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

EIGHTEENTH MEETING

(Montréal, 5 – 8 May 2008)

Agenda Item 3: ICAO Secretariat updates, strategy and working plan
Agenda Item 3.1 ICAO Secretariat Business Plan and Strategy for the MRTD Programme

ICAO SECRETARIAT BUSINESS PLAN AND STRATEGY FOR THE MRTD PROGRAMME

(Presented by the Secretariat)

1.   **ICAO STRATEGIC OBJECTIVES**

1.1   The ICAO Assembly has approved a consolidated vision and mission statement for the Organization as follows:

1.1.1   "To achieve its vision of safe, secure and sustainable development of civil aviation through cooperation amongst its member States."

1.1.2   To implement this vision and mission statement, the Organization has established a set of Strategic Objectives (see Appendix A) to determine the long-term actions for the period 2005-2010. This fundamental document has been approved by the Assembly for the coming triennium.

1.2   **The ICAO Strategic Objectives are:**

1.2.1   A: Safety - Enhance global civil aviation safety;

1.2.2   B: Security - Enhance global civil aviation security;

1.2.3   C: Environmental Protection - Minimize the adverse effect of global civil aviation on the environment;

1.2.4   D: Efficiency - Enhance the efficiency of aviation operations;

1.2.5   E: Continuity - Maintain the continuity of aviation operations; and

(8 pages)

1.2.6   F: Rule of Law - Strengthen law governing international civil aviation.

1.3   The work of the Secretariat on MRTDs is carried out under mandate given by Strategic Objective B: Security - Enhance global civil aviation security. This Strategic Objective will be achieved through the implementation of the following measures:

1.3.1   B1 - Identify and monitor existing types of security threats to civil aviation and develop and implement an effective global and relevant response to emerging threats.

1.3.2   B2 - Ensure the timely implementation of ICAO provisions by continuously monitoring the progress towards compliance by States.

1.3.3   B3 - Conduct aviation security audits to identify deficiencies and encourage their resolutions by States.

1.3.4   B4 - Develop, adopt and promote new or amended measures to improve security for air travel worldwide while promoting efficient border crossing procedures.

1.3.5   B5 - Develop and maintain aviation security training packages and e-learning programmes.

1.3.6   B6 - Encourage the exchange of information between States to promote mutual confidence in the level of aviation security between States.

1.3.7   B7 - Assist States in the training of all categories of personnel involved in implementing aviation security measures and strategies and, where appropriate, the certification of such personnel.

1.3.8   B8 - Assist States in addressing security related deficiencies through the aviation security mechanism and technical cooperation programmes.

2.   **ICAO BUSINESS PLAN**

(excerpts from the ICAO Business Plan - Introduction)

2.1   To implement the Strategic Objectives, the ICAO Assembly also approved a Business Plan for the 2008-2010 triennium (Appendix B). This Business Plan is designed to translate the Strategic Objectives of the Organization into action plans and to ensure a link between planned activities, organizational cost and performance assessment. It integrates the activities of all the programmes of each Bureau and the Regional, to allow for better resource allocation based on agreed priorities at Headquarters and Regional Offices.

2.2   The goal of implementing the Business Plan and associated budget is to attain a result-oriented, performance-based Organization and to introduce new working methods by ensuring the efficient and prudent use of limited resources. The Business Plan and the budget jointly provide the basis for a reporting framework that unites strategies, activities, funds, human resources and time frames into a coherent and effective means of monitoring and evaluating outcomes. By engaging staff at all levels in the performance improvement process, highlighting responsibilities, and by holding managers accountable for their performance and regularly measuring, monitoring and evaluating results, the

Organization will strengthen accountability, demonstrate value for money and improve overall performance at the operational and strategic levels.

2.3   To implement the Business Plan, ICAO has established an Action Plan, which includes accountability details such as responsible Managers, monitoring dates, etc. As ICAO moves towards a results-based budget, the Action Plan, which in turn will be supported by detailed projects contained in the Operational Plans, is the tactical part of the Business Plan and the platform for allocation of resources. It identifies "Strategic Results" with related details such as issues and challenges, strategic approaches, expected outputs and key performance indicators (KPIs).

2.4   The Operational Plan is a series of critical tasks/strategic approaches identified in the Action Plan that need to be accomplished in order to meet the Strategic Objectives of the Organization. These critical tasks will be further broken down into one or more contributing tasks that have to be carried out to complete the critical task concerned.

