



REDDIG RCC/34

INTERNATIONAL CIVIL AVIATION ORGANIZATION

RLA/03/901

**THIRTY-FOURTH MEETING OF THE
REDDIG COORDINATION
COMMITTEE
(RCC/34)**

FINAL REPORT

(Lima, 24 to 27 March 2026)

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SUMMARY OF THE MEETING

ii-1 **SITE AND DURATION OF THE MEETING**

The Thirty-Fourth Meeting of the Project Coordination Committee RLA/03/901, *REDDIG Management System and Satellite Segment Administration*, was held in a hybrid format with a face-to-face location in Lima, Peru, from 24 to 27 March 2026.

The main purpose of the meeting was to review the progress of the Project, evaluate the implementation of the conclusions adopted in previous meetings, analyse the technical, operational and financial evolution of REDDIG, and define actions aimed at ensuring the continuity of CNS/ATM services in the SAM Region, within the context of the transition to REDDIG III.

The absence of some States at certain sessions was noted, emphasizing the importance of counting with their participation in future meetings of the Project.

ii-2 **OPENING**

Mr. Oscar Quesada, Deputy Regional Director, ICAO SAM American Regional Office, welcomed the participants, highlighted the alignment of the Project's objective with ICAO's strategic plan and the Region's strategic plan, as well as the topics to be addressed, and wished success in the deliberations. He then opened the meeting.

ii-3 **WORKING LANGUAGES**

The working language of the meeting was Spanish. The documentation was submitted in English and Spanish.

ii-4 **PARTICIPANTS AND ORGANIZATION**

The meeting was attended by 18 participants from ten REDDIG II Member States (Argentina, Bolivia, Brazil, Chile, Colombia, Guyana, Panama, Paraguay, Peru and Uruguay) and COCESNA. The list of participants is on page iii-1.

Mr. Cristian Javier Vittor, CNS Officer, assisted by Mr. José Manuel Flores, Administrator of REDDIG and Mr. Ricardo Oviedo, Administrative Assistant of the Project, acted in the Secretariat of the meeting.

ii-5 **LIST OF CONCLUSIONS**

No.	Title	Page
RCC/34-1	Strengthening cybersecurity and defining the LAN architecture of REDDIG III	4-2

LIST OF PARTICIPANTS**ARGENTINA**

1. Hernan Jose Antonio Aguirre
2. Oreste Kiefer

BOLIVIA

3. Samuel Adolfo Blanco Rospigliozzi
4. Grover Diego Zabala Alvarado
5. Pablo Zaraté Arancibia

BRAZIL

6. Bruno Pacheco Santos Azevedo Costa

CHILE

7. Christian J. Vergara

COLOMBIA

8. Diego Fernando Giraldo Reyes

GUYANA

9. Sewchan Hemchan

PANAMA

10. Osvaldo Diaz Hernandez
11. Rubén Ríos

PARAGUAY

12. Johnny Colman
13. Alexander Aguayo

PERU

14. Romel Isaias Tito Paredes
15. Marcos Hernandez
16. Jonathan Presentacion

URUGUAY

17. Ricardo Clavijo

COCESNA

18. Roger Alberto Pérez

ICAO

19. Javier Vittor
20. Manuel Flores
21. Ricardo Oviedo

Agenda Item 1: Approval of the Agenda and schedule of the meeting

1.1 Under this Agenda item, the meeting approved the Agenda and schedule of the meeting, which are included as **Appendices A** and **B** to this part of the Report.

APPENDIX A**AGENDA**

- Agenda Item 1: Approval of the Agenda and schedule of the meeting
- Agenda Item 2: Review of the reports of the Thirty-Second and Thirty-Third Meetings of the REDDIG Coordination Committee (RCC/32 and RCC/33)
- Agenda Item 3: Report on activities carried out to date since the last meeting of the Coordination Committee
- Agenda Item 4: Work plan for the year 2026 and implementation of REDDIG III – Phase 1 and Phase 2
- Agenda Item 5: Financial situation of the Project and approval of the budget
- Agenda Item 6: Annual Project evaluation
- Agenda Item 7: Other matters

EXPLANATORY NOTES

Agenda Item 1: Approval of the Agenda and schedule of the meeting

The provisional Agenda and schedule proposed by the Secretariat for its Thirty-Fourth Meeting was submitted for the consideration and approval of the Coordination Committee.

Agenda Item 2: Review of the reports of the Thirty-Second and Thirty-Third Meetings of the REDDIG Coordination Committee (RCC/32 and RCC/33)

The Committee reviewed the reports of the Thirty-Second and Thirty-Third Meetings of the REDDIG Coordination Committee (RCC/32 and RCC/33), held in Lima from 25 to 28 March 2025, and virtual/extraordinary on 14 July 2025, respectively. The status of compliance with the valid conclusions of previous meetings was analysed.

Agenda Item 3: Report on activities carried out to date since the last meeting of the Coordination Committee

Under this Agenda item, the activities carried out since the last meeting of the Committee were analysed with respect to:

- a) Monitoring of the performance of REDDIG II;
- b) REDDIG II Training Program; and
- c) New services and activities in REDDIG II.

Agenda Item 4: Work plan for the year 2026 and implementation of REDDIG III – Phase 1 and Phase 2

The Committee discussed the planned work programme for 2026, which includes:

- a) Ad-hoc Cybersecurity Group to study and propose an advanced configuration for the acquired and installed firewall equipment (Conclusion RCC/29-1);
- b) Ad-hoc Group REDDIG III to evaluate the proposal to improve the structure of the management and administration of Project RLA/03/901 (Conclusion RCC/29-2); y
- c) Ad-hoc Group REDDIG III, results of the bidding process for the implementation of REDDIG III – Phase 2 (Conclusion RCC/29-3).
- d) Begin evaluation work to modernize the networking teams of the nodes.

Agenda Item 5: Financial situation of the Project and approval of the budget

The status of cost-sharing contributions to the Project and a summary of obligations incurred during the year 2025, as well as the budget of the Project for the year 2026, were presented for consideration by the Committee for approval.

Agenda Item 6: Annual Project evaluation

The Committee took note of the status of the Project at the end of the year, including the management and results indicators, as well as the monitoring and control of the Project in relation to the approved 2025 work plan set out in the corresponding forms, concluding with the examination of the survey of the participating States on their annual evaluation of the Project.

Agenda Item 7: Other matters

Under this Agenda item, the Committee could consider any other related matters it deemed appropriate.

APPENDIX B**SCHEDULE**

Time	Tuesday 24 March 2026	Time	Wednesday 25 March 2026	Thursday 26 March 2026	Time	Friday 27 March 2026
08:30 09:00	Participant registration	08:30 10:30	Agenda Item 3	Agenda Item 5	9:30 10:30	Final Report
09:00 09:15	Openness					
09:15 09:30	Coffee Break	10:30 10:45	Coffee Break	Coffee Break		Coffee Break
09:30 12:30	Agenda Items 1 and 2	10:45 12:30	Agenda Item 4	Agenda Item 6	10:45	Closing
12:30 13:30	Lunch break	12:30 13:30	Lunch break	Lunch break		
13:30 15:00	Agenda Items 2 and 3	13:30 15:00	Agenda Item 4	Agenda Item 7		

Agenda Item 2: Review of the Reports of the Thirty-Second and Thirty-Third Meetings of the REDDIG Coordination Committee (RCC/32 and RCC/33)

2.1 Under this Agenda item, the meeting considered working paper WP/02, submitted by the Secretariat, concerning the review of the status of implementation of the conclusions adopted at RCC/32 and RCC/33 meetings.

