

Instructions for Completing the C19RM Budget Template

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1. Introduction

1.1 Overview

1. These instructions provide guidance for the development and review of a C19RM budget (and budget revisions) using the C19RM Budget template which is a distinct template from the GC6 Detailed Budget template.
2. These instructions serve the following stakeholders: the Principal Recipients (PRs), Country Coordinating Mechanisms (CCMs)¹, Local Fund Agents (LFAs), the Global Fund Secretariat, agents and technical assistance providers, and any other Global Fund assurance providers.
3. Implementers will support the dissemination of these instructions to relevant personnel.
4. Local Fund Agents and any Global Fund assurance providers should use these instructions to inform their work on the budget review, and as a complement to other Global Fund tools and guidelines.
5. This document should be used in conjunction with the following Global Fund documents:
 - i. The COVID-19 Response Mechanism (C19RM) Guidelines (2023 version forthcoming on [the Global Fund website](#))
 - ii. The [C19RM Funding Request Form](#)
 - iii. The [C19RM Technical Information Note](#)
 - iv. The [C19RM Modular Framework](#)
 - v. The [Guidelines for Grant Budgeting](#)
 - vi. The [Operational Policy Manual](#), which provides the operational framework for managing Global Fund Grants
 - vii. The [Guidelines for Annual Audit of Global Fund Grants](#)
 - viii. The [Principal Recipient Progress Update/Disbursement Request \(PU/DR\) Guidelines](#)
 - ix. Pertinent clauses of the relevant grant agreement governing the grant

1.2 General guidance

6. The C19RM budget template is compatible with MS Excel 2010 or later versions only. Some dropdown lists and formulae might not work in MS Excel 2007 or earlier versions. Hence, users with earlier MS versions are requested to upgrade to MS Excel 2010 or later versions before working on this file.

¹ May be a Regional Coordinating Mechanism (RCM), a Regional Organization (RO) or other application coordinating mechanisms. Refer to [CCM Policy Including Principles and Requirements](#) for more information.

7. The C19RM budget template is generated by the Country Team from the Grant Operating System (GOS) in Excel, with prepopulated data, and made available to the applicants and Principal Recipients.
8. Users are requested not to modify the template or tamper with the formulae. Budgets that were subject to tampering will not be accepted and users will be requested to resubmit the information in a new template. When copying/pasting data, users should ensure they do not overwrite any of the formula fields or drop-down list options.
9. The C19RM budget template is available in English, French and Spanish, the Global Fund accepted working languages. English is the Global Fund's official language for legal purposes.
10. Applicants and Principal Recipients are encouraged to review and check the calculations to make sure the budget is adding up correctly, before submitting their budget template to the Global Fund.
11. The C19RM budget is prepared during the following stages of the C19RM grant lifecycle:
 - **Funding Request:** using the C19RM budget template, applicants prepare the C19RM Funding Request Budget that is submitted as part of the C19RM Portfolio Optimization Request.
 - **Integration of C19RM Award into Grants:** following approval of the C19RM Funding Requests, Principal Recipients integrate the C19RM award into the relevant grants through a grant revision (additional funding revision). The budget also includes previously awarded C19RM funds and reinvested C19RM funds.
12. The instructions in this document are structured following the different tabs of the template.

2. Index Tab

13. The **Index** tab provides general information and a reference table of the different tabs contained in the C19RM budget template, a brief description of each tab and whether the data is to be manually inputted by the applicant or if it is pre-populated. This tab is for information purposes only.

3. Setup Tab

14. The **Setup tab** contains general information including the implementation period dates, the implementers and the quarterly setup of the budget. The information is organized in three sections: a) grant information; b) reporting setup; and c) budget template setup.

