CfP-2 Vaccine platform technologies

Budgeting & Financial Reporting

CfP-2 BUDGET TEMPLATE INSTRUCTIONS

For use by potential awardees and awardees

Updated 1/12/2018
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1 General Guidance

1.1 About this document
Please note that this document and the budget template is specific to the call specifications of CfP-2 on Vaccine platform technology. Please ensure you are using the correct version for your Step 2 submission.

The purpose of this document is to provide you with sufficient guidance to complete your award budgeting and financial reporting in the budget template provided to CEPI by BMGF, and modified for CEPI use. Our intent is to explain how to use the template primarily by example, and to include tips that address common questions and issues.

Rather than read these detailed instructions upfront, please feel free to use the Quick Start Guide on the first sheet in the Excel template to start working and then use the direct links in the Excel template to go directly to any area of interest in this document.

Screenshot of the Quick Start Guide

1.2 CEPI contact for questions
If you have questions, please contact cfp@cepi.net.

1.3 Template overview
1.3.1 Budgeting / Investment Development
For your Step 2 application, there are two budget-related documents to be submitted:

- **Budget Excel file**: A structured Excel workbook that is designed to capture the financials of your application in a standardized way while allowing for a degree of flexibility to accommodate a wide range of requirements.
variety of awardees and projects. The Excel file is the primary destination for *quantitative* budget information.

- **Budget Narrative**: A series of budget-related questions that are intended to elicit additional *qualitative* context and explanation regarding the budget figures and the connection between the budget and the scope of the award.

**NOTE**: For Step 2 of CfP-2, all Applicants are required to submit the following:

- 1 Budget template and supporting narrative for the overall project
- 3 budget templates and narratives; 1 for each of the 3 target pathogen workstreams
- 1 budget template and narrative for each sub-awardee

Please make sure that the reporting periods align between the budget and Results Framework & Tracker (see further, below). Similarly, if the budget is broken down by the outcomes/outputs that are formulated in the Results Framework & Tracker, please ensure that the outcomes/outputs align across both documents.

*Important*: While we are striving for minimal overlap and redundancy between information captured in different documents, it is important to pay attention to consistency across documents when you submit your materials. If your proposal development takes multiple iterations, please double-check documents for discrepancies when resubmitting them to avoid unnecessary rework and delays.

### 1.3.2 Financial Reporting

At the time of making an award, a reporting schedule will be agreed and defined in the funding agreement with each awardee, with a minimum of quarterly reporting requirements. Reporting includes both a programmatic and financial update with retrospective and forward-looking information.

## 2 Budget template

### 2.1 Overview

The Excel template has the following three worksheets that need to be filled out by the awardee for each proposal:

- **General Information**: Used to capture a number of basic facts about the project and its budget. Some of the information entered in the General Information sheet drives what needs to be entered in the following sheets. Therefore, the General Information worksheet should always be populated first.
- **Budget Detail**: Used to capture detailed line items that collectively make up the total budget.
- **Financial Summary & Reporting**: Used to summarize the budget in rollup tables that are automatically calculated from the budget detail entered in the corresponding worksheet. The Financial Summary also includes tables to manage cash flow and (where applicable) project budget across multiple funders. Reporting actual and projecting future expenditures at the end of each period are also part of this worksheet to be used once the award has been made.
In addition to the three sheets described above, there are additional sheets included in the template that are optional and/or hidden. Awardees do not need to populate these additional sheets, but for transparency, you will find an overview below. If and when an award is made, these sheets will be used.

- **Payment & Reporting Schedule (hidden):** This sheet auto-generates a payment schedule which as at Step 2 we are not yet using or preparing. Hence the sheet is hidden.
- **Analytics:** Contains two analytic features: a set of Basic Charts and a Comparison Tool
- **Budget Pivot (hidden):** Excel Pivot table that can be used to analyze the data in the Budget Detail sheet.

If you would like to include additional information in the Excel file, you can add extra sheets for this purpose. However, please do not make any changes to the structure or formatting of the existing sheets.

Cells where data is entered are formatted in color:

Some cells may have drop-downs or other validations that prevent entering incorrect data. Please do not enter information into white or grey cells.

If you use your own internal tools for award budgeting, you can copy and paste information into this template. However, please be aware that there is a risk of corrupting the template if this is not done properly.

**Important:** Use Paste Values whenever transferring data from an external source into the template to ensure that you copy your information into the template without problems. If you don’t use the Paste Values function, your information and/or the template can become corrupted.

If needed, you can unhide additional rows to enter more information in most of the tables. Please do not attempt to insert additional rows.
2.2 General Information worksheet

Information in the General Information worksheet should always be entered prior to populating the other sheets. All information in the General Information worksheet is provided at the beginning of the project and generally does not need to be modified throughout the course of the project.

*Important: Much of the information in the General Information worksheet is also part of other proposal documents. Therefore, please ensure that it is consistent across documents when the package is submitted.*

2.2.1 Proposal Information

**Organization Name:** Please enter your organization’s official full name as it is stated on the proposal cover page.

**Proposal Title:** Please enter the project title as it is stated on the proposal cover page.

2.2.2 Budgeting & Reporting Periods

Please ensure that you are selecting the correct reporting cadence before inputting the budget details. If you need to readjust the reporting periods, the budget details will need to be revised as well to reflect the changes.

**Anticipated Start Date:** Enter the expected start date for the project. We expect this to be between 6-8 months after submission of the Step 2 proposal package, depending on the time required for review and revision of materials, as well as CEPI-internal approvals and development of the funding agreement.

**Anticipated End Date:** Enter the expected end date for the project.

**Project Duration:** No entry necessary. This will be calculated automatically and expressed in months based on what you enter in the Anticipated Start and End Dates.

**Reporting Cadence:** For purposes of this Call for Proposals (CfP-2), we are requesting applicants to use 12-month increments for financial reporting. Other reporting cadence options have therefore, been disabled for this CfP-2 Step 2 submission. Selecting appropriate time periods for budgeting and subsequent reporting is important to manage the project from a programmatic, financial and administrative perspective. The default is to define the periods as 12-month increments from the beginning of the project. If a project is co-funded by one or more other entities, you may want to align reporting periods between funders.