2.2 In this context, the meeting took note of the operational risks associated with the end of life of the Intelsat 14-based satellite segment, scheduled for June 2026, as well as the possible period until the entry into operation of REDDIG III.

2.3 In order to mitigate these risks, the implementation of transitional measures was reported, including the extension of the satellite contract under a 3 + 3-month scheme, as well as the extension of the MPLS contract in force until the end of 2026.

2.4 It was also highlighted that delays in the availability of extraordinary contributions by States impacted upon the bidding schedule, increasing pressure on implementation deadlines.

2.5 The meeting highlighted the importance of maintaining a systematic follow-up of the conclusions as a fundamental governance mechanism of the Project, allowing to ensure the continuity of technical and organizational actions.

2.6 After analysing the conclusions of the previous meetings, the participants of RCC/34 considered the following conclusions to be valid: 8-8, 30-2, 30-4 and 31-1.

2.7 The following conclusions were considered finalised: 22-4, 29-1; 29-2, 29-3, 30-1, 30-3.

2.8 **Appendix A** to this part of the Report presents the conclusions that remain valid, including those that were formulated during the present meeting.

APPENDIX A

CURRENT CONCLUSIONS ADOPTED BY REDDIG COORDINATION MEETINGS AND THEIR STATUS OF IMPLEMENTATION

No.	Title	Contents	Status	Observations
8-8	REDDIG Administration	While the institutional aspects related to the administration of multinational systems for the provision of air navigation services are further clarified, the States agree that the administration of REDDIG for the next two years, starting 15 October 2005, will continue to be carried out through the ICAO technical cooperation mechanism, as an extension of regional Project RLA/03/901.	Valid	The administration of REDDIG continues to be carried out through the ICAO technical cooperation mechanism as part of Project RLA/03/901. The "Y" revision of the Project extends this modality until 2030.
30-2	Cybersecurity equipment set up and licenses renewal	That, the Secretariat shall: a) ensure the installation of the already distributed cybersecurity equipment using a basic configuration while the Cybersecurity Ad-hoc Group develops an advanced configuration; and b) carry out the automatic periodic renewal of cybersecurity equipment licenses for the duration of the equipment's lifecycle.	Valid	Regarding item (a), the Secretariat, in coordination with the States, has completed the installation and basic configuration of the cybersecurity equipment, except for the devices designated for the Ezeiza and Bogotá nodes due to logistical issues. Regarding item (b), information on the license renewal is provided in WP/03.
30-4	Preparing and approving the extension to 2030 of the Project RLA/03/901 Rev. 'Y'	That, the Secretariat shall: a) prepare a proposal to extend Project RLA/03/901 until 2030, considering, for budget calculation purposes, the new telecommunications service (MPLS) with last-mile link redundancy and the satellite communications service through 2030; and b) circulate the proposed revision of Project RLA/03/901 to Member States for their acceptance and subsequently initiate the approval process by ICAO Headquarters, for its eventual presentation to REDDIG Member States.	In process	Rev. Y is in the process of being signed since the sending of the IOM was in parallel to the signing process

No.	Title	Contents	Status	Observations
31-1	Arrangements for the Interconnection of the CANSNET - REDDIG networks.	<p>That, the Secretariat shall:</p> <p>a) verify, by 29 October, the compliance status for those States that requested additional time for analysis regarding the possibility of holding a meeting between the providers of both networks, under the supervision of the States. The purpose of this meeting is to allow providers to propose, for informational purposes only, the technical feasibility of interconnection. This meeting between providers shall not entail any commitment for REDDIG; and</p> <p>b) initiate the necessary coordination to ensure that, in 2025, the required meetings between CANSNET and REDDIG take place to establish responsibilities, service types, cybersecurity requirements, and any other necessary aspects, ensuring transparent information for the development of the MOU.</p>	Valid	<p>a) The providers of both networks met, with the presence of Administrators and designated personnel representing the States, to propose a technical feasibility assessment for interconnection. This meeting was purely informational between the two networks and did not entail any commitment for REDDIG; and</p> <p>b) The necessary coordination efforts are expected to begin in 2025, with a primary focus on drafting the Memorandum of Understanding (MoU). For further details, refer to WP/01 and Final Report of RCC/31 meeting.</p>
34-1	Strengthening cybersecurity and defining the LAN architecture of REDDIG III	<p>That, an Ad-hoc Group is established, composed of cybersecurity experts from the participating States of Project RLA/03/901, with the aim of:</p> <p>a) Study and propose a harmonized and robust standard configuration for the security equipment installed in the network nodes;</p> <p>b) Define the network topologies and develop the technical specifications for Phase 2 (LAN infrastructure) of REDDIG III; and</p> <p>c) Participants: Argentina, Bolivia, Brazil, Chile, Colombia, France, Paraguay, Peru, Uruguay and Venezuela.</p>	Valid	

Agenda Item 3: Report on activities carried out to date since the last meeting of the Coordination Committee

3.1 Under this Agenda item, the meeting considered working paper WP/03, submitted by the Secretariat, concerning the report on activities carried out since the last meeting of the Committee.

3.2 In this context, the meeting examined the technical evolution of the network, showing a progressive consolidation towards IP-based architectures, including the migration of voice services to VoIP, as well as advances in AIDC, AMHS and surveillance data exchange.

3.3 Likewise, aspects related to operational continuity and risk management were analysed, including the obsolescence of equipment and dependence on legacy infrastructures, highlighting the need to adopt transitional solutions that guarantee the continuous operation of the network.

3.4 The meeting took note of the finalization of the contract with the MEVA/Frequentis network, and of the associated operational and economic implications.

3.5 It was observed that the operating costs under this network were significantly higher compared to REDDIG-based solutions, especially considering the obsolescence of the equipment and the limited availability of technical support.

3.6 In this context, it was agreed to implement alternative solutions through REDDIG, using intermediate nodes and regional networks to ensure the continuity of ATS and messaging services.

3.7 Likewise, the importance of avoiding unauthorised manipulation of equipment at the closing of contracts was highlighted as a lesson learned, in order to prevent technical failures and additional costs.

Agenda Item 4: Work plan for the year 2026 and implementation of REDDIG III – Phase 1 and Phase 2

4.1 Under this Agenda item, the meeting discussed working paper WP/04, concerning the 2026 work plan, and the implementation of REDDIG III.

4.2 The meeting took note of the state of transition towards REDDIG III, highlighting the consolidation of the MPLS network as the main infrastructure and the progressive reduction of the use of the satellite segment.

4.3 The challenges associated with the termination of existing contracts, technological obsolescence and the need to implement redundancy schemes based on MPLS double access were analysed.

4.4 The meeting confirmed that the implementation of REDDIG III will take place in two phases:

- a) Phase 1 (WAN), based on MPLS infrastructure; and
- b) Phase 2 (LAN), aimed at the modernization of network infrastructure and cybersecurity.

4.5 In line with WP/03 and WP/04, the critical risks of the Project were analysed, including the end of life of the IS-14 satellite and the reliance on legacy equipment.

4.6 Mitigation measures were adopted based on the extension of existing services and the implementation of redundancy schemes through double MPLS access.

4.7 An evolution towards IP-based architectures was evidenced, highlighting the progressive migration to VoIP, as well as advances in AIDC, AMHS and radar data exchange services.

4.8 Cybersecurity and network architecture (Conclusion RCC/34-1)

4.8.1 Within the framework of the technical discussions and in line with what was presented in WP/03 and WP/04, the Committee recognized the need to strengthen network cybersecurity and advance in the definition of the future architecture of REDDIG III.

