

GEASA - Project Funding Request Form

User Guide

**April 2006
Version 1.0**

Table of Contents

| | |
|--|----|
| Getting Started..... | 1 |
| How to access the Project Funding Request Form..... | 1 |
| How to access the User Guide..... | 1 |
| How to submit the Project Funding Request Form | 1 |
| Contact Information for the GEASA Secretariat | 2 |
| Project Info Section | 3 |
| Basic Project Information | 3 |
| Project Manager..... | 3 |
| Expected Project Timelines | 4 |
| Project Details Section | 5 |
| 1. Project Description Section..... | 5 |
| What is a Gap/Vulnerability? | 5 |
| What is a Beneficiary State/Entity/Region?..... | 6 |
| 2. Relevance to GEASA Criteria Section..... | 7 |
| Relevance to Aviation Safety and Security | 7 |
| National / Regional Impact..... | 7 |
| Project Definition | 8 |
| Resources | 8 |
| Project Management | 8 |
| 3. Equipment Components to Project Section | 9 |
| 4. Project Management Strategy Section | 9 |
| 5. Project Sustainability Section..... | 10 |
| Project Budget Section | 11 |
| 1. Indirect Costs | 11 |
| 2. Direct Costs..... | 12 |
| 3. In Kind Contributions / Other Funding Sources Section | 14 |
| 4. Funding Request..... | 14 |
| Risk Section..... | 15 |
| 1. Project Risks | 15 |
| How to complete this section..... | 15 |
| Risk Assessments | 15 |
| Mitigation Strategies | 15 |
| 2. Legal Issues..... | 15 |
| 3. Environmental Issues..... | 15 |
| 4. Other | 15 |

| | |
|--------------------------|----|
| Glossary..... | 17 |
| About this Glossary..... | 17 |
| A..... | 18 |
| Action Plan..... | 18 |
| Activity..... | 18 |
| Audit..... | 18 |
| B..... | 19 |
| Beneficiary..... | 19 |
| Budget..... | 19 |
| C..... | 19 |
| Cost..... | 19 |
| D..... | 20 |
| Deliverable..... | 20 |
| Direct Cost..... | 20 |
| Duration (DU)..... | 20 |
| E..... | 20 |
| Equipment..... | 20 |
| Estimate..... | 20 |
| F..... | 21 |
| Funding..... | 21 |
| G..... | 21 |
| Gap Analysis..... | 21 |
| GEASA..... | 21 |
| I..... | 21 |
| ICAO..... | 21 |
| Indirect Cost..... | 22 |
| Initiation..... | 22 |
| O..... | 22 |
| Objective..... | 22 |
| M..... | 22 |
| Milestone..... | 22 |
| Mitigation..... | 23 |
| P..... | 23 |
| Project..... | 23 |
| R..... | 23 |
| Risk Assessment..... | 23 |
| RMS..... | 23 |

Table Of Contents

| | |
|-------------------------|----|
| S..... | 24 |
| Scope | 24 |
| Stakeholders..... | 24 |
| T..... | 24 |
| Task..... | 24 |
| U..... | 24 |
| User Requirements | 24 |
| W..... | 24 |
| WHTI | 24 |

Getting Started

How to access the Project Funding Request Form

Access the WHTI-GEASA web site by entering the following URL in your web browser: www.whti-geasa.org/en/intro.htm.

- To open the Word version of the form, click the **Project Funding Request Form (Word)** link within the left-side menu.
- To open the PDF version of the form, click the **Project Funding Request Form (PDF)** link within the left-side menu.

How to access the User Guide

1. Access the [WHTI-GEASA](http://www.whti-geasa.org/en/intro.htm) web site by entering the following URL in your web browser: www.whti-geasa.org/en/intro.htm.
2. Click the **PFRF User Guide** link within the left-side menu. The Project Funding Request Form User Guide opens. You can save a copy of the user guide to your hard drive or you can print a copy.

How to submit the Project Funding Request Form

Once you have completed the Project Funding Request Form, you may submit it to the [GEASA Secretariat](#) in the following ways:



Electronic Mail

Send an email to Poppy-Alexandra Vineberg (vinebep@tc.gc.ca), and include the form as an attachment.



