



**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 2020, 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 Twenty-Fourth Meeting of the REDDIG Coordination Committee (RCC/24) (Lima, Peru, 03 to 06 March 2020); and Report of the Twenty-Fifth Extraordinary Meeting of the REDDIG Coordination Committee (RCC/25) (Teleconference, 16 October 2020)

**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 2020 contained in **Appendix A**;
- c) Consider the table of monitoring and controlling the project and work plan for 2021 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 2020  
AND MANAGEMENT INDICATORS AND RESULTS

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	2020		
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 1.2	DELIVERABLES / INDICATORS		Remarks
OUTPUT	2020		
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
OUTPUT	2020		
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			Completed

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c) Meeting of Civil Aviation Authorities of the SAM Region.		
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
<b>OUTPUT 1.4</b>	<i>Arrangements to activate the multinational mechanism for the administration of the network prepared.</i>	
<b>CURRENT STATUS</b>	<b>Percentage of advance 100%</b>	
<b>PLANNED WORK PLAN</b>	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)	
<b>CURRENT WORK PLAN</b>	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: XX months CAUSE:	
<b>OUTPUT 1.4</b>	<b>DELIVERABLES / INDICATORS</b>	<b>Remarks</b>
	<b>2020</b>	
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
<b>IMMEDIATE OBJECTIVE 2</b>	<i>Administration of the network under the conditions established by the Third Meeting of the Coordination Committee (RCC/3)</i>	
<b>OUTPUT 2.1</b>	<i>Administration of the network under the direct management of the project for a two-year period.</i>	
<b>CURRENT STATUS</b>	<b>Percentage of advance 100%</b>	
<b>PLANNED WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 (see the proposed work programme at beginning of year)	
<b>CURRENT WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 Deviation: 0 months CAUSE:	
<b>OUTPUT 2.1</b>	<b>DELIVERABLES / INDICATORS</b>	<b>Remarks</b>
	<b>2020</b>	
2.1.1 Management the network during the transition period to the definitive multinational mechanism providing the following services to keep the network operating:	99.9802% 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

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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.		Completed
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).		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
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
<b>OUTPUT 2.2</b>	<b>REDDIG budget approved.</b>	
<b>CURRENT STATUS</b>	<b>Percentage of advance 100%</b>	
<b>PLANNED WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 (see the proposed work programme at beginning of year)	
<b>CURRENT WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 Deviation: 0 months CAUSE:	
<b>OUTPUT 2.2</b>	<b>DELIVERABLES / INDICATORS</b>	<b>Remarks</b>
	<b>2020</b>	
2.2.1 Prepare and submit annually to the	Budget for next year prepared by the REDDIG Administration and presented to the ICAO South American Regional Office.	Recurrent

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ICAO Regional Office in Lima a budget for the REDDIG administration for approval.		
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 previous year activities and work plan for the present year 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 the current year 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.	The Coordination Committee Meeting convened by the ICAO South American Regional Office.	Recurrent
2.2.5 Approve the annual budget of the network.	Budget for current year approved by the Meeting of the Coordination Committee.	Recurrent
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 last year activities and work plan for next year revised and approved by the Meeting of the Coordination Committee.	Recurrent
2.2.7 Review and approve expenditures and accounts of the REDDIG administration.	Report on last year expenses and accounts revised and approved by the Meeting of the Coordination Committee.	Recurrent
<b>OUTPUT 2.3</b>	<i>Satellite segment leased</i>	
<b>CURRENT STATUS</b>	<b>Percentage of advance 100%</b>	
<b>PLANNED WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 (see the proposed work programme at beginning of year)	
<b>CURRENT WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 Deviation: 0 months CAUSE:	
<b>OUTPUT 2.3</b>	<b>DELIVERABLES / INDICATORS</b>	<b>Remarks</b>
	<b>2020</b>	
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
<b>IMMEDIATE OBJECTIVE 3</b>	<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>	
<b>OUTPUT 3.1</b>	<i>CNS/ATM applications identified.</i>	
<b>CURRENT STATUS</b>	<b>Percentage of advance %90</b>	
<b>PLANNED WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 (see the proposed work programme at beginning of year)	
<b>CURRENT WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 Deviation: 0 months CAUSE:	

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OUTPUT 3.1	DELIVERABLES / INDICATORS		Remarks
	2020		
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.		Continuous
3.1.2 From the technical point of view, investigate their application in the REDDIG platform and select the corresponding applications.			Continuous
<b>OUTPUT 3.2</b>	<i>Plan for the implementation of CNS/ATM applications approved.</i>		
<b>CURRENT STATUS</b>	<b>Percentage of advance 100%</b>		
<b>PLANNED WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 (see the proposed work programme at beginning of year)		
<b>CURRENT WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 Deviation: 0 months CAUSE:		
OUTPUT 3.2	DELIVERABLES / INDICATORS		Remarks
	2020		
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.		Continuous
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.  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.			Completed with Project RLA/98/003
3.2.3 Approve the plans developed under 3.2.2.			Completed with Project RLA/98/003
<b>OUTPUT 3.3</b>	<i>CNS/ATM applications for the fixed service implemented in the REDDIG platform.</i>		
<b>CURRENT STATUS</b>	<b>Percentage of advance 100%</b>		
<b>PLANNED WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 (see the proposed work programme at beginning of year)		
<b>CURRENT WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 Deviation: 0 months CAUSE:		
OUTPUT 3.3	DELIVERABLES / INDICATORS		Remarks
	2020		
3.3.1 Based on plans approved as per 3.2.3 execute the following:	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