2.2.3 Indirect Costs

Before proceeding, please read CEPI’s position on *Indirect Costs.*

The template distinguishes between two components of Indirect Cost allowed to the primary awardee with two separate rates, as applicable.

**Indirect Cost Rate on Primary Awardee’s Portion:** This rate is used to calculate the allowable Indirect Cost over and above the Direct Cost incurred by you as the primary awardee (excluding sub-awards). The
percentage is applied to the sum of the following categories: Personnel, Travel, Consultants, Capital Equipment and Other Direct Costs.

**Important:** **Indirect Costs** defines what expenses qualify as direct costs for CEPI-funded projects. Please pay close attention to these guidelines and avoid including items in the Budget Detail worksheet that are considered indirect costs.

**Primary Awardee’s Indirect Cost Rate on Sub-award Portion:** This rate is used to calculate the allowable Indirect Costs awarded to the primary awardee for the costs incurred in administering any sub-awards (on top of payments made to any sub-awardees). This rate is different from the Indirect Costs that sub-awardees receive for the work that they perform on behalf of the primary awardee.

The same policy applies for both the **Indirect Cost Rate on Primary Awardee’s Portion** and the **Primary Awardee’s Indirect Cost Rate on Sub-award Portion**, but the two percentages are called out separately as there will be situations where they differ, e.g. in the event of large sub-awards where administrative overhead for the primary awardee may be a relatively small percentage.

**Important:** According to CEPI’s indirect costs, the same guidelines apply to sub-awardees receiving CEPI funds. The Indirect Costs that go to sub-awardee are captured in the Budget Detail sheet and not in the General Information sheet.

### 2.2.4 Non-USD Currencies

If some or all funds for this project will be spent in non-USD currencies, this can have a significant impact on the cost of the project in relation to the approved funds in USD. Longer projects with exposure to volatile currencies are especially at risk. To better understand how those issues might impact your project, we ask that your currency-related assumptions are made transparent at the initial budgeting stage and each time you re-forecast the budget. CEPI expects awardees to manage their own currency risk and foreign exchange losses are not permitted as an eligible cost.

If funds will be spent in non-USD currencies, select “Yes” next to the corresponding question:

| Will funds be spent in non-USD currencies? | Yes |

If you select “Yes”, the instructions will refer to the following table at the bottom of the Financial Summary & Reporting sheet. The FX Rate that you enter should be a reasonable estimate of the current exchange rate at the time the budget is developed according to a reputable online source or your institutional policy. The values entered do not affect any formulas in the workbook, but serve to provide transparency on assumptions that drive projected costs. Please describe how you determined the appropriate exchange rate(s) in the budget narrative.

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1 This could include a 30 day moving average or other management adjustments to reduce volatility in the exchange rate. The budget rate may also be influenced by how your organization manages exchange risk, such as using forward curves to estimate the likely exchange rates if hedging instruments will be used to mitigate exposures.
2.2.5 Breakdown by Milestone

The template is structured such that any budget will be broken down by expense categories (personnel, travel, consultants, capital equipment, other direct costs, and sub-awards). Additionally, the template requires breaking down the total budget by Milestone.

In the template keep “Yes” selected next to the Break the budget down by key milestones question:

The below table is pre-populated at the bottom of the General Information worksheet, however you can add additional milestones:

Note: “Generic, cross cutting” is included to accommodate costs that cannot be clearly allocated to a specific milestone. To prevent inconsistencies, avoid making updates to the table once you have started populating the Budget Detail sheet.

As you populate the Budget Detail sheet, the budget breakdown by Milestone is automatically generated in a summary table in the Financial Summary & Reporting sheet. As part of the subsequent reporting cycles, actual expenditures are then reported against this summary table.

2.2.6 Multiple Funders

For projects that are co-funded between CEPI and other funders, the template allows to you capture the full project budget and not just the CEPI-funded portion of the budget.
We consider a project to be “co-funded” when **funding from multiple sources** (i.e., CEPI funding and non-CEPI funding) is **required to reach the outcomes for the project as described in the proposal**.

If funding from multiple sources is required to reach the outcomes for the project, please select “Yes” in the General Information sheet when answering the following question:

> **Will the total cost of this project include contributions of funding from sources other than CEPI?**

For projects with multiple sources of funding, we are interested in two key pieces of information which will be captured in the budget template:

1. **Total Project Cost**: The overall cost budgeted to accomplish the targeted project outcomes, including costs that will be covered by other funding sources. As explained below, the template allows for different ways of showing the Total Project Cost.
2. **Funding Plan**: The expected contributions from different funding sources over the life of the project.

The way to show the total project cost for your award is determined via a second question (which only appears on the General Information sheet if you answer “Yes” to the previous question):

> **How will the total project cost be captured in the budget template?**

There are four options available for that question, since the Excel template can capture total project cost at different levels of detail and are broken down differently. If your project is co-funded, you should receive guidance from [cfp@cepi.net](mailto:cfp@cepi.net).

1. **Total only** (default selection) – The total project cost is shown only as one total amount per period, without breaking it down into expense categories
2. **By Category** – The total project cost is shown broken down by expense category in each period
3. **By Milestone** – The total project cost is shown broken down by Milestone in each period
4. **At line item level** – The total project cost (not just the CEPI-funded portion) will be entered as detailed expense line items within each expense category irrespective of who provides funding for which part of the budget.

If you choose option 1, 2 or 3, we still require budget details for the CEPI-funded part of the project, which should be entered in the “Budget Details” sheet.

Finally, if you choose option 1, 2 or 3 you may still be asked for additional information on the total project cost, as available, in your own budget template/format.

Once you’ve answered the questions on the General Information sheet, you should develop your budget by entering your information in the Budget Details sheet. Once that is completed, you can include information on your Total Project Cost and Funding Plan in the Financial Summary & Reporting sheet.

If the co-funding question in the General Information sheet is answered “No,” these corresponding sections in the Financial Summary & Reporting sheet will be greyed out and don’t need to be completed.