2.5   Contributing Tasks are sequential or parallel steps leading to a number of deliverables required to complete a critical task. Hence, each contributing task will have an output to be delivered at a specific (target) date. In this case, the output represents a contribution to the advancement of the project, such as a chapter for a manual, data for an analysis, etc. There is no limit to the number of contributing tasks required to complete a critical task. Also, contributing tasks may have subsidiary task within themselves.

2.6   The objective of producing an Operational Plan is to provide management at the Bureau/Office level with a tool to plan and manage their programmes and to optimize the use of their resources during the triennium concerned. The Operational Plan will need to be dynamic in nature in order to be effective, and therefore would not require annual reviews. In terms of hierarchical order, the Operational Plan sits between the Action Plan and the detailed description of project implementation, such as those done through the use of project management techniques.

2.7   The Operational Plan shows, in addition to contributing tasks, an estimate of the resources required including the project leader and participating staff.

3.   **THE ICAO BUSINESS PLAN AND THE MRTD PROGRAMME**

3.1   The Operational Plan for the MRTD Programme for 2008 (see Appendix C) includes the following Critical tasks:

3.1.1   Maintain up-to-date specifications to issue modern, secure travel and identity documents;

3.1.2   Provide assistance to States related to MRTD upon request;

3.1.3   Conduct workshops on MRTDs and biometrics;

3.1.4   Organize a MRTD Symposium with Exhibition;

3.1.5   Publish three issues of the MRTD Report;

3.1.6   Update and maintain the MRTD website; and

3.1.7   Plan a training programme for MRTDs and eMRTDs.

3.2   These activities are further defined in Contributing Tasks, which in turn identify the product or service to be rendered or Deliverables, the Target Dates, Performance Indicators and the Status of the Deliverables. The current details for the MRTD activities are indicated in Appendix C.

4.   **IMPLEMENTATION OF THE OPERATIONAL PLAN OF THE MRTD PROGRAMME**

4.1   As mentioned before, the ICAO Business Plan and related documents engages staff at all levels in the performance improvement process, highlighting responsibilities and holding managers accountable for their performance. It also provides dynamic tools to regularly measure, monitor and evaluate results.

4.2   The TAG is a significant player in accomplishing the Critical and Contributing tasks established in the Operational Plan, and, as a Secretariat experts group, is also subject to the documents cited before. The TAG also plays a key role in establishing the goals in the field of MRTDs and eMRTDs, and assists the Secretariat to establish the strategies and coordinate resources to achieve them.

4.3   In this regard, the work to be implemented by the TAG and its working groups has to be in line with the Business Plan. As such, the work achieved by the working groups will have to be regularly monitored by and reported to the TAG. This dynamic communication and reporting is required to ensure that the Performance Indicators are achieved, and will provide the Aviation Security and Facilitation Policy (SFP) Section support information to update and report to senior management on the status and accomplishments of the MRTD Programme.

4.4   This scheme will also allow the Secretariat to update the group with the latest on the MRTD Programme, the Business Plan and the Operational Plan, and will serve to speedily react to any issues put forward by the TAG for the Secretariat's consideration.

4.5   The dynamic implementation of the Operational Plan entails and fosters a regular exchange of views and discussion between TAG members and observers, including strategic discussions and decision-making actions. To implement this scheme, it is required that the TAG becomes active and operates on a permanent basis, throughout the year. It may also imply a more active role for the Chairman of the TAG in communicating and coordinating with the working groups and the Secretariat.

4.6   To achieve this, and to align the work of the TAG and its working groups with the ICAO Business Plan, it is proposed to establish a Steering Committee formed by TAG members, to assist the Secretariat review and propose an update to the Terms of Reference for the TAG and the NTWG, and to establish a strategy and implementation plan for the TAG and its working groups. These documents should be put forward for consideration and approval by the TAG shortly after the TAG/MRTD 18 meeting.

5.   **PROPOSAL TO CREATE NEW WORKING GROUPS OF THE TAG**

5.1   To assist implementing the ICAO Business Plan and related Operational Plan, and to equally distribute the workload established therein, the Secretariat would like to propose the creation of

two new working groups: The Implementation and Capacity Building Working Group (ICBWG), and the Education, Promotion and Communication Working Group (EPCWG).