4.8.2 In this regard, the meeting agreed to reactivate an ad hoc cybersecurity group with the aim of defining standard protection configurations, strengthening traffic segmentation and evaluating mechanisms for the exchange of information on threats between States.

4.8.3 It was highlighted that the current configurations present a basic level of implementation, so it is necessary to move towards a more robust and harmonized approach at the regional level.

4.8.4 In this context, the meeting adopted Conclusion RCC/34-1, by which it was agreed to form an Ad-hoc Group, composed of cybersecurity and network experts from the participating States of Project RLA/03/901, with the aim of:

- a) studying and proposing an advanced standard configuration for the firewall equipment acquired and installed in the nodes of the network; and

- b) Defining the network topologies and prepare the technical specifications corresponding to Phase 2 (LAN infrastructure) of REDDIG III, including the modernization of connectivity equipment and its adaptation to existing and future aeronautical services.

4.8.5 This conclusion integrates and replaces previous conclusions 29-1 and 29-3, consolidating the evolution of cybersecurity and LAN architecture into a single mechanism.

4.8.6 It was established that:

- a) the deliverables associated with the cybersecurity configuration shall be aligned with the implementation schedule of Phase 1 (WAN) of REDDIG III; and
 b) the deliverables for Phase 2 (LAN) shall be developed within an estimated period of twelve (12) months from the adoption of this conclusion.

4.8.7 The Ad-hoc Group was made up of representatives from Argentina, Bolivia, Brazil, Chile, Colombia, France, Paraguay, Peru, Uruguay and Venezuela, with Brazil being the coordinating State of the group's activities

4.8.8 Considering the technical discussions on cybersecurity and network architecture, the meeting adopted the following conclusion:

CONCLUSION RCC/34-1		STRENGTHENING CYBERSECURITY AND DEFINING THE LAN ARCHITECTURE OF REDDIG III	
<p>That: An Ad-hoc Group is established, composed of cybersecurity experts from the participating States of Project RLA/03/901, with the aim of:</p> <p>d) Study and propose a harmonized and robust standard configuration for the security equipment installed in the network nodes;</p> <p>e) Define the network topologies and develop the technical specifications for Phase 2 (LAN infrastructure) of REDDIG III; and</p> <p>f) Participants: Argentina, Bolivia, Brazil, Chile, Colombia, France, Paraguay, Peru, Uruguay and Venezuela.</p>		<p>Expected impact:</p> <p><input type="checkbox"/> Political / Global</p> <p><input type="checkbox"/> Inter-regional</p> <p><input type="checkbox"/> Economical</p> <p><input type="checkbox"/> Environmental</p> <p><input checked="" type="checkbox"/> Technical/Operational</p> <p><input checked="" type="checkbox"/> Security</p>	
<p>Why: Operational risk; continuity of CNS/ATM services; alignment with ICAO cybersecurity strategy</p>			
<p>When: Cybersecurity in parallel with Phase 1 (WAN) Phase 2 (LAN): 12 months</p>		<p>Status: In process</p>	
<p>Who: <input checked="" type="checkbox"/> States <input checked="" type="checkbox"/> Secretariat ICAO <input type="checkbox"/> ICAO HQ <input type="checkbox"/> Other: Users/Industry</p>			

4.8.9 In this context, the meeting took note of the proposal submitted by Colombia regarding the exchange of information on cyber threats among States, including the possibility of establishing a regional database with information on vulnerabilities, incidents and attack vectors.

4.8.10 It was highlighted that this initiative would aim to strengthen preventive capacities and situational awareness in cybersecurity, without compromising sensitive information of a national nature.

4.8.11 The proposal was well received by the participants, and it was agreed that the ad hoc cybersecurity group will analyse its feasibility and possible implementation mechanisms.

4.9 It was also recommended that States should:

- a) update your focal points, check electrical installations, manage spare parts, and review contingency plans; and
- b) report effects that compromise international services, an importance that was reiterated.

4.10 Regional and interregional interconnectivity: progress was made in defining a vision of global interconnectivity, including future interconnections with CANSNET, European networks and the Asia-Pacific region, as well as the possible incorporation of strategic nodes to improve the resilience of the network.

4.11 The meeting took note of ongoing initiatives to establish NNI-type interconnections with other regional and interregional networks, including CANSNET and networks in Europe and Asia-Pacific.

4.12 The need to advance in the definition of technical agreements and operational responsibilities, as well as in the implementation of geographical redundancy schemes that improve the resilience of services, was highlighted.

4.13 2026 Work Plan: In accordance with WP/04, the 2026 work plan was approved, focused on operational continuity, the implementation of REDDIG III, technological migration, and the strengthening of cybersecurity.

4.14 Within the framework of the 2026 work plan, technical missions are planned by the REDDIG Administrator in nodes of the network, including a visit to the node in La Paz, Bolivia (1 week), and operational activities at the NCC in Ezeiza, Argentina (2 weeks), aimed at strengthening the operation and the transition to REDDIG III.

4.15 In relation to the Twelfth Technical-Operational Meeting of REDDIG (RTO/12), it was informed that Brazil will evaluate the possibility of hosting the event, at a date to be confirmed by Brazil, and scheduled for a duration of one week, in either September or October, and in Curitiba.

4.16 In relation to the requested training on Fortinet and monitoring tools, such as *wireshark*, it has been decided that, during this year, budgets will be requested for these courses, in order to assign sufficient credits to be able to cover the costs and specify them during 2026, or 2027.

4.17 Finally, interconnection with other networks was discussed. In this sense, the interconnection between REDDIG and other regional networks (CANSNET, CRV, NewPENS) will continue to be promoted, as part of the work led by the ICAO SAM Regional Office.

4.17.1 The 2026 work plan also includes the management of the transition of the satellite segment, the consolidation of the ground network as primary infrastructure, progress in the migration of services to VoIP, the strengthening of cybersecurity, the development of regional and interregional interconnections, and the technical preparation of Phase 2 of REDDIG III corresponding to the LAN architecture.

Agenda Item 5: Project financial status and budget approval

5.1 Under this Agenda item, the meeting was briefed on the project's finances and the revision of the Project budget in WP/05 – *Project Financial Status and Approval of the Budget for the Year 2026*, presented by the Secretariat.

Financial situation

5.2 The meeting noted that the Project shows, until 31 December 2025 (to be confirmed upon the presentation of the financial statements), the total of the contributions amounts to **USD 24,465,195** (including interest and other contributions) subtracting the expenses of **USD 22,537,613** yields a balance of **USD 1,927,583**. This positive balance is committed to the current MPLS 2026 contract (USD 418,848), as well as the new MPLS 2027 ground network service contract, once the bidding process that is currently being carried out (estimated in the order of USD 837,696), the satellite segment service, the Argentina fund (USD 194,195) and other administrative expenses have been completed. Therefore, the available balance of the Project is limited, considering current and future contractual commitments.

Budget Revision Y

5.3 Revision Y of the draft RLA03901 was approved and signed by the ICAO Secretary General on 20 August 2025 and was circulated with letters SA9122 (Spanish States), SA9123 (English States) and SA9125 (Trinidad and Tobago) for signature by States; this review includes the extension of the validity of the Project until December 2030.

5.4 It is important to note that we are waiting for the financial statements by 31 December 2025; also, the next budget Revision Z will be presented at the next coordination meeting, with the update of expenses and contributions, taking into consideration the new MPLS service (REDDIG III) and the validity of the Intelsat contract (until 30 June 2026).