More specific guidance on how to enter your information into the Financial Summary & Reporting sheet can be found in that section of these instructions. If you have questions on the template’s co-funding mechanism and its use, please contact cfp@cepi.net.

### 2.3 Budget Details worksheet

#### 2.3.1 Overview

The Budget Details worksheet represents a bottom-up build of the project’s budget.
For purposes of this Call for Proposals (CfP-2), we are requesting applicants to use 12-month increments for financial reporting. Other reporting cadence options have therefore been disabled for this round of Step 2 submission.

Before you input your budget details please ensure that you use the correct reporting cadence. If you need to readjust the reporting periods, your budget details will need to be revised as well to reflect those changes.

We recognize that there are different ways to develop a budget (e.g., budget for travel by expense type, by team member, by destination/geography, by programmatic purpose, etc.) and that you may have a preferred approach. We would also like you to provide sufficient detail on large expenditures so we can better understand the significant cost drivers for the project. For those large expenditures, it will be important for us to understand your quantity and cost assumptions.

Note: Generally speaking, a single line item should not exceed 5% total budget or $100k (whichever is less). Where it is not practical or meaningful to break a line item into component parts, you can use the budget narrative to explain the nature of the expenditure.

The Budget Detail worksheet covers seven different expense categories and asks for a coherent set of information across all categories:

- **Milestones** (column C): Prepopulated dropdown list of the milestones specified on the General Information sheet
- **Description** (column D): Please include a brief description of the line item
- **Purpose** (column E): What is the purpose of this line item?
- **Unit Cost** (column F): What is the cost per unit in US Dollars? Please note that in most sections of the budget there is significant flexibility in how you define a “unit” (for example, a travel unit could be a trip, a flight, some combination of the two, etc.)
- **Quantity** (columns G-P): How many units will be needed per period?
- **Additional Information** (columns Q-R, applies only for Personnel, Consultant and Sub-award categories): This is used to capture additional category-specific information where required
Additionally, there are some optional columns available, as needed:

- **Notes** (column S, optional): Can be used to capture notes specific to any line item
- **Attributes** (columns T-U, optional): An open category that can be used to further mark or classify items, if useful (e.g. geographic region)

### 2.3.2 Personnel

When entering personnel items, each line should be for no more than one individual (i.e., multiple individuals should not appear in a given row). As the budget will be broken down by milestones, it is acceptable to budget for fractions of the same individual across multiple milestones, as needed.

The unit cost is the annualized salary (or wage compensation) per full-time equivalent (FTE) position in Period 1. To account for salary increases, an annualized percent increase can be included. Fringe costs (employee benefits) are captured as a percentage on top of salaries in a separate column.

*Note: The allocation per period is expressed as a fraction of a full work year. If a period spans 12 months, this corresponds to the fraction of time an individual dedicates to the project. If a period’s length is less than 12 months, the value entered needs to be discounted accordingly.*

*For example, (see below), an FTE dedicating 80% of their time to a project over a six-month period translates into an FTE allocation of 0.40 in the template (i.e., 6/12 * 0.8 = 0.4).*

**Example: Personnel data in a scenario with uneven budget periods**
There are several reasons why we chose this approach for entering personnel, including:

- **Transparency** – We would like to see total person-years budgeted over the full duration of the project, which is possible by adding up allocations over periods.
- **Consistency** – We would like to have line items across all categories in the Budget Details sheet follow the consistent equation of unit cost \( \times \) number of units per period.
- **Reliability** – Occasionally, budgeting periods can change, e.g. if a no-cost extension occurs. In these situations, we want to avoid that the personnel budget calculation can yield a different figure simply as a result of changing budgeting periods.

When estimating the FTE allocation for new positions, it is important to consider the typical time lag between the start date of the award and the new person actually being in place. Therefore, for positions to be hired we expect that you discount the FTE allocation in period 1 according to typical hiring delay.

Why should there be only one individual per line item? This approach simplifies error-checking since the length of a given period sets a clear maximum for FTE allocations (e.g., the maximum FTE allocation for a 12-month period is 1.0 FTEs, whereas the maximum for a 3-month period would be 0.25 FTEs).

### 2.3.3 Inflation

For personnel, you can include inflation in the “% Inflation per Period” section:

For all other budget categories, if applicable, please include inflation in the cost per item, and explain in the budget narrative.

### 2.3.4 Travel

Line items in the Travel category can be entered in a variety of ways to suit your budgeting preference. Multiple identical trips by multiple people can be reflected in the same line, as illustrated in line 1 in the example below. Lines 2-5 represent a more detailed way of budgeting the same set of trips and can be used if this is how you are used to budgeting travel expenses. Alternative ways of budgeting travel are also acceptable.

<table>
<thead>
<tr>
<th>Travel Cost Item Description</th>
<th>Purpose of Trip</th>
<th>Cost per Item</th>
<th>Period 1</th>
<th>Period 2</th>
<th>Period 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trip New York to Mumbai</td>
<td>Technical supervision visits</td>
<td>$3,900</td>
<td>2</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>

Same travel activity budgeted in a more detailed way:
Alternatively, you can also budget for travel by (for example) programmatic activity:

![Travel Cost Item Description]

<table>
<thead>
<tr>
<th>Travel Cost Item Description</th>
<th>Purpose of Trip</th>
<th>Cost per Item</th>
<th>Period 1 No. of Items</th>
<th>Period 2 No. of Items</th>
<th>Period 3 No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Field visits, Mumbai</td>
<td>Data gathering</td>
<td>$3,900</td>
<td>2</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>2 Travel for convening</td>
<td>Convene regional experts</td>
<td>$2,000</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: Generally speaking, a single line item should not exceed 5% total budget or $100k (whichever is less). Where it is not practical or meaningful to break a line item into component parts, you can use the budget narrative to explain the nature of the expenditure.

### 2.3.5 Consultants

The Consultant category includes individuals who are working on the project, but are not your employees. Independent contractors are also considered consultants. Contracts with consulting firms that are set up in a fixed fee arrangement or do not have individualized rates may be included in the Sub-award category instead.

