its outcomes.

The Plan locates the ICBWG's work within the strategic and operational context of ICAO and its MRTD program.

ICBWG outcomes

The ICBWG outcomes outlined in this plan are a mixture of immediate and longer term. Some of the outcomes have a greater focus for the 2009-2011 period, and this is reflected in the detail of the plan. For example, in the immediate term the Group will be prioritising Machine-Readable Passport (MRP) compliance over issues related to eMRTDs.

The ability to achieve ICBWG outcomes may also depend on timeframes, funding and resources. These dependencies are addressed throughout the Plan, in relation to individual ICBWG outcomes, and in the Funding and Resources section.

Outputs, targets and activities

The outputs, targets and activities of the ICBWG, for the period covered by this Business Plan, are listed in each outcome section, and in the Funding and Resources section. Some of these activities are directly related to tasks contained in the current Operational Plan for the MRTD Programme (2008). It is expected that future operational plans for the MRTD programme will also inform ICBWG activities.

Funding and Resources

The plan has a specific section focussed on securing funding and resources for the group. This is an independent work-stream, with its own activities, which contributes to the achievement of all the ICBWG outcomes.

Strategic Context

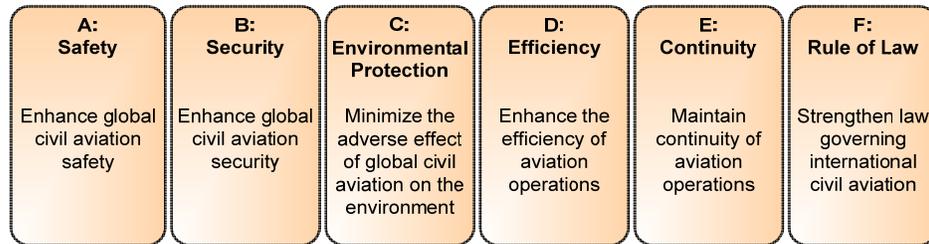
ICAO Business Plan 2008-2010

The ICAO Business Plan 2008-2010 translates its strategic objectives into action plans, to ensure a link between planned activities, organizational cost, and performance assessment.⁵

As agreed by the TAG, the ICBWG’s role is to support ICAO’s strategic objectives in relation to MRTDs. The ICAO Business Plan therefore provides the strategic and operational basis for the working group.

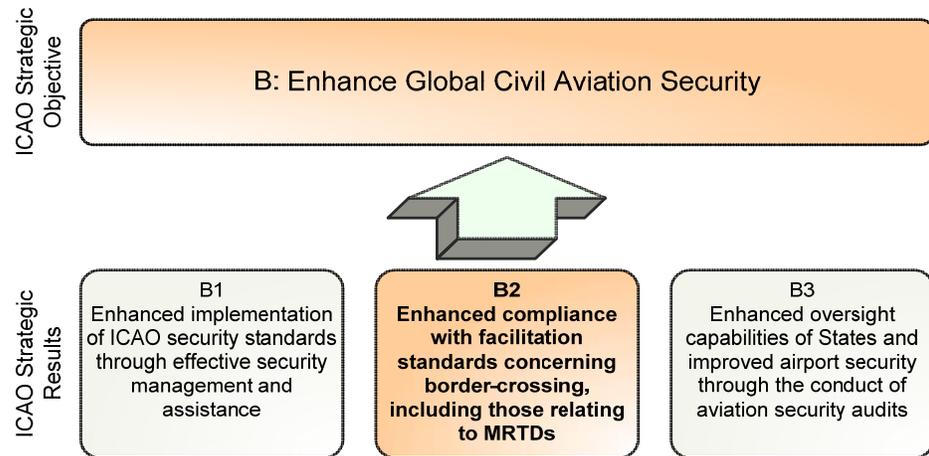
ICAO Strategic Objectives

To achieve its vision of safe, secure and sustainable development of civil aviation through cooperation amongst its Member States, ICAO developed and approved six strategic objectives for the period 2005-2010:



The ICBWG contributes directly to the achievement of ICAO Strategic Objective **B: Enhancing global civil aviation security**.⁶

ICAO outlines three strategic results to achieve this objective (B1-B3 in the diagram below). ICBWG’s primary contribution is to **Strategic Result B2: Enhanced compliance with facilitation standards concerning border-crossing, including those related to MRTDs**.