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<p>a) Propose amendments to the project budget in order to develop action plans for the implementation of applications by the project.</p> <p>b) Approve the aforementioned amendments.</p> <p>c) Develop an action plan for the implementation of CNS/ATM applications in the REDDIG platform.</p> <p>d) Approve the action plan.</p> <p>e) Hold meetings, workshops and seminars to support the implementation of CNS/ATM applications.</p>		
<b>OUTPUT 3.4</b>	<i>MEVA II/REDDIG interconnection for the interoperability of applications in the CAR and SAM Regions.</i>	
<b>CURRENT STATUS</b>	<b>Percentage of advance 100%</b>	
<b>PLANNED WORK PLAN</b>	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)	
<b>CURRENT WORK PLAN</b>	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: 0 months CAUSE:	
<b>OUTPUT 3.4</b>	<b>DELIVERABLES / INDICATORS</b>	<b>Remarks</b>
3.4.1 Provide, install, and test the equipment required to establish the interconnection.	<b>2020</b>	Completed
3.4.2 Coordinate and supervise the tests and commissioning of the interconnection.		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.		Completed
3.4.4 Configure the nodes involved with the functionalities required for the interconnection.		Completed
3.4.5 Provide operational and maintenance support to the COCESNA node interconnected to the REDDIG on a 24x7 basis.		Continuous
<b>IMMEDIATE OBJECTIVE 4</b>	<i>Procurement, installation, commissioning and maintenance of the new digital network REDDIG II, in accordance with the technical specifications agreed by the</i>	
<b>OUTPUT 4.1</b>	<i>Final technical specifications of the REDDIG II and prior arrangements for the bidding established.</i>	
<b>CURRENT STATUS</b>	<b>Percentage of advance 100%</b>	
<b>PLANNED WORK PLAN</b>	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)	
<b>CURRENT WORK PLAN</b>	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: 0 months CAUSE:	
<b>OUTPUT 4.1</b>	<b>DELIVERABLES / INDICATORS</b>	<b>Remarks</b>
4.1.1 Establish the final technical specifications of the REDDIG II based on the specifications agreed by States participating in the project.	<b>2020</b>	Completed

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4.1.2 Determine the schedule of actions to be developed for the invitation to bid once established the final technical specifications.		Completed
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
<b>OUTPUT 4.2</b>	<i>Tender for the provision of the REDDIG II under the "turn-key" modality.</i>	
<b>CURRENT STATUS</b>	<b>Percentage of advance 100%</b>	
<b>PLANNED WORK PLAN</b>	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX (see the proposed work programme at beginning of year)	
<b>CURRENT WORK PLAN</b>	Starting date: XX/XX/XXXX Delivery date: XX/XX/XXXX Deviation: 0 months CAUSE:	
<b>OUTPUT 4.2</b>	<b>DELIVERABLES / INDICATORS</b>	<b>Remarks</b>
	<b>2020</b>	
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
<b>OUTPUT 4.3</b>	<i>REDDIG II installed and commissioned.</i>	
<b>CURRENT STATUS</b>	<b>Percentage of advance 100 %</b>	
<b>PLANNED WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 (see the proposed work programme at beginning of year)	
<b>CURRENT WORK PLAN</b>	Starting date: 01/01/2020 Delivery date: 30/12/2020 Deviation: 0 months CAUSE:	
<b>OUTPUT 4.3</b>	<b>DELIVERABLES / INDICATORS</b>	<b>Remarks</b>
	<b>2020</b>	
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:		Completed

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<p>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,  m) Preparation of the operational requisites of each node, for the local telecommunications authority,  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

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4.3.9 Nominate candidates for training programmes.		Completed
4.3.10 Carry out training programmes locally or abroad in accordance with the established programme.		Completed
4.3.11 Assess the results of the instruction received by the personnel.		Completed
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.		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, 2019 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
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.	The REDDIG II ground network (MPLS) has been extended its current contract until 31 January, 2021, and the process for contracting the service is in the final stage of signing a contract, this would be in force from February 2021 to December 2022 with the possibility of extension of the same.	In process