Facsimile Machine

Print a copy of your form and send it by fax, ATTENTION: Poppy-Alexandra Vineberg, to (613) 998-4860.




Postal Mail

Print a copy of your form and mail it to the following address:

Transport Canada - International Aviation and Technical Programs (AARJ)
Enterprise Building, 11th Floor
427 Laurier Avenue West, Suite 1110, Ottawa, ON Canada K1A 0N5
Attention: Poppy-Alexandra Vineberg, A/Senior Advisor



Note

If you require further assistance, you may telephone Poppy-Alexandra Vineberg at  (613) 991-4745.

Contact Information for the GEASA Secretariat

| | |
|---|--|
| Name | Poppy-Alexandra Vineberg A/Senior Advisor |
|  Phone Number | (613) 991-4745 |
|  Fax Number | (613) 998-4860 |
|  E-mail Address | VINEBEP@tc.gc.ca |
|  Mailing Address | Transport Canada International Aviation and Technical Programs (AARJ) Enterprise Building, 11th Floor 427 Laurier Avenue West, Suite 1110 Ottawa, Ontario K1A 0N5 CANADA Attention: Poppy-Alexandra Vineberg |

Project Info Section



Note

Fields marked with an asterisk (*) in this section are **mandatory fields**.

Basic Project Information


| Field Name | Description |
|---|---|
| Project Title * | <p>Enter the title of the project for which you are requesting funding.</p> <p> Tip</p> <p>Choose a title that specifies what type of assistance is being provided to which beneficiary state / entity / region.</p> |
| Beneficiary State / Entity / Region * | Enter the name of the person or place that will benefit from the success of this project should the funding be approved. |

Project Manager

| Field Name | Description |
|--------------------|--|
| Title * | Identify the title of the project manager. Options include: Mr., Mrs., Miss., or you may enter any other title in the <i>Other</i> text box. |
| First Name * | Enter the first name (given name) of the project manager. |
| Last Name * | Enter the last name (family name) of the project manager. |
| Occupation Title * | Enter the specific occupation title of the project manager. |
| Address * | Enter the address number and postal / zip code where the project manager works. |
| City * | Enter the city in which the project manager works. |
| Country * | Enter the name of the country in which the project manager works. |
| Phone Number * | Enter the project manager's work phone number, including the area code. If there is more than one phone number, please include it in this section. |

| | |
|------------|---|
| Fax Number | Enter the project manager's work facsimile number, including the area code. If there is more than one fax number, please include in this section. |
| Email | Enter the electronic mail address for the project manager. |

Expected Project Timelines

| Field Name | Description |
|---------------------------|--|
| Phase * | Describe the expected nature, duration, and number of phases of the project for which you are requesting funding. |
| Activity * | List the activities that will take place during each phase. |
| Comments | Add any further comments regarding the phases. |
| Expected Start Date | Enter the expected date on which this phase will start. |
| Expected End Date | Enter the expected date on which this phase will end. |
| Expected Project Duration | Enter the expected duration of the project. |
| Date of Submission | Enter the date on which the Project Funding Request Form is submitted to the GEASA Secretariat . |
| Executive Summary * | <p>Provide a condensed version of your plan, including key financial numbers.</p> <p> Tip</p> <div style="border: 1px solid black; padding: 5px;"> <p>An Executive Summary is one of the most important parts of a <u>business plan</u>. Executive summaries are also usually the first things read and analyzed by potential investors and stakeholders, so it's a very important part of your plan. It should summarize all the important sections of your plan and it should include key financial numbers. Your Executive Summary will enable the reader to quickly understand your project plan and the purpose of your project-funding request.</p> </div> |

Project Details Section

1. Project Description Section



Note

Fields marked with an asterisk (*) in this section are **mandatory fields**.