⁵ ICAO Business Plan 2008-2010, page 3.

⁶ For a complete breakdown of all ICAO strategic objectives and activities, refer to the ICAO Business Plan 2008-2010. The diagram above has been created for the purposes of the ICBWG Business Plan. The text in the diagram is quoted directly from the ICAO Business Plan 2008-2010, page 7.

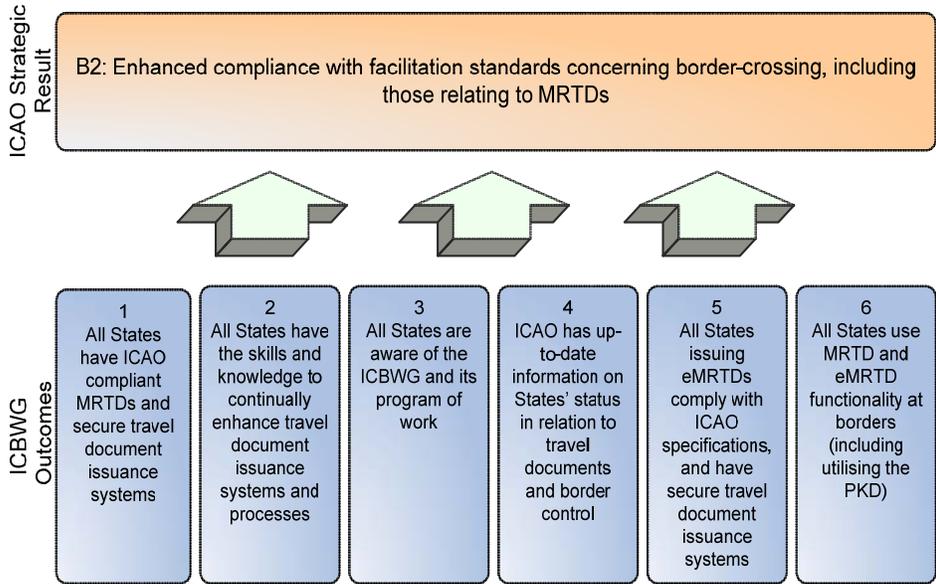
ICBWG Outcome Framework

ICBWG contribution to ICAO Strategic Results and Objectives

The ICBWG has defined six outcomes that contribute directly to ICAO’s **Strategic Result B2: Enhanced Compliance with facilitation standards concerning border crossing, including those related to MRTDs.**

The six ICBWG outcomes are as follows:

1. All States have ICAO compliant MRTDs and secure travel document issuance systems
2. All States have the skills and knowledge to continually enhance travel document issuance systems and processes
3. All States are aware of the ICBWG and its program of work
4. ICAO has up-to-date information on States’ status in relation to travel documents and border control
5. All States issuing eMRTDs comply with ICAO specifications and have secure travel document issuance systems
6. All States use MRTD and eMRTD functionality at borders (including utilising the PKD).



The six outcomes above are best understood as a future state, which the ICBWG is working towards. These outcomes are not necessarily intended to be achieved within the duration of this Business Plan - but rather, will remain as a long-term strategic focus for group activities.

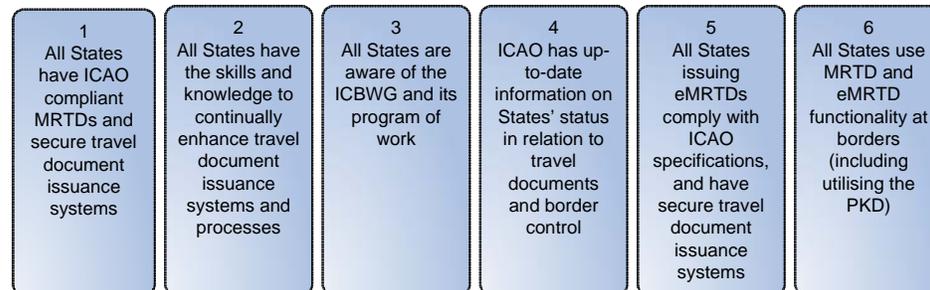
ICBWG Outcomes, Targets and Activities

Overview

The following sections of the Business Plan:

1. define the long-term outcomes of the ICBWG;
 2. detail the targets for the 2009-2011 period; and
 3. outline the activities that work towards achieving the Group's targets and outcomes.
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Outcome Areas



Additional information on each of the six long-term outcomes of the ICBWG (illustrated above) is included in the following sections of the Business Plan.