5.5 The importance of keeping State contributions up to date was highlighted, noting the existence of arrears in some cases. In this regard, it was recalled that the Project contemplates the application of progressive measures in the event of non-compliance, including operational restrictions as a last resort.

5.6 It was highlighted that possible delays in contributions could impact the continuity of services, particularly in the context of the transition to REDDIG III.

APPENDIX A

STATUS OF COST-SHARING CONTRIBUTIONS TO PROJECT RLA/03/901 (AS OF MARCH 2026)

	2003-2021		1 Julio 2022		1 Julio 2023		1 Julio 2024		1 Julio 2025		Totales (hasta 2025)		
	Cuota	Pagado	Cuota	Pagado	Cuota	Pagado	Cuota	Pagado	Cuota	Pagado	Cuotas	Pagado	Pendiente
Argentina	1,980,081	1,980,081	79,495	157,584	78,089	0	131,523	131,523	82,440	82,440	2,137,665	2,137,665	0
Bolivia	1,076,188	1,036,377	73,284	73,284	71,869	71,869	122,765	122,772	68,311		1,412,417	1,304,302	108,116
Brasil	3,809,457	3,809,547	210,203	210,203	204,543	204,543	412,982	412,982	277,569	277,479	4,914,754	4,914,754	0
Chile	1,027,234	1,047,234	45,274	25,274	43,858	76,543	95,872	63,187	68,617	68,617	1,280,855	1,280,855	0
Colombia	1,410,996	1,410,996	88,021	88,021	69,628	71,940	113,696	113,696	80,293	77,981	1,762,633	1,762,634	0
Ecuador	1,054,028	1,054,028	51,849	51,849	50,434		101,237	50,434	73,273	174,590	1,330,821	1,330,901	-80
Francia	988,542	988,532	45,066	45,056	43,651		94,477	138,128	67,386	67,376	1,239,122	1,239,092	30
Guyana	973,110	958,139	50,288	50,348	48,872	48,862	99,520	43,543	71,835	112,258	1,243,625	1,213,149	30,476
Panamá	0	0	38,191	76,382	38,191		81,714	81,714	38,191		196,287	158,096	38,191
Paraguay	1,105,677	1,105,677	46,338	46,338	44,922	44,922	96,426	96,414	69,106	69,106	1,362,469	1,362,457	12
Peru	1,386,834	1,386,834	69,618	69,618	68,203	68,193	118,563	118,563	88,633	88,633	1,731,851	1,731,841	10
Suriname	981,394	773,472	50,407	136,776	48,992	135,316	99,622	134,806	71,925		1,252,340	1,180,370	71,970
Uruguay	1,122,764	1,122,697	51,415	51,447	50,000	49,127	100,430	101,303	72,638	72,638	1,397,247	1,397,212	35
Venezuela	1,408,159	1,348,126	69,455	60,033	68,040	133,395	118,670	13,239	80,481	43,523	1,744,805	1,598,316	146,489
Trinidad y Tabago	887,123	887,124	46,494	46,494	45,079	45,079	94,823	94,823	67,692	67,691	1,141,211	1,141,211	0
COCESNA	291,761	294,629	23,900	23,885	23,900	23,885	23,900	23,885	23,900	21,062	387,361	387,346	15
Sub-Totales	19,503,348	19,203,490	1,039,298	1,212,592	998,271	973,674	1,774,697	1,609,489	1,219,850	1,140,954	24,535,464	24,203,149	332,315
Intereses	157,539	157,539	12,880	12,880	35,093	35,093	40,830	40,830	11,937	11,937	258,279	258,279	
Otros aportes	658	658	1,837	1,837	3,460	3,460	-2,315	-2,315	127	127	3,767	3,767	
Sub-Totales	158,197	158,197	14,717	14,717	38,553	38,553	38,516	38,516	12,064	12,064	262,046	262,046	
Totales	19,661,544	19,361,687	1,054,015	1,227,309	1,036,824	1,012,227	1,813,213	1,648,005	1,231,914	1,153,018	24,797,510	24,465,195	332,315

Agenda Item 6: Annual Project evaluation

6.3 Under this Agenda item, the meeting took note of the information presented on the evaluation documents of the Project, namely:

- a) Project status as of 31 December 2025 and management and results indicators;
- b) Project monitoring and control, work plan for the year 2026; and
- c) Management and Performance Indicators Survey.

6.4 The survey on management indicators and results 2025 was answered by 8 States (Argentina, Brazil, Chile, Ecuador, Guyana, Paraguay, Peru and Uruguay), whose comments and ratings show an average of 4.69 points out of a maximum of 5 established in the rating scale, which indicates that this score assumes that it "exceeds the requirements". with respect to the program of activities executed in 2025. The consolidated information is presented as **Appendix A** to this Agenda item.

APPENDIX A

SURVEY ON MANAGEMENT INDICATORS AND RESULTS

The results showed a high level of general satisfaction, highlighting the robustness of the network and its contribution to the continuity of CNS/ATM services in the Region, as well as challenges associated with human resources, administrative processes and sustainability.

Section I: Evaluation of the current Project

Section II: Assessment of Achievement of Objectives

Section III: Evaluation of ICAO's Delivery and Service Delivery

Section IV: Lessons Learned

5.0	Exceptional results beyond Project requirements
4.5	Exceeds requirements
4.0	Project objectives were achieved in all cases
3.5	Most of the project's objectives were achieved
3.0	Some quality results were achieved and implemented
2.5	Some quality results were achieved but not implementable
2.0	Results of low impact and quality were achieved
1.5	Below expected results
1.0	Well below expected results

Total	4.74
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SURVEY ON MANAGEMENT AND OUTPUTS INDICATORS
I. EVALUATION OF CURRENT PROJECT

1.- Project objectives		Evaluation
Do you think the project's objectives are set correctly according to the development priorities of your State in relation to the National Air Navigation Plan to serve the reality of civil aviation?		
ARG	Yes, according to our national development plan, the Project is above what is established.	5
BOL	Yes, they are correctly established in accordance with the priorities, and the Air Navigation Plan.	5
BRA	Yes, the objectives of the Project are in line with Brazil's development priorities.	5
CHI	Yes, they are in accordance with the priorities of our State's national navigation plan.	5
COL		
ECU	Yes, the objectives of the Project are aligned with the National Air Navigation Plan of our country.	5
FRA		
GUY	Yes.	5
PAN		
PAR	The objectives of the Project are aligned according to the priorities of Our State in relation to the National Air Navigation Plan.	4.5
PER	meets the objectives of the National Air Navigation Plan.	4
SUR		
T&T		
URU	The objectives of the Project are aligned with the priorities of the National Air Navigation Plan and contribute effectively to the development of the State's CNS services.	5
VEN		
	AVERAGE	4.8

2.-Support at regional and global level		Evaluation
Do you think that the Project responds and supports your administration with the commitments of the Regional and Global Air Navigation Plans?		
ARG	Yes, at all times the Project meets the demands of technology and equipment updates, helping these implementations.	5
BOL	Yes, it complies with the provisions of the Regional Air Navigation Plan and the Global Air Navigation Plan.	4.5
BRA	Yes. The Project provides the States of the SAM Region with a robust aeronautical communications infrastructure, which allows the safe coordination of air traffic in the Region.	5