| Field Name | Description |
|--|--|
| Identify the need for assistance * | Explain why it is important for your project to receive assistance. |
| Describe the gap / vulnerability addressed by the project * | Describe how much effort, in terms of time, money, and human resources, is required in order to bridge the "gap" between "where you are" and "where you want to be". Also, describe how you plan to identify and quantify project vulnerabilities. This is sometimes referred to as a "Gap Analysis" . |
| Describe the benefit to the beneficiary state / government entity / region should the project be implemented * | Describe the targeted geographic beneficiary state/ entity / region that does not have the resources and / or expertise to implement the project, and requires assistance. |
| Has ICAO (International Civil Aviation Organization) been consulted in defining the project? | Identify whether or not ICAO was consulted regarding the definition of the project. Select either Yes or No . |

What is a Gap/Vulnerability?

[Gap Analysis](#) is a formal study of what a business is doing currently and where it wants to go in the future. It provides a foundation for how much effort, in terms of time, money, and human resources, is required to have a particular aim achieved.

Gap analysis can be conducted in different perspectives as follows:

- Organization (e.g. human resources)
- Business direction
- Business processes
- Information technology

Vulnerability assessment is the process of identifying and quantifying vulnerabilities within a project plan. Vulnerability assessments have many things in common with [risk assessments](#).

Vulnerability assessments are typically performed according to the following steps:

1. Cataloguing assets and capabilities (resources) in a system.
2. Assigning quantifiable value and importance to the resources.
3. Identifying the vulnerabilities or potential threats to each resource.
4. [Mitigating](#) or eliminating the most serious vulnerabilities for the most valuable resources.

What is a Beneficiary State/Entity/Region?

Describe the targeted geographic [beneficiary](#) of this assistance. The beneficiary may be a developing state or government entity (i.e. a government that is not a member of the United Nations) that does not have the resources and / or expertise to implement the project. The beneficiary may also be a region, sub-region, or group of states that lack the aforementioned resources or expertise.

2. Relevance to GEASA Criteria Section



Note

Fields marked with an asterisk (*) in this section are **mandatory fields**.

Relevance to Aviation Safety and Security

| Field Name | Description |
|--|--|
| Relevance to Aviation Safety and Security * | Describe how this project is related to an aviation safety activity. |
| National / Regional Impact * | Besides improving the aviation safety framework, explain how this project will contribute to the improvement of the economic, social, and environmental sectors of a nation or region. |
| <p>Aviation Safety Activity</p> <p>An aviation safety activity is defined as any activity that will improve a State's posture in implementing ICAO's critical elements of a safety oversight system, as outlined in ICAO Document 9734, Safety Oversight Manual, The Establishment and Management of a State's Safety Oversight System, Part A. Additionally, an aviation safety activity can include air navigation, aviation security, and any other aviation related projects as evaluated and accepted by GEASA. By strengthening the safety system components, the project also improves the institutional framework for air transport, which is a large contributor for enhancing a country's or region's economic competitiveness and access to world markets. Projects that are outside the scope of the aviation safety activities will not be included in the WHTI-GEASA program.</p> | |

National / Regional Impact

| Field Name | Description |
|---|--|
| National / Regional Impact * | Besides improving the aviation safety framework, explain how this project will contribute to the improvement of the economic, social, and environmental sectors of a nation or region. |
| <p>The government sponsor (s) should describe any national or regional elements that will directly or indirectly benefit because of this project. Sponsors should know that projects demonstrating a higher regional impact will receive a higher priority. That is to say, where more than one nation is involved in a project, that project will receive higher priority.</p> | |

Project Definition

| Field Name | Description |
|---|--|
| Project Definition * | Clearly define the project, in terms of purpose, activities, deliverables, and duration. State whether or not ICAO was consulted in the defining of the project. |
| <p>The government sponsor (s) should provide a detailed description of the project, including the objectives of the project, the national/regional need generating this project, and the solution proposed by the project. It should also include a description of all the activities of the project, the deliverables at the conclusion of each activity, the length of time for each activity and for entire project. Finally, the government sponsor (s) should provide an indication of the legal, technical, financial, institutional, and environmental feasibility of the project.</p> | |