APPENDIX B

2. PROJECT MONITORING AND CONTROL TABLE  
2021 Work plan

Project Number: RLA/03/901

Project Title: REDDIG Management System and Satellite Segment Administration

	ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced	
	A	B	C								J	F	M	A	M	J	J	A	S	O	N	D		
					(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA		a	e	a	a	a	u	u	u	e	c	o	v	e	
<b>Objetivo inmediato # 1</b>				<b>Elaborar una propuesta para la creación de un mecanismo multinacional para la administración definitiva de la REDDIG, considerando los estudios que al respecto serán llevados a cabo por GREPECAS.</b>																				
Resultado 1.1	X		X	<b>Análisis de los posibles mecanismos multinacionales para brindar servicios de navegación aérea a efectos de poder definir un arreglo para la Administración de la REDDIG.</b>																				
				1.1.1 Recopilar información de los mecanismos multinacionales existentes para prestación de servicios de navegación aérea, tales como: a) COCESNA b) Eurocontrol c) Acuerdo de Islandia d) Otros																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				1.1.2 Preparar un cuadro comparativo de ventajas y desventajas de los posibles mecanismos multinacionales a efecto de poder definir un arreglo sobre esta materia para la administración de la REDDIG.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				1.1.3 Efectuar un análisis de las mejores opciones para un arreglo definitivo que permita establecer el mecanismo multinacional para administrar la REDDIG.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
Resultado 1.2	X		X	<b>Propuesta para el establecimiento de un mecanismo multinacional para la administración de la REDDIG, elaborado.</b>																				
				1.2.1 Considerando el material de orientación del FASID CAR/SAM, y el estudio del resultado anterior, preparar un proyecto de mecanismo multinacional para la administración de la REDDIG.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				

**2. PROJECT MONITORING AND CONTROL TABLE**  
**2021 Work plan**

Project Number: RLA/03/901

Project Title: REDDIG Management System and Satellite Segment Administration

	ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced		
	A	B	C								J	F	M	A	M	J	J	A	S	O	N	D			
					(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA		a	e	a	a	a	u	u	u	g	e	c	t	v	e	
				-Capacitación							-	-	-	-	-	-	-	-	-	-	-	-	-	-	
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
Resultado 1.3	X		X	<b>Propuesta sobre el mecanismo multinacional definitivo para la administración de la REDDIG, aprobada.</b>																					
				1.3.1 Proyecto de propuesta sobre el mecanismo multinacional presentado a los siguientes interesados solicitando comentarios: a) Estados SAM; b) GREPECAS; y c) Reunión de Autoridades de Aviación Civil de la región SAM.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				1.3.2 Evaluar los comentarios que se reciban y considerarlos en la elaboración de la versión final.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				1.3.3 Circular la propuesta final a los Estados solicitando su aprobación.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				1.3.4 Aprobación de la propuesta sobre un mecanismo multinacional para administración de la REDDIG.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
Resultado 1.4	X		X	<b>Arreglos para activar el mecanismo multinacional para la administración de la REDDIG preparados.</b>																					
				1.4.1 En base al resultado de 1.3, coordinar con los Estados los arreglos necesarios para la puesta en ejecución del mecanismo aprobado.																					
				-Expertos																					
				-Personal de apoyo																					

**2. PROJECT MONITORING AND CONTROL TABLE**  
**2021 Work plan**

Project Number: RLA/03/901

Project Title: REDDIG Management System and Satellite Segment Administration

	ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced	
	A	B	C								(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA	J	F	M	A	M	J	J		A
											a	b	r	r	a	u	u	g	e	c	t	v	e	
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				1.4.2 En base a la actividad 1.4.1 preparar un cronograma de actividades y determinar la fecha de puesta en marcha del mecanismo multinacional.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				<b>TOTAL OBJETIVO INMEDIATO # 1</b>	<b>0</b>	<b>0</b>																		
<b>Objetivo inmediato # 2</b>				<b>Administración de la REDDIG bajo las condiciones establecidas por la Tercera reunión del Comité de Coordinación (RCC/3)</b>																				
Resultado 2.1	X		X	<b>Funcionamiento de la REDDIG administrada por el proyecto por un periodo de dos años</b>																				
				2.1.1 Administrar la REDDIG durante el periodo de transición al mecanismo multinacional definitivo proporcionando los siguientes servicios para mantener en funcionamiento la REDDIG:				02-01-21	31-12-21		2												31	
				-Expertos	3,611																			
				-Personal de apoyo	875																			
				-Misiones	1,000																			
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>5,486</b>	<b>0</b>																		
				a) Asesorar a los Estados y proporcionar el entrenamiento necesario para mantener la correcta operación de los nodos REDDIG.				02-01-21	31-12-21		2												31	
				-Expertos	3,611																			
				-Personal de apoyo	875																			
				-Misiones	1,000																			
				-Subcontratos																				
				-Capacitación	15,000																			
				-Equipo																				
				-Varios	10,000																			
				<b>Sub-total</b>	<b>30,486</b>	<b>0</b>																		
				b) Supervisar y controlar el funcionamiento de la red, buscando la mayor eficacia posible, y proporcionando el asesoramiento adecuado a los nodos para identificar y solucionar los problemas de funcionamiento que se presenten.				02-01-21	31-12-21		2												31	
				-Expertos	3,611																			
				-Personal de apoyo	875																			
				-Misiones	1,000																			
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>5,486</b>	<b>0</b>																		