15. The below table provides a detailed overview of the information expected to be inputted in the **Setup** tab:

Setup Tab	
Version	This field indicates the template version and is pre-populated by the Global Fund.
Language	The C19RM budget template will be sent in English. Users can change the language to French or Spanish. Note that the language cannot be changed again once the user has started filling the Detailed Budget tab.
Grant Information	
Country/Applicant	This field is pre-populated by the Global Fund.
Application/Grant Name	This field is pre-populated by the Global Fund. It refers to the name of the grant that will be based on the ISO code of the country or the multicountry applicant, the disease component and the selected implementer.
Fiscal Cycle Start Date	Refers to the start date (day and month) of the 12-month period the applicants/PRs use for accounting purposes and preparing financial statements. This should be aligned with the information in the regular Detailed Budget template. Note: the year is automatically populated by Excel in cell E9.
Fiscal Cycle End Date	Refers to the end date (day and month) of the 12-month period the applicants/ PRs use for accounting purposes and preparing financial statements. The Fiscal Year End Date should be 12 months after the Fiscal Year Start Date . This should be aligned with the information in the regular Detailed Budget template. Note: the year is automatically populated by Excel in cell E10.

Implementation Period Start Date (IP Start Date)	The implementation start date should be equal to the implementation start date of the standard grant where the C19RM funds are integrated. The start date can only be the first day of the month.
Implementation Period End Date (IP End Date)	The implementation end date should be equal to the implementation end date of the standard grant where the C19RM funds are integrated. The end date can only be the last day of the month. Note: the use of C19RM funds cannot be budgeted beyond 31 December 2025.
Component Name	This field is pre-populated by the Global Fund.
Is the country under ASP?	This field is pre-populated and indicates if the Global Fund invoked the Additional Safeguard Policy (ASP) ² for the portfolio.
Allocation Utilization Period Start Date	Not applicable.
Allocation Utilization Period End Date	Not applicable.
C19RM funding use date	This field is pre-populated to 31 December 2025 by the Global Fund. It corresponds to the new use date of C19RM funding.
Reporting Setup	
Financial Period Reporting Cycle	<p>The users are required to manually fill the table with start and end dates for each corresponding financial reporting cycle in accordance with the requirements of the Global Fund Financial Reporting Framework (update forthcoming).</p> <p>This should be aligned with the information in the regular Detailed Budget template.</p> <ul style="list-style-type: none"> Financial Reporting Period Cycle end date must match the end date of the Performance Framework reporting periods. For example, a grant starting 1 January might be required to report financial information for the period 1 January to 30 June (semiannual reporting) and report financial information for the period 1 January to 31 December (annual). The financial reporting scope and frequency is generally determined by the Global Fund portfolio classification (High Impact, Core or Focused). For more information, refer to the Progress Update and Disbursement Request (PU/DR) Form Instructions.

² [Operational Policy Manual](#), Section 1.7: OPN on Additional Safeguards Policy.

External Audit Period	<p>Applicants should manually fill the table with start and end dates for each corresponding external audit period. For further guidance, refer to the Guidelines for Annual Audit of Global Fund Grants.</p> <p>This should be aligned with the information in the regular Detailed Budget template.</p>
Budget Template setup	
Starting Quarter	<p>For an implementation period not starting on 1 January, the user will be able to specify the starting quarter in the field “Starting Quarter”.</p>
Quarters for budgeting	<p>The budget is set-up in a quarterly form and should be linked to the estimated period of payment and disbursement requirement from the Global Fund.</p> <p>The quarters will be pre-populated based on the information inputted in the “IP Start Date” and “Starting Quarter”.</p>
Payment Currency	<p>As per the COVID-19 Response Mechanism (C19RM) Guidelines³, the C19RM budget should be prepared using the same grant currency as the GC6 grant where the funds will be integrated.</p> <ul style="list-style-type: none"> • The local currency is pre-populated automatically according to each country applicant. • The other currency applicable to the grant will then automatically pre-populate (US\$ or EUR) based on the grant currency. • The exchange rate(s)⁴ will be pre-populated automatically, at the time of extracting the C19RM Budget from GOS. • Applicants can manually input additional applicable payment currencies in the table. <p>Important: The applicant is required to:</p> <ul style="list-style-type: none"> • Use the Global Fund approved exchange rate(s)⁵ against each selected currency code. • Ensure the figure <u>only has six decimal places</u> (or an error will show) • Ensure the currency code and related exchange rate are both selected (or an error will show). <p>Note: Applicants should use the same exchange rates as the standard grant where the C19RM funds are integrated.</p>
Geography/ Location	<p>Applicants can input geographical areas which are deemed relevant to the identified implementers (countries or other geographical areas, such as states).</p> <p>This field is only mandatory for multicountry applications.</p>

³ 2023 version forthcoming on [the Global Fund website](#).