Resources

| Field Name | Description |
|--|---|
| Resources * | Describe the expected costs for completing the project in terms of contract costs, personnel resources, and materials. Describe the level of funding that will be required to maintain and sustain the new capability initiated by project in terms of personnel training, materials, equipment upgrades, and other costs, once the project is completed. |
| <p>The government sponsor (s) should indicate the resources required to complete the project and to maintain the new capability over the long term. In some cases, the project may require technical personnel provided by an organization at no cost to the project, such as technical expertise residing within the GEASA umbrella. In others, a project may require funding. In such cases, the government sponsor (s) should indicate the approximate amount that will be funded internally by the government (s) and externally by international banking institutions or private sector entities.</p> | |

Project Management

| Field Name | Description |
|--|---|
| Project Management * | Describe how the management of the project will be structured and what type of management controls will be established. |
| <p>The government sponsor (s) should include the name of a senior management body providing management oversight of the project (Project Manager) and describe the executing agency and its capacity to execute the project. It should also describe the composition of the project management team responsible for carrying out the project, the expected frequency of project reviews by senior management, the funding approval process, and the management of potential contract deficiencies, such as cost overruns, contract delays, contractor performance.</p> | |

3. Equipment Components to Project Section

| Field Name | Description |
|--|---|
| Equipment Requirements | Describe any equipment that will be required by the beneficiary state/entity/region in the course of this project. Provide information relative to the life cycle plans, training needs, and maintenance requirements for this equipment. |
|  Note <div style="border: 1px solid black; background-color: #ffffcc; padding: 5px;"> <p>The Project Budget should include any costs relative to the required equipment to ensure that the equipment will be maintained and used properly.</p> </div> | |

4. Project Management Strategy Section

| Field Name | Description |
|---|--|
| Roles and Responsibilities associated with the project. | Describe the roles and responsibilities of delivery partners. For example: How many people will be involved in the delivery of this project? How will the work be conducted? Who will be responsible for project monitoring, reporting, and any potential audits or evaluations? |

The Project Manager must ensure that part of the Project Management Strategy includes the following:

Implementation:

For example:

- Allocation of sufficient resources (financial, personnel, time, computer system support).
- Establishing a chain of command or some alternative structure (such as cross functional teams).
- Assigning responsibility of specific tasks or processes to specific individuals or groups.
- Acquiring the requisite resources and developing the project plan, which may include training plans and documentation requirements.

Monitoring:

For example:

- Managing the project, which includes monitoring results, comparing to benchmarks, and best practices.
- Managing resources; people, equipment, budget, etc.
- Evaluating the efficacy and efficiency of the project.
- Controlling for variances and adjusting the project plan as necessary.
- Tracking the progress of the project, ensuring that [milestones](#) are being met.
- Conducting meetings and consultations with involved parties.

Reporting:

For example:

- Writing summary progress / status reports for each phase of the project.
- Documenting what worked, areas for improvement, lessons learned, and next steps, if any.
- Capturing the knowledge gained by team members during the project is also a vital and valuable source of knowledge.



Important Note

The planned schedule for project reports will vary depending on the [Funding](#) Source. For example, reports may be required on a quarterly basis (4 times per year).

Preparing for Potential Audits/Evaluations:

For example:

- Documenting and updating project information that may be required for future project evaluations and [audits](#).

5. Project Sustainability Section

| Field Name | Description |
|------------------------|---|
| Project Sustainability | Describe any measures being taken to ensure the sustainability of results beyond the life of the project. For example, train-the-trainers approach, follow-up phase, multi-year initiative, demonstrated buy-in from beneficiary state. Indicate if the project builds on previous initiatives or initiatives being conducted by other donors. |

Project Budget Section



Important Note

This section is a **mandatory requirement** and it should be completed in as much detail as possible.

Please provide an itemized break down of the following:

- **Direct Costs** are the costs directly associated with the scope and success of this project.
- **Indirect Costs** are the costs that may be incurred as a result of and/or follow-up to direct costs.

For example, if a new computer software package is required for Project A, it is considered a **Direct Cost**. However, the **Indirect Cost** is the money that must be spent on training people to use this new software.