**2. PROJECT MONITORING AND CONTROL TABLE**  
**2021 Work plan**

Project Number: RLA/03/901

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ICAO strategic objective	Description of activities and corresponding inputs			Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced		
										A	B	C	J	F	M	A	M	J	J	A	S		O	N
				(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA		a	e	a	a	a	u	u	u	g	e	c	t	v	e	
			c) Administrar la configuración de la red manteniendo actualizadas las bases de datos del sistema con la correspondiente información de ancho de banda				02-01-21	31-12-21		2													31	
			-Expertos	3,611																				
			-Personal de apoyo	875																				
			-Misiones																					
			-Subcontratos																					
			-Capacitación																					
			-Equipo																					
			-Varios																					
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																			
			d) Preparar informes mensuales sobre las actividades de la administración de la REDDIG y el estado de funcionamiento del sistema y circularlos a los interesados																					
			-Expertos																					
			-Personal de apoyo																					
			-Misiones																					
			-Subcontratos																					
			-Capacitación																					
			-Equipo																					
			-Varios																					
			<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
			e) Dar seguimiento a los aspectos de la garantía contratada para la red.																					
			-Expertos																					
			-Personal de apoyo																					
			-Misiones																					
			-Subcontratos																					
			-Capacitación																					
			-Equipo																					
			-Varios																					
			<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
			f) Verificar periódicamente los programas de mantenimiento para la red, realizando las mejoras pertinentes, y asesorar en la planificación y ejecución de los mismos				02-01-21	31-12-21		2													31	
			-Expertos	3,611																				
			-Personal de apoyo	875																				
			-Misiones	1,000																				
			-Subcontratos																					
			-Capacitación																					
			-Equipo	533,879																				
			-Varios																					
			<b>Sub-total</b>	<b>539,365</b>	<b>0</b>																			
			g) Proponer los procedimientos correspondientes para coordinar debidamente la operación de los NCC's (Manaos/Ezeiza).																					
			-Expertos																					
			-Personal de apoyo																					
			-Misiones																					
			-Subcontratos																					
			-Capacitación																					
			-Equipo																					
			-Varios																					
			<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
			h) En base a los acuerdos alcanzados en la RCC/3 sobre la política de administración de repuestos proponer un procedimiento de manejo de repuestos para la red y las formas de obtención de los mismos de tal manera que se garantice un soporte y suministro continuo y oportuno de estos																					
			-Expertos																					
			-Personal de apoyo																					
			-Misiones																					
			-Subcontratos																					
			-Capacitación																					

**2. PROJECT MONITORING AND CONTROL TABLE**  
**2021 Work plan**

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Project Title: REDDIG Management System and Satellite Segment Administration

	ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced	
	A	B	C								(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA	J	F	M	A	M	J	J		A
											a	n	b	r	r	y	u	l	g	p	t	v	e	
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				i) Aprobar los procedimientos propuestos en g) y h).																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				2.1.2 Coordinar debidamente con los Estados otros aspectos administrativos establecidos para el funcionamiento de la REDDIG, tales																				
				a) Insumos comprometidos por los Estados.				02-01-21	31-12-21		2												31	
				-Expertos	3,611																			
				-Personal de apoyo	875																			
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																		
				b) Cantidad y calidad de los recursos humanos a ser proporcionados por los Estados para la operación y mantenimiento de la REDDIG.				02-01-21	31-12-21		2												31	
				-Expertos	3,611																			
				-Personal de apoyo	875																			
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																		
				c) Instalaciones, facilidades de acceso, movilización, personal de apoyo, medios de telecomunicación, etc.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
Resultado 2.2	X		X	<b>Presupuesto de la REDDIG aprobado</b>																				
				2.2.1 Preparar y presentar anualmente a la Oficina Regional de la OACI en Lima un presupuesto para la administración de la REDDIG para su aprobación.				02-02-21	28-02-21															
				-Expertos	3,611																			
				-Personal de apoyo	875																			
				-Misiones	1,000																			
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>5,486</b>	<b>0</b>																		

A=Safety B=Security C=Environment

**2. PROJECT MONITORING AND CONTROL TABLE**  
**2021 Work plan**

Project Number: RLA/03/901

Project Title: REDDIG Management System and Satellite Segment Administration

ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced
A	B	C								(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA	J	F	M	A	M	J	J	
										a	e	a	a	a	u	u	a	e	c	t	v	e
			2.2.2 Preparar un informe anual de las actividades de la administración de la red y programa de actividades para el próximo año, incluyendo las previsiones presupuestarias.				02-02-21	28-02-21														
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			2.2.3 Preparar el presupuesto anual de la REDDIG.				02-02-21	28-02-21														
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			2.2.4 Convocar a la reunión del Comité Técnico y de Coordinación de la REDDIG en marzo de cada año.				03-02-21	05-03-21														
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			2.2.5 Aprobar el presupuesto anual de la red.				02-02-20	31/12/21														
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			2.2.6 Examinar y aprobar el informe anual de actividades y el programa de actividades para el próximo año, presentado por el Administrador de la red.				02-02-21	31/12/21														
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			2.2.7 Examinar y aprobar los gastos y cuentas de la Administración de la REDDIG.				02-02-21	31/12/21														
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			