⁴ See section 2.4 Foreign exchange management of the [Guidelines for Grant Budgeting](#).

⁵ Refer to relevant Country Team for the latest Global Fund official 200-day exponential moving average exchange rate.

Grant Name (for C19RM budgets only)	Not applicable.
Principal Recipient	<p>Under the Existing Global Fund Implementer Name column, applicants can select the implementer’s name from a drop-down menu. The information will be available from the Global Fund records if the implementer has previously managed a Global Fund grant on the selected portfolio.</p> <p>If the implementer is new and has not previously managed Global Fund grants on the selected portfolio, the applicant can manually type the name under the New Global Fund Implementer column. For each name entered manually, the user should enter the full legal name of the implementer (aligned with Grant Entity Data and other relevant official document).</p> <p>The Type of the Implementer is set as PR by default and can be changed to Lead Implementer (LI) where required.</p> <p>The applicant selects the Type of Implementing Entity from the drop-down list. The applicant is required to classify the type of implementing entity as per the criteria outlined in Annex 1.</p> <p>The applicant should specify if there is a Lead Implementer (LI).⁶</p>
Sub-recipient(s)	<p>Under the Existing Global Fund Implementer Name column, applicants can select the implementer’s name from a drop-down menu. The information will be available from the Global Fund records if the implementer has previously managed a Global Fund grant on the selected portfolio.</p> <p>If the selected implementer is new and has not previously managed Global Fund grants on the selected portfolio, the applicant can manually type the name under the New Global Fund Implementer column. For each name entered manually, the user should enter the full legal name of the implementer.</p> <p>The Type of the Implementer is set as SR by default.</p> <p>The applicant then specifies the Type of Implementing Entity from a drop-down list. The applicants are required to classify the type of implementing entity as per the criteria outlined in Annex 1.</p>
Indirect Cost Recovery (ICR)⁷	Under the column Implementer eligible to ICR , the applicants/PRs should confirm whether the respective implementer is eligible to claim Indirect Cost Recovery (ICR) by using the drop-down list (“yes”/ “no”).

⁶ Lead Implementer (LI) is the entity (organization or office) that is operationally responsible for the implementation of the grant’s activities. In terms of grant revisions, the Lead Implementer supports the Principal Recipient in preparing the relevant revision documents and is notified of key steps and deliverables in the process (e.g., approvals). Note that the Lead Implementer is not reflected in the Grant agreement, and for many grants, the Principal Recipient and Lead Implementer are the same entity.

⁷ See Appendix 1 – Indirect Cost Recovery (ICR) and Shared Cost of the [Operational Guidance for Grant Budgeting](#)