- **In Kind Contributions** are contributions made by parties who wish to provide assistance to this project in the form of a contribution.
- **Other Funding Sources** are any other sources that have provided funding for this project.

The final part of this section includes the details for the Funding Request.



Tip

Be sure that all values in this section are entered in U.S. dollars (\$).

1. Indirect Costs

| Budget Item | Description |
|-----------------------|--|
| Administrative | This includes administrative support fees, project management costs, overhead costs, contract preparation fees, etc. Administrative expenses cannot be easily identified with a specific function or project but contributes in some way to the project or general business operations. |
| Office Expenses | This includes office supplies, stationary, telecommunications, etc. |
| Equipment Maintenance | This includes routine maintenance and tune-up costs for equipment used for this project. |
| Training Costs | This includes any training costs associated with the use and maintenance of equipment used for this project. |
| Other | These fields are available for you to identify any other indirect costs associated with this project. |

2. Direct Costs

| Budget Item | Description |
|--|--|
| Audit, Monitoring, and Evaluations | Includes the cost associated with audits, monitoring, and evaluations of a project. |
| Cost of Services | Includes salaries, allowances, benefits, honoraria, costs associated with secondments, placements, and expert deployments. |
| Technology and Equipment | Includes computers, communication devices, related consumables provided for use by beneficiary state in course, etc. |
| Consultancy and Advisory Fees | Includes the fees charged for consultations with regards to a project. |
| Technical Assistance | Includes the cost of any technical assistance required for a project. |
| Legal Advice and Assistance | Includes the fees for any legal advice or assistance required for a project. |
| Outreach and Dissemination | Includes the cost of course and training materials, brochures, etc. |
| Radio and Television Broadcast Fees | Includes the cost of radio and television broadcast fees for a project. |
| Printing and Production Costs | Includes the cost of any printing or production required for a project. |
| Travel Expenses | Includes the expenses related to travel for a project; accommodation, meals, transportation, departure taxes, etc. |
| Utility Costs | Includes the price of utilities for the project site; water, electricity, etc. |
| Transport Costs Including Charter Fees | Includes the cost of transportation related to a project. |
| Medical Costs | Includes the cost of inoculations, and other medical costs incurred that are not covered by travel insurance, etc. |
| Standardized per diem costs | Includes the cost of standard daily expenses incurred as a result of a project. |

| | |
|---|--|
| Insurance | Includes the cost of all insurance coverages related to a project; travel, life, war, etc. |
| Vehicle and Equipment Operation and Installation | Includes the cost of vehicles and equipment, the cost of operating this equipment, and the cost of installing the equipment required for a project. |
| Petrol, oil, lubricants | Includes the cost of fuel, oil, etc. needed to run and maintain vehicles and equipment required for a project. |
| Shipping / Freight Charges for Equipment and Technology | Includes the cost related to the shipping and freight charges for equipment and technology required for a project. |
| Customs and Clearing Agent Fees | Includes the cost of customs and clearing agent fees. |
| Training-related Sessions, Material, Activities, Document Preparation Costs | Includes the cost of developing course materials, providing training sessions, and preparing reports. |
| Rental Charges | Includes the cost of renting facilities, venues, equipment, vehicles, catering fees, etc. necessary for a project. |
| Transportation and Interpretation Fees | Includes the cost of providing an interpreter, as well as any travel expenses related to that service. |
| Course and Conference Registration Costs | Includes the cost of registration fees for courses and conferences related to a project. |
| Workshops, Seminars, Meetings, Conferences with Training Component | Includes the cost of workshops, seminars, meetings, conferences, and training components that are either provided to or taken by people associated with a project. |
| Security Costs | Includes the cost for security needed for a project. |
| Other | Includes any other direct costs associated with a project. |

3. In Kind Contributions / Other Funding Sources Section

| Budget Item | Description |
|-----------------|---|
| Material | This should include the monetary value for any materials that have been contributed free of charge to this project, or the amount of money provided by other sources of funding to cover the cost of materials. |
| Expertise | This should include the monetary value for the free services provided by any subject matter experts. |
| Current Funding | This should include the amount of funding acquired for this project to date. |
| Other | This should include the monetary total for any other contributions or sources of funding provided to this project. |