5.2   **The functions of the ICBWG** are proposed as follows (see Appendix D):

5.2.1   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 Contracting States in meeting ICAO mandates and further supporting States in implementation of MRTD programs and use of MRTDs in border control functions;

5.2.2   Develop guidance material for implementing MRTD and eMRTD standards and specifications;

5.2.3   Provide assistance in the form of project planning, practical training, arrangements for financing, procurement assistance, start-up project management and/or system evaluations services upon requests from member States;

5.2.4   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;

5.2.5   Promote the use of the ICAO Public Key Directory (ICAO PKD) in support of document authentication and automated identity confirmation;

5.2.6   Serve as a forum for providing feedback on implementing standards and technical specifications on MRTD or eMRTD issuance and border control matters; and

5.2.7   Other initiatives as directed by the ICAO Secretariat or TAG/MRTD.

5.3   **Proposed Work Programme for the ICBWG**

5.3.1   It is proposed that the ICBWG assists the Secretariat to achieve the following tasks, among others that may be related or that may be derived from these:

Critical task	Contributing task	Deliverable	Target date (d/m/yr)	Performance Indicator	Status (at 30 April 2008)
Provide assistance to States related to MRTDs upon request			As required	Ten States provided with assistance each year	Five requests so far. Others handled by partner organization (IOM)
	Identify States requiring assistance and to coordinate with the ICAO Technical Cooperation Bureau, other International Organizations and Contracting States, in efforts and resources to assist non-MRP issuing States.	Establish a master plan-strategy with a Action Plan	2nd. Quarter	Issue first version of the master plan/strategy	On going

	Establish individual or regional assistance projects	Implement master plan/strategy action plan		Projects established	On-going
Conduct workshops on MRTDs and biometrics		Two workshops in different Regions each year	June 2008, December 2008	Implement 1 workshop in Latin America and 1 workshop in the African region in the 4th Quarter	El Salvador 9 - 11 June (coordinated with OAS CICTE) Nigeria 1 - 5 Dec
Plan training programme for MRTD	Coordinate with TCB, other International Organizations and States, to establish a plan for providing training to Contracting States on MRTD-related issues.	Plan for programme	Third Quarter	Plan ready	On-going

5.4   **The functions of the EPCWG** are proposed as follows (see Appendix E):

5.4.1   Provide communications and public affairs outreach support to the ICAO Secretariat by;

5.4.1.1   Assist in the development and maintenance of an effective MRTD related communications strategy;

5.4.1.2   Prepare media oriented information material on topical issues;

5.4.1.3   Provide or identify sources of expert advice to assist the Secretariat in responding to questions from ICAO member States;

5.4.1.4   Promote specifications, standards and ICAO mandates and initiatives;

5.4.1.5   Develop material and identify speakers to support organized public affairs and educational activity;

5.4.1.6   Prepare and or identify material for publication on the ICAO MRTD Website;

5.4.1.7   Assist in the development and maintenance of relationships with press, media, public affairs and other similar organizations that have compatible objectives; and

5.4.1.8   Assist the Secretariat in coordinating and providing content for the MRTD Report and the MRTD web site.

5.4.2   Promote and educate on standards and specifications relating to the implementation of the MRTD and eMRTD programmes.

5.4.3   Promote and educate on the Standards and Recommended Practices (SARPS) as stated in Annex 9 (Twelfth Edition).

5.4.4   Promote the use of the ICAO Public Key Directory (ICAO PKD) in support of document authentication and automated identity confirmation.

5.4.5   Other communications and public affairs initiatives as directed by the ICAO Secretariat or TAG/MRTD.

5.5   **Proposed Work Programme for the EPCWG**

5.5.1   It is proposed that the EPCWG assists the Secretariat achieve the following tasks, among others that may be related or that may be derived from these:

Critical task	Contributing task	Deliverable	Target date (d/m/yr)	Performance Indicator	Status (at 30 April 2008)
Organize an MRTD Symposium with Exhibition		Organize the 4th MRTD Symposium with Exhibition in Montreal	6 - 8 Oct. 2008	Implement the Symposium with the assistance, coordination and intervention of the RGA	On-going
Publish three MRTD Reports		Publish three issues of the MRTD Rerport	1st. Quarter 2008, May 2008, Oct. 2008	Publish one issue in the 1st. Quarter, second issue in the 3rd. quarter, and third issue in the 4th. Quarter	1st. Quarter issue published
Update and maintain the MRTD Website		To transition the present regulatory MRTD web site into the Organization-wide SharePoint format	May 2008	Web site updated	On-going

5.6   **Working Groups Membership**

5.6.1   All working groups will be open to TAG members, observers and other organizations as deemed necessary. The Chairpersons of these groups should be government employees of a border control or travel document issuance agencies.