	<p>Refer to the Global Fund Funding Principles and Budgeting Guidelines for further detail on eligibility.</p> <p>Under the column Will the procurement be done through a procurement agent, the applicants/PRs need to specify from the drop-down list whether procurement will be done by the applicant (answer “no”) or by a procurement agent (answer “yes”).</p> <p>Under the column Do any agreed arrangements apply, the applicants/PRs are expected to confirm whether any special arrangement prevails with regards to the applicable ICR rates by selecting the relevant answer from the drop-down list (“yes”/ no”).</p> <p>Under the column Health Products, the applicants/PRs are required to indicate the ICR rates (%) for health products (manual entry).</p> <p>Under the column All Other Direct Costs incurred by the PR, the applicants/PRs are required to indicate the ICR rates (%) applied for Direct Costs (excluding health products).</p> <p>Under the column Funds managed by sub-recipients, the PR is required to indicate the rates applied on the funds managed by each sub-recipient. The PR charge on funds managed by sub-recipients should be exclusive of the percentage-based charges applied by the sub-recipient.</p> <p>The cells will turn red if the applicants/PRs enter a rate that is above the maximum rates provided in the Appendix 1 of the Global Fund Funding Principles and Budgeting Guidelines. This color code serves as an indication and is not a blocker/stopper for the applicants/PRs.</p>
<p>Third-party Supplier Information</p>	<p>As per the Global Fund Funding Principles and Budgeting Guidelines⁸, goods and services provided by the listed third-party organizations automatically trigger mandatory direct disbursement by the Global Fund. The table provides a non-exhaustive list of third-party suppliers based on Global Fund records and may be updated as required.</p> <p>Applicants/PRs can manually add additional third-party suppliers if they are not included in the list. If an additional third-party supplier is added, the applicant shall specify the Type as appropriate from the drop-down list.</p> <p>To include a third-party supplier in the Detailed Budget tab, the applicants/PRs must select “yes” in the respective column(s) (i.e., To be included in Detailed Budget tab).</p>

⁸ See paragraph 30 of the [Guidelines for Grant Budgeting](#)

4. Detailed Budget

4.1 Overview

16. The Detailed Budget follows the modular approach and costing dimensions. For additional information, refer to the [COVID-19 Modular Framework](#) and the [Grant Funding Principles and Budgeting Guidelines](#).
17. The total budget must be within the available funding, i.e., the awarded amount as communicated by the Global Fund plus any additional other sources of funds approved by the Global Fund.
18. The table below provides a detailed overview of the fields/dimensions in the **Detailed Budget** tab and guidance on what is expected as an input from the applicants.

Detailed Budget Tab	
Subtotals	These fields automatically aggregate the budgets per quarter, year and total request for the implementation period based on any filters that have been applied to any columns in the tab.
Start Date of Quarter	This is automatically linked to the start date of the quarter as defined in the Setup tab.
End Date of Quarter	This is automatically linked to the end date of the quarter as defined in the Setup tab.
Error Messages (if relevant)	Error messages are automatically triggered and are linked to an inconsistent entry with reference data or related information entered in the Setup tab, in selecting values from a drop-down list under various dimensions including Modules, Interventions, Cost Inputs, Implementer, Geography, Source of Funds and Payment Modality, and others.
Budget Line No.	<p>Applicants/PRs are required to number each line of input. This is a free text column where applicants/ PRs provide a specific number to each budget line. While the order is not important, each assigned number needs to be unique otherwise the cells will be highlighted in red. These cells are unprotected, the user can format the cells as required.</p> <p><u>Example 1</u>: 1, 2, 3, 4, ..., 205, 206, etc.</p> <p>The recommended format for numbering budget line is: "Implementer (dot) Budget Line Number."</p> <p><u>Example 2</u>: where the implementer's number is 10, the number formatting should follow the following sequence: 10.01, 10.02, 10.03, 10.04, ..., 10.205, 10.206, etc.</p>