4. Funding Request



Important Note

The Total In Kind Contributions/Other Funding Sources value appears in parenthesis (), which represents a negative value. This negative value is subtracted from the Total Indirect and Direct Project Costs to calculate the Total Project Funding Required.

| Funding Totals | Description |
|---|--|
| Total Indirect and Direct Project Costs | The sum of all direct and indirect costs related to this project. |
| Total In Kind/Other Funding Sources | The sum of all In Kind Contributions and/or Other Funding Sources provided to this project. This value appears in parenthesis (), which represents a negative value. |
| Total Project Funding Required | The amount of funding required for this project, which is calculated by subtracted the sum of all In Kind Contributions/Other Funding Sources from the sum of all Indirect and Direct Project Costs. |
| Total Project Funding Requested | Enter the value for the total amount of funding you wish to request for this project. This value may/may not be the same as the Total Project Funding Required. |

Risk Section

1. Project Risks

How to complete this section

Please identify any potential risks to this project and explain how it may impact the project. Provide any background information on the risk and identify any associated or parallel activities or risks.

Please describe the appropriate strategy to be employed to mitigate the impact of the risk's effects if it occurs. This is referred to as a risk mitigation strategy (RMS).

Risk Assessments

Risk in a project is designed as an uncertain event or condition that, if it occurs, has a positive or negative effect on project with respect to quality, time or cost. It is important to perform risk assessments on a regular basis throughout the project life cycle; during the initial project planning activities, when the project objectives have changed, and routinely throughout the project life cycle.

Mitigation Strategies

Mitigate means that specific action plans or contingency plans will be developed to eliminate or reduce the risk by:

- reducing the impact;
- reducing the probability; or,
- shifting the timeframe.

2. Legal Issues

Please identify any risks or considerations that may require the review or involvement of legal counsel prior to the implementation of this project.

3. Environmental Issues

Describe whether this project has a potential impact (positive or negative) on the environment.

4. Other

Please describe any other potential risks associated with this project and include a [mitigation](#) strategy, if possible.

Glossary

About this Glossary

The purpose of this glossary is to describe what some acronyms stand for and to clarify the meaning for many of the terms used in this Help Guide and on the Project Funding Request Form that are related to Project Management.

Definitions for the terms available in this glossary were provided by the following sources:

1. Online Oxford English Dictionary: <http://dictionary.oed.com/entrance.dtl>.
2. Online Encyclopaedia: [Wikipedia](#).
3. Project Management Institute. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Third Edition -- 2004 Edition.
4. J. LeRoy Ward. *Project Management Terms: A Working Glossary* (ESI International) Second Edition - 1999 Edition.

A

Action Plan

Detailed document describing those project tasks that need to be done, when, and by whom.

Activity

Element of work that is required by the project, uses resources, and takes time to complete. Activities have expected durations, costs, and resources requirements and may be subdivided into tasks.

Audit

1. Formal examination of a project's accounts or financial situation.
2. Methodical examination of the project, either in whole or in part, usually conducted according to a pre-established schedule, to assess overall progress performance.

Auditability:

Capability of a project or portion of a project to undergo formal investigation of records relating to financial status or progress performance.

Audit Trail:

Record of documentation describing actions taken, decisions made, and funds expended and earned on a project. Used to reconstruct the project after the fact for lessons learned and other purposes.

Auditor:

Person who conducts an audit.

Follow-up Audit:

Audit conducted to determine whether the recommendations resulting from a previous audit were implemented and were effective in correcting or preventing the problems noted. Can be either a full or a partial audit.

Full Audit:

Audit that includes all elements of the project.

Project Audit:

Structured, formal review of a project, at any time in the project life cycle, to assess progress performance relative to time, cost, and technical objectives; typically conducted by a third party.

B

Beneficiary

One who receives benefits or favours; a debtor to another's bounty.

