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DIRECTORS GENERAL OF CIVIL AVIATION
ASIA AND PACIFIC REGION**

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**AGENDA ITEM 8: CAPACITY DEVELOPMENT AND
IMPLEMENTATION**

**ENHANCING INCLUSIVE PARTICIPATION IN ICAO APAC
MEETINGS THROUGH VIRTUAL AND HYBRID
ENGAGEMENT**

(Presented by Australia, co-sponsored by New Zealand, Papua New Guinea & Canada)

SUMMARY

This paper highlights the importance of inclusive participation in ICAO Asia and Pacific (APAC) meetings and identifies ongoing barriers affecting the ability of some States, particularly small island and developing States, to engage effectively in in-person forums.

Building on lessons from the COVID-19 period, the paper proposes a more consistent and practical approach to both virtual and hybrid engagement as a means of enhancing participation, supporting regional capacity development, and advancing ICAO's No Country Left Behind (NCLB) Strategic Goal.

The Conference is invited to support strengthened virtual and hybrid participation practices across ICAO APAC meetings.

ENHANCING INCLUSIVE PARTICIPATION IN ICAO APAC MEETINGS THROUGH VIRTUAL AND HYBRID ENGAGEMENT

1. INTRODUCTION

1.1 Effective participation by all States in ICAO APAC meetings is critical to ensure that regional priorities, implementation initiatives, and decisions reflect the full diversity of operational environments and capabilities across the region.

1.2 While in-person engagement remains important, not all States are able to consistently attend meetings due to resource constraints, competing priorities, or geographic challenges.

1.3 The increased use of virtual and hybrid meeting formats during the COVID-19 period demonstrated their value in broadening participation and maintaining continuity of regional work programmes.

1.4 For the purposes of this paper, virtual meetings are those conducted entirely online, whereas hybrid meetings combine in-person and remote participation within a single meeting format.

1.5 This paper considers how these approaches may be applied with greater consistency to support more inclusive participation.

2. BACKGROUND

2.1 The ICAO No Country Left Behind (NCLB) Strategic Goal emphasises the importance of ensuring all States can participate in, and benefit from, the global aviation system.

2.2 Participation in regional meetings is a key mechanism through which States contribute to decision-making, exchange operational experience, access technical knowledge, and strengthen institutional capability.

2.3 During the pandemic, virtual engagement enabled wider participation, particularly from small island and developing States, resource-constrained administrations, and technical specialists unable to travel.

2.4 As in-person meetings have resumed, hybrid arrangements have been adopted inconsistently, with varying levels of effectiveness.

2.5 While this paper focuses on the Asia and Pacific region, we recognise that barriers to participation are not unique to APAC. Practical approaches that improve inclusive participation may therefore also support ICAO's broader objectives, including the implementation of the NCLB Strategic Goal.

2.6 We note the paper builds on discussions previously initiated in other ICAO regions regarding inclusive participation and seeks to encourage consideration of practical approaches suited to the specific circumstances of the Asia and Pacific region.

2.7 We also note the existence of established ICAO guidance material supporting the conduct of virtual meetings, including the ICAO Regional Offices Virtual Meetings Handbook. This guidance provides practical advice on meeting preparation, participation arrangements, technical support, information security, accessibility and meeting facilitation. Experience since the COVID-19 period has demonstrated the value of this guidance while also highlighting opportunities to promote greater consistency in the application of virtual and hybrid participation arrangements across ICAO APAC activities.

3. DISCUSSION

3.1 Participation Challenges

3.1.1 Some States continue to face barriers to consistent participation, including financial and travel constraints, limited staffing resources, visa and logistical challenges, and competing national priorities.

3.1.2 These constraints may limit the ability of ICAO APAC Member States to fully engage in regional discussions and initiatives. Reduced participation may also limit opportunities for the sharing of operational experience, local knowledge and perspectives of all ICAO APAC Member States, particularly small island and developing States, to inform regional guidance, implementation strategies and best practices, potentially affecting the extent to which regional outcomes reflect the diversity of operating environments across APAC.