6.   **ACTION BY THE TAG**

6.1   The TAG-MRTD is invited to:

   a)   note the ICAO Strategic Objectives, the ICAO Business Plan and related documents;

   b)   support the establishment of a Steering Committee formed by TAG members, to assist the Secretariat to review and propose an update to the Terms of Reference for the TAG and the NTWG; and to establish a strategy and implementation plan for the TAG and its working groups, based on the ICAO Business Plan. These documents should be put forward for consideration and approval by the TAG shortly after the TAG/MRTD 18th. meeting; and

c) support the creation of the two new working groups as proposed, the respective terms of reference and working plans, and to encourage TAG members and observers to participate in the groups.

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APPENDIX A

ICAO BUSINESS PLAN
2008-2010

21 January 2008
(Version 4)

The ICAO Business Plan is designed to translate the Strategic Objectives of the Organization into action plans and ensure a link between planned activities, resources and performance assessment. The Business Plan is a living document and as such, might be subject to revisions to reflect the ongoing changes and emerging challenges of the Organization.

It is available on the ICAO-NET at (http://www.icao.int/icaonet).

STRATEGIC OBJECTIVES OF ICAO FOR 2005-2010

CONSOLIDATED VISION AND MISSION STATEMENT

The International Civil Aviation Organization, a UN Specialized Agency, is the global forum for civil aviation.

ICAO works to achieve its vision of safe, secure and sustainable development of civil aviation through cooperation amongst its member States.

To implement this vision, the Organization has established the following Strategic Objectives for the period 2005-2010:

A: Safety - Enhance global civil aviation safety
B: Security - Enhance global civil aviation security
C: Environmental Protection - Minimize the adverse effect of global civil aviation on the environment
D: Efficiency - Enhance the efficiency of aviation operations
E: Continuity - Maintain the continuity of aviation operations
F: Rule of Law - Strengthen law governing international civil aviation

Strategic Objective A: Safety — *Enhance global civil aviation safety*

Enhance global civil aviation safety through the following measures:

1. Identify and monitor existing types of safety risks to civil aviation and develop and implement an effective and relevant global response to emerging risks.
2. Ensure the timely implementation of ICAO provisions by continuously monitoring the progress toward compliance by States.
3. Conduct aviation safety oversight audits to identify deficiencies and encourage their resolution by States.
4. Develop global remedial plans that target the root causes of deficiencies.
5. Assist States to resolve deficiencies through regional remedial plans and the establishment of safety oversight organizations at the regional or sub-regional level.
6. Encourage the exchange of information between States to promote mutual confidence in the level of aviation safety between States and accelerate the improvement of safety oversight.
7. Promote the timely resolution of safety-critical items identified by regional Planning and Implementation Groups (PIRGs).
8. Support the implementation of safety management systems across all safety-related disciplines in all States.
9. Assist States to improve safety through technical cooperation programmes and by making critical needs known to donors and financial organizations.

Strategic Objective B: Security — *Enhance global civil aviation security*

Enhance the security of global civil aviation through the following measures:

1. Identify and monitor existing types of security threats to civil aviation and develop and implement an effective global and relevant response to emerging threats.
2. Ensure the timely implementation of ICAO provisions by continuously monitoring the progress toward compliance by States.
3. Conduct aviation security audits to identify deficiencies and encourage their resolution by States.
4. Develop, adopt and promote new or amended measures to improve security for air travellers worldwide while promoting efficient border crossing procedures.
5. Develop and maintain aviation security training packages and e-learning.
6. Encourage the exchange of information between States to promote mutual confidence in the level of aviation security between States.
7. Assist States in the training of all categories of personnel involved in implementing aviation security measures and strategies and, where appropriate, the certification of such personnel.
8. Assist States in addressing security related deficiencies through the aviation security mechanism and technical cooperation programmes.

Strategic Objective C: Environmental Protection — *Minimize the adverse effect of global civil aviation on the environment*

Minimize the adverse environmental effects of global civil aviation activity, notably aircraft noise and aircraft engine emissions, through the following measures:

1. Develop, adopt and promote new or amended measures to:
   – limit or reduce the number of people affected by significant aircraft noise;
   – limit or reduce the impact of aircraft engine emissions on local air quality; and
   – limit or reduce the impact of aviation greenhouse gas emissions on the global climate.
2. Cooperate with other international bodies and in particular the UN Framework Convention on Climate Change (UNFCCC) in addressing aviation's contribution to global climate change.