One way to enter the requested budget for individual consultants is to express the fees as a daily rate multiplied by the number of days. Alternatively, if the contract is based on an hourly/weekly/other rate, you may populate the template accordingly, but please make sure to always use the extra column to indicate what type of rate is being used. Line 1 in the example below identifies “Daily” in the “Billing Unit / Expense” column, which then identifies the “Billing Rate” of $500 for the Safety Expert is the Daily Rate and the 50 billable units over the three periods are the number of days the Safety Expert is anticipated to be working on this project.

If the consultant contract allows reimbursable expenses, they can be represented in different ways, depending on your budgeting preferences. Line 2 has “Billing Rate” set to $1 and captures the anticipated expenses for site visits as “Billable Units”. The alternative example shows the same amount of expenses, but expressed as unit cost of $2,400 (per site visit) multiplied with the number of planned site visits.

<table>
<thead>
<tr>
<th>Consultant Name</th>
<th>Role / Purpose of Engagement</th>
<th>Billing Rate / Project Cost</th>
<th>Period 1 Billable Units</th>
<th>Period 2 Billable Units</th>
<th>Period 3 Billable Units</th>
<th>Billing Unit / Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. John Wilson</td>
<td>Safety Expert</td>
<td>$500</td>
<td>10</td>
<td>20</td>
<td>20</td>
<td>Daily</td>
</tr>
<tr>
<td>Dr. John Wilson</td>
<td>Safety Expert - Site visit expenses</td>
<td>$1</td>
<td>2,400</td>
<td>4,800</td>
<td>4,800</td>
<td>Expense</td>
</tr>
</tbody>
</table>
Same expenses budgeted in an alternative way:

| 3 Dr. John Wilson                      | Safety Expert - Site visit expenses | $2,400 | 1 | 2 | 2 | Expense |

**Note:** Generally speaking, a single line item should not exceed 5% total budget or $100k (whichever is less). Where it is not practical or meaningful to break a line item into component parts, you can use the budget narrative to explain the nature of the expenditure.

### 2.3.6 Equipment

Equipment includes only items with a unit cost of at least $5,000 (USD) and a useful life of more than one year. Goods that do not fit this definition should be included under Other Direct Costs.

An example is shown below:

<table>
<thead>
<tr>
<th>Capital Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equipment Description</strong></td>
</tr>
<tr>
<td>Motorbikes</td>
</tr>
</tbody>
</table>

**Note:** Generally speaking, a single line item should not exceed 5% total budget or $100k (whichever is less). Where it is not practical or meaningful to break a line item into component parts, you can use the budget narrative to explain the nature of the expenditure.

Equipment should only include items that are purchased after the execution of the funding award agreement for the purposes outlined in the award proposal and in accordance with the [CEPI Cost Guidance](#). For pre-owned equipment, a depreciation charge may be included as an indirect cost, which should be calculated using an agreed allocation methodology.

### 2.3.7 Other Direct Costs

This category typically includes supplies and equipment with a unit cost generally under $5,000 USD. It also serves as a place to capture everything that qualifies as a direct cost and does not fit any of the other categories, as illustrated by the example below.

<table>
<thead>
<tr>
<th>Other Direct Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Item description</strong></td>
</tr>
<tr>
<td>1 Meeting Venue</td>
</tr>
<tr>
<td>2 Blood Test Kits</td>
</tr>
<tr>
<td>3 Bicycles</td>
</tr>
</tbody>
</table>

To avoid rework or follow-up questions, please include only allowable items per the [CEPI Cost guidance](#) and avoid line items that represent significant amounts without being specific enough, such as the following example:
A better example of the same cost might look like this:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Purpose of Item</th>
<th>Cost per Item</th>
<th>Period 1 Quantity</th>
<th>Period 2 Quantity</th>
<th>Period 3 Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies</td>
<td>Medical</td>
<td>$70,000</td>
<td>1</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

**Note:** Generally speaking, a single line item should not exceed 5% total budget or $100k (whichever is less). Where it is not practical or meaningful to break a line item into component parts, you can use the budget narrative to explain the nature of the expenditure.

### 2.3.8 Sub-awards

- Sub-awards are contracts or awards that the primary awardee has negotiated (or will negotiate) with other organizations who contribute to the completion of this project and/or who form part of the consortium. A sub-award is “under” the main award; the primary awardee receives the funds and passes them through to the sub-awardee. The primary awardee is responsible for negotiating the sub-award budget, overseeing the work of the sub-awardee, disbursing funds in accordance with the sub-award agreement and ensuring all applicable policies are met. In the budget spreadsheet, please enter each sub-award as a separate line item with the expected disbursement for each period broken out.

**Important:** When entering sub-award amounts in your budget per period, please consider how much you expect to pay out in the corresponding timeframe, which may be different from the cost the sub-awardee will incur in the same period. For example, a contract could span periods 1 & 2, but invoices may only be paid at the conclusion of the work in period 2; therefore, you would enter $0 in period 1 and period 2 would include the full cost of the contract.

Please be aware that the limitations defined in CEPI’s Cost guidance apply to both the primary applicant organization and any sub-awardees. In the template, the indirect cost claimed by the sub-awardee should be budgeted as part of the amounts entered under each period. In the column labeled “% Indirect Cost”, please enter the rate that has been applied for each sub-award. For example, the second item below represents a sub-award of $330,000 in total, including $300,000 in direct cost and 10% ($30,000) in indirect cost.

**Note:** Indirect Costs awarded to sub-awardees are not automatically calculated in the template. Please state the full amounts, inclusive of indirect cost for each period and use the “% Indirect Cost” column to indicate the applied Indirect Cost rate for each sub-award, consistent with the limits defined CEPI’s Cost guidance.
It is important for us to have a good understanding of all the significant cost drivers behind a given award budget. Therefore, if there are sub-awards, you are required to submit separate sub-award budgets and budget narratives in the CEPI template.

If the sub-awardee and/or amounts are not known at the time you develop the budget, please provide the estimated cost and rationale for each sub-award. Where it is not practical or meaningful to break a line item into component parts, you can use the budget narrative to explain the nature of the expenditure.

