



**Forty First Regional Aviation Safety Group — Pan America Executive Steering Committee Meeting
(RASG-PA ESC/41)**

Mexico City, Mexico, 2 to 3 September 2026

Agenda Item 3: Issues related to the internal functioning of RASG-PA

ALIGNMENT OF THE PROJECT FUNDING PROPOSAL PROCESS WITH DONOR BUDGET CYCLES

(Presented by the Secretariat)

EXECUTIVE SUMMARY	
This working paper presents a proposed RASG-PA Project Funding Proposal Submission Process in response to Decision ESC/40/D01. The proposal establishes a common process for the preparation, review and submission of funding proposals, aligned with donor budget cycles and existing RASG-PA resource mobilization mechanisms.	
Action:	As presented in Section 6.
Strategic Goals 2026-2050:	Every Flight is Safe and Secure
References:	• RASG-PA ESC/40 Report • Decision RASG-PA ESC/40/D01, Alignment of Funding Proposals with Donor Expectations • RASG-PA Policy for the Utilisation of Financial Resources • RASG-PA Resources Request Form

1. Introduction

1.1 The implementation of RASG-PA projects, activities and initiatives may require financial support provided through RASG-PA resources and contributions from industry partners and other potential donors.

1.2 During the RASG-PA ESC/40 Meeting, Airbus and Boeing highlighted the importance of the effective utilisation of available resources and of providing potential donors with adequate and timely information regarding future funding requirements. The discussions indicated that accumulated resources and the absence of sufficiently developed future funding proposals could make it more difficult for industry partners to justify additional contributions within their organisations.

1.3 Industry partners further explained that funding requests need to support their internal authorisation and budget planning processes. For this purpose, proposals should be submitted sufficiently in advance and should clearly specify the amount requested, the purpose and proposed use of the resources, the implementation timeframe and the expected safety outcomes. Proposals should also demonstrate a direct link with the mitigation of identified safety risks or other regional safety priorities.

1.4 The Meeting noted that the internal budget planning cycles of the main RASG-PA industry donors take place during the second half of the year. Consequently, proposals intended for consideration within those cycles need to be sufficiently developed, reviewed and submitted to potential donors no later than 31 August.

1.5 As a result of these discussions, the ESC adopted Decision ESC/40/D01, instructing the PA-RAST Co-Chairs, in coordination with the Secretariat, to align the development of work programmes and funding proposals with donor expectations, taking into account their internal budget cycles and ensuring that requests clearly state the amount, purpose, expected safety outcome and timeframe.

2. Existing RASG-PA Resource Request Instruments

2.1 RASG-PA already has a Policy for the Utilisation of Financial Resources, which provides general guidance for the management and use of resources received by ICAO for the implementation of RASG-PA activities.

2.2 The Policy establishes that the utilisation of RASG-PA financial resources is subject to ESC approval and that resources should be allocated to projects, activities or initiatives aligned with the objectives of the Group and intended to mitigate safety risks identified for the Region. It also establishes that the execution of approved resources is subject to the applicable administrative rules and procedures of ICAO.

2.3 The Policy identifies the information that should accompany a request for resources, including:

- a) the name and description of the project, activity or initiative;
- b) identification of the problem to be addressed;
- c) the objectives of the proposal;
- d) the expected benefits, including the anticipated effect on relevant RASG-PA safety performance indicators;
- e) the proposed deliverables and their corresponding deadlines;
- f) the ESC member championing the proposal and the person responsible for its execution;
- g) the composition of the implementation team; and
- h) the amount requested and the specific manner in which the resources would be used.

2.4 RASG-PA has also developed a standard Resources Request Form to collect the information needed by the ESC to understand and evaluate proposals. The Form includes the information required by the Policy and further allows the requester to identify the relevant safety risks, applicable GASP targets, supporting RASG-PA members, available complementary funding and whether the proposed activity already has ESC or RASG-PA approval.