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	A	B	C								J	F	M	A	M	J	J	A	S	O	N	D		
					(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA		a	e	a	a	a	u	u	u	g	p	t	v	c	
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																		
Resultado 2.3	X		X	<b>Segmento satelital arrendado.</b>																				
				2.3.1 En base a la Conclusión RCC 3/7 de la Tercera Reunión del Comité de Coordinación, establecer el arreglo más conveniente para el arriendo del segmento satelital a PanamSat.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				2.3.2 Aprobación del arreglo a ser propuesto a PanamSat.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				2.3.3 Recolectar los fondos para el arriendo del segmento satelital, y firmar contrato.				02-01-21	31-12-21		2												31	
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos	208,140																			
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>208,140</b>	<b>0</b>																		
				<b>TOTAL OBJETIVO INMEDIATO # 2</b>	<b>834,825</b>	<b>0</b>																		
Objetivo inmediato # 3				<b>En correspondencia con los requisitos del FASID CAR/SAM y en coordinación con el proyecto RLA/98/003, planificar el desarrollo regional de aplicaciones CNS/ATM e implantar dichas aplicaciones.</b>																				
Resultado 3.1	X		X	<b>Aplicaciones CNS/ ATM identificadas.</b>																				
				3.1.1 Investigar en el mercado las aplicaciones CNS/ATM disponibles e implantadas exitosamente para el servicio fijo aeronáutico.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				3.1.2 Investigar desde el punto de vista técnico su aplicación en la plataforma REDDIG y seleccionar las aplicaciones correspondientes.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				

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	A	B	C								J	F	M	A	M	J	J	A	S	O	N	D	
					(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA		a	b	r	p	y	n	l	g	p	t	v	c	
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
Resultado 3.2	X		X	<b>Plan para la implantación de aplicaciones CNS/ATM aprobado.</b>																			
				3.2.1 Coordinar con los Estados y el GREPECAS los aspectos técnicos requeridos para la implantación de las aplicaciones CNS/ATM seleccionadas.																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
				3.2.2 En coordinación con las actividades del proyecto RLA/98/003, preparar un plan para la implantación de aplicaciones CNS/ATM que incluya, entre otras cosas, lo siguiente:																			
				a) Interoperabilidad con las aplicaciones convencionales;																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
				b) Especificaciones técnicas generales para el equipamiento y programación (hardware y software);																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
				c) Requerimientos del sistema y funcionalidades;																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
				d) Costos;																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	

A=Safety B=Security C=Environment

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	A	B	C								J	F	M	A	M	J	J	A	S	O	N	D	
					(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA		a	b	r	p	y	l	g	p	t	v	e		
				e) Arreglos de coordinación y partes responsables.																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
				3.2.3 Aprobar el plan desarrollado en 3.2.2.																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
Resultado 3.3	X		X	Aplicaciones CNS/ATM para el servicio fijo implantadas en la plataforma REDDIG																			
				3.3.1 En base al plan aprobado en 3.2.3 ejecutar lo siguiente:																			
				a) Proponer una enmienda al proyecto para la modificación del presupuesto a fin de desarrollar por el proyecto el plan de acción para la implantación de las aplicaciones.																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
				b) Aprobar la enmienda mencionada.																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
				c) Desarrollar un plan de acción para la implantación de las aplicaciones CNS/ATM en la plataforma REDDIG.																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			
				-Equipo																			
				-Varios																			
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
				d) Aprobar dicho plan de acción.																			
				-Expertos																			
				-Personal de apoyo																			
				-Misiones																			
				-Subcontratos																			
				-Capacitación																			

**2. PROJECT MONITORING AND CONTROL TABLE**  
**2021 Work plan**

Project Number: RLA/03/901

Project Title: REDDIG Management System and Satellite Segment Administration

	ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced		
	A	B	C								(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA	J	F	M	A	M	J	J		A	S
											a	e	a	a	a	u	u	u	g	e	c	t	v	e	
				-Equipo							-	-	-	-	-	-	-	-	-	-	-	-	-	-	
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				e) Realizar reuniones, talleres y seminarios para apoyar la implantación de las aplicaciones CNS/ATM.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
Resultado 3.4	X		X	<b>Interconexión de las redes MEVA II y REDDIG para la interoperabilidad de las aplicaciones en las regiones CAR y SAM.</b>																					
				3.4.1 Suministrar, instalar y probar el equipo requerido para establecer la interconexión.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				3.4.2 Coordinar y supervisar las pruebas y la puesta en operación de la interconexión.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				3.4.3 Establecer las comunicaciones requeridas por el nodo MEVA II de COCESNA con la REDDIG mediante dos canales de voz ATS con Bogotá y Caracas.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				3.4.4 Configurar los nodos involucrados con las funcionalidades requeridas para la interconexión.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			

**2. PROJECT MONITORING AND CONTROL TABLE**  
**2021 Work plan**

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Project Title: REDDIG Management System and Satellite Segment Administration

	ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced		
	A	B	C								(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA	J	F	M	A	M	J	J		A	S
											a	e	a	a	a	u	u	g	e	c	t	v	e		
				3.4.5 Proveer soporte operativo y de mantenimiento al nodo de COCESNA interconectado a la REDDIG bajo la modalidad 24H x 365D.				02-01-21	31-12-21		2													31	
				-Expertos	3,611																				
				-Personal de apoyo	875																				
				-Misiones																					
				-Subcontratos	63,396																				
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>67,882</b>	<b>0</b>																			
				<b>TOTAL OBJETIVO INMEDIATO # 3</b>	<b>67,882</b>	<b>0</b>																			
<b>Objetivo inmediato # 4</b>				<b>Adquisición, instalación, puesta en operación y mantenimiento de la nueva red digital REDDIG II, de conformidad con las especificaciones técnicas acordadas por los Estados miembros de la REDDIG.</b>																					
Resultado 4.1	X		X	<b>Especificaciones técnicas finales de la REDDIG II establecidas y arreglos previos para la licitación.</b>																					
				4.1.1 Establecer las especificaciones técnicas finales de la REDDIG II en base a las especificaciones acordadas por los Estados participantes en el proyecto.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				4.1.2 Determinar el cronograma de acciones a desarrollar para el llamado a licitación una vez establecidas las especificaciones técnicas finales.																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				4.1.3 Elaborar el criterio para la evaluación de las ofertas estableciendo una ponderación para las distintas partes que conforman las especificaciones																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																			
				4.1.4 Coordinar con los Estados la participación de sus representantes en la evaluación de las ofertas, asumiendo los costos involucrados con fondos																					
				-Expertos																					
				-Personal de apoyo																					
				-Misiones																					
				-Subcontratos																					

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**2021 Work plan**

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Project Title: REDDIG Management System and Satellite Segment Administration

	ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced	
	A	B	C								J	F	M	A	M	J	J	A	S	O	N	D		
					(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA		a	e	a	a	a	u	u	u	s	c	o	v	e	
				-Capacitación							-	-	-	-	-	-	-	-	-	-	-	-	-	
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
Resultado 4.2	X		X	<b>Proceso de licitación para la provisión de la REDDIG II bajo la modalidad "llave en mano".</b>																				
				4.2.1 Convocar a la licitación internacional.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				4.2.2 Absolver las consultas de los postores potenciales.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				4.2.3 Coordinar las visitas obligatorias de los postores a los nodos de la REDDIG.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				4.2.4 Realizar visitas obligatorias a los nodos de la REDDIG. (A cargo de los postores)																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				4.2.5 Comprobar que los postores potenciales hayan realizado las visitas a los nodos de la REDDIG.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				4.2.6 Evaluar las ofertas recibidas.																				

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**2021 Work plan**

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Project Title: REDDIG Management System and Satellite Segment Administration

	ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced	
	A	B	C								(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA	J	F	M	A	M	J	J		A
											a	e	a	a	a	u	u	u	e	c	t	v	e	
				-Expertos							-	-	-	-	-	-	-	-	-	-	-	-	-	
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				4.2.7 Seleccionar la oferta ganadora.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				4.2.8 Aprobar la oferta ganadora.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				4.2.9 Negociar y adjudicar el contrato.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
				4.2.10 Suscribir el contrato.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				
				<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
Resultado 4.3	X		X	<b>REDDIG II instalada y puesta en operación.</b>																				
				4.3.1 Ejecutar el contrato.																				
				-Expertos																				
				-Personal de apoyo																				
				-Misiones																				
				-Subcontratos																				
				-Capacitación																				
				-Equipo																				
				-Varios																				

**2. PROJECT MONITORING AND CONTROL TABLE**  
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Project Title: REDDIG Management System and Satellite Segment Administration

A	ICAO strategic objective		Description of activities and corresponding inputs	Amount budgeted for the year US\$ (1)	Amount disbursed in the year US\$ (2)	% of compliance (2)/(1)	Starting date scheduled DD/MM/AA	Termination date scheduled DD/MM/AA	% of compliance to date	Months												Comments and problems faced
	B	C								J	F	M	A	M	J	J	A	S	O	N	D	
										a	e	a	p	a	u	u	a	s	c	o	d	
										n	b	r	r	y	n	l	g	p	t	v	c	
										-	-	-	-	-	-	-	-	-	-	-	-	
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.2 Coordinar con los Estados la designación del personal nacional que participará en la instalación, ajuste y puesta en operación de la REDDIG II.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.3 Asesorar a los Estados en la ejecución del contrato.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.4 Evaluar los manuales del fabricante sobre instrucción, instalación, operación y mantenimiento de la REDDIG II, proporcionando, en caso necesario, los comentarios correspondientes al contratista.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.5 Establecer el stock de repuestos e instrumental de prueba en cada nodo.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.6 Preparar, en coordinación con los Estados, el programa de mantenimiento de la REDDIG II, a iniciarse durante el periodo de prueba a cargo del contratista.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	