Benefit:

Gain to be accrued from the successful completion of a project. Benefits are compared to costs to ensure the selection of the most advantageous project or the most effective approach to complete a project.

Budget

Quantitative expression of management's plans to perform specified work. Used to present management's intentions and objectives to all levels of the organization, monitor implementation of the plans, and provide a quantitative basis for measuring and rewarding individual and unit performance.

Budget Estimate:

Estimate of the funds needed to obtain project approval, which includes a combination of fixed and unit prices for labour, material, equipment, and other [direct](#) and [indirect costs](#).

C

Cost

1. Cash value of project activity; value associated with materials and resources expended to accomplish objectives.
2. Sum or equivalent that is expended, paid, or charged for something.

Cost Administration:

Management of the relationship with the contractor from contract award to closeout, focused specifically on ensuring that the contractor delivers a product or service in conformance with the contract's requirements.

Cost Control:

Oversight of changes to the project budget. Includes influencing the factors that cause changes to the cost baseline, determining that the cost baseline has changed, ensuring that the changes are beneficial, and managing actual changes when and as they occur.

Cost Estimating:

Process of estimating the cost of the resources needed to complete project activities. Includes an economic evaluation, an assessment of project investment cost, and a forecast of future trends and costs.

Cost Management:

Function required to maintain effective financial control of the project by evaluating, estimating, budgeting, monitoring, analyzing, forecasting, and reporting cost information.

Fixed Cost:

Cost that does not vary with volume of output.

Historical Cost:

Actual cost incurred in performing the work.

D

Deliverable

Measurable, tangible, verifiable outcome, result, or item that must be produced to complete a project or part of a project.

Direct Cost

Cost identified with a specific, final cost objective. Not necessarily limited to items that are incorporated into the end product as labour or material.

Direct Project Costs:

Costs directly attributable to a project, including all personnel, goods, or services and their associated costs, but not including indirect project costs, such as overhead and general office costs incurred in support of the project.

Duration (DU)

Number of work periods required to complete an activity or other project element. Usually expressed as hours, workdays, or workweeks. Sometimes incorrectly equated with elapsed compression.

E

Equipment

Machines, tools, or other hardware items necessary to complete a project or task.

Equipment Procurement:

Acquisition of equipment or material to be used in the project.

Estimate

Assessment of likely quantitative result, usually applied to project costs and durations.

Should include some indication of accuracy (for example \pm X percent).

Estimated Final Cost:

Anticipated cost of a completed project or component. Sum of the committed cost to date and the estimated cost to complete.

F

Funding

Organizational process by which monetary resources for a project are approved and formally allocated to the project.

G

Gap Analysis

Gap analysis is a formal study of what a business is doing currently and where it wants to go in the future. It can be conducted in different perspectives as follows:

- Organization (e.g. human resources)
- Business direction
- Business processes
- Information technology

Gap analysis provides a foundation for how much effort, in terms of time, money and human resources, is required to have a particular aim achieved (e.g. to turn the salary payment process from paper based to paperless with the use of a system).

GEASA

Group of Experts on Aviation Safety, Security and Assistance

I

ICAO

International Civil Aviation Organization

The aims and objectives of the International Civil Aviation Organization (ICAO) are to develop the principles and techniques of international air navigation and to foster the planning and development of international air transport. Visit their web site at: www.icao.int

"The constitution of ICAO is the Convention on International Civil Aviation, drawn up by a conference in Chicago in November and December 1944, and to which each ICAO Contracting State is a party. according to the terms of the Convention, the Organization is made up of an Assembly, a Council of limited membership with various subordinate bodies and a Secretariat. The chief officers are the President of the Council and the Secretary General.

The Assembly, composed of representatives from all Contracting States, is the sovereign body of ICAO. It meets every three years, reviewing in detail the work of the Organization and setting policy for the coming years. It also votes a triennial budget.