Key Targets for Business Plan 2009-11

The ICBWG has identified targets for the period of this business plan that will contribute to outcomes 1-6. These targets, and measures of their success, are elaborated on in the individual outcome sections. Targets are as follows:

- *Target for Outcome 1:* ICBWG have **5** assistance projects underway
 - *Target for Outcome 2:* Sponsorship or input into **5** training packages and **5** workshops
 - *Target for Outcome 3:* ICBWG is promoted at **70%** of MRTD-related events
 - *Target for Outcome 4:* Develop a comprehensive and ongoing database of all States' current status and capacity in relation to travel documents and border control
 - *Target for Outcome 5:* **10** States use the ICBWG as an expert resource on eMRTD compliance and best practice guidance
 - *Target for Outcome 6:* Provide guidance and expertise to **2** States
 - *Target for Funding and Resources:* Secure funds and resources to enable the ICBWG to function effectively over the course of the Business Plan.
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Contributing Activities

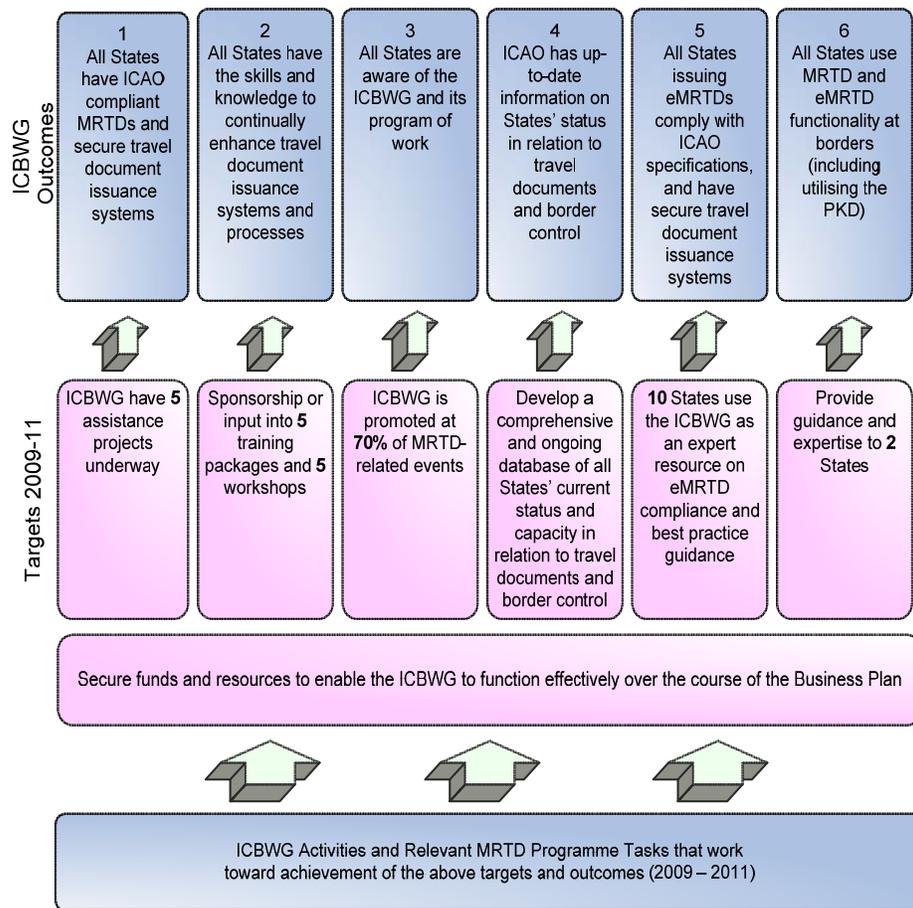
The ICAO Business Plan has specified two **Key Activities** that contribute directly to ICAO Strategic Result B2, and the MRTD Programme’s Operational Plan 2008 includes a series of specific tasks that contribute to these activities.⁷ The ICBWG will assist the MRTD Programme to carry out key tasks where appropriate. The ICBWG has also determined a number of other activities and targets (detailed in the following sections of the Plan), all of which contribute to achieving one or more of the Group’s outcomes.