Module	<p>The applicants/PRs must only select the modules from the drop-down list. The dropdown list will show the modules COVID-19 and Program Management. It is not possible to add modules outside of this list.</p> <p>Note: when the applicants/PRs need to change a module after having selected an intervention, the selected intervention must be deleted first, otherwise the cell turns red to signal an error.</p>
Intervention	<p>Applicants must select the interventions from the drop-down list. The drop-down list is derived from the module selected in the adjacent column (Column C). It is not possible to add interventions outside of this list.</p>
Activity Description	<p>Applicants must provide a brief description of the activity expected to be conducted using the budgeted amount.</p>
Cost Input	<p>Applicants select the cost inputs from the drop-down list. Refer to the Global Fund Grant Funding Principles and Budgeting Guidelines for further detail on the scope, requirements, coverage and required documentation for each cost input.</p> <p>Applicants must budget at the cost input level, except in some specific instances, and as part of a differentiated approach adopted by the Global Fund. For further detail, refer to the Global Fund Grant Funding Principles and Budgeting Guidelines.</p> <p>Important: whether cost grouping or cost input is selected, applicants/PRs need to ensure consistency in the column. Cells will be highlighted in orange when cost grouping (1.0) and cost input (1.1) are mixed in the same sheet.</p>
Implementer	<p>Applicants must select the entity that will implement and manage⁹ the associated budget line from the drop-down list. The drop-down list of Implementer is directly linked to the information entered in the Setup tab (Budget Template setup section).</p> <p>All implementers (PRs, sub-recipients, and Lead Implementers) should be confirmed and clearly defined in the budget. For any new implementer name that is manually entered on the Setup tab, the PR should correctly enter the full legal name of the implementer.</p>
Geography/ Location	<p>Applicants must select geographies for each budget line from the drop-down list. The drop-down list is directly linked to the information provided in the Setup tab (Budget Template setup section).</p> <p>This field is only mandatory for multicountry applications.</p>
Payment Modality	<p>Applicants must select payment modality for each budget line from the drop-down list. The drop-down list is directly linked to the information provided in the Setup tab under Third Party Supplier information (column Third Party Supplier).</p> <p>For further details on mandatory payment to third party suppliers, refer to paragraph 30 of the Guidelines for Grant Budgeting.</p>

⁹ The entity that would receive the funding associated with this budget line, undertake the procurement, and ensure payment of the relevant good and services.

Source of Funds	<p>The applicants/PRs must select the source of funds for each budget line from the drop-down list which includes:</p> <ul style="list-style-type: none"> • Approved Funding – for all the activities that are proposed to be funded by the C19RM 2021 previous approved awards. • Unfunded Demand: for all the activities that proposed to be funded if additional funding is made available by the Global Fund • Pandemic Fund: not applicable at this stage <p>The Principal Recipient should capture source of funding corresponding to each budgeted activity as follows:</p> <table border="1" data-bbox="400 555 1461 927"> <thead> <tr> <th data-bbox="400 555 932 618">Activity</th> <th data-bbox="932 555 1461 618">Corresponding Source of Funding</th> </tr> </thead> <tbody> <tr> <td data-bbox="400 618 932 831"> Funds already approved as part of <ul style="list-style-type: none"> • Fast Track funding request, • Full funding request or • Previous portfolio optimization waves </td> <td data-bbox="932 618 1461 831">Approved Funding</td> </tr> <tr> <td data-bbox="400 831 932 927">Unfunded activities (additional funding request)</td> <td data-bbox="932 831 1461 927">Unfunded Demand</td> </tr> </tbody> </table>	Activity	Corresponding Source of Funding	Funds already approved as part of <ul style="list-style-type: none"> • Fast Track funding request, • Full funding request or • Previous portfolio optimization waves 	Approved Funding	Unfunded activities (additional funding request)	Unfunded Demand
Activity	Corresponding Source of Funding						
Funds already approved as part of <ul style="list-style-type: none"> • Fast Track funding request, • Full funding request or • Previous portfolio optimization waves 	Approved Funding						
Unfunded activities (additional funding request)	Unfunded Demand						
Grant Name (for C19RM budgets only)	Not applicable.						
Unit of Measure	Depending on the Cost Input selected, the relevant unit of measure will be automatically populated.						
Payment Currency	<p>Applicants must select the payment currency for each line from the drop-down list. The drop-down list is linked to the information provided in the Setup tab under Payment currency (Budget Template setup section).</p> <p>Payment currency is the currency in which payment is made to the relevant employee, service provider and/or supplier. It can be the grant currency, the local currency, or a currency other than the grant currency, used or planned to be used to settle a payment.</p>						
Currency	This field is automatically linked to the Grant Currency as defined in the Setup tab.						
Unit Cost (Payment Currency)	<p>Applicants are encouraged to use and apply relevant benchmark prices, from historical costs or as published by the Global Fund or development partners, to the unit cost in the currency they will be using to process the payment.</p> <p>The field should be linked (where appropriate) to one of the Assumptions tabs.</p>						
Unit Cost (Grant Currency)	The Unit Cost in payment currency is automatically converted to Unit Cost in grant currency (calculated cell).						

