



Agenda

Item 6: Annual project evaluation

ANNUAL PROJECT EVALUATION

(Working paper presented by the Secretariat)

SUMMARY

This working paper presents a set of forms prepared to assess the project status of 2017, which includes which includes comments and the qualification that each participating State should provide according to its findings in this regard.

REFERENCES

- RLA/03/901 Project Document; and
- Report of the Twentieth Meeting of the REDDIG Coordination Committee - Lima, Peru, 21 to 23 March 2017

1. Background

1.1 The annual project evaluation is an assessment of the results obtained in each stage of the implementation by participating States and has the following objectives:

- a) Provide an appraisal and written assessment of project progress towards achieving the expected results;
- b) Present the views of stakeholders on issues affecting project implementation and provide proposals for solving the problems identified;
- c) Serve as input for possible external evaluation;
- d) Serve as a source of input for the preparation of the annual report of the project results and plan additional assistance, if needed.

2. Content and structure of the evaluation forms

2.1 For the project annual evaluation, a set of forms of four parts is used, composed of:

- a) Project status and management indicators and results;
- b) Project monitoring and control;
- c) Survey on management indicators and results; and
- d) Delivery dates calendar.

2.2 In the first part (**Appendix A**), the products obtained with the implementation of the programme of activities approved by the Project Coordination Committee for the period under review, in relation to the immediate objectives, outputs and activities set forth in the project document, are exposed.

2.3 The second part (**Appendix B**) shows the project monitoring and control table whose purpose is to determine the work plan of the new period, activities and expected results for the year for each ICAO strategic objective.

2.4 The third part (**Appendix C**) includes the survey on management indicators and results that has been completed by participating States in the project, with their assessments and qualifications, including:

- I. Current assessment of the project;
- II. Assessment of the attainment of objectives;
- III. Assessment of the project implementation and service delivery by ICAO; and
- IV. Lessons learned.

2.5 The last part (**Appendix D**) shows the delivery dates calendar of the first three first parts.

3. **Suggested action**

3.1 The Coordination Committee is invited to:

- a) Take note of the information contained in this working paper;
- b) Take note of project status and management indicators and results to 31 December 2017 contained in **Appendix A**;
- c) Consider the table of monitoring and controlling the project and work plan for 2018 set out in **Appendix B** and approve it;
- d) Review and consider the annual evaluation of project progress contained in **Appendix C**; and
- e) Validate the schedule of delivery dates presented in **Appendix D**.

APPENDIX A



**1. PROJECT STATUS AS OF 31 DECEMBER 2017
AND MANAGEMENT INDICATORS AND RESULTS**

PROJECT NUMBER: RLA/03/901
PROJECT TITLE: REDDIG Management System and Satellite Segment Administration

IMMEDIATE OBJECTIVE 1	<i>Elaborate a proposal for the establishment of a multinational mechanism for the definitive administration of the network, considering the studies on this subject to be carried out by GREPECAS.</i>		
OUTPUT 1.1	<i>Analysis of the possible multinational mechanisms to provide air navigation services in order to determine an arrangement for the administration of the network.</i>		
CURRENT STATUS	Percentage of advance 100%		
PLANNED WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)		
CURRENT WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: XX months CAUSE:		
OUTPUT 1.1	DELIVERABLES / INDICATORS		Remarks
OUTPUT	2017		
1.1.1 Compile information from the existing multinational mechanisms for the provision of air navigation services, such as COCESNA; Eurocontrol, Iceland Agreement, Others.			Completed
1.1.2 Prepare a comparative chart on the advantages and disadvantages of the possible multinational mechanisms in order to determine an arrangement on this matter for the administration of the network .			Completed
1.1.3 Analyze the best alternatives for a definitive arrangement that allows the establishment of a multinational mechanism for the administration of the network.			Completed
OUTPUT 1.2	<i>Proposal for the establishment of a multinational mechanism for the administration of the network elaborated.</i>		
CURRENT STATUS	Percentage of advance 100%		
PLANNED WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)		
CURRENT WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: XX months CAUSE:		