2.-Support at regional and global level		Evaluation
Do you think that the Project responds and supports your administration with the commitments of the Regional and Global Air Navigation Plans?		
CHI	Yes, it supports our administration's commitments to the NAP, both regional and global.	5
COL		
ECU	Yes, the Project supports Ecuador's commitments to the Regional and Global Air Navigation Plan.	5
FRA		
GUY	Yes.	5
PAN		
PAR	The objectives of the Project are aligned according to the priorities of Our State in relation to the National Air Navigation Plan.	4.5
PER	It meets the objectives of the Regional and World Air Navigation Plan.	4
SUR		
T&T		
URU	The Project strongly supports Uruguay's commitments to the Regional and Global Air Navigation Plan, facilitating interoperability and continuity of services.	5
VEN		
	AVERAGE	4.8

3.-Comments of the State(s)		Evaluation
Do you have any comments on the direction of the project?		
ARG	There are no comments to make. The Project is proceeding in accordance with the established guidelines.	5
BOL	We believe that the Project Administration is well aligned with the requirements.	5
BRA	No	5
CHI	The Project management satisfies and is in line with the objectives set.	5
COL		
ECU	The Project management has shown effective leadership, and its management has allowed for smooth coordination between States.	5
FRA		
GUY	None.	5
PAN		
PAR	The Project Management is fully committed to the objectives of the Project and encourages participation.	4.5

3.-Comments of the State(s)		Evaluation
Do you have any comments on the direction of the project?		
PER	We would be grateful if you could formally provide us with information on the current status of progress in the implementation of the REDDIG III project.	4
SUR		
T&T		
URU	The management of the Project is adequate and remains aligned with the technological and operational evolution of the region. The transition to REDDIG III is particularly valued.	5
VEN		
AVERAGE		4.8

4.-Strategy and vision		Evaluation
Do you consider that the Project meets your institution's strategy and vision that has at long term?		
ARG	Yes, it responds to the strategy of the Institution.	5
BOL	Yes, it is in line with the institution's strategy and long-term vision.	5
BRA	Yes, because it allows States to advance in a harmonized way with the traffic of the new applications.	5
CHI	The Project responds to the long-term strategy and vision of our administration.	5
COL		
ECU	Yes, the Project responds to the strategy of our institution and is aligned with the long-term vision.	5
FRA		
PAN		
GUY	Yes.	5
PAN		
PAR	It fully responds to the requirements of our State.	4.5
PER	It complies with the strategies and vision of Corpac S.A.	5
SUR		
T&T		
URU	The Project responds to the institutional strategy and the long-term vision of the State.	5
VEN		
AVERAGE		4.9

5.- Project quality		Evaluation
What opinion deserves you the content of this Project to achieve the expected objectives?		
ARG	The Project not only defines tasks, but also proposes implementation, communication and monitoring mechanisms, making it easier for objectives to become concrete and measurable actions.	5
BOL	The content of the Project meets our requirements.	5
BRA	The knowledge developed by the representatives of the administration and of the States and the harmonization between them.	5
CHI	The Project responds to the long-term strategy and vision of our administration.	5
COL		
ECU	The content of the Project demonstrates a commitment to continuous improvement and adaptation to the needs presented by civil aviation.	5
FRA		
GUY		5
PAN		
PAR	The content of the Project is fully in accordance with the objectives.	4.5
PER	We identified that the information cannot be entered on the digital platform.	4
SUR		
T&T		
URU	The content of the Project is of high quality and suitable to achieve the objectives set.	5
VEN		
AVERAGE		4.8

6- Project Resources		Evaluation
Do you consider that the financial, physical and human resources agreed to achieve the objectives established in the Project document are appropriate?		
ARG	Yes, they are appropriate.	5
BOL	Yes, they are suitable for the execution of the Project.	5
BRA	Yes, they are.	
CHI	Yes, they are appropriate.	4.5
COL		
ECU	Yes, they are appropriate.	5
FRA		

6- Project Resources		Evaluation
Do you consider that the financial, physical and human resources agreed to achieve the objectives established in the Project document are appropriate?		
GUY		5
PAN		
PAR	Yes, we agree.	4.5
PER	We recommend publishing the complete information to all those involved, through a digital platform.	4
SUR		
T&T		
URU	Financial, physical and human resources are adequate for the fulfilment of the objectives.	5
VEN		
AVERAGE		4.7

7.-Project participants		Evaluation
Do you consider that all parties that should be involved in the Project are present? If it is not so, who should be involved?		
ARG	Yes, all the parties involved in the Project are present.	5
BOL	Yes, all parties should be involved.	4.5
BRA	Yes.	5
CHI	Yes.	4.5
COL		
ECU	Yes.	5
FRA		
GUY		5
PAN		
PAR	Yes, we consider that all those involved are in accordance with the necessary requirements.	4.5
PER		4
SUR		
T&T		
URU	The parties involved are the appropriate.	5
VEN		
AVERAGE		4.8

8.-Project effectiveness		Evaluation
Is the Project effective in costs compared to similar programs or projects?		
ARG	Yes, it is very effective.	4.5
BOL	Yes, it is appropriate in terms of cost.	5
BRA	Yes.	5
CHI	Yes.	5
COL		
ECU	Yes.	5
FRA		
GUY		5
PAN		
PAR	Yes, it is.	4.5
PER	We identified that the information cannot be entered on the digital platform.	4
SUR		
T&T		
URU	The Project is cost-effective compared to similar initiatives.	5
VEN		
AVERAGE		4.8

9.-Modification of Project objectives	
What modifications to the objectives and scope of the Project would you propose?	
ARG	To ensure that the Project becomes increasingly robust in terms of technological infrastructure and geographical expansion, whilst remaining within budget and maintaining a balance in terms of costs.
BOL	None.
BRA	No modifications required.
CHI	None.
COL	
ECU	None.
FRA	
GUY	None.

9.-Modification of Project objectives	
What modifications to the objectives and scope of the Project would you propose?	
PAN	
PAR	None.
PER	We recommend that a continuous training plan be implemented, so that the staff is updated in the local management of the network.
SUR	
T&T	
URU	No modifications are considered necessary at this stage.
VEN	

10.-Other information	
Please provide any other information that may support or clarify your perception of the current Project scope.	
ARG	As additional information, it should be noted that the Project maintains a continuous focus on identifying and analysing opportunities for improvement, including technological upgrades, strengthening operational resilience and optimising cybersecurity controls.
BOL	The Project is extremely well-oriented.
BRA	There is none.
CHI	None.
COL	
ECU	The Project demonstrates that with its lessons learned and good practices, it is a benchmark for other technical projects related to CNS Systems Management.
FRA	
GUY	None.
PAN	
PAR	There are no comments or clarifications from us.
PER	Have qualified personnel who will support the REDDIG administrator in technical support tasks, which will allow the provision of new solutions for the different problems of the network.
SUR	
T&T	
URU	The importance of continuing technical training and capacity building in the States is highlighted.
VEN	

SURVEY ON MANAGEMENT AND OUTPUTS INDICATORS
II. ASSESSMENT OF OBJECTIVES COMPLIANCE

1.-Project objectives		Evaluation
In terms of Project management by ICAO, do you think that Project objectives are being met?		
ARG	Yes, the objectives are being met according to what has been established.	4.5
BOL		
BRA	Yes, the Project is successfully managed.	5
CHI	Yes, they are being done with a lot of professionalism and excellent management.	5
COL		
ECU	Yes, we consider that the objectives of the Project are being met satisfactorily.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes, they are being met within the proposed objectives.	4.5
PER	The management and operation activities of the network are being carried out in accordance with the objectives of the project.	4
SUR		
T&T		
URU	The objectives of the Project are being met as planned.	5
VEN		
	AVERAGE	4.8