3.2 Opportunity for Virtual and Hybrid Engagement

3.2.1 Virtual or hybrid participation offers a practical means to broaden access to meetings, enable participation by technical experts, support continuity of engagement, facilitate knowledge sharing, and strengthen regional implementation and capacity development efforts.

3.2.2 Virtual and hybrid participation support NCLB objectives by reducing structural barriers to engagement. Hybrid participation may be particularly valuable where in-person meetings are required but remote attendance can facilitate broader participation.

3.2.3 While both virtual and hybrid meeting arrangements have become increasingly common across ICAO activities, their implementation continues to vary depending on meeting objectives, available resources, host capability and participant requirements. Variations in participation arrangements, meeting facilitation and accessibility measures may affect the consistency of engagement outcomes, particularly for remote participants.

3.2.4 Virtual and hybrid formats each offer distinct benefits and challenges. The suitability of a particular format may depend on factors including meeting purpose, decision-making requirements, confidentiality considerations, interpretation needs, connectivity limitations, time-zone impacts, and available technical and administrative support.

3.3 Enhancing Effectiveness

3.3.1 There is scope to improve the consistency and effectiveness of virtual and hybrid participation across ICAO APAC activities through practical meeting arrangements, participation equity measures, accessibility considerations and the sharing of lessons learned. Existing ICAO guidance, including the ICAO Regional Offices Virtual Meetings Handbook, provides a strong foundation for the conduct of virtual meetings. Experience gained since its publication, however, may provide an opportunity to identify additional best practices and promote greater consistency in the application of virtual and hybrid participation arrangements across the region.

Drawing on existing ICAO guidance and practical experience gained since the COVID-19 period, such measures could include:

- ensuring remote participants have reasonable opportunities to contribute through common speaking arrangements, active moderation and clear participation protocols
- conducting connectivity testing before meetings where appropriate
- using secure and resilient collaboration platforms that accommodate lower-bandwidth environments where feasible
- making meeting documentation available sufficiently in advance to support effective participation
- considering accessibility tools such as captioning or transcription services where suitable and available
- establishing contingency arrangements for connectivity disruptions

- applying appropriate information security, confidentiality and meeting integrity measures, and
- sharing practical experience and lessons learned from successful virtual and hybrid meetings across ICAO APAC forums.

3.3.2 These measures are intended to be practical, scalable and proportionate. While virtual and hybrid participation arrangements may require additional planning, technical support, and meeting coordination, efforts should be made to minimise associated administrative and resource impacts. At the same time, such arrangements may facilitate broader participation by Member States facing resource, staffing, travel or geographic constraints, thereby supporting inclusive participation and the objectives of ICAO's No Country Left Behind Strategic Goal.

3.3.3 Consideration may also be given to reviewing experience gained through the implementation of virtual and hybrid meeting arrangements since the publication of the ICAO Regional Offices Virtual Meetings Handbook, including whether updates to existing guidance, supplementary best-practice material, or regionally relevant implementation support may further enhance participation outcomes across ICAO APAC activities.

3.4 Presenter and Co-Sponsor Perspectives

3.4.1 We support practical initiatives that enhance inclusive participation, strengthen regional collaboration, and improve opportunities for all ICAO APAC Member States, particularly small island and developing States, to contribute to ICAO APAC activities.

3.4.2 We consider that effective use of virtual and hybrid participation arrangements can strengthen regional capacity development by enabling broader access to technical expertise, supporting institutional capability, and facilitating more consistent participation in ICAO APAC activities.

3.4.3 We recognise the value of existing ICAO guidance supporting virtual meetings and consider that experience gained since its publication presents an opportunity to review lessons learned and identify practical measures that may further strengthen inclusive participation across ICAO APAC activities.

3.4.4 We emphasise pragmatic, flexible, and cost-effective approaches that support regional collaboration while remaining aligned with ICAO priorities, available resources, and the diverse operational circumstances of ICAO APAC Member States.