Strategic Objective D: Efficiency — *Enhance the efficiency of aviation operations*

Enhance the efficiency of aviation operations by addressing issues that limit the efficient development of global civil aviation through the following measures:

1. Develop, coordinate and implement air navigation plans that reduce operational unit costs, facilitate increased traffic (including persons and goods), and optimize the use of existing and emerging technologies.
2. Study trends, coordinate planning and develop guidance for States that supports the sustainable development of international civil aviation.
3. Develop guidance, facilitate and assist States in the process of liberalizing the economic regulation of international air transport, with appropriate safeguards.
4. Assist States to improve efficiency of aviation operations through technical cooperation programmes.

Strategic Objective E: Continuity — *Maintain the continuity of aviation operations*

Identify and manage threats to the continuity of air navigation through the following measures:

1. Assist States to resolve disagreements that create impediments to air navigation.
2. Respond quickly and positively to mitigate the effect of natural or human events that may disrupt air navigation.
3. Cooperate with other international organizations to prevent the spread of disease by air travellers.

Strategic Objective F: Rule of Law — *Strengthen law governing international civil aviation*

Maintain, develop and update international air law in light of evolving needs of the international civil aviation community by the following measures:

1. Prepare international air law instruments that support ICAO's Strategic Objectives and provide a forum to States to negotiate such instruments.
2. Encourage States to ratify international air law instruments.
3. Provide services for registration of aeronautical agreements and depositary functions for international air law instruments.
4. Provide mechanisms for the settlement of civil aviation disputes.
5. Provide model legislation for States.

SUPPORTING IMPLEMENTATION STRATEGIES

To implement its Strategic Objectives, the Organization will take the necessary steps to:

1. operate in a transparent manner and communicate effectively both externally and internally;
2. maintain the effectiveness and relevance of all documents and materials;
3. identify risk management and risk mitigation strategies as required;
4. continuously improve the effective use of its resources;
5. enhance the use of information and communication technology integrating it into its work processes at the earliest possible opportunity;
6. take into account the potential impacts on the environment of its practices and operations;
7. improve its use of diverse human resources in line with the best practices in the UN system; and
8. operate effectively with the highest standard of legal propriety.

**Figure 1. Diagram showing the relationship between the Objectives
and the Supporting Implementation Strategies**

Safety	Security	Environment Protection	Efficiency	Continuity	Rule of Law
Supporting Implementation Strategies					

Adopted by Council on 17 December 2004

Schedule for review: before January 2006

APPENDIX C

Operational Plan 2008
MRTD Programme

Key activity	Critical task	Contributing task	Deliverable	Target date (d/m/yr)	Performance Indicator	Status
B4	**Provide assistance to States related to MRTDs upon request**			As required	Ten States provided with assistance each year	Four requests so far. Two requests handled by partner organization (IOM
		Identify States requiring assistance and coordinate with TCB, other international organizations and Contracting States efforts and resources to assist non-MRP issuing States	Establish a master plan-strategy with a Action Plan	2nd Quarter	Issue first version of the master plan/strategy	On going
		Establish individual or regional assistance projects	Implement master plan/strategy action plan		Projects established	On going
B4	**Conduct workshops on MRTDs and biometrics**		Two workshops in different Regions each year	June 2008, December 2008	Implement 1 workshop in the Latin America and 1 workshop in the African region in the 4th Quarter	El Salvador 9-11 June (coordinated with OAS CICTE) Nigeria Dec 1-5

B6	**Organize an MRTD Symposium with Exhibition**		Organize the 4th MRTD Symposium with Exhibition in Montreal	6-8 Oct. 2008	Implement the Symposium with the assistance, coordination and intervention of the RGA	On going
B4	**Publish three MRTD Reports**		Publish three issues of the MRTD Rerport	1 Quarter 2008, May 2008, Oct. 2008	Publish one issue in the 1st Quarter, second issue in the 3rd quarter, and third issue in the 4th Quarter	1st Quarter issue published
B4	**Update and maintain MRTD Website**		Transition present regulatory MRTD web site into organization-wide Share Point format	May 2008	Web site updated	On going
B4	Plan training programme for MRTD	Coordinate with TCB, other international organizations and States, and establish a plan for providing training to Contracting States on MRTD-related issues	Plan for programme	Third Quarter	Plan ready	On going
B4	Maintain up-to-date specifications to issue modern, secure travel and identity documents	Development of specifications for e-Visas to be completed by 2008	Draft Technical report for review	TBD after TAG 18	Technical Draft report on e-Visa issued	On going