2.- Project schedule		Evaluation
Do you think that Project objectives are being met or have been met promptly in accordance with your expectations?		
ARG	Yes, although there were some delays in the bidding of the new REDDIG III, it is within the terms.	4
BOL		
BRA	Yes, everything that has been planned in the Project has been successfully done.	5
CHI	Yes.	4.5
COL		

2.- Project schedule		Evaluation
Do you think that Project objectives are being met or have been met promptly in accordance with your expectations?		
ECU	Yes.	5
FRA		
GUY		4.5
PAN		
PAR	Yes, they are being complied with as far as possible.	4.5
PER	It meets the objectives.	4
SUR		
T&T		
URU	In general, the established deadlines are met, with slight deviations due to the complexity of the Project and delays in payments.	4
VEN		
	AVERAGE	4.4

3.-Use of resources		Evaluation
Do you consider that in meeting the objectives are being used, or have been used, resources efficiently?		
ARG	Yes, the available resources have been managed and used efficiently, contributing to the successful achievement of the established objectives.	5
BOL		
BRA	Yes.	5
CHI	Yes.	5
COL		
ECU	Yes.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes.	4.5
PER	It meets the objectives.	4
SUR		

3.-Use of resources		Evaluation
Do you consider that in meeting the objectives are being used, or have been used, resources efficiently?		
T&T		
URU	Resources are used efficiently.	5
VEN		
	AVERAGE	4.8

4.- Project cost		Evaluation
Do you consider that the costs relating to compliance with the objectives are or have been appropriate?		
ARG	They are appropriate.	4.5
BOL		
BRA	Yes, the costs are in line with what is necessary to meet the objectives of the Project.	5
CHI	Yes, they have been the right ones.	4.5
COL		
ECU	Yes.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes, according to the investment and satisfaction of the services.	4.5
PER	It meets the objectives.	4
SUR		
T&T		
URU	The costs are adequate in relation to the benefits obtained.	5
VEN		
	AVERAGE	4.7

5.-Major achievements		Evaluation
What are the main achievements of the Project in relation to the expected results?		
ARG	The Project's main achievements relate to the expansion of the network and to its strengthening in the exchange and transmission of information, which contributes significantly to the provision of the air traffic services at regional and global level. Furthermore, REDDIG has experienced sustained growth, exceeding the original projections and extending its reach to other continents.	5
BOL		
BRA	Compliance with the communications plan of the SAM Region and extra-plan communications and the development of REDDIG III.	5
CHI	International coordination for problem-solving.	4.5
COL		
ECU	Main achievements: interconnection of REDDIG with other regional and international networks and the improvement of network security through the implementation of firewall equipment.	5
FRA		
GUY	Over 20 years of reliable service.	5
PAN		
PAR	Availability, qualified technical group formed and user satisfaction.	4.5
PER	Sound decisions to maintain compliance with service availability and timely attention to network failures.	4.5
SUR		
T&T		
URU	High network availability, improved regional interoperability, strengthening of aeronautical communications services.	5
VEN		
AVERAGE		4.8

6.-Major problems and their resolution		Evaluation
What are the main problems affecting the achievement of the expected results and how should them be resolved?		
ARG	The main difficulties continue to be linked to customs procedures relating to the dispatch and receipt of equipment sent for repair, an issue that will be substantially resolved with the implementation of the new REDDIG III.	4
BOL		
BRA	There are no problems to report.	

6.-Major problems and their resolution		Evaluation
What are the main problems affecting the achievement of the expected results and how should they be resolved?		
CHI	The difference in times in the administrative and logistical processes of each country, as well as exceptional external factors.	4.5
COL		
ECU		
FRA		
GUY	Financing.	4.5
PAN		
PAR	Delays that occur in customs handling by the different states for the provision/return of spare parts. This delay could be reduced by optimizing the management of the focal points.	4
PER	Delays in the implementation of the REDDIG III project; Raise awareness with all states in compliance with payments.	4
SUR		
T&T		
URU	Logistical and administrative delays in some processes, especially associated with replacement of equipment, delays in payments by States.	4
VEN		
	AVERAGE	4.17

7.- Other comments	
Please include other comments related to the compliance of Project objectives.	
ARG	No comments.
BOL	
BRA	No comments.
CHI	The objectives have been achieved with professionalism and dedication by the staff of the States and the administration.
COL	
ECU	The dedication and professionalism of the staff made it possible to meet the objectives.
FRA	
GUY	No comments.
PAN	

7.- Other comments	
Please include other comments related to the compliance of Project objectives.	
PAR	None.
PER	Keeping the digital platform active for information access.
SUR	
T&T	
URU	The overall performance of the Project is very satisfactory.
VEN	

8.- Risks	
What new events that could happen, would probably affect the achievement of Project outputs? What do you recommend to respond to these events?	
ARG	<p>Among the factors that could affect the achievement of the Project's outcomes are potential delays associated with logistical and customs procedures relating to the installation or replacement of equipment, the evolution of cybersecurity threats, and the rapid technological changes requiring adjustments to the network architecture. Furthermore, potential budgetary constraints or misalignments in implementation timelines among the various stakeholders could impact the planned deadlines.</p> <p>It is recommended that proactive planning and monitoring mechanisms be implemented, strengthening inter-institutional coordination to mitigate logistical and customs delays. It is also essential to maintain a strategy of continuous technological updating, accompanied by the ongoing improvement of cybersecurity capabilities. It is also suggested that contingency plans, redundancy schemes and flexible resource management be put in place to enable timely adaptation to technological, operational or budgetary changes, thereby ensuring the robustness and continuity of the service.</p>
BOL	
BRA	The delay in the implementation of REDDIG III in conjunction with the decommissioning of the Intelsat satellite is a risk to the continuity of communications.
CHI	Renewal of the personnel suitable to work in the REDDIG, covering those who have retired.
COL	
ECU	Economic and political instability could limit financial commitments and participation in the project.
FRA	
GUY	No comments.
PAN	
PAR	Delays that occur in customs handling by the different states for the provision/return of spare parts. This delay could be reduced by optimizing the management of the focal points.
PER	Possible delays in the development of REDDIG III, we recommend that a contingency plan be evaluated in the event of delays.

8.- Risks	
What new events that could happen, would probably affect the achievement of Project outputs? What do you recommend to respond to these events?	
SUR	
T&T	
URU	Possible delays in the implementation of REDDIG III or in the transition from the satellite network. Accelerating the processes for the transition to REDDIG III.
VEN	

9.-Other information	
Please provide any other information that may support or clarify your assessment regarding compliance with the objectives of the project.	
ARG	It should also be noted that the Project has consistently met its established objectives, with a clear alignment among the planning, the implementation of activities and the results achieved. Furthermore, the Project's progress demonstrates its adaptability and its sustained contribution to the strategic objectives defined at regional and global level.
BOL	
BRA	No comments.
CHI	None.
COL	
ECU	None.
FRA	
GUY	No comments.
PAN	
PAR	None.
PER	We recommend taking preventive measures against delays that may arise during the execution of the REDDIG III project.
SUR	
T&T	
URU	It is recommended to maintain regional coordination mechanisms and continuous technical monitoring.
VEN	