2.3.9 Special budgeting situations
As noted above, all CEPI-funded direct costs should be included in the Budget Details worksheet. In some circumstances, such as when there are multiple sources of funding, the worksheet may also include budget details covered by other funders. If this situation applies, please work with CEPI to determine what information should be included in the template.

Please email us at cfp@cepi.net if you have any questions:

2.4 Financial Summary worksheet

2.4.1 Overview
The Financial Summary & Reporting worksheet provides a high-level summary of the key financial information throughout the entire life of the award.

From left to right, the worksheet lines up financial snapshots of the award at different points in time, starting with the budget section (in blue), followed by up to ten reporting sections (in green). This is included here in preparation should your application be successful.

Before the project begins, only the “Budget” section is relevant. With each subsequent reporting cycle, a new reporting section will be populated and can be compared against the budget or previous reporting cycles. For convenience, the horizontal sections can be collapsed or expanded as necessary.

From top to bottom, the Financial Summary & Reporting worksheet is organized in a series of tables:

- **Cash Flow Summary**: Tracks the disbursement and spending of CEPI funds (becomes more relevant during reporting)
- **Summary by Expense Category**: Shows the sum of the line items entered in the Budget Detail worksheet along the expense categories
- **Breakdown by Additional Dimension (optional, as needed)**: Shows the sum of the line items entered in the Budget Detail worksheet by the additional dimension defined in the General Information sheet (e.g., by outcome, geography, product candidate, projects within a portfolio, or other)
• **Total Project Cost (only if there are multiple funders):** If only the CEPI-funded portion has been captured in the Budget Details worksheet, this table is intended to show the full project budget.

• **Funding Plan (only if there are multiple funders):** If the project has multiple funders, this table shows the (anticipated) contributions of CEPI and other funders.

The following sections provide more specific information on the use of these tables *at the time when the original budget is being developed.*

### 2.4.2 Cash Flow Summary

As part of the budgeting effort, you do not need to enter any information into this table.

### 2.4.3 Summary by Expense Category

This table is an automatic roll-up of all details entered into the Budget Details worksheet. If only 100% CEPI-funded items were included there, this summary view corresponds to the total requested CEPI funds broken down by category. If the project is co-funded and the full project budget was entered into the Budget Detail worksheet, this table includes both CEPI’s and other funders’ shares. In that situation, the Funding Plan table is used to specify contributions by funder.

As described in the Financial Reporting section, this table is the baseline against which actual expenditures will be reported in the first period.

### 2.4.4 Summary by Milestones

This table shows the direct cost from the Budget Detail worksheet rolled up by milestones as defined in the General Information sheet. If the project is co-funded and the full project budget was entered into the Budget Detail worksheet, this table includes both CEPI’s and other funders’ shares. In that situation, the Funding Plan table is used to specify contributions by funder.

It’s worth noting that this table is an alternative view against which actual expenditures will be reported, in addition to the expense category level. Please see the Financial Reporting section for additional detail.

### 2.4.5 Total Project Cost

This table is only relevant *if there are multiple funders for the project.* If you answered “No” to the question “Will the total cost of this project require contributions of funding from sources other than CEPI?” on the General Information sheet, then this table will be greyed out and does not need to be populated.

If you answered “Yes” to that question, then your answer to the second question on the General Information sheet (“How will the total project cost be captured in the budget template?”) will determine what information needs to be captured in the Total Project Cost table.
Depending on the selected answer to the second co-funding question, the Total Project Cost table will update and highlight the information that you should enter in yellow. Only the yellow cells need to be populated.

Since the total budget includes the CEPI portion in the tables above, please check that all amounts in this table are equal or higher than the CEPI-funded portion of the budget.

**Total only** (default selection) – The total project cost is shown only as one total amount per period, without breaking it down into expense categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Project Cost</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$100,000</td>
<td>$300,000</td>
</tr>
<tr>
<td>Travel</td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Consultants</td>
<td>$200,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Capital Equipment</td>
<td>$40,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>Other Direct Costs</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Sub-awards</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Indirect Costs</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>TOTAL PROJECT COST</strong></td>
<td><strong>$440,000</strong></td>
<td><strong>$440,000</strong></td>
</tr>
</tbody>
</table>

**By Category** – The total project cost is shown broken down by expense category in each period

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Project Cost</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$100,000</td>
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<td>Sub-awards</td>
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<td>$ -</td>
</tr>
<tr>
<td><strong>TOTAL PROJECT COST</strong></td>
<td><strong>$440,000</strong></td>
<td><strong>$440,000</strong></td>
</tr>
</tbody>
</table>

**By Milestone** – The total project cost is shown broken down by milestone in each period
At line item level — The total project cost should be built up in the Budget Details tab. The information in the Budget Details tab will reflect the total cost for the project for all funders, and not just the CEPI-funded portion of the project. If you selected “At line item level”, the total project cost table will automatically show the corresponding total and no input is needed.

2.4.6 Funding Plan
For projects with multiple funders, the Funding Plan is a critical piece of the budgeting exercise. It shows how the total project cost is covered by different funding contributions.

The CEPI lines will be populated automatically based on the budget details entered and the indirect cost percentage. The exception is if you are using the mode where the full budget is entered into the Budget Details sheet. In that case, the CEPI contribution to the overall project budget is determined by the two lines in the Funding Plan for Direct Cost and Indirect Cost.

For funders other than CEPI, you may use multiple rows to separate individual awards, especially if they are not all secured. We recommend including both secured funding and potential funding. If multiple applications for potential funding are pending with a low likelihood of all of them materializing, it may be more appropriate to bundle them into one line item and enter an estimate of likely funding.

At the bottom of the table, add up the total amount per period representing requested CEPI funds plus any secured funding from other sources, which gives us a sense of the share of total funding which will be secured with the approval of CEPI funds. The template automatically subtracts these amounts from the funding plan totals to determine the amount of identified potential funding, which indicates the share of total funding that is currently at risk and will still need to be confirmed.

The template then automatically compares the sum of CEPI + secured + potential funding to the Total Project Cost (see above) to determine the level of Over- or Under-Funding of the overall project.