2.5 The existing Policy and Resources Request Form therefore provide an appropriate substantive basis for the preparation and assessment of funding requests. However, these instruments do not establish a common annual timeline for the identification, development, review, prioritisation and submission of proposals in coordination with donor budget planning cycles.

3. Proposed Project Funding Proposal Submission Process

3.1 To address the gap identified during ESC/40, the PA-RAST Co-Chairs and the Secretariat developed the RASG-PA Project Funding Proposal Submission Process contained in **Appendix A** to this working paper.

3.2 The proposed process does not replace the existing Policy or Resources Request Form. It integrates both instruments into a common planning and submission framework intended to:

- a) provide earlier visibility of future RASG-PA funding requirements;
- b) ensure that proposals contain the information needed for technical, financial and strategic consideration;
- c) allow proposals to be reviewed and prioritised before being presented to potential donors;
- d) improve coordination among the proponents, PA-RAST, the Secretariat and the ESC; and
- e) allow potential donors to consider supported initiatives as part of their annual budget planning processes.

3.3 Under the proposed regular annual cycle, candidate projects and activities requiring funding should be identified as early as practicable during the first half of each year. Proponents should then prepare and submit their requests using the RASG-PA Resources Request Form.

3.4 The PA-RAST Co-Chairs and the Secretariat would review the proposals to verify their completeness and assess their alignment with identified regional safety risks, RASG-PA objectives and priorities, applicable GASP goals and targets, and existing RASG-PA work programmes.

3.5 Following this review, proposals would be submitted to the ESC for consideration and prioritisation. Proposals supported by the ESC and intended for presentation to potential donors would be finalised and submitted no later than 31 August, allowing their consideration during donor budget planning cycles commencing in the second half of the year.

3.6 Use of the annual cycle should be the preferred mechanism for proposals requiring support from donors because it provides the advance notice necessary for their internal planning and authorisation processes. Compliance with the process and submission timeline would not, however, constitute a commitment or guarantee that funding will be provided.

3.7 The process should also preserve the ability of RASG-PA to respond to emerging safety needs, unforeseen circumstances or opportunities that could not reasonably have been identified during the regular annual cycle. Accordingly, extraordinary proposals may be submitted to the ESC outside the regular cycle.

3.8 Extraordinary proposals should use the same Resources Request Form and meet the same substantive requirements applicable to proposals submitted through the regular cycle. Their approval and implementation would be subject to the availability of RASG-PA funds and should not imply an obligation for existing or potential donors to provide additional resources.

3.9 Irrespective of whether a proposal is submitted through the regular or extraordinary process, approval of the use of RASG-PA resources remains under the authority of the ESC, and the execution of approved resources remains subject to the applicable administrative rules and procedures of ICAO.

4. Expected Benefits

4.1 The implementation of the proposed process is expected to improve the predictability, consistency and transparency of funding requests presented for the consideration of the ESC and potential donors.

4.2 The process will also facilitate the early identification of funding requirements and strengthen the relationship between proposed expenditures, identified safety risks, expected deliverables and measurable safety outcomes.

4.3 By providing potential donors with sufficiently developed proposals no later than 31 August, RASG-PA will improve the possibility that regional safety initiatives may be considered within donor annual planning processes. This advance submission does not guarantee financial support but addresses the timing and information requirements identified by industry partners during ESC/40.

4.4 At the same time, the extraordinary submission mechanism will maintain the flexibility required for the ESC to consider justified proposals arising outside the regular cycle, subject to the availability of funds.

5. Conclusion

5.1 RASG-PA already has the fundamental instruments required to prepare and assess requests for financial resources. Nevertheless, the discussions held during ESC/40 demonstrated the need to complement those instruments with a structured process and annual timeline aligned with donor budget planning cycles.

5.2 The proposed RASG-PA Project Funding Proposal Submission Process combines the existing Policy and Resources Request Form with a regular annual cycle culminating in the submission of proposals to potential donors no later than 31 August.

5.3 The process also preserves the possibility of submitting extraordinary proposals outside the regular cycle, subject to the availability of funds, thereby balancing improved planning with the operational flexibility required to address emerging regional safety priorities.