OUTPUT	2017	Remarks
OUTPUT 1.2	DELIVERABLES / INDICATORS	Remarks
	2017	
1.2.1 Considering the CAR/SAM FASID guidance material, and the study of the previous output, prepare a multinational mechanism project for the administration of the network.		Completed
OUTPUT 1.3	<i>Proposal on the definitive multinational mechanism for the administration of the network approved.</i>	
CURRENT STATUS	Percentage of advance 100%	
PLANNED WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: XX months CAUSE:	
OUTPUT 1.3	DELIVERABLES / INDICATORS	Remarks
	2017	
1.3.1 Project of proposal on the multinational mechanism presented to the following interested parties requesting their comments: a) SAM States; b) GREPECAS; and c) Meeting of Civil Aviation Authorities of the SAM Region.		Completed
1.3.2 Evaluate the comments received and consider them in the preparation of the final proposal.		Completed
1.3.3 Circulate the final proposal to the States requesting its approval		Completed
1.3.4 Approval of the proposal on a multinational mechanism for the administration of the network		Completed

OUTPUT	2017	Remarks
OUTPUT 1.4	<i>Arrangements to activate the multinational mechanism for the administration of the network prepared.</i>	
CURRENT STATUS	Percentage of advance 100%	
PLANNED WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: XX months CAUSE:	
OUTPUT 1.4	DELIVERABLES / INDICATORS	Remarks
	2017	
1.4.1 Based in the result of 1.3, coordinate with the States the necessary arrangements for the implementation of the approved mechanism.		Completed
1.4.2 Based in activity 1.4.1 prepare a working programme and determine the date of activation of the multinational mechanism.		Completed
IMMEDIATE OBJECTIVE 2	<i>Administration of the network under the conditions established by the Third Meeting of the Coordination Committee (RCC/3)</i>	
OUTPUT 2.1	<i>Administration of the network under the direct management of the project for a two-year period.</i>	
CURRENT STATUS	Percentage of advance 100%	
PLANNED WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 Deviation: 0 months CAUSE:	
OUTPUT 2.1	DELIVERABLES / INDICATORS	Remarks
	2017	
2.1.1 Management the network during the transition period to the definitive multinational mechanism providing the following services to keep the network operating:	99.9956% availability of the network since the last meeting of the Coordination Committee to date (Refer to WP/03)	Ongoing
a) Assist the States and provide training for the correct operation of the network nodes.	WP/03 and WP/04	Continuous
b) Supervise and control in an efficient manner the network operation, providing the appropriate assistance to the nodes for the identification and solution of operation problems that might arise.	Refer to WP/03	Recurrent

OUTPUT	2017	Remarks
c) Manage the network configuration keeping the system database updated with the corresponding information of the nodes bandwidth.	The data base is continuously updated.	Continuous
d) Prepare monthly reports on the activities of the network administration and the operating status of the system and circulate them to the States.	Discontinued	Activity completed in the first years of the project.
e) Follow up the aspects of the guarantee contracted for the network.	Following up.	Recurrent
f) Verify periodically the network maintenance programmes, carrying out the relevant improvements and advise on the planning and implementation of such programmes.	Maintenance programme has been updated (see WP03)	Recurrent
g) Propose the corresponding procedures to duly coordinate the NCCs' operation (Manaus/Ezeiza).	Procedures have been established which are described in the Maintenance Manual of the REDDIG.	Completed
h) Based on the agreements reached at the RCC/3 on spare parts management policy, propose a process for management of spare parts for the network and how to obtain them so as to ensure a continuous support and the timely supply of these inputs.	Procedure established for the administration of network spare parts.	Completed
i) Approve the procedures proposed in g) and h).	Procedures approved.	Completed