Funding and Resources

The ICBWG will require funds and resources to achieve its outcomes. The funding and resources work-stream is not an outcome in itself; rather, its target and activities contribute to and enable the achievement of all six of the group’s wider outcomes.

Outcomes, targets and activities diagram

The diagram below illustrates the relationship between the ICBWG’s six outcomes, and the targets and activities of the Business Plan (2009-11).



⁷ The two Key Activities for Strategic Objective B, which are a focus for the MRTD Programme, are #B4 ‘Develop, adopt and promote new or amended measures to improve security for air travelers worldwide while promoting efficient border-crossing procedures, and #B6 ‘Encourage the exchange of information between States to promote mutual confidence in the level of aviation security between States.’ As the MRTD Operational Plans are on a yearly basis, any activities will be added to the ICBWG’s work plan as required.

Outcome 1: All States have ICAO compliant MRTDs and secure travel document issuance systems

Outcome Description

All member States have ICAO compliant Machine-readable Passports. This includes ensuring the existence of robust and secure travel document issuance systems and processes.

Strongly linked to this outcome are the systems and processes associated with Integrated Border Management. Assistance projects working towards Outcome 1 will need to consider an integrated border model in any MRTD implementation project.

Activities overview

Annex 9 to the Chicago convention demands that all member States issue Machine-readable Passports in accordance with the specifications of Doc 9303 by 1 April 2010. It is expected that most of the ICBWGs time and resources will be focussed on working towards this outcome over the course of this business plan.

Key Target for Business Plan 2009-11

ICBWG have **5** assistance projects underway.

Measures

ICBWG assistance projects for Outcome 1 will normally move through the following high-level steps:

1. Engagement and assessment
2. Detailed scoping study and requirements gathering
3. Implementation
4. Post implementation support

Projects must be in the process of undertaking one of these steps to be considered underway.

Activities

	ACTIVITY	TARGET DATE	TASK OWNER
1	Undertake administrative tasks and decisions required for the formation of the Group, its governance, and activities. This includes agreeing the Terms of Reference and membership criteria for the Group.	March 2009	Chair New Zealand ICAO
2	Formal transfer of work from NTWG.	March 2009	Chair
3	Survey and list existing capacity building activities currently being undertaken.	Ongoing	ICBWG
4	Develop engagement process model outlining the Group's approach to providing	August 2009	New Zealand

	assistance/response. This includes the development of agreed ICBWG model and templates, and a transparent approach to selecting experts.		
5	Identify States who require ICBWG assistance, including an assessment of their willingness to proceed, and any impediments to assistance programmes (dependant upon activities in Outcome 4).	Ongoing	ICBWG
6	Provide assistance to agreed States, including assessments scoping studies, and engagement / implementation programmes.	Ongoing	ICBWG

Outcome 2: All States have the skills and knowledge to continually enhance travel document issuance systems and processes

Description All States have the skills and knowledge to continually enhance issuance systems and processes. This includes:

- ongoing training support for member States on travel document-related systems and processes (including integrated border management); and
- increased coverage, range and quality of manuals and guidance materials related to the issuance of travel documents and integrated border control systems.

Activities overview The delivery of training and production of guidance material will involve collaboration with the ICAO TRAINAIR programme. The immediate focus of the ICBWG will be to initiate a successful working relationship with TRAINAIR, so that guidance material for outreach activities can be developed.⁸

Key Target for the 2009-2011 Business Plan Sponsorship or input into **5** training packages and **5** workshops.

Measures Completed training packages confirmed by ICAO and/or TRAINAIR. Feedback to ICBWG from the Secretariat regarding workshops.

ACTIVITIES	ACTIVITY	TARGET DATE	TASK OWNER
1	Develop formal working relationship with TRAINAIR (through a Memorandum of Understanding).	July 2009	ICAO Chair
2	Develop internal education and training program/resource matrix with Secretariat.	October 2009	ICAO New Zealand
3	Collaborate with TRAINAIR to develop material tailored to regional seminars and workshops, relating to aspects of the travel document issuance process and relevant integrated border control activities. This includes self-survey of the current environment and future needs assessment. Materials will be signed off as per the approval process defined in the MOU.	Ongoing	ICBWG

⁸ The TRAINAIR Programme is an international cooperative system for civil aviation training institutions. Members of the programme develop training packages to an international methodological standard, established by TRAINAIR. As the materials are prepared using the same process and standards they can easily be used by all members of the programme.