5.4 To support the implementation of Decision ESC/40/D01, the following Draft Decision is proposed:

DECISION		APPROVAL OF THE RASG-PA PROJECT FUNDING PROPOSAL SUBMISSION PROCESS	
RASG-PA ESC/41/DXX			
What: That, to improve the planning, preparation and timely submission of proposals requiring RASG-PA financial resources or contributions from potential donors, the RASG-PA Project Funding Proposal Submission Process contained in Appendix A to this working paper be approved, providing that: a) the RASG-PA Resources Request Form be used for the submission of project, activity and initiative funding proposals; b) proposals be prepared and assessed in accordance with the RASG-PA Policy for the Utilisation of Financial Resources; c) proposals intended for consideration within donor annual budget planning cycles be submitted to potential donors no later than 31 August each year; and d) extraordinary proposals may be submitted outside the regular annual cycle, with their approval and implementation being subject to the availability of funds.	Expected impact: ☐ Political / Global ☒ Inter-regional ☒ Economic ☐ Environmental ☒ Operational/Technical		
Why: To improve the predictability, consistency and transparency of the RASG-PA funding proposal process and increase the possibility that regional safety initiatives may be considered within donor annual budget planning cycles, while preserving the flexibility to address justified needs arising outside the regular cycle.			

When: Immediately and on an ongoing basis.	Status: ☒ Valid / ☐ Superseded / ☐ Completed
Who: ☐ States ☒ ICAO ☐ Other:	RASG-PA Members

6. Action by the Meeting

6.1 The Meeting is invited to:

- a) review the information contained in this working paper;
- b) review the proposed RASG-PA Project Funding Proposal Submission Process contained in Appendix A; and
- c) approve Draft Decision proposed in paragraph 5.4 above.

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APPENDIX

RASG-PA PROJECT FUNDING PROPOSAL SUBMISSION PROCESS

PART I – PROCESS

1. General

1.1 This process establishes the procedures for the preparation, review, prioritization and submission of proposals for projects, activities and initiatives requiring financial support from RASG-PA resources and/or contributions from external donors.

1.2 The process aims to:

- a) improve the planning and predictability of future funding requirements;
- b) strengthen the relationship between proposed activities and regional safety priorities;
- c) provide adequate time for the review and prioritization of funding requests;
- d) facilitate consideration of proposals during donor budget planning cycles; and
- e) promote transparency and consistency in the mobilization and utilization of resources.

1.3 This process complements the RASG-PA Policy for the Utilization of Financial Resources and shall be implemented using the RASG-PA Funding Proposal Form contained in Part II of this Appendix.

1.4 The Funding Proposal Form establishes the minimum information required for the submission and evaluation of funding requests. The Secretariat may develop and maintain electronic versions of the Form, including web-based or automated solutions, provided that the information required by this Appendix is preserved. Such adaptations are intended to facilitate submission, review, tracking and reporting activities and to improve the efficiency of the resource mobilization process.

1.5 Nothing in this process modifies the authority of the Executive Steering Committee (ESC) to approve, reject, defer or modify any request for financial resources.

2. Annual Funding Proposal Cycle

2.1 IDENTIFICATION OF CANDIDATE PROJECTS

2.1.1 Between January and May of each year, States, Industry Partners, PA-RAST Members, the Secretariat and other RASG-PA stakeholders should identify projects, activities and initiatives that may require financial support.

2.2 PREPARATION OF PROPOSALS

2.2.1 Funding proposals should be prepared using the RASG-PA Funding Proposal Form contained in Part II of this Appendix.

2.2.2 Completed proposals should preferably be submitted to the Secretariat no later than 30 June.

2.3 TECHNICAL REVIEW

2.3.1 During July, the PA-RAST Co-Chairs and the Secretariat shall review submitted proposals in order to:

- a) verify completeness;
- b) assess alignment with regional safety priorities;
- c) evaluate expected benefits;
- d) identify potential duplication with existing projects; and
- e) verify consistency with applicable RASG-PA objectives and work programmes.