OUTPUT	2017	Remarks
2.1.2 Coordinate adequately with States, other administrative aspects established for the operation of the REDDIG such as:		
a) Supplies provided by the States.	States as owners of REDDIG's nodes provide the supplies required for its operation and the technical staff for maintenance, and those with the NCC, provide the staff plus all requirements for its operation.	Continuous
b) Quantity and quality of the human resources to be provided by the States for the operation and maintenance of the network.	Each State that has a REDDIG node provides at least two experts with good technical skills to perform maintenance. The state conducting (NCC) management provides a minimum of five experts with a good technical background.	Completed
c) Facilities, access to site, transportation/mobilization, personnel assistance, telecommunications means, etc.	All the REDDIG nodes count with the indicated facilities	Completed
OUTPUT 2.2	<i>REDDIG budget approved.</i>	
CURRENT STATUS	Percentage of advance 100%	
PLANNED WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 Deviation: 0 months CAUSE:	
OUTPUT 2.2	DELIVERABLES / INDICATORS	Remarks
	2017	
2.2.1 Prepare and submit annually to the ICAO Regional Office in Lima a budget for the REDDIG administration for approval.	Budget for 2018 prepared by the REDDIG Administration and presented to the ICAO South American Regional Office.	Recurrent
2.2.2 Prepare an annual report on the activities of the network management and the program of activities for the coming year, including budget estimates.	Report of the 2017 activities and work plan for 2018 prepared by the REDDIG Administration and the ICAO South American Regional Office. See WP/03 and WP/04.	Recurrent
2.2.3 Prepare the annual budget of the REDDIG.	Budget for 2018 revised and prepared by the ICAO South American Regional Office for presentation to the Coordination Committee. See WP/05.	Recurrent
2.2.4 Convene a meeting of the REDDIG Coordination and Technical Committee in April of each year.	XXI meeting of the Coordination Committee convened by the ICAO South American Regional Office to be held in Lima from 14 to 16 May.	Recurrent
2.2.5 Approve the annual budget of the network.	Budget for 2017 approved by the XX meeting of the Coordination Committee (Lima, 14-16 May 2017).	Recurrent

OUTPUT	2017	Remarks
2.2.6 Review and approve the annual activity report and the program of activities for next year, presented by the network administrator.	Report on 2016 activities and work plan for 2017 revised and approved by the XX meeting of the Coordination Committee (Lima, Lima, 14-16 May 2017).	Recurrent
2.2.7 Review and approve expenditures and accounts of the REDDIG administration.	Report on 2016 expenses and accounts revised and approved by the XX meeting of the Coordination Committee (Lima, 14-16 May 2017).	Recurrent
OUTPUT 2.3	<i>Satellite segment leased</i>	
CURRENT STATUS	Percentage of advance 90%	
PLANNED WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 Deviation: 0 months CAUSE:	
OUTPUT 2.3	DELIVERABLES / INDICATORS	Remarks
	2017	
2.3.1 Based on Conclusion RCC 3/7 of the Third Meeting of the Coordination Committee, establish the most convenient arrangement for leasing the satellite segment from PanAmSat, subsequently designated as Intelsat.	Agreement established.	Completed
2.3.2 Approve the arrangement to be proposed to PanAmSat, subsequently designated as Intelsat.	Arrangement approved, as per new REDDIG II contract.	Completed
2.3.3 Collect the funds to lease the satellite segment and sign the contract.	Funds collected regularly and satellite segment leased in accordance with the established arrangement.	Recurrent