In the example below, $100,000 from Funder A and $140,000 from Funder B’s existing award are considered secured whereas the future award from Funder B is a potential contribution that has yet to be secured. At this point, the total CEPI + secured funding is $680,000 out of the $880,000 total. If all funding materializes as planned, this project will be sufficiently funded (over/under Funding is $0). In the event of over- or under-funding, the bottom lines of the table will show the corresponding amounts per year.
2.5 Analytics

The Excel template includes a separate worksheet intended for analytic support around common needs. The available components and their practical use are described below. Awardees may use the features to analyze the budget and actuals & projections, but do not need to enter any information into this sheet.

Available features include a set of Basic Graphs and a Comparison Tool (relevant as the award progresses).

2.5.1 Basic Graphs

This section is intended to show a set of basic charts that visualize some of the information in the Financial Summary & Reporting sheet or in the Historic Budget Summaries sheet (see Supplements & Rebudgeting).

Via the selection box at the top of the section, one can choose which set of figures from the Financial Summary & Reporting sheet or the Historic Budget Summaries sheet should be visualized. For example, selecting “Budget” will show information from the budget section (in blue) of the Financial Summary & Reporting sheet, whereas selecting “End of Period 2” will show information from the second reporting section (in green). That way, charts can be generated for the award’s financials at any point in time as it progresses.

There are four standard graphs:

1. **Total Amount by Category**: Over the full duration of the award, how much is projected to be spent by expense category?
2. **Amount by Category for Each Period**: For each period of the award, how much is projected to be spent by expense category?
3. **Total Amounts for Milestones**: Over the full duration of the award, how much is projected to be spent in each defined bin of the additional dimension?
4. **Amounts for Milestones**: For each period of the award, how much is projected to be spent in each defined milestone?

The graphs are preceded by a table of the figures being shown.

### 2.5.2 Comparison Tool

This section is intended to compare different sets of financials from the Financial Summary & Reporting sheet or the Historic Budget Summaries sheet (see Supplements & Rebudgeting). For example, the actuals & projections after two periods can be compared to the original budget.

Via the selection box at the top of the section, one can choose which sets of figures from the Financial Summary & Reporting sheet or the Historic Budget Summaries sheet should be compared. For example, selecting “Budget” as the Baseline and “End of Period 2” as the Comparison will compare the second reporting section (in **green**) and the budget section (in **blue**) in the Financial Summary & Reporting sheet. In this way, tables can be generated to compare the award’s financials between any two points in time as it progresses.

| Figures to be used for baseline | Budget          |
|---------------------------------|-----------------
| Figures to be used for comparison| End of Period 2 |

There are two sub-sections in the comparison tool, each featuring two tables that show the difference between figures in the budget both as absolute amounts and as relative percentages:

1. **Comparison by expense category**: these tables show the difference between the expense categories that are used throughout the budget file.

2. **Comparison for additional dimension**: If an additional dimension (e.g., by outcome, geography, product candidate, projects within a portfolio, or other) is defined and the budget is broken down accordingly, these tables show the difference between the bins of the additional dimension.

The comparison tables are preceded by two tables showing the Baseline and Comparison figures.

### 3 Budget narrative

#### 3.1.1 Overview of the budget narrative

The purpose of the budget narrative is to supplement the information provided in the budget spreadsheet by justifying how the budget cost elements are necessary to implement project outcomes and accomplish the results. Specifically, the budget narrative is:

- A tool to help CEPI staff fully understand the budgetary needs of the award applicant
- An opportunity for awardees to provide descriptive information about their budget costs beyond the constraints of the budget spreadsheet
- A means for awardees to articulate the link between project outcomes and direct costs as well as speak to what is covered by the requested indirect cost rate.
Taken together, the budget narrative and the budget spreadsheet should combine to provide a complete quantitative and qualitative description of how the budget supports the proposed project plan and target outcomes for the award.

The budget narrative is organized by expense categories and other topics similar to the budget template, including:

- **Summary questions** – Describe the proposed amount of the project and major cost drivers. Also include any potential risks in spending as planned and any plans to mitigate those risks. If budgeting by outcomes, or other dimension, describe the major cost drivers per outcome or other dimension.
- **Personnel** – Provide a brief description of personnel budgeted for the award, including responsibilities as they relate to the project. Also include assumptions made for any staff budgeted which are to-be-hired, including salary estimates for these personnel.
- **Benefits** – Describe the components of the benefits (column R of the “Budget Details” sheet) included with the salary costs. For example: pension, health insurance, expatriate costs, etc.
- **Travel** – Provide the rationale for the travel budgeted and assumptions used to determine appropriate number of trips and personnel required. Include a brief rationale for how travel costs were estimated.
- **Consultants** – Provide a brief description of the work to be performed in support of the overall project and describe any expenses that have been included.
- **Equipment** – Provide a brief justification and description of any items required for the project with a unit cost of greater than $5,000 (USD) and a useful life of more than one year.
- **Other direct costs** – Provide a brief description and rationale for items required, including cost assumptions used to develop the budget.
- **Sub-awards** – If applicable, list all sub-awardees or sub-contractors involved in this investment. Describe the work each organization is going to perform, linked to milestones, as well as the rationale for each organization chosen to participate on this project as a sub-awardee or sub-contractor. If organizations are TBD, include the assumptions used to estimate cost for the sub-award and the process and timeline you will be using to select these organizations.
- **Indirect Cost Rate** - Briefly explain the indirect cost rate being charged on this project and the rationale and assumptions behind it. See [CEPI’s cost guidance document on indirect costs here](#).
- **In-kind contributions** – Briefly describe any in-kind contributions from your organization to be made for this project. See [CEPI’s cost guidance document on in-kind contributions here](#).
- **Other Sources of Support for this Project** – cost sharing (if applicable) – Names and their expected dollar (U.S. $) contribution from other sources should be included on the ‘Financial Summary & Reporting’ sheet of the budget in the Funding Plan – Sources of Funding table. Any supporting narrative can be included in text box below. If you are requesting partial funding from the CEPI for the project and will depend on funds from other sources, please describe your contingency plans if full project funding does not become available. If you have applied for funding from other sources which overlaps with the funding requested in this proposal, please indicate the nature and timing of that potential funding.
• **Currency exchange** (if applicable) – Briefly describe any non-US Dollar currency exchange exposure with this investment. For example, describe which costs included in the budget are exposed to exchange risk (e.g., which expense categories will be spent in non-US Dollar currencies and approximately how much do these costs total within the overall project). The budget narrative should also include a description of how you estimated the exchange rate for each currency. Finally, please also describe your organization’s experience and policies for managing foreign exchange risks. Note: CEPI does not cover foreign exchange losses, as in [CEPI’s cost guidance](#).