2.4 ESC REVIEW AND PRIORITIZATION

2.4.1 During August, the ESC shall review and prioritize proposals requiring financial support.

2.5 SUBMISSION TO POTENTIAL DONORS

2.5.1 Proposals supported by the ESC and requiring donor consideration should be finalized and submitted to potential donors no later than 31 August of each year.

2.5.2 Submission to potential donors does not constitute a commitment or guarantee of funding.

2.6 USE OF EXISTING FUNDS

2.6.1 The annual cycle established by this process is intended primarily to facilitate future fundraising and donor engagement activities.

2.6.2 Nothing in this process shall prevent the ESC from approving the use of financial resources already available to RASG-PA whenever deemed appropriate.

3. Extraordinary Funding Requests

3.1 Projects, activities and initiatives may be proposed outside the annual cycle whenever justified by:

- a) emerging safety concerns;
- b) urgent implementation requirements;
- c) unforeseen regional priorities;
- d) time-sensitive cooperation opportunities; or
- e) other circumstances that could not reasonably have been identified during the regular planning cycle.

3.2 Extraordinary requests shall be submitted using the same Funding Proposal Form established in Part II of this Appendix.

3.3 Extraordinary requests shall be subject to the same technical, administrative and governance requirements applicable to regular proposals.

3.4 The approval and implementation of extraordinary requests shall remain subject to the availability of financial resources.

3.5 Extraordinary requests shall not create any obligation for donors to provide additional funding.

4. Monitoring and Reporting

4.1 The Secretariat shall maintain a record of submitted proposals, approved projects and implementation status.

4.2 Updates on resource mobilization activities, approved funding requests and implementation progress should be reported to the ESC as appropriate.

PART II – RASG-PA FUNDING PROPOSAL FORM

SECTION A – GENERAL INFORMATION

1. Proposal Submission Date:

2. Name of Proponent:

3. State / Organization:

4. Contact E-mail:

5. ESC Champion:

6. Supporting RASG-PA Members (if applicable):

SECTION B – PROJECT INFORMATION

7. Project / Activity / Initiative Title:

8. Description of the Project / Activity / Initiative:

9. Safety Issue, Regional Need or Problem to be Addressed:

10. Objectives:

11. Expected Benefits and Safety Outcomes:

12. Deliverables and Estimated Completion Dates:

13. Is the proposal related to an ESC or RASG-PA Conclusion or Decision?

☐ Yes

☐ No

If yes, identify the relevant Conclusion or Decision:

SECTION C – SAFETY ALIGNMENT

14. Explain how the proposal supports the RASG-PA mission to reduce aviation safety risks in the Pan American Region:

15. Identify the relevant High-Risk Category (HRC), Safety Enhancement Initiative (SEI), Safety Performance Indicator (SPI), Regional Priority and/or GASP Goal supported by the proposal:

16. Describe the expected contribution to safety performance improvement:

SECTION D – FUNDING REQUIREMENTS

17. Amount of Funding Requested:

18. Detailed Description of How the Funds Will Be Used:

19. Existing or Potential Additional Funding Sources:

20. Estimated Project Duration:

SECTION E – IMPLEMENTATION RESPONSIBILITIES

21. Implementing Organization(s):

22. Project Manager / Responsible Person:

23. Project Team Composition (if applicable):

24. Major Milestones:

SECTION F – SECRETARIAT REVIEW

25. Completeness Verification

- ☐ Complete
- ☐ Additional Information Required

26. Alignment with RASG-PA Priorities

- ☐ High
- ☐ Medium
- ☐ Low

27. Comments:

SECTION G – ESC DISPOSITION

28. ESC Decision

- ☐ Approved
- ☐ Approved with Modifications
- ☐ Deferred
- ☐ Not Approved

29. Amount Approved (if applicable):

30. Relevant ESC Conclusion or Decision:

— A7 —

31. Additional Comments:

— END —