APPENDIX D

Implementation and Capacity Building Working Group (ICBWG)

Draft TERMS OF REFERENCE

Title

The Working Group shall be known with the title of Implementation and Capacity Building Working Group (ICBWG)

Mandate

(As approved by the TAG-MRTD / 17 for UIMRTD and revised by the Secretariat for recommended adoption to the TAG 18):

1) Assist the Secretariat:

- identify and implement projects related to the issuance and use of MRTDs and eMRTDs in States and regions, including training, technical assistance, technical cooperation and sources of financial assistance. The projects will include but not be limited to those endorsed under the Universal Implementation of MRTD (UIMRTD) to meet the 2010 deadline. All activities within the scope of this section shall be undertaken only with approval, oversight and participation of the Secretariat.
- 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 forum for discussing and providing feedback on implementing and operating MRTD standards and specifications.

Membership

ICAO Secretariat, TAG members, observers and other organizations as deemed necessary.

Functions

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 Contracting States in meeting ICAO mandates and further supporting States in 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. Provide 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.

5. Promote the use of the ICAO Public Key Directory (ICAO PKD) in support of document authentication and automated identity confirmation.

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

Relationship

The ICBWG will report to the TAG/MRTD.

Membership

TAG members, observers and other organizations as deemed necessary.

Meetings

Meetings will be called by the ICBWG Chair. Where possible, the location of meetings will rotate among member States however the timing and location of meetings will be at the discretion of the Chairperson. A minimum of four member States constitutes a quorum.

Chairperson

The ICBWG members, subject to endorsement by the TAG/MRTD, select the Chair of the ICBWG.

APPENDIX E

Education, Promotion and Communication Working Group (EPCWG)

Draft TERMS OF REFERENCE

Title

The Working Group shall be known with the title of Education, Promotion and Communication Working Group (IPCWG)

Mandate

Assist the Secretariat implement the Operational Plan contained in the ICAO Business Plan 2008-2010 and any subsequent Business Plans, which implies :

- to carry out the ICAO MRTD Programme strategy on promotion, education and communication of the MRTD Programme.
- to develop and carry out educational and promotional events and activities in conjunction with States, other international organizations, inter-governmental bodies and the private sector.
- in working with the ICBWG in shaping the educational foundation for the ICBWG to carry out its responsibility for implementing specific technical training initiatives

Membership

ICAO Secretariat, TAG members, observers and other organizations as deemed necessary.

Functions

1. Provide communications and public affairs outreach support to the ICAO Secretariat by:

   a) assisting in the development and maintenance of an effective MRTD related communications strategy;

   b) preparing media oriented information material on topical issues;

   c) providing or identifying sources of expert advice to assist the Secretariat in responding to questions from ICAO member States;

   d) promoting specifications, standards and ICAO mandates and initiatives;

   e) developing material and identifying speakers to support organized public affairs and educational activity;

   f) preparing and or identifying material for publication on the ICAO MRTD Website;

   g) assisting in the development and maintenance of relationships with press, media, public affairs and other similar organizations that have compatible objectives;

   h) Assisting the Secretariat in coordinating and providing content for the MRTD Report and the MRTD web site.

2. Promote and educate on standards and specifications relating to implementation of MRTD (& eMRTD) programmes.

3. Promote and educate on Standards and Recommended Practices (SARPS) as stated in Annex 9 (Twelfth Edition).

4. Promote the use of the ICAO Public Key Directory (ICAO PKD) in support of document authentication and automated identity confirmation.

Other communications and public affairs initiatives as directed by the ICAO Secretariat or TAG/MRTD.

Relationship

The EPWG will report to the TAG/MRTD.

Membership

TAG members, observers and other organizations as deemed necessary.

Meetings

Meetings will be called by the EPWG Chair. Where possible, the location of meetings will rotate among member States however the timing and location of meetings will be at the discretion of the Chairperson. A minimum of four member States constitutes a quorum.

Chairperson

The EPCWG members, subject to endorsement by the TAG/MRTD, select the Chair of the EPCWG. . The Chairperson shall be a government employee from a border control or travel document issuance agency.

– END –