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ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced
A	B	C								(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA	J	F	M	A	M	J	J	
										a	e	a	a	a	u	u	g	p	c	o	v	e
			4.3.7 Coordinar con los Estados los requerimientos de personal local para la operación y mantenimiento de los nodos de la REDDIG II en base al programa de instrucción incluido en el contrato, recomendando el nivel de preparación que debiera acreditar el personal a ser capacitado.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.8 Asesorar a los Estados, en caso necesario, sobre los cursos locales o en el exterior que deba seguir el personal designado.																			
			-Expertos																			
			-Personal de apoyo																			
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>0</b>	<b>0</b>																	
			4.3.9 Nominar los candidatos a los programas de instrucción.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.10 Ejecutar los programas de instrucción local o en el exterior de acuerdo con el programa establecido.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.11 Evaluar los resultados de la instrucción recibida por el personal.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.12 Recomendar los programas de actualización y refresco que sean necesarios.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		

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ICAO strategic objective	Description of activities and corresponding inputs			Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced	
										A	B	C	J	F	M	A	M	J	J	A	S		O
				(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA		a	e	a	p	a	u	u	u	e	c	t	v	e	
			-Misiones							-	-	-	-	-	-	-	-	-	-	-	-	-	
			-Subcontratos																				
			-Capacitación																				
			-Equipo																				
			-Varios																				
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																		
			4.3.13 Coordinar con los Estados la participación de su personal en las pruebas en fábrica, si así lo estiman necesario, asumiendo los costos involucrados con fondos que no sean del proyecto.																				
			-Expertos	3,611																			
			-Personal de apoyo	875																			
			-Misiones																				
			-Subcontratos																				
			-Capacitación																				
			-Equipo																				
			-Varios																				
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																		
			4.3.14 Supervisar la instalación de los nodos REDDIG por el contratista.																				
			-Expertos	3,611																			
			-Personal de apoyo	875																			
			-Misiones																				
			-Subcontratos																				
			-Capacitación																				
			-Equipo																				
			-Varios																				
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																		
			4.3.15 Alquilar el segmento espacial necesario.																				
			-Expertos	3,611																			
			-Personal de apoyo	875																			
			-Misiones																				
			-Subcontratos																				
			-Capacitación																				
			-Equipo																				
			-Varios																				
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																		
			4.3.16 Coordinar la ejecución de las pruebas técnico-operacionales para la recepción provisional de cada nodo.																				
			-Expertos																				
			-Personal de apoyo																				
			-Misiones																				
			-Subcontratos																				
			-Capacitación																				
			-Equipo																				
			-Varios																				
			<b>Sub-total</b>	<b>0</b>	<b>0</b>																		
			4.3.17 Coordinar la ejecución de las pruebas técnico-operacionales para la recepción provisional de la REDDIG II.																				
			-Expertos																				
			-Personal de apoyo																				
			-Misiones																				
			-Subcontratos																				
			-Capacitación																				
			-Equipo																				
			-Varios																				
			<b>Sub-total</b>	<b>0</b>	<b>0</b>																		

**2. PROJECT MONITORING AND CONTROL TABLE**  
**2021 Work plan**

Project Number: RLA/03/901

Project Title: REDDIG Management System and Satellite Segment Administration

A	ICAO strategic objective		Description of activities and corresponding inputs	Amount budgeted for the year US\$ (1)	Amount disbursed in the year US\$ (2)	% of compliance (2)/(1)	Starting date scheduled DD/MM/AA	Termination date scheduled DD/MM/AA	% of compliance to date	Months												Comments and problems faced
	B	C								J	F	M	A	M	J	J	A	S	O	N	D	
										a	e	a	a	a	u	u	u	s	c	o	v	e
										n	b	r	r	y	n	l	g	p	t	v	-	-
			4.3.18 Coordinar con los Estados la ejecución del periodo de prueba del funcionamiento de la REDDIG II a cargo del contratista																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.19 Participar en coordinación con los Estados en las pruebas para la aceptación final de la REDDIG II																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.20 Suscribir las actas de aceptación final de todo el sistema.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.21 Transferir los títulos de propiedad de los nodos a las autoridades concernientes.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.22 Iniciar la operación y gestión de la red por el proyecto.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			
			<b>Sub-total</b>	<b>4,486</b>	<b>0</b>																	
			4.3.23 Evaluar el funcionamiento de la red durante el período de garantía.																			
			-Expertos	3,611																		
			-Personal de apoyo	875																		
			-Misiones																			
			-Subcontratos																			
			-Capacitación																			
			-Equipo																			
			-Varios																			