SURVEY ON MANAGEMENT AND OUTPUTS INDICATORS
III. EVALUATION OF PROJECT IMPLEMENTATION AND PROVISION OF SERVICES BY ICAO

1.-Decision making		Evaluation
Do you think that the decision-making process within the Project is appropriate?		
ARG	Yes, it is appropriate.	4
BOL	Yes, it is appropriate given the connectivity and redundancy requirements we are looking for.	5
BRA	Yes, it is.	5
CHI	Yes, it is appropriate.	5
COL		
ECU	Yes, it is appropriate.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes.	4.5
PER	Yes, decision-making in reference to the Project is appropriate.	4
SUR		
T&T		
URU	Is it appropriate.	5
VEN		
AVERAGE		4.8

2.-Product quality		Evaluation
Do you think that the quality of products elaborated is appropriate?		
ARG	Yes, it is appropriate.	4.5
BOL	Yes, it is appropriate.	5
BRA	Yes.	5
CHI	Yes, it is appropriate.	5
COL		
ECU	Yes, it is appropriate.	5
FRA		

2.-Product quality		Evaluation
Do you think that the quality of products elaborated is appropriate?		
GUY	Yes.	5
PAN		
PAR	Yes.	4.5
PER	Yes, it is appropriate.	4
SUR		
T&T		
URU	Quality is high.	5
VEN		
AVERAGE		4.8

3.-Orientation		Evaluation
Do you think that there is compliance with guidance towards achieving the Project outputs?		
ARG	Yes, they are being met and remain consistent with the Project's objectives and expected outcomes.	5
BOL	Yes, it is based on the results achieved.	t
BRA	Yes.	5
CHI	Yes, it is complying.	4.5
COL		
ECU	Yes, it is being fulfilled.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes.	4.5
PER	Yes, it is being fulfilled.	4
SUR		
T&T		
URU	Yes, it is correct.	5
VEN		
AVERAGE		4.8

4.-Organization and prioritization		Evaluation
Do you think the organization and prioritization within the Project is appropriate?		
ARG	Yes, the Project is well organised and prioritised, enabling activities and resources to be managed effectively.	4.5
BOL	Yes, it is appropriate.	5
BRA	Yes.	5
CHI	Yes, it is appropriate.	4.5
COL		
ECU	Yes, it is appropriate.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes.	4.5
PER	The organization and prioritization are in line with the objectives of the project.	4
SUR		
T&T		
URU	It is appropriate.	5
VEN		
AVERAGE		4.7

5.-Change management		Evaluation
Do you think that the management of change and degree of flexibility in managing the Project are appropriate?		
ARG	Yes, the approach to change and the Project's level of flexibility are adequate and allow for effective adaptation to new needs and challenges.	4.5
BOL	Yes, they are appropriate.	5
BRA	Yes.	5
CHI	Yes, they are appropriate.	5
COL		
ECU	Yes, they are appropriate.	5
FRA		
GUY	Yes.	5
PAN		

5.-Change management		Evaluation
Do you think that the management of change and degree of flexibility in managing the Project are appropriate?		
PAR	Yes.	4.5
PER	They are appropriate.	4
SUR		
T&T		
URU	It is good.	4
VEN		
AVERAGE		4.7

6.-Service to the State		Evaluation
Do you think that the service provided to your State is appropriate?		
ARG	Yes, the service provided to our State is adequate and meets current needs.	5
BOL	Yes, it is appropriate with the new connectivity.	5
BRA	Yes.	5
CHI	Yes, it is appropriate.	5
COL		
ECU	Yes, it is appropriate.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes.	4.5
PER	The service provided is in accordance with the needs of Corpac S.A.	4.5
SUR		
T&T		
URU	Yes, it is very good.	5
VEN		
AVERAGE		4.9

7.-Communication		Evaluation
Do you think that the level of communication within and outside the Project is adequate?		
ARG		4
BOL	Yes, it is adequate.	5
BRA	Yes	5
CHI	Yes, it is adequate.	5
COL		
ECU	Yes, it is adequate.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes.	4.5
PER	Communications inside and outside the Project are adequate.	4
SUR		
T&T		
URU	Communication is fluent.	5
VEN		
AVERAGE		4.7

8.-Conflicts		Evaluation
Do you believe that conflict management is adequate?		
ARG	Yes, it is adequate.	4.5
BOL	Yes, it is adequate.	5
BRA	Yes.	5
CHI		
COL		
ECU	Yes, it is adequate.	5
FRA		
GUY	Yes.	5

8.-Conflicts		Evaluation
Do you believe that conflict management is adequate?		
PAN		
PAR	Yes.	4.5
PER	Conflict management is appropriate according to the situational status of the Project with each State.	4
SUR		
T&T		
URU	It is correct.	5
VEN		
AVERAGE		4.8

9.-Use of resources		Evaluation
Do you think that Project resources are being used efficiently to produce the expected results?		
ARG	Yes, the Project resources are being used efficiently, in line with the achievement of the expected results.	4.5
BOL	Yes, they are used efficiently.	5
BRA	Yes.	5
CHI	Yes, they are used efficiently.	5
COL		
ECU	Yes.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes, significant improvements are being seen as the Project progresses.	4.5
PER	Yes.	4
SUR		
T&T		
URU	Yes, efficiently.	5
VEN		
AVERAGE		4.8

10.-Relevance of mechanisms		Evaluation
Do you think that management mechanisms of the Project are relevant?		
ARG	Yes, the Project management mechanisms are appropriate and contribute to the Project being properly managed and monitored.	5
BOL	Yes, they are necessary and relevant.	5
BRA	Yes.	5
CHI	Yes, they are relevant.	4.5
COL		
ECU	Yes, they are relevant.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes.	4.5
PER	The controls carried out during the Project have allowed REDDIG to operate, to date, with a high availability of the service.	4
SUR		
T&T		
URU	They are relevant.	5
VEN		
AVERAGE		4.8

11.-Opportunity to work plans		Evaluation
On the basis of its work plan, how would you rate the degree of opportunity of the Project as regards the achievement of products, outputs and delivery of inputs?		
ARG	On the basis of the work plan, the Project is considered to be on schedule, with deliverables and results being achieved as planned and the required inputs being supplied on time.	4.5
BOL		
BRA		5
CHI	Good, in delivery time, products and results.	4.5
COL		
ECU	Yes, they are relevant.	5
FRA		

11.-Opportunity to work plans		Evaluation
On the basis of its work plan, how would you rate the degree of opportunity of the Project as regards the achievement of products, outputs and delivery of inputs?		
GUY		5
PAN		
PAR	Very good.	4.5
PER	This Project has allowed us to maintain aeronautical communications with all member states in a reliable and continuous manner, which benefits the commercial air operations that we manage in Peru's airspace.	4
SUR		
T&T		
URU	It is adequate.	5
VEN		
AVERAGE		4.7

12.-Orientation		Evaluation
Do you consider that the activities and products developed through the Project are in line with ICAO directives, regional offices and air navigation plans?		
ARG	Yes, the Project carries out its activities and develops its products in full compliance with ICAO guidelines, the Regional Offices and the applicable air navigation plans.	4.5
BOL		
BRA	Yes.	5
CHI	Yes, they are.	4.5
COL		
ECU	Yes.	5
FRA		
GUY	Yes.	5
PAN		
PAR	Yes.	4.5
PER	The activities and products developed through the current Project are in line with ICAO directives.	4
SUR		

12.-Orientation		Evaluation
Do you consider that the activities and products developed through the Project are in line with ICAO directives, regional offices and air navigation plans?		
T&T		
URU	Yes, it is aligned.	5
VEN		
AVERAGE		4.7