4	Conduct training and workshops in designated States to increase capability in travel document issuance and integrated border control. Possible additional topics include breeder documents, internal controls and quality assurance.	Ongoing	ICBWG
5	Establish the status of NTWG work on breeder documents and report to ICBWG on the outcome.	September 2009	New Zealand
6	Finalise and maintain the ICAO Guide for Assessing Security Standards for the Handling and Issuance of Travel Documents	December 2009	Passport Canada
7	Investigate and implement methods to increase circulation/availability of Doc 9303.	Ongoing	ICAO
8	Set up a shared workspace for member States, including guidance material.	To be determined	ICBWG
9	Produce a guide to obtaining best practice information and specifications for the issuance of breeder documents.	December 2010	ICBWG

Outcome 3: All States are aware of the ICBWG and its program of work

Description	<p>All States are aware of the ICBWG and its program of work. This includes:</p> <ul style="list-style-type: none"> the development of the ICBWG's profile within ICAO (representatives of member States) the promotion of ICBWG among international passport and border control agencies.
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Activities overview	<p>The activities the ICBWG will undertake to achieve this outcome are initially focussed on increasing the profile of the Group in the international sphere. With a higher profile, the ICBWG is likely to attract more requests for assistance from member States. Likewise, regional and international groups that may be able to provide assistance will be aware of the ICBWG and its work.</p> <p>ICBWG communications will be driven out of the Secretariat as part of the MRTD Communications Plan.</p>
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Key Target for the 2009-2011 Business Plan	ICBWG is promoted at 70% of MRTD-related events.
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Measures	Feedback to ICBWG from the Secretariat and working group members.
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6	Publicize the group in publications (magazines, the ICAO website and other publications) and at conference speaking opportunities.	Ongoing	ICBWG
7	Research metrics for measuring communications and determine targets for ICBWG's success.	September 2009	Canada New Zealand

Outcome 4: ICAO has up-to-date information on States' in relation to travel documents and border control

Description

ICAO has up-to-date information on States' capacity and capability in relation to travel documents and border control systems and processes. This includes a broad range of data such as:

- type of passport issued (MRTD, eMRTD or other)

and whether the State

- routinely reads document MRZs or ePassports
- has secure issuance systems and processes
- has a PKI infrastructure and/or uses the PKD.

Information and analysis regarding other aspects that may affect ICBWG work (including political situation and security risk) will also be captured.

Activities overview

In order to provide assistance in relevant areas, ICAO and the ICBWG need to be aware of States' status on an ongoing basis. The ICBWG will be focussed on developing the necessary mechanisms for this information exchange to occur, and developing the criteria used to assess status. The short term focus of the group will be on gathering information on States that do not issue MRTDs.

The group will also be the author and custodian of a list/database reflecting the current status of States in relation to travel documents and border control. Scanning the environment yearly and documenting findings will also assist in keeping the ICBWG up-to-date with broader issues that affect the Group.

Key Target for the 2009-2011 Business Plan

Develop a comprehensive and ongoing database of all States' current status and capacity in relation to travel documents and border control.

Measures

Completed database of States' status by 2011

Activities

	ACTIVITY	TARGET DATE	TASK OWNER
1	Develop Country Status Reports for a small number of selected States to determine current situation, and the feasibility of providing assistance.	June 2009	ICBWG
2	Develop criteria/data areas (including baseline information that must be assessed) for the 'current status' database template.	June 2009	CBSA Passport Canada
3	Develop surveys from criteria and data areas agreed in activity 2 (above) and circulate to determine States' current status.	August 2009	CBSA Passport Canada

4	Develop a comprehensive and ongoing database of States' current status and capacity in relation to travel documents and border control.	October 2011	New Zealand
5	Develop contacts and a mechanism for reporting ongoing status of member States' in relation to travel documents and border control.	December 2011	ICBWG
6	Undertake annual review and update of the Environmental Scan.	Ongoing	Passport Canada

Outcome 5: All States issuing eMRTDs comply with ICAO specifications and have secure travel document issuance systems

Description All States issuing eMRTDs comply with ICAO specifications and maintain secure issuance systems and processes that follow best practice guidelines.