A=Safety B=Security C=Environment

**2. PROJECT MONITORING AND CONTROL TABLE  
2021 Work plan**

Project Number: RLA/03/901

Project Title: REDDIG Management System and Satellite Segment Administration

	ICAO strategic objective			Description of activities and corresponding inputs	Amount budgeted for the year US\$	Amount disbursed in the year US\$	% of compliance	Starting date scheduled	Termination date scheduled	% of compliance to date	Months												Comments and problems faced		
	A	B	C								J	F	M	A	M	J	J	A	S	O	N	D			
					(1)	(2)	(2)/(1)	DD/MM/AA	DD/MM/AA		a	e	a	a	a	u	u	u	g	e	c	t	v	v	
				<b>Sub-total</b>	<b>4,486</b>	<b>0</b>					-	-	-	-	-	-	-	-	-	-	-	-	-	-	
				4.3.24 Contratar el suministro del servicio de comunicaciones terrestres por el proveedor de servicios de comunicaciones.																					
				-Expertos	3,611																				
				-Personal de apoyo	875																				
				-Misiones																					
				-Subcontratos	395,400																				
				-Capacitación																					
				-Equipo																					
				-Varios																					
				<b>Sub-total</b>	<b>399,886</b>	<b>0</b>																			
				<b>TOTAL OBJETIVO INMEDIATO # 4</b>	<b>489,608</b>	<b>0</b>																			
				<b>TOTAL DE LOS GASTOS</b>	<b>1,392,315</b>	<b>0</b>																			
				<b>Costos administrativos</b>	<b>68,291</b>	<b>0</b>																			
				<b>TOTAL DEL PROYECTO</b>	<b>1,460,606</b>	<b>0</b>																			

## 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**

<b>1.- Project objectives</b>		<b>Evaluation</b>
<b>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?</b>		
<b>AVERAGE</b>		

<b>2.- Support at regional and global level</b>		<b>Evaluation</b>
<b>Do you think that the project responds and supports your administration with the commitments of the Regional and Global Air Navigation Plans?</b>		
<b>Average</b>		

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

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

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

<b>6- Project resources</b>		<b>Evaluation</b>
<b>Do you consider that the financial, physical and human resources agreed to achieve the objectives established in the project document are appropriate?</b>		
<b>Average</b>		

<b>7.- Project participants</b>		<b>Evaluation</b>
<b>Do you consider that all parties that should be involved in the project are present? If it is not so, who should be involved?</b>		
	<b>Average</b>	

<b>8.- Project effectiveness</b>		<b>Evaluation</b>
<b>Is the project effective in costs compared to similar programs or projects?</b>		
	<b>Average</b>	

<b>9.- Modification of project objectives</b>	
<b>What modifications to the objectives and scope of the project would you propose?</b>	

<b>10.- Other information</b>	
<b>Please provide any other information that may support or clarify your perception of the current project scope.</b>	

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

<b>1.- Project objectives</b>		<b>Evaluation</b>
<b>In terms of project management by ICAO, do you think that project objectives are being met?</b>		
<b>AVERAGE</b>		

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

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

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

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

<b>6.- Major problems and their resolution</b>		<b>Evaluation</b>
<b>What are the main problems affecting the achievement of the expected results and how should them be resolved?</b>		
<b>AVERAGE</b>		

<b>7.- Other comments</b>	
<b>Please include other comments related to the compliance of project objectives.</b>	

<b>8.- Risks</b>	
<b>What new events that could happen, would probably affect the achievement of project outputs? What do you recommend to respond to these events?</b>	

<b>9.- Other information</b>	
<b>Please provide any other information that may support or clarify your assessment regarding compliance with the objectives of the project.</b>	

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

<b>1.- Decision making</b>		<b>Evaluation</b>
<b>Do you think that the decision-making process within the project is appropriate?</b>		
<b>AVERAGE</b>		

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

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

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

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

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

<b>7.- Communication</b>		<b>Evaluation</b>
<b>Do you think that the level of communication within and outside the project is adequate?</b>		
<b>AVERAGE</b>		

<b>8.- Conflicts</b>		<b>Evaluation</b>
<b>Do you believe that conflict management is adequate?</b>		
<b>AVERAGE</b>		

<b>9.- Use of resources</b>		<b>Evaluation</b>
<b>Do you think that project resources are being used efficiently to produce the expected results?</b>		
<b>AVERAGE</b>		

<b>10.- Relevance of mechanisms</b>		<b>Evaluation</b>
<b>Do you think that management mechanisms of the project are relevant?</b>		
<b>AVERAGE</b>		

<b>11.- Opportunity to work plans</b>		<b>Evaluation</b>
<b>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?</b>		
<b>AVERAGE</b>		

<b>12.- Orientation</b>		<b>Evaluation</b>
<b>Do you consider that the activities and products developed through the project are in line with ICAO directives, regional offices and air navigation plans?</b>		
<b>AVERAGE</b>		

<b>13.- Other information</b>	
<b>Please provide any other information that may support or clarify your assessment on products and services provided through the project.</b>	

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

<b>1.- Positive lessons learned from the project.</b>	
<b>Provide a brief description of the positive lessons learned from project implementation.</b>	

<b>2.- Opportunities for improvement.</b>	
<b>Provide a brief description of the improvement opportunities identified during project implementation.</b>	

<b>3.- Strategy to implement the improvement opportunities identified.</b>	
<b>Provide a brief description of the strategy that you would propose to implement the improvement opportunities identified.</b>	

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

<b>DOCUMENT</b>	<b>Year</b>	<b>Future Years</b>
1. Situation of the Project as of 31 December 2021, as well as management and results indicators	20-Mar-22	15-Mar
2. Monitoring and control of the Project, 2022 work plan	20-Mar-22	15-Mar
3. Survey on 2021 management and results indicators	20-Mar-22	15-Mar