4. ACTION BY THE CONFERENCE

4.1 The Conference is invited to:

- a) recognise the role that virtual and hybrid participation arrangements can play in supporting inclusive participation, strengthening regional capacity development, and advancing the objectives of ICAO's No Country Left Behind (NCLB) Strategic Goal; and
- b) request the ICAO APAC Regional Office, in consultation with States/Administrations, to:
 - i. review experience gained through the use of virtual and hybrid participation arrangements across ICAO APAC activities since the publication of the ICAO Regional Offices Virtual Meetings Handbook
 - ii. identify lessons learned, participation challenges and practical measures that may strengthen inclusive participation and participation equity
 - iii. consider whether experience gained since publication of the ICAO Regional Offices Virtual Meetings Handbook indicates a need for updates to existing guidance, supplementary best-practice material, or regionally relevant implementation support, and

- iv. report findings and recommendations to the next DGCA Conference.

— END —



ICAO REGIONAL OFFICES VIRTUAL MEETINGS HANDBOOK

Version 3.0
February, 2021

ICAO REGIONAL OFFICES VIRTUAL MEETING HANDBOOK

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1. SECTION 1: ICAO REGIONAL OFFICES- VIRTUAL MEETING

1.1. OVERVIEW

The COVID-19 pandemic has presented a new global context leading to an unprecedented call for social distancing among people. Within this new norm, the digital interconnectivity and communication have emerged to become the major mean which brings people back together and ICT tools including virtual and conferencing tools became critical to human's life more than ever before.

Indeed, ICT Tools have become a growing medium for people's access to every day's need for food, medicine and other important life's essentials. Before COVID-19, humanity has never faced such digital dependence to access vital information, products and services to survive.

Such rapid changes have affected the whole world and changed drastically the way we work, with many organizations including ICAO shifting to remote working arrangements in order to contain the transmission of the virus. ICAO HQ and the Regional Offices had to adapt quickly to the new norm and put adequate resources to resume operations in an efficient way, by equipping its staff with necessary equipment and tools to remotely access and share important information and provide support to States, Organizations and Aviation Stakeholders.

1.2. THE HANDBOOK

The ICAO Regional Offices Virtual Meetings Handbook was developed to support and enhance ICAO ROs virtual meetings and remote communications arrangements during the COVID-19 Pandemic and after that. The Handbook provides information on the system established to host ICAO RO virtual meetings, including the available features of the platform put in place, system settings, security measures, limitations, and other relevant procedures pertaining to convening meetings including those that are revenue generating. This is a living document and will be updated regularly.

The Regional Office plays the lead role in organizing, facilitating and providing a wide range of support to ICAO virtual meetings within its geographical area of coverage. The technical considerations applied are consistent with the recommendations of the ADB on virtual meetings. The virtual meetings became the new norm under the COVID-19 pandemic both internally and externally and might continue to be used as one of the main tools used by ROs in the future.

- **Advantages:** lower expenses, everyone can be involved, more environmental friendly, shorter sessions, more frequent meetings, the chance to record meetings, collaborate in real time.
- **Disadvantages:** interactions between participants are more challenging, visual and audio only, no human interaction, less dynamic, heavily dependent on technology mainly internet connectivity, and team members may be in different time zones.

1.3. INTERNAL COMMUNICATION

Regular staff and technical coordination meetings with RO staff during the Pandemic have moved from face to face to virtual meetings

- ROs migrated from Skype for business to [MS Teams](#) and [Zoom](#). Staff are able to communicate easily with both systems. [Support links: MS Teams](#) [Zoom](#)
- Full licenses were provided for all RO staff for MS Teams (corporate licenses).
- Full licenses were provided for Zoom Office meetings and basic licenses were provided for all staff.

1.4. EXTERNAL COMMUNICATION

External communication with ROs' aviation stakeholders and partners including RGA events is currently done via two main mediums: Virtual meetings and Webinars. MS Teams and Zoom have been used

extensively since the start of the pandemic to communicate with States, Organizations, and Industry Partners, also some ROs use WebEx and Cisco GoToMeeting.

2. SECTION 2: GUIDELINES ON THE EFFECTIVE CONDUCT OF VIRTUAL MEETINGS BY ROS

2.1. BEFORE THE MEETING

Convening

- The procedure for the issuance of invitation letters and the preparation of meeting Documentation and Convening of the virtual meetings by ROs is the same for all type whether face-to-face, virtual or hybrid.

