The OECD Council adopted on 15 July 2014 the Recommendation on Digital Government Strategies. The Recommendation provides a set of 12 principles structured around 3 pillars. The OECD Secretariat is developing a Digital Government Policy Toolkit to support OECD member countries and non-member adhering countries with the implementation of the Recommendation. This practice was submitted by the government of Canada to be considered as a good practice in the implementation of one or more of the principles contained in the Recommendation.

**Description of the practice:**

**Organisation:** Citizenship and Immigration Canada

**Name of the practice:** Electronic Travel Authorization

**Principles implemented:** Principle 4 – Reflect a risk management approach to addressing digital security and privacy issues, and include the adoption of effective and appropriate security measures

**Description:** eTA is a new entry requirement for visa-exempt foreign nationals (apart from U.S. citizens and other specified exempt travellers) who are travelling to Canada by air. eTA allows Canada to pre-screen these travellers, which will streamline their arrival at the border, improve the safety and security of Canadians, and protect the integrity of our immigration system.

As of August 1, 2015, eligible travellers can voluntarily apply for their eTA. It will become a mandatory requirement on March 15, 2016.

The business case is developed by the Project Delivery Office (PDO) and circulated to working level stakeholders to initial review. Once PDO receives comments back, it consolidates and comments on all dispositions before sending the consolidated disposition sheet back to stakeholders to ensure that comments were dealt with accordingly.

Upon finalization of the disposition sheet, the PDO sends an e-approval request via the PDO Inbox requesting Director and consequently, DG level and business lead approval, before considering the document to be baseline.
The eTA project is being governed in accordance with the TBS Policy on the Management of Projects. Key aspects of project governance include:

- An approved Project Charter and Project Management Plan which provide a clear mandate and objectives;
- An approved governance and accountability framework;
- A project monitoring and reporting regime with emphasis on early warning of potential problems;
- A system development approach which maximizes the use of current assets while ensuring adherence to best practices and quality assurance; and
- Continuous risk and issue management.

**Results**

By the end of the third full week since implementation, we had over 10,000 applications received, with the vast majority being approved within minutes of application submission. The project has been implemented as envisioned in the project documents developed during the planning phase, and all current risks and issues surrounding the initiative are being managed accordingly.

The eTA Project underwent an Independent Third Part Review, which was considered to have a very positive outcome. Senior managers and key stakeholders were engaged over a multi-month process and asked a series of questions by the independent reviewers in order to assess project health. A report was generated at the end of the review and a management response was proposed for outstanding issues.

**Development**

**Design:** from 2012 to 2014

Internal stakeholders from across the Department, and partners at the Canada Border Services Agency and Shared Services Canada, were consulted on the design of the program and the supporting system.

Standard Project Management Body of Knowledge (PMBOK) principles were implemented throughout the planning phase and design activities for the project.

**Testing:** the first half of 2015

- Components of the automated decision-making piece of the system were tested through the PanAm application process.
Digital government toolkit

- Two rounds of User Acceptance Testing were undertaken.
- One round of Usability Testing was undertaken.

**Implementation:** launched on August 1, 2015. eTA becomes mandatory on March 15, 2016.

**Resources:** The eTA Project was given spending authority of $77.2M spanning 2012 to 2017. The project has been developed by indeterminate staff and consultants at various levels and of various specializations in order to deliver on the project scope as outlined in the Project Charter.

**Diffusion and scaling:** Ongoing

- Regular (bi-weekly) meetings were held at the working and director levels from project launch to close.
- Monthly DG-, ADM- and DM-level meetings were held to ensure that key decisions could be taken when necessary.
- Standard Operating Procedures have been developed by the PDO to ensure project management corporate knowledge is standardized and not lost.
- A close-out report and lessons learned document are being developed in order to capture all relevant project related information that could be useful for future project managers.

Other projects supported by the Project Delivery Office have adopted the governance structure, communication methods, and reporting documentation. The measures have been accepted positively and organization members see the value in these practices.

**Partnerships:** Private sector, Academics and Research Bodies, Public Sector Organizations

Partners: Canada Border Services Agency, Shared Services Canada, various stakeholders across Canada and internationally including airlines

The CBSA and SSC were consulted as key partners in project development and implementation.

To help promote awareness of the eTA requirement, CIC is implementing a comprehensive outreach, engagement and marketing campaign, both in Canada and internationally, to educate air travellers and stakeholders about the eTA requirement. Engagement with partners in the travel and tourism industries is currently being carried out to ensure that they too are aware of the new requirement.

**Lessons learned**

- Early and ongoing consultation and engagement with stakeholders and partners were key to the success of this program.
- We learned a lot through engagement with like-minded governments, namely the U.S. and Australian governments.
Conditions required:

- Early and ongoing consultation and engagement with stakeholders and partners were key to the success of this program.
- The political environment was conducive to the development and implementation of this program.