Ideally, the Budget Narrative should be filled out in tandem with the Budget Excel file. The descriptions provided in the budget spreadsheet should be brief. Please use the budget narrative to provide a more thorough explanation of your budget.

### 4 Financial Reporting

The reporting cadence is determined upfront when the award is approved and is defined in the funding award agreement. Typically, a budget is built in 12-month cycles (either from the beginning of the award or aligned to a fiscal/calendar year) and financial reporting is conducted against these budget periods.

**For purposes of this Call for Proposals (CfP-2), we are requesting applicants to use 12-month increments for financial reporting. Other reporting cadence options have therefore been disabled for this round of Step 2 submission.**

Alternatively, an award could be subject to shorter reporting cycles or in some cases there could be a reason to use customized reporting periods of varying length. Whatever the reporting cadence, a financial report is usually due a few months after the end of a period. In some instances, a report may cover a 12-month period plus a shortened period at the beginning or end of the award.

All regular financial reporting in the Excel template takes place on the Financial Summary & Reporting worksheet. This worksheet provides a high-level summary of the key financial information throughout the entire life of the award.

**Sub-award reporting:**

- Please note that CfP-2 applicants are required to submit completed budget templates for all sub-awardees in your consortium.
- For **sub-awards** that have been budgeted in separate Excel files, we do not generally require you to submit separate reporting for these files.
- For any sub-awards, please **factor past and future disbursements to sub-awardees into your own reporting of actuals and projections for the sub-award expense category.** We expect that you manage disbursements to sub-awardees in accordance with their rate of spend so as to avoid large
balances being carried unnecessarily. If sub-award payments are adjusted, please reflect this in the actuals and projections.

- In the progress report narrative, please fill out the table with the sub-awardees’ actual expenditure that they have reported to you.
- For large sub-awards that were estimated at the time of award approval, you will be expected to submit the final sub-award budget as part of your first financial report, unless the funding agreement specifies another date for sharing it with CEPI.

4.1 Financial Summary & Reporting worksheet

From left to right, the worksheet lines up financial snapshots of the award at different points in time, starting with the budget section (in blue) and then up to ten reporting sections (in green).

With each reporting cycle, a new reporting section will be populated and can be compared against the original budget or reporting sections from previous reporting cycles. For convenience, the sections can be collapsed or expanded as necessary.

From top to bottom, the Financial Summary worksheet is organized in a series of tables. In the context of financial reporting they serve the following purpose:

- **Cash Flow Summary**: Tracks the disbursement and spending of CEPI funds, including balance on hand and past & future payments
- **Summary by Expense Category**: Actual expenditures and future projections for each of the expense categories
- **Breakdown by Additional Dimension (optional, as needed):** Actual expenditures and future projections by the additional dimension (e.g., by outcome, geography, product candidate, projects within a portfolio, or other, if applicable)
- **Total Project Cost (optional, only if there are multiple funders):** If only the CEPI-funded portion has been captured in the Budget Details worksheet, this table is intended to show the full project actuals & projections
- **Funding Plan (optional, only if there are multiple funders):** If the project has multiple funders, this table shows the actual and anticipated contributions of CEPI and other funders

The paragraphs below provide more specific information on the use of these tables at the time of reporting.

### 4.1.1 Cash Flow Summary
As part of the reporting cycle, please enter CEPI payment(s) received for the most recent period:

The following items will be automatically populated:

- Carry-over balance from prior period (if applicable)
- CEPI funds spent on direct cost (from table below)
- CEPI funds spent on indirect cost (from table below)

As in the upfront budgeting cycle, the blue cells for future payments will be populated by CEPI. If the award is on track, these will likely remain unchanged from what is stated in the funding award agreement. If future payment amounts change (e.g. due to a large balance on hand), this modification will typically be formalized through an award amendment.

Once the payments have been entered, you can see the expected balance on hand at the end of each period. This balance is typically carried over into the following period as per the calculation in the spreadsheet.

### 4.1.2 Summary by Expense Category
In a reporting cycle, this table is used to capture actuals and future projections for each category. Since reporting takes place at this level, it is no longer an automatic roll-up of details entered into a different worksheet. Please populate the light green cells with the latest reporting period’s actual expenditures by category. If actuals have been reported in prior periods, they will automatically be copied from the corresponding tables to the left.

**Note:** The budget spreadsheet assumes cash accounting. This means that reported actuals should only include funds that have actually been spent or disbursed by the primary awardee (e.g., disbursed by the primary awardee to a sub-awardee). Actuals should not include projected spend or projected disbursements by the primary awardee.

The light yellow cells for future years are intended for an updated projection of expenditures over the remaining duration of the award based on new information (but not a full re-budgeting exercise or extension).

**Note:** Your projections should only include award funds, and not any interest earned and/or currency exchange gains.
Please make sure to always fill these projections out based on your latest estimate of how award funds will be spent. The numbers are an important input for our progress report reviews and will sometimes be used to adjust the disbursement of funds.

Importantly, as you update your projected costs, the total costs for the project should still not exceed the original approved award amount.

In a co-funded project, make sure the scope of actuals and projections reported matches the scope of what was originally included in the Budget Detail worksheet. If only 100% CEPI-funded items were included in the detailed budget, the table reports against the total requested CEPI funds.

4.1.3 Breakdown by Milestone
This table is the equivalent to the previous table breaking down actuals and projections by milestones. If the project is co-funded and the full project budget was entered into the Budget Detail worksheet, this table includes both CEPI’s and other funders’ shares. In that situation, the Funding Plan table is used to specify contributions by funder.