Registration

- The procedure is the same for face-to-face and virtual meetings. Online registration can be done via several options, including:
 - The ICAO Events Portal Registration site.
 - The built-in functions in virtual tools such as Zoom or WebEx.
 - Microsoft Registration form template.
- The link for online registration used by the given RO shall be made available on the meeting page for easy access by states or delegates. Once online registration closes, the participants list is extracted from the system and meeting invitations are sent to approved participants. Responsibility to approve registered participants stays with the event organizer.
- For meetings where online registration is not applicable or not available, the meeting organizers will request the list of participants from States, industry partners or international organizations. If the attendees list is already known by the RO, then the email invitation with the video conference link will be sent to the selected list of participants determined by the RO.
- After verification and review, the meeting invitation/link and instructions on how to join the meeting are sent to the confirmed list of attendees, either by the online registration system or via email.

Technical Preparations

- The ability to hold a meeting where some or all of the participants are located in different places is entirely dependent on technology. Teleconferencing, Web conferencing, Videoconferencing, VoIP are all tools which make virtual meetings possible. However, successful use of these tools requires planning and attention to details.
- It is important to know what virtual tool the meeting will require, review the agenda to determine which functions will best suit the meeting e.g. Polls, Q&A, breakout rooms, brainstorming, etc., certain virtual platforms like Zoom have inbuilt functionalities to support this. For platforms that don't have these functions, third party tools like Pigeon Hall can be used.
- Pre-event testing is very important to ensure successful preparation, and ensure settings and internet are working effectively. Involving staff or participants in the meeting test is very useful to ensure they are familiar with the virtual tool and functionality and that their settings are properly configured.
- Participants who will be presenting or have responsibility for agenda items should be contacted ahead of time to effectively plan for the meeting and fine tune agenda and schedule.
- Meetings Hosts should familiarize themselves with the meeting room facilities, know how to use the conference room facilities and also the functionalities of the virtual platform to be used for meeting.
- Practice to build confidence in using the different virtual platforms beginning with scheduling a meeting, how to start and end meetings, how to Share your screen or run presentations, use of the camera for video, muting all participants when need arises, use of the chat, raise hand functions etc.

- Have technical support available, notify the support staff of the meeting date/time, the technology being used, and ensure that an appropriate method of contact (phone number, text message, etc.) is agreed upon should remote help be required.
- Monitor emails from participants, assign a support staff to communicate with participants in case they have any concerns or challenges when trying to join a meeting. As well as check emails and attend to attendees who can't connect.
- Have a backup plan, virtual meetings depend on technology which may not always function as planned. In case of disruption to the meeting, or dropout due to internet connectivity challenges or technical glitches, laptop issues, your cohost can proceed to steer the meeting as you resolve any issues. Consider having a second device that you may switch as a backup option.

2.2. DURING THE MEETING

Netiquette

Organizers/ Participants- When Hosting a meeting take into consideration the following.

- Ensure that you join the virtual meeting ahead of time, at least fifteen minutes earlier than set time always join from a location or office with minimum background noise possible.
- State or organization with more than one participant, should join the virtual meeting from separate rooms/offices, except if they are sharing one computer and log-in credentials
- In case of a hybrid meeting where the host and some participants are physically seated in the ICAO Conference Centre, due consideration should be given on the number of expected seats to ensure social distancing is maintained with consideration of seating capacity of the conference room.

Features- The following features can be used by participants during the virtual meetings:

- Chat: Chatting is available to everyone. Participants who wish to speak during the meeting should send a Chat message using the virtual meeting interface. Whereas some platforms like zoom, WebEx, have a private chat option, others like Microsoft Teams, GoToMeeting currently don't have a private chat function, therefore take caution when sending the message because it will be seen by everyone.
- Questions: If you have a question but do not wish to speak, use either the Chat function, or the virtual meeting question function (if supported) the Pigeonhole application in case it is used. Pigeonhole is a third party application for Live Q&As, Polls, Quizzes, and Surveys, It is a useful audience interaction tool for virtual and in-person events and meetings. Note: This applies to ROs that are currently using these 3rd party applications to support their virtual meetings. [Pigeonhole Live](#)
- Raise your hand: Participants wishing to make an intervention or comment during the virtual meeting can use the "Raise your hand" feature to request the floor during discussions, after the intervention is made the participant should not forget to "Lower his hand".
- Mute/ Unmute: Unmute your microphone only when invited to speak, kindly remember to mute your microphone after the intervention is completed.
- Waiting Room/Lobby: Virtual meetings participants are admitted into the meeting from the lobby. However, the Host for the given meeting may modify the meeting settings to bypass this feature and automatically allow participants into the meeting. Participants who login to the meeting with unclear or ambiguous names may be denied entry into the meeting using the lobby feature.
- It is important to ensure the appropriate settings in the virtual meeting platform are done in order to restrict participants from recording the session, screen sharing, muting others etc. unless approved by the meeting organizer.