OUTPUT	2017	Remarks
IMMEDIATE OBJECTIVE 3	<i>In accordance with the requirements of the CAR/SAM FASID and of the Plan of Implementation of the Performance-based Air Navigation System for the SAM Region, plan the regional development of CNS/ATM applications and implement such applications in coordination with projects RLA/98/003 and RLA/06/901, as appropriate.</i>	
OUTPUT 3.1	<i>CNS/ATM applications identified.</i>	
CURRENT STATUS	Percentage of advance %90	
PLANNED WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 Deviation: 0 months CAUSE:	
OUTPUT 3.1	DELIVERABLES / INDICATORS	Remarks
	2017	
3.1.1 Investigate the CNS/ATM applications available on the market and implemented successfully for the aeronautical fixed service.	Among the CNS/ATM applications researched there are the AMHS, AIDC, ADS B and IP Voice.	Continous
3.1.2 From the technical point of view, investigate their application in the REDDIG platform and select the corresponding applications.	The AMHS application has been investigated, and a package of technical specifications was elaborated, which the States of the Region have used for the study and implementation at national level. Also, the application of AIDC has been investigated, establishing agreements for its implementation. Other applications will continue to be investigated, as ATIS-D and ADS-B.	Activity aligned with the Air Navigation System Performance-Based Implementation Plan for the SAM Region
OUTPUT 3.2	<i>Plan for the implementation of CNS/ATM applications approved.</i>	
CURRENT STATUS	Percentage of advance 100%	
PLANNED WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 Deviation: 0 months CAUSE:	
OUTPUT 3.2	DELIVERABLES / INDICATORS	Remarks
	2017	
3.2.1 Coordinate with States and the GREPECAS the technical aspects required for the implementation of the CNS/ATM applications selected.	All applications implemented have been coordinated with States and the GREPECAS.	Continous
3.2.2 In coordination with the activities of projects RLA/98/003 and RLA/06/901, as corresponds, prepare plans to implant CNS/ATM applications that include, inter alia, the following: a) Interoperability of the following applications: AMHS; AIDC; radar, ADS or multilateration surveillance systems; others.	Coordination with Project RLA/98/003 was completd, but coordinations with Project RLA/06/901 continue. Activity in process with RLA/06/901	Completed with Project RLA/98/003

OUTPUT	2017	Remarks
b) General technical specifications for equipment and programming (hardware and software); c) System requirements and functionalities; d) Costs; and e) Coordination arrangements and responsible parties.		
3.2.3 Approve the plans developed under 3.2.2.	The plan developed with RLA/98/003 Project was completed, but arrangements with RLA/06/901 Project continue	Completed ith Project RLA/98/003
OUTPUT 3.3	<i>CNS/ATM applications for the fixed service implemented in the REDDIG platform.</i>	
CURRENT STATUS	Percentage of advance 100%	
PLANNED WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 Deviation: 0 months CAUSE:	
OUTPUT 3.3	DELIVERABLES / INDICATORS	Remarks
	2017	
3.3.1 Based on plans approved as per 3.2.3 execute the following: a) Propose amendments to the project budget in order to develop action plans for the implementation of applications by the project. b) Approve the aforementioned amendments. c) Develop an action plan for the implementation of CNS/ATM applications in the REDDIG platform. d) Approve the action plan. e) Hold meetings, workshops and seminars to support the implementation of CNS/ATM applications.	Activities for the implementation of the new CNS/ATM systems are included in the Air Navigation System Performance-Based Implementation Plan for the SAM Region	Completed

OUTPUT	2017	Remarks
OUTPUT 3.4	<i>MEVA II/REDDIG interconnection for the interoperability of applications in the CAR and SAM Regions.</i>	
CURRENT STATUS	Percentage of advance 100%	
PLANNED WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 Deviation: 0 months CAUSE:	
OUTPUT 3.4	DELIVERABLES / INDICATORS	Remarks
	2017	
3.4.1 Provide, install, and test the equipment required to establish the interconnection.	The new MEVA III/REDDIG II interconnection was completed in April 2016 - See WP/03	Completed
3.4.2 Coordinate and supervise the tests and commissioning of the interconnection.	The new MEVA III/REDDIG II interconnection was completed in April 2016 - See WP/03	Completed
3.4.3 Establish communication with the REDDIG as required by the COCESNA MEVA II node by means of two ATS voice channels with Bogota and Caracas.	The new MEVA III/REDDIG II interconnection was completed in April 2016 - See WP/03	Completed
3.4.4 Configure the nodes involved with the functionalities required for the interconnection.	The new MEVA III/REDDIG II interconnection was completed in April 2016 - See WP/03	Completed
3.4.5 Provide operational and maintenance support to the COCESNA node interconnected to the REDDIG on a 24x7 basis.		Continuous
IMMEDIATE OBJECTIVE 4	<i>Procurement, installation, commissioning and maintenance of the new digital network REDDIG II, in accordance with the technical specifications agreed by the REDDIG member States</i>	
OUTPUT 4.1	<i>Final technical specifications of the REDDIG II and prior arrangements for the bidding established.</i>	
CURRENT STATUS	Percentage of advance 100%	
PLANNED WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: 0 months CAUSE:	
OUTPUT 4.1	DELIVERABLES / INDICATORS	Remarks
	2017	
4.1.1 Establish the final technical specifications of the REDDIG II based on the specifications agreed by States participating in the project.		Completed
4.1.2 Determine the schedule of actions to be developed for the invitation to bid once established the final technical specifications.		Completed