Strongly linked to this outcome are the systems and processes associated with Integrated Border Management. Advisory assistance under Outcome 5 will need to consider an integrated border model.

Activities overview As mentioned in the Business Plan Overview, this is a long-term outcome for the working group. The immediate focus is to increase MRTD capacity in developing nations. However, there are a number of ongoing activities the ICBWG will continue to undertake in the short term. These activities focus providing information and guidance on achieving interoperability.

Key Target for the 2009-2011 Business Plan 10 States use the ICBWG as an expert resource on eMRTD compliance and best practice guidance.

Measures Feedback to the ICBWG from working group members, States and the Secretariat.

Activities

	ACTIVITY	TARGET DATE	TASK OWNER
1	Provide advisory assistance to States on eMRTD compliance, and secure issuance systems and processes.	Ongoing	ICBWG
2	Complete a matrix outlining issues of current ePassport non-compliance in member States.	August 2009	Canadian Bank Note (CBN)
3	Produce a guide to obtaining information on eMRTD interoperability, including a list of agencies and organizations that test eMRTD compliance.	December 2009	ICBWG
4	Provide advisory assistance to States attending interoperability and conformity tests.	Ongoing	ICBWG

Outcome 6: All States use MRTD and eMRTD functionality at borders (including utilising the PKD)

Description All States use the full functionality of MRTDs and eMRTDs at borders (including utilising the Public Key Directory) to realise the full facilitation and security benefits of the document.

Activities overview ICBWG activities in this outcome are intended to promote the benefits of using MRTD and eMRTD functionality at the border (including use of the PKD).

As with other eMRTD outcomes, this is not a high priority for this Business Plan 2009-11. The focus of the activities is on providing advisory assistance and guidance material.

Key Target for the 2009-2011 Business Plan Provide guidance and expertise to **2** States.

Measures Feedback to the ICBWG from working group members, States and the Secretariat.

Activities

	ACTIVITY	TARGET DATE	TASK OWNER
1	Develop promotional material on the PKD, explaining the basic concepts and benefits for issuing authorities and border control agencies.	May 2009	Markus Hartmann
2	Prepare a working paper on the benefits of the PKD with view to adoption of the PKD as a mandatory standard.	To be determined	ICBWG
3	Produce a guide to obtaining information on best practices for integrated border control.	December 2009	ICBWG
4	Provide advisory assistance to States on Public Key Infrastructure (PKI) and the PKD.	Ongoing	ICBWG

Funding and Resources

Description The ICBWG will rely on securing funding from donor States and organisations to undertake assistance projects and activities. The group will also rely on experts and consultants to undertake work. The activities and tasks related to securing funding and resources will contribute to all six of the ICBWG's outcomes.

Activities overview The initial focus of this activities work-stream will be on developing an approach to securing funding, and the development of a list of resources available to the ICBWG. However, the key short-term focus is to secure funding for the Group's assistance activities.

Funding will operate in two tiers:

1. A general fund used by the ICBWG to undertake assistance missions and scoping studies in priority States; and
2. Funds secured from donors to achieve a specific project in a specific State.

Resources will be a combination of paid and donated, to be determined on a project basis.

Key Target for the 2009-2011 Business Plan Secure funds and resources to enable the ICBWG to function effectively over the course of the Business Plan.

Measures Achievement of ICBWG assistance targets will directly reflect the relative success in securing funds and resources.

	ACTIVITY	TARGET DATE	TASK OWNER
1	Identify and document funding mechanisms available to ICBWG, and their capacity to assist.	March 2009	Chair
2	Develop and document an approach/model for securing funding from donor States and organisations.	May 2009	ICAO New Zealand
3	Compile a list of consultants and experts available to the ICBWG for assistance projects and related activities.	May 2009	New Zealand
4	Secure, assign and administer funds for ICBWG assessments and scoping studies.	Ongoing	ICAO
5	Secure funding from donors for ICBWG projects	Ongoing	ICAO ICBWG

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