Recording

- In the event the meeting/webinar recordings are to be shared with attendees, the concerned section will make the recordings available to the focal point to generate a video link (ICAO TV or RO YouTube channel) and either only made available to the selected delegates or it will be uploaded to the specific

meeting page of the given section/unit meeting for public view depending on the classification of the contents discussed in the meeting. The recordings can also be shared directly from Zoom and WebEx platforms which already have this functionality built in the platform.

- In cases where the virtual platform has limitations to directly share recording, Staff may use ICAO Secure mail (box.icao.int) which accommodates sharing large files, password encryptions of documents and possesses additional security restrictions.
- Microsoft Teams meetings are recorded on the cloud storage and made available for download for a period of 20 days after which it will automatically be deleted from the cloud. The deletion occurs because currently ICAO account doesn't have a license for Microsoft stream service used for storage and viewing recordings from team's meetings. Other Virtual tools: Zoom, WebEx and GoToMeeting provide both cloud and Local storage. Recordings are available shortly after the end of the meeting.
- The RO meeting organizer/ Focal Point has the right to perform the video recordings or delegate to another staff within the organization in the same meeting to record the session. Prior to recording the meeting, the organizer will usually notify all attendees that the meeting will be recorded in case where the virtual platform being used does not have a notification disclaimer that displays on the attendees meeting window when the meeting recording starts.
- It's the responsibility of the RO meeting organizer/ focal point to ensure the meetings recordings are downloaded and stored on the proper allocated shared drive.

2.3. MEETING LOGISTICS

Internal Communication

- Secretariat team needs to be connected by SMS or using apps like Signal or collaboration tools such as Microsoft Teams, etc. to communicate with each other during the virtual meeting in order to better coordinate the meeting and its logistics. If/when need arises.

Internet

- As virtual meetings solely rely on internet, it is essential to test internet facilities prior and on the day of the event. It is also necessary to have an alternate internet backup option when hosting virtual meetings to cater for abrupt or unplanned service interruption.
- Participants intending to make presentations during the meeting are encouraged to use PDF instead of PowerPoint, in the event of unstable or slow internet connection because it is lighter.
- All relevant Documents and meeting materials should be shared with the RO team or the focal point, in case of internet connection failure or any technical difficulties that may be experiencing by speakers while trying to run their presentation in meetings.

Breaks

- The meeting organizer is in charge to arrange breaks depending on the meeting schedule and duration. For meeting with interpretation, breaks might be required.
- Breaks allow for resetting of speakers and panel groups, and offer an opportunity to present messages from the event sponsors. In a full scale virtual event, breaks may also provide the opportunity to peruse the virtual tradeshow floor or participate in virtual networking activities.

Q&A, Polling Arrangements

- The polling feature for meetings allows you to create single choice or multiple choice polling questions for your meetings. You will be able to launch the poll during your meeting and gather the responses from your attendees. You also have the ability to download a report of polling after the meeting. Polls can also be conducted anonymously, if you do not wish to collect participant information with the poll results. This feature is available for Zoom and WebEx.

- Other meeting platforms like Teams do not have this feature; ROs may choose to use the polling features provided by 3rd party applications like pigeonhole. Participants would have to scan the QR code or the pigeonhole event code to login and cast their vote/ question during the meeting.