OUTPUT	2017	Remarks
4.1.3 Elaborate criteria for the evaluation of bids by setting a weight for the various parts that make up the technical specifications.		Completed
4.1.4 Coordinate with States the participation of their representatives in the evaluation of bids, assuming the costs involved with funds other than those of the project.		Completed
OUTPUT 4.2	<i>Tender for the provision of the REDDIG II under the "turn-key" modality.</i>	
CURRENT STATUS	Percentage of advance 100%	
PLANNED WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: 0 months CAUSE:	
OUTPUT 4.2	DELIVERABLES / INDICATORS	Remarks
	2017	
4.2.1 Convene the international tender.		Completed
4.2.2 Respond to queries from potential bidders.		Completed
4.2.3 Coordinate the mandatory bidders visits to the nodes of the REDDIG.		Completed
4.2.4 Conduct mandatory visits to the nodes of the REDDIG.		Completed
4.2.5 Ensure that potential bidders have made visits to the nodes of the REDDIG.		Completed
4.2.6 Evaluate bids received.		Completed
4.2.7 Select the winning bid.		Completed
4.2.8 Approve the winning bid.		Completed
4.2.9 Negotiate and award the contract.		Completed
4.2.10 Sign the contract.		Completed

OUTPUT	2017	Remarks
OUTPUT 4.3	<i>REDDIG II installed and commissioned.</i>	
CURRENT STATUS	Percentage of advance 100 %	
PLANNED WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 (see the proposed work programme at beginning of year)	
CURRENT WORK PLAN	Starting date: 01/01/2017 Delivery date: 30/12/2017 Deviation: 0 months CAUSE:	
OUTPUT 4.3	DELIVERABLES / INDICATORS	Remarks
	2017	
4.3.1 Execute the contract.	The contract has been implemented, as indicated in WP/03	Completed
4.3.2 Coordinate with States the designation of national personnel that will participate in the installation, adjustment and commissioning of the REDDIG II.		Completed
4.3.3 Advise States in the execution of the contract with respect to: a) Enabling the sites for the installation of VSAT equipment and other equipment associated with each REDDIG node, b) Study of the radio electric impact of each node, c) Factory testing, d) Sending and reception of equipment, e) Installation of equipment, f) Tests on site, g) Staffing and training requirements, h) Guarantees, i) Operation and maintenance of the REDDIG II during the installation phase, j) Possibility to integrate the new network with other local systems, k) Plan for the transfer of services to the new system, l) Operation of the MEVA II – REDDIG interconnection,		Completed

OUTPUT	2017	Remarks
<p>m) Preparation of the operational requisites of each node, for the local telecommunications authority,</p> <p>n) Other relevant aspects.</p>		
<p>4.3.4 Evaluate the manufacturer manuals concerning instruction, installation, operation and maintenance of the REDDIG II, providing, if necessary, appropriate comments to the contractor.</p>		Completed
<p>4.3.5 Establish the stock of spare parts and test instruments in each node.</p>	Established in the technical specifications	Completed
<p>4.3.6 Prepare, in coordination with States, the maintenance programme of the REDDIG II, to begin during the trial period by the contractor.</p>		Completed
<p>4.3.7 Coordinate with States the local staffing requirements for the operation and maintenance of the REDDIG II nodes based on the training programme included in the contract, recommending the level of preparation that should prove the personnel to be trained.</p>		Completed
<p>4.3.8 Advise States, as required, on courses that should be taken by the designated personnel locally and abroad.</p>		Completed
<p>4.3.9 Nominate candidates for training programmes.</p>		Completed
<p>4.3.10 Carry out training programmes locally or abroad in accordance with the established programme.</p>		Completed
<p>4.3.11 Assess the results of the instruction received by the personnel.</p>		Completed