13.-Other information		
Please provide any other information that may support or clarify your assessment on products and services provided through the project.		
ARG	It should also be noted that the Project ensures that the products and services provided are consistent and aligned with an all-encompassing vision, thereby facilitating their effective integration and harmonisation at regional level.	
BOL		
BRA		
CHI	The products and services through the Project have been adequate.	
COL		
ECU	No comments.	
FRA		
GUY	No comments.	
PAN		
PAR	No comments.	
PER	The implementation of new information transport technologies may cause problems in the aeronautical communications transported by REDDIG. Therefore, it is recommended to continue using satellite access in parallel with new terrestrial technologies in REDDIG III, ensuring the availability and reliability of the service.	
SUR		
T&T		
URU	ICAO's management has been adequate, with good communication and ongoing technical support.	
VEN		

**SURVEY ON MANAGEMENT AND OUTPUTS INDICATORS
IV. LESSONS LEARNED**

1.-Positive lessons learned from the project

Please provide a brief description of the positive lessons learned from the implementation of the project

ARG	Teamwork among Member States has been significantly strengthened. Constant and coordinated collaboration has facilitated problem-solving, whilst regular meetings and a transparent working framework have helped to keep expectations aligned and to reinforce a common vision at regional level.
BOL	The coordination among countries following the changes to NAABOL proved highly beneficial for the ANSP; the growth achieved through the P1 connection with Chile opens up greater opportunities for us, reflecting the effective management by the Project administrators.
BRA	Driving technological advances in a harmonized way.
CHI	Teamwork, with the active participation of State staff and the Regional Office.
COL	
ECU	Efficiency in coordination between States and the timely response of the Administration and the Manaus node.
FRA	
GUY	No comments.
PAN	
PAR	Good communication through the use of teleconferences for the management of situations and coordination for problem solving. The human capital made up of each of the states that make up the Project.
PER	Efficient administrative and operational management can maintain the operation of the systems over time, in such a way as to ensure the reliability and availability of the service.
SUR	
T&T	
URU	Collaborative work between States, high availability of the system, good regional technical coordination.
VEN	

2.- Opportunities for improvement.	
Provide a brief description of the improvement opportunities identified during Project implementation.	
ARG	Although the Project has a track record of more than 20 years, during which it has generated numerous lessons learnt and best practices that have been progressively incorporated, one area for improvement identified is the need to continuously strengthen, within each State and its respective administrations, awareness and understanding of the benefits, scope and operational requirements of this regional network. Within the framework of the Regional Air Navigation Plans and in line with the objectives of the Global Air Navigation Plan (GANP) and the ASBU prioritisation blocks, it is essential to ensure a consistent understanding of the strategic importance of the network as a key enabler for interoperability, efficiency, operational continuity and safety. Furthermore, it is considered necessary to strengthen institutional commitment and coordination between technical, operational and administrative areas, in order to ensure the sustainability, proper implementation and evolution of the Project in accordance with the guidelines and objectives established by ICAO.
BOL	We were able to add a second redundant connectivity link.
BRA	The change of REDDIG III so as not to implement a new satellite network.
CHI	Staff turnover that then does not continue in the Project and the reduction of technical staff in the States.
COL	
ECU	The lack of periodic training in the use of certain systems represented a barrier to the efficiency of the response to contingencies.
FRA	
GUY	No comments.
PAN	
PAR	Constant training to have a technical team effectively prepared to face problems. The implementation of training tools. Constant innovation in the implementation of training in face-to-face and virtual formats. Propose laboratories with link and connectivity simulation tools. Agility in the provision of spare parts or spare parts modules for final deliveries to affected States.
PER	Strengthening of staff capacities through continuous training, aimed at developing technical skills, optimizing performance, increasing process efficiency and ensuring the quality of results.
SUR	
T&T	
URU	It is important to give sufficient communication of the dates of the meetings, both coordination and operational, in order to have the participation of all states in them (in the case of Uruguay, at least 60 days before the meeting, notice must be given to the MDN, so communication should be earlier). Uruguay cannot participate in the last two face-to-face meetings for this reason.
VEN	

3.- Strategy to implement the improvement opportunities identified.	
Provide a brief description of the strategy that you would propose to implement the improvement opportunities identified.	
ARG	The proposed strategy for implementing the identified opportunities for improvement is based on raising awareness and strengthening institutional commitment among States, through coordinated efforts in outreach, training and strategic alignment. It is recommended that, within the framework of the Regional Air Navigation Plans, regular forums for exchange and awareness-raising be promoted, aimed at national administrations and the relevant technical, operational and administrative departments, in order to ensure a consistent understanding of the network's strategic role as a key enabler of the GANP objectives and the ASBU building blocks. Furthermore, it is a priority to strengthen regional coordination mechanisms, promote harmonised planning and ensure continuous support for the implementation and evolution of the project, with the aim of guaranteeing its sustainability, interoperability and contribution to the safety and efficiency of the air navigation system at regional and global levels.
BOL	A key strategic opportunity would be not only to expand our capabilities in cybersecurity, but also to implement a machine learning system through data connectivity to optimise services.
BRA	There is none.
CHI	Maintain the working groups of the States, giving continuity to the tasks and initiate processes for the renewal of personnel.
COL	
ECU	To give continuity to the strategies that have allowed the stability of the Project.
FRA	
GUY	No comments.
PAN	
PAR	Maintain the strategy used, since it was perfected with the experience acquired during the course of the Project and implement the same work system for the REDDIG III project.
PER	It is proposed to implement a continuous training program that includes: <ul style="list-style-type: none"> -Identification of competency gaps. -Design of training plans aligned with institutional objectives. -Execution of workshops, courses or specialized training. -Evaluation of the effectiveness of training.
SUR	
T&T	
URU	Strengthen continuous training, optimize logistics processes and advance in the implementation of new technologies (REDDIG III).
VEN	

Agenda Item 7: Other matters

7.1 Under this item, the meeting analysed initiatives related to technological innovation, including next-generation satellite solutions, analytics based on ADS-B and the use of artificial intelligence applied to network management.

7.2 Likewise, aspects of regional and interregional interconnectivity were addressed, including possible integrations with other aeronautical networks.

7.3 RCC/34 showed that the REDDIG Project is in a phase of structural transformation, in which the implementation of REDDIG III and the need to guarantee operational continuity, converge.

7.4 In this context, the adoption of Conclusion RCC/34-1 constitutes a relevant milestone, as it establishes a technical and organizational framework for the standardisation of cybersecurity and the definition of the network's LAN architecture, key elements for the future sustainability of the Project.

7.5 The Committee highlighted the Project's ability to adapt to a complex environment, maintaining adequate levels of availability and strengthening regional cooperation.

7.6 Next actions: The Committee agreed to continue monitoring the REDDIG III implementation process, including the work of the Ad-hoc Group established by Conclusion RCC/34-1, as well as to advance in defining interregional interconnections and strengthening cybersecurity.

7.7 It was reiterated that the primary responsibility for training lies with States, while the REDDIG Project and ICAO continue to provide complementary support through regional activities, workshops and operational technical meetings.

7.8 The meeting noted the possibility of accessing external funding for the development of innovative solutions, including AI-based tools geared towards REDDIG's technical support.

7.9 The need to evaluate aspects related to information security and data sovereignty was highlighted, and the issue was subject to further analysis by States.

7.10 The meeting concluded by reaffirming the commitment of States and ICAO towards strengthening REDDIG as a critical infrastructure for CNS/ATM services in the SAM Region.

7.11 The meeting emphasized the need for close coordination between States, ICAO and providers, in order to ensure an orderly transition with no impact on service provision.