The Council, the governing body that is elected by the Assembly for a three-year term, is composed of 36 States. The Assembly chooses the Council Member States under three headings: States of chief importance in air transport, States which make

the largest contribution to the provision of facilities for air navigation, and States whose designation will ensure that all major areas of the world are represented. As the governing body, the Council gives continuing direction to the work of ICAO. It is in the Council that Standards and Recommended Practices are adopted and incorporated as Annexes to the Convention on International Civil Aviation. The Council is assisted by the Air Navigation Commission (technical matters), the Air Transport Committee (economic matters), the Committee on Joint Support of Air Navigation Services and the Finance Committee.

The Secretariat, headed by a Secretary General, is divided into five main divisions: the Air Navigation Bureau, the Air Transport Bureau, the Technical Co-operation Bureau, the Legal Bureau, and the Bureau of Administration and Services. In order that the work of the Secretariat shall reflect a truly international approach, professional personnel are recruited on a broad geographical basis.

ICAO works in close co-operation with other members of the United Nations family such as the World Meteorological Organization, the International Telecommunication Union, the Universal Postal Union, the World Health Organization and the International Maritime Organization. Non-governmental organizations which also participate in ICAO's work include the International Air Transport Association, the Airports Council International, the International Federation of Air Line Pilots' Associations, and the International Council of Aircraft Owner and Pilot Associations."

~Copied from the ICAO web site section, "How it works":
http://www.icao.int/cgi/goto_m.pl?/icao/en/howworks.htm

Indirect Cost

1. Cost not directly identified with one final cost objective. May be identified with two or more final or one or more intermediate cost objectives.
2. Cost allocated to the project by the performing organization as a cost of doing business. Also called *overhead cost* or *burden*.

Initiation

Characterized by initiating; having the function, power, or faculty of beginning or originating something; of or relating to initiation, initiatory.

O

Objective

1. End toward which effort is directed; a predetermined result.
2. Organizational performance criteria to be achieved and measured in the use of organizational resources.

M

Milestone

Milestone represents an event or condition that marks the completion of a group of related tasks or the completion of a phase of the project.

Mitigation

Mitigation consists of the activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.

Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards.

P

Project

Project is a temporary initiative undertaken to create a unique product or service.

Project Life Cycle:

Collection of generally sequential project phases whose specific name and number are determined by the organization or organizations involved in the project.

Project Charter:

Document issued by senior management that gives the project manager authority to apply organizational resources to project activities and formally recognizes the existence of a project. Includes a description of the business need that the project was undertaken to address and a description of the product or service to be delivered by the project.

Project Definition Worksheet:

Generic name used to identify any number of tools or templates that capture important project information to ensure that the project team addresses, and agrees upon, key project elements. Such elements include background and summary, goals and key deliverables, milestones, assumptions, risks, cost estimates, legal issues, or other relevant information.

Project Duration:

Elapsed time from the project start date to the project finish date.

R

Risk Assessment

Risk assessment is the explicit identification of the difficulties that may be encountered in achieving "successful implementation" of a project, i.e., on time, within cost and within scope. It requires the identification of those activities that tend to delay the project's completion or lead to the need for additional funds.

RMS

Risk Mitigation Strategy

S

Scope

The scope of a project is the desired outcome one wishes to affect or attains; sum total of all projects and their requirements or features. Sometimes scope is used to mean the totality of work needed to complete a [project](#).

Scope Statement:

A scope statement provides a documented basis for making future project decisions and for confirming or developing common understanding of project scope among the [stakeholders](#).

As the project progresses, the scope statement may need to be revised or refined to reflect approved changes to the scope of the project.

Work Breakdown Structure:

In project management, a work breakdown structure (WBS) is the primary tool used to describe a project's scope. It is an exhaustive, hierarchical (from general to specific) tree structure of deliverables and tasks that need to be performed to complete a project.

Stakeholders

Stakeholders are individuals or organizations who are involved in and/or may be affected by project activities.

T

Task

Well-defined component of project work; a discrete work item, usually multiple tasks for one activity.

Dependent Tasks:

Tasks that are related such that the beginning or end of one task is contingent on the beginning or end on another.

U

User Requirements

Specific product, service, or other business need that the project is intended to meet.

W

WHTI

Western Hemisphere Transportation Initiative