OUTPUT	2017	Remarks
4.3.12 Recommend the updating and refreshing programmes that will be necessary.	See WP/04 regarding the proposed training activities.	Continuous
4.3.13 Coordinate with States the participation of their personnel in factory tests, if deemed necessary, assuming the costs involved with funds other than those of the project.		Completed
4.3.14 Supervise the installation of the REDDIG II nodes by the contractor.		Completed
4.3.15 Rent the space segment necessary.	Necessary arrangements were carried out with IntelSat. A four-year leasing contract was signed on 12 December 2014 -- from 1 January 2016 to 31 December 2018. The payment of services is made annually.	Completed
4.3.16 Coordinate the implementation of technical-operational tests for the provisional reception of each node.		Completed
4.3.17 Coordinate the implementation of technical-operational tests for the provisional reception of REDDIG II.		Completed
4.3.18 Coordinate with States the execution of the trial period of operation of the REDDIG II by the contractor.		Completed
4.3.19 Participate in coordination with States in the final acceptance tests of the REDDIG II.	See WP/03	Completed
4.3.20 Subscribe minutes of final acceptance of the entire system.	On January 30, 2018 the FNAT certificated was signed.	Completed
4.3.21 Transfer the ownership titles of nodes to the authorities concerned.		In process
4.3.22 Start the operation and network management by the project.		Completed

OUTPUT	2017	Remarks
4.3.23 Assess the operation of the network during the warranty period.		In process
4.3.24 Contract the supply of the terrestrial communications service by the provider of communications services.	See WP/04. As of 1 January 2016, the ground network services are been managed directly between ICAO and LEVEL 3.	54-month contract, renewable on an annual basis

APPENDIX C

3. SURVEY ON MANAGEMENT AND OUTPUTS INDICATORS

Section | Evaluation of current project

Section | Assessment of compliance with objectives

Section | Evaluation of implementation and delivery of services by ICAO

Sección 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 are not implementable
2.0	Some results were achieved with little impact and quality
1.5	Below the expected results
1.0	Well below the expected results

3. 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?		
AVERAGE		

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?		
Average		

3.- Comments of the State(s)		Evaluation
Do you have any comments on the direction of the project?		
Average		

4.- Strategy and vision		Evaluation
Do you consider that the project meets your institution's strategy and vision that has at long term?		
Average		

5.- Project quality		Evaluation
What opinion deserves you the content of this project to achieve the expected objectives?		
Average		

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?		
Average		

**3. 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?		
AVERAGE		

2.- Project schedule		Evaluation
Do you think that project objectives are being met or have been met promptly in accordance with your expectations?		
AVERAGE		

3.- Use of resources		Evaluation
Do you consider that in meeting the objectives are being used, or have been used, resources efficiently?		
AVERAGE		

4.- Project cost		Evaluation
Do you consider that the costs relating to compliance with the objectives are or have been appropriate?		
AVERAGE		

5.- Major achievements		Evaluation
What are the main achievements of the project in relation to the expected results?		
AVERAGE		

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?		
AVERAGE		

3. 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?		
AVERAGE		

2.- Products quality		Evaluation
Do you think that the quality of products elaborated is appropriate?		
AVERAGE		

3.- Orientation		Evaluation
Do you think that there is compliance with guidance towards achieving the project outputs?		
AVERAGE		

4.- Organization and prioritization		Evaluation
Do you think the organization and prioritization within the project is appropriate?		
AVERAGE		

5.- Change management		Evaluation
Do you think that the management of change and degree of flexibility in managing the project are appropriate?		
AVERAGE		

6.- Service to the State		Evaluation
Do you think that the service provided to your State is appropriate?		
AVERAGE		

APPENDIX D**Project N°: RLA/03/901****Title: REDDIG Management System and Satellite Segment Administration****DELIVERY DATES CALENDAR**

DOCUMENT	Year	Future Years
1. Situation of the Project as of 31 December 2018, as well as management and results indicators	20-Mar-19	15-Mar
2. Monitoring and control of the Project, 2018 work plan	20-Mar-19	15-Mar
3. Survey on 2018 management and results indicators	20-Mar-19	15-Mar