4.1.4 Total Project Cost
This table is only relevant if the project is co-funded and the Budget Detail worksheet contains only 100% CEPI-funded items. If any of these conditions do not apply, the table does not need to be populated.

If applicable, please enter the full project’s actuals and projections directly into this table. Depending on the chosen setting, the numbers may be entered as a total only or broken down by category or additional dimension. Since this table includes the CEPI portion in the tables above, please check that all amounts are equal or higher than the CEPI portion.

4.1.5 Funding Plan
For projects with multiple funders, the Funding Plan is a critical piece of each reporting cycle. It shows how the total project cost is covered by different funding contributions. For the latest reporting period, please enter the actual expenditures that were attributed to each funder. Then update the expected future attribution for each funder and enter the numbers for CEPI + secured funding based on the latest information. If a new funder has been identified, you can add a line item and populate it in the current reporting cycle’s table (but not the original budget).

4.1.6 Exchange Rates
As projects progress, exchange rates fluctuate and affect the projected cost for the remainder of the project expressed in terms of US Dollars. Our expectation is that the impact of any significant currency shifts is reflected in the projections by factoring a reasonable current exchange rate into the projections shown in the tables above. For example, if we assume that project expenses are incurred in currency XYZ and the rate at the time of developing the original budget was 1.50 units of XYZ per USD. After period 1, the exchange rate may have shifted to 1.75 units per USD, in which case this change should be factored into the projected cost for the remainder of the project, potentially lowering the cost of completing the project in USD terms. In the table at the bottom of the Financial Summary & Reporting sheet, please enter the new rate (e.g. 1.75) that applies and use it as the basis for revising the projections, factoring other aspects that affect projected cost. The rate used
for the original budget is automatically shown next to it for comparison. However, if you have hedged your currency exposure please enter the average rate you achieved during your hedging operations and not a current spot rate to more accurately reflect the ongoing project costs.

The values entered do not affect any formulas in the workbook, but serve to provide transparency on assumptions that drive projections. There is no need to document actual historic exchange rates in the budget template, therefore do not try to edit values for past periods.

4.1.7 How we calculate budget variances
For the purposes of financial reporting and analysis, we focus on two types of variance:

- **Latest period**: Actuals compared to previous projection for the period. E.g., a five-year award has two years of actual values and three years remaining. The latest period variance is the last year of actuals (Period 2 Actuals) in comparison to the projection provided for Period 2 in the Period 1 progress report.

- **Total award**: Current actuals plus current projections compared to the budget. E.g., a five-year award has two years of actual values and three years remaining. The total award variance is two years of actuals plus three years of projections (Periods 1-5 combined), in comparison to the approved budget total for the five-year period (Periods 1-5 combined).

We review variances at both the total award and expense category levels. These variances are automatically calculated in the budget template in the Financial Summary & Reporting sheet as part of each reporting section. The allowable variance range is defined in the funding award agreement (typically 10%, but may vary for programmatic reasons). For any variances outside of the allowable range, the awardee should provide explanation in the progress narrative.

4.2 Progress narrative
The purpose of the Financial Update section in the progress narrative document is to supplement the quantitative information provided in the Financial Summary & Reporting sheet by giving a comprehensive picture of the current financial situation of the award and expected future costs. While we expect that the original award budget was developed in a thorough effort using all available information at the time, we also recognize that the programmatic scope and financial situation of an award can evolve over its lifecycle. Regular reporting cycles play a critical role in providing transparency on the actual use of CEPI funds and as opportunities for discussing issues & risks and any changes regarding the future use of funds.

Taken together, the numbers in the Financial Summary & Reporting sheet and the explanations in the progress narrative should combine to provide a complete quantitative and qualitative description of the financial performance of the award against the proposed project plan and target outcomes over the previous reporting period, as well as the full duration of the overall project.

The Financial Update in the progress narrative document is organized by expense categories and other topics similar to the budget spreadsheet, including:
• **Summary update** – Briefly describe general progress of spending against the budget or projections, including whether or not the project is still on track to be completed within the proposed budget. Are there any significant financial risks or concerns affecting your organization’s ability to complete the work for this award? If so, how is the organization addressing these risks?

• **Latest period variance** – Describe any significant spending variances during the latest reporting compared to what was projected for the same period as part of the previous reporting cycle (or in the original budget if no reporting cycle has been completed before). Explain the causes of the variances, any effects on the project, and what prior communication on variances has occurred (e.g. approval by your Program Officer).

• **Total award variance** – Projections based on latest estimates of future costs should be included within the financial report on the Financial Summary & Reporting sheet for all future periods of the project. As a rule of thumb, if the total amount (actuats + projections) for any cost category deviates by more than +/- 10% from the original budget, please provide reasoning for the variance. Include any budget issues or constraints that will affect progress on the primary outcomes or any other information that may be pertinent for CEPI to know when reviewing the financial report.

• **Sub-awards** – Provide the name(s) of the sub-awardee(s) or subcontractor(s), actual disbursement for this reporting period, total disbursement to date from the primary awardee to sub-awardee, total spend to date by the sub-awardee and total contracted amount. Please note that you are required to submit completed budget templates and narratives for all consortium sub-awardees.

• **Other sources of support** – List and describe any sources of in-kind project support or resources received in the reporting period.

Ideally, the progress narrative should be filled out in tandem with the Financial Summary & Reporting sheet. Use the progress narrative to provide a more thorough description of your financial performance over the previous reporting period as well as the full duration of the overall project.

5 **Supplements & Re-budgeting**

Occasionally, awards may require a supplement or need to be re-budgeted.

• **Supplement** – The original award requires additional funding for various reasons, such as an expansion of project scope, cost overruns, major currency losses, etc.

• **Re-budgeting** – The award budget needs to be revised while staying within the original approved budget amount (e.g., due to a major change in scope or shift in resources)

In either case, we expect to see a revised version of the budget at a detailed level which can then be reviewed and approved.

The process for a supplement or re-budgeting is done by exception and requires an upfront conversation with CEPI. Prior to getting started on using the CEPI budget spreadsheet to revise the budget or updating the Historic Budget Summaries sheet (hidden), please ask for guidance on how to use the budget template for this situation.