2.4. INFORMATION SECURITY

Equipment- Currently, InfoSec does not have the equipment needed to detect the following:

- A cyberattack within a session, which is cloud-based, externally to ICAO.
- Data leak/data breach with materials involved (previously distributed or during the meeting)

Information Security Staff provides the following services:

- Security advisories services (risk assessment, threats), for example, the Videoconferencing systems ICAO Risk assessment 2020.
 - Information security incident handling (if something happens pre- or during the meeting).
 - Security awareness training and proactive response in the event of any security breach.
- For more info, check [ICAO INFOSEC- Information Security, Risk and Compliance Services](#).

2.5. ROLES AND RESPONSIBILITIES

While Roles and responsibilities might differ from one RO to the other below are some common roles

RO ICT

- is responsible to provide full technical support and assistance; proper coordination and liaison with the meeting or webinar organizer/ focal point, this is necessary to ensure equipment and systems are well in place and configured effectively to conduct the event successfully.
- shall provide necessary support for virtual meeting tools to make sure it is properly functioning on staff computers/notebooks, including properly configuring and operating the audio and video settings. Also might need to provide assistance to meeting participants remotely if/when required.
- Arrange for the right equipment and internet broadband connection e.g. conference call-in number set up, microphones strategically placed around the room, cameras or other equipment that may be necessary to facilitate the meeting.
- need to be notified well in advance when support is required during the actual event/ meeting; for example, assisting in playing a video, or looping video during breaks, recordings, monitoring the chat to give a timely technical response to any delegate needing help.
- support for the creation/modifications of meetings/ events pages on the ICAO RO website, including the setup of an online registration link will follow internal RO procedures and guidelines.
- shall follow up with HQ ETS the licensing of corporate virtual meetings tools such as Zoom and MS Teams; other tools such as WebEx and GoToMeeting licenses' are purchased and managed locally.

RO Meeting Organizer/ Focal Point

- Event Organizers with the support of technical assistance, are in charge of running the meeting that includes, scheduling the meeting at favorable time taking into account different time zones of participants; moderating the meeting, recording, sending invitations, meeting links and credentials to participants. Also send / upload meeting material ahead of time, ensuring participants have the agenda and any documents or presentations prior to the meeting.
- They are in charge of the meeting agenda, the topics to be covered and the desired outcome and expectations. Ensure proper time management, setting the time for each agenda item, and coordinating roles and responsibilities for the successful conduct of the meeting.
- Consider introducing the meeting participants to different functionalities available in the virtual platform (Meeting Netiquette), at the beginning and throughout the meeting, review how attendees

should ask a question or raise a comment/ question (using the "raise hand" function or chat, etc.). Assign a focal point to monitor the chat window and alert attendees when a question is raised or someone wants to talk.

- Encourage dialogue, and offer opportunities for feedback, throughout the meeting, the chair or facilitator should actively seek out and provide feedback on the agenda item discussed.
- Build team rapport and keep virtual attendees engaged, address participants by name. Using people's names not only reminds everyone of who's in attendance, but it helps to keep virtual participants engaged and away from multi-tasking.
- avoid multitasking (checking email etc.) and give full attention to the meeting and encourage participants to do the same. Close unneeded applications especially when having a presentation to share and consider muting any pop up notifications.
- Ensure participants are well informed of meeting etiquette, when to use their cameras and mics. The meeting facilitator should mute participants, if they forget to do so. Alternatively, consider Muting all participants upon entry to avoid getting derailed as latecomer's trickle in.
- Speakers for the meeting, and those who have requested and obtained speaking privileges through the Chair will be permitted to address the meeting, in accordance with the normal rules of procedure. Speakers, participants must wait to be recognized by the chair or meeting organizer in order to speak.

2.6. INTERPRETATION / LANGUAGE SUPPORT

- Language interpretation is considered a high priority for some ROs/ States. It is essential for the effective conduct of the virtual meeting/ webinar to identify a unified virtual platform that supports the UN languages and interpretations features.
- Not all current virtual platforms used by ROs provide this service, only ZOOM does offer the One-way interpretation (from English into the five other official languages) at the moment. However due to a ban against use of zoom in certain Countries, ROs need to get alternative virtual platforms that are applicable or useable for their respective States and regions.
- Through the Zoom platform, conference and webinar hosts can assign interpreters and give participants the option to access interpretations through their preferred audio channel. (Zoom sets the native language at a lower volume to allow the listener to grasp tone and intonation, and interpreters can see the people for whom they're interpreting.)
- If the virtual platform doesn't support multi language support, ROs should consider prepping interpreters with information about the event, speaker, and technical issues. Suggest doing a dry run without the audience, to get the speaker, interpreters more prepared for the virtual meeting.

3. SECTION 3: REVENUE-GENERATING ACTIVITIES (RGA)/ COST-RECOVERY MEETINGS

Regional Office Revenue generation activities RGA are conducted in guidance and coordination with ICAO RPM Section. The RO Marketing, Business Development Officer or similar role shall support in the marketing, promotion, business development and managing sponsorships and exhibitions of RGA events.

3.1. VENDOR AGREEMENT

- Prior to the event, a vendor agreement needs to be signed by all meeting sponsors and exhibitors. The template of the agreement needs to be approved by RPM and LEB.

3.2. VIRTUAL EXHIBITIONS

- Full scale virtual events would have a virtual exhibition component. From a terminology perspective, a light virtual event would only be comprised of the video broadcast and sponsorships of either the

broadcast or aspects like a virtual delegates bag. A full-scale virtual event would include the concept of a virtual trade shop with industry having access to virtual booths.

3.3. VIRTUAL COMMERCIAL BREAKS

- Breaks offer an opportunity to play slides and/or video messages from paying industry sponsors. These would be in the form of either a video or PowerPoint slide show. For ROs, all videos and PowerPoint that apply to sponsorships must be reviewed and approved by the Secretariat prior to the event to ensure its appropriateness and no last minute modifications will be allowed without proper screening/review.

4. SECTION 4: CHALLENGES AND ACTIONS

4.1. CHALLENGES

- Meetings Culture: Moving from regular on-site meetings to webinars and virtual meetings was a key essential activity due to Covid-19 crisis. Working in a remote team is different to working with the same people in an office environment, also conducting remote virtual meetings was very different than regular face-to-face ones. The key essential success factors were the change in mindset and culture, as well as effective integration of the modern communication platforms and tools into ROs regular activities which was vital to resume ROs activities and operations successfully.
- Internet connectivity: Internet both leased lines in ROs, home ADSL and 4G played a crucial role for the utilization of ICT tools for remote connection. Real challenges have been faced since the start of the pandemic with unstable and slow internet connectivity for some RO staff and States.
- Data security: security is a critical issue for ICAO operations and with heavy reliance on remote connectivity more emphasis was put on security and stricter measures were put in place to avoid online threats and cybersecurity attacks. Among the measures taken by the organization were duo-factor authentication and checkpoint VPN tools. More info: [ICAO Cyber Security Awareness](#)
- Political Ban: ban on certain conferencing and virtual meeting tools in some States is a major challenge faced in some ROs. VPN is sometimes used as a workaround by States to resolve the issue and connect remotely. Coordination is currently undergoing with ROs and States to assess the need for a more efficient solution, further coordination with HQ-ETS is required to try and find a global solution for all ROs that resolves all identified challenges and provides an efficient virtual communication tool.

4.2. ACTIONS

- The ICAO Regional Offices- Virtual Meetings Handbook is a living document that will be updated on regular basis to accommodate any changes happening due to the COVID-19 pandemic and other unforeseen events, and adjust remote work procedures and virtual meetings guidelines and instructions accordingly.
- The handbook promotes the smart, responsible and secure use of ICAO resources in general and especially during times of crisis.
- Staff are encouraged to follow the handbook and its associated guidelines and provide regular feedback based on their ongoing communication with States, Organizations, Aviation Stakeholders and Industry partners to update the handbook when and as required.

5. SECTION 5: ATTACHMENTS

- [MS Teams Virtual Meeting- Guide](#)
- [Zoom Virtual Meeting- Guide](#)
- [GoToMeeting Virtual Meeting- Guide](#)
- [Cisco WebEx Virtual Meeting- Guide](#)
- [ICAO Events Online Registration- Guide](#)
- [Virtual Meeting Interpretation- Guide](#)
- [Virtual Meeting Etiquette- Guide](#)
- [Addendum 1](#)
- Revenue Generating Activities (RGA)- Guide. (under development in coordination with RPM)