Quantity	Applicants are required to enter the relevant quantity for the respective quarter. Before entering the quantity, applicants/PRs need to consider the unit of measure (and corresponding unit cost). Example: In a case of a training: the unit cost should be the average cost of training per person per day, the quantity will then be the number of participants times the number of days.
Cash Outflow	This column automatically calculates the budget for the quarter based on the information provided for the Unit Cost and Quantity (unit cost x total quantity = total cash outflow).
Total Quantity	This column automatically calculates the total quantity for the year (Y1 through Y6) for each budget line.
Total Cash Outflow	This column automatically calculates the budget for the year based on the information calculated in each quarter (Y1 Total Cash Outflow = Q1 Cash Outflow + Q2 Cash Outflow + Q3 Cash Outflow + Q4 Cash Outflow)
Y1 – Y6 Total Quantity	This column automatically aggregates all quantities calculated for each year per budget line.
Y1 – Y6 Total Cash Outflow	This column automatically aggregates the budget calculated for each year to come up with the totals per budget line.
Assumptions to support unit cost	In this column, applicants and Principal Recipients are encouraged to briefly define the assumptions supporting the use of the unit costs included in the budget for each of the budget lines.
Justifications/ Comments	Applicants/PRs should provide brief comments related to each budget line, if they deem such comments will facilitate the budget review and provide supporting contextual information.
Comments 1, 2, 3, 4 - PR	PRs are encouraged to use these fields to provide brief comments related to the budget line during their review or providing responses to the Global Fund and/or LFA review comments.
Comments 1, 2, 3, 4 – LFA/FO¹⁰	These columns are for the LFA and Global Fund use to enter review comments.

¹⁰ FO: Global Fund Country Team's Finance Officer

5. Summary Budget Tabs

19. There are four **summary tabs** which provide a snapshot of the budget grouped in pre-defined categories:

- Budget Summary (and its equivalent in English – Budget Summary Eng)
- Summary by Intervention
- Summary by Cost Input
- Summary by Source of Funds (the user can select any source of funds from the drop-down menu)

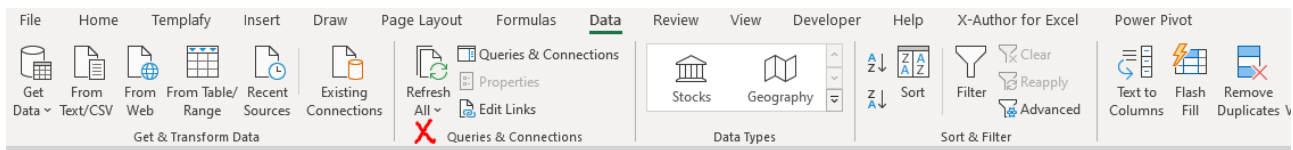
20. These **summary** tabs do not require any manual input from the applicants/PRs. All tables are automatically filled by the data in the **Detailed Budget** tab:

- All **summary** tabs are denominated in grant currency.
- The **Budget Summary** is the sum of all sources of funding (approved funding, Pandemic Fund when applicable). It represents the signed budget amount.
- The **Budget Summary** tab provides a snapshot of the budget grouped in three categories: modules, cost groupings and implementers. The **Budget Summary** tab is always in the language of submission (English, French or Spanish). However, the user can select any language from the drop-down menu.
- The **Budget Summary En** tab provides a snapshot of the budget grouped in three categories: modules, cost groupings and implementers. It is an integral part of the Grant Confirmation. The **Budget Summary** tab is always in English.
- The **Summary by Intervention** tab provides a snapshot of the budget grouped by intervention and is directly fed by figures provided in the **Detailed Budget** tab.
- The **Summary by Cost Input** tab provides a snapshot of the budget grouped by cost input. The source of information is the **Detailed Budget** tab.
- The **Budget Summary by Source of Funds** tab provides a snapshot of the budget by source of funds (selected from drop-down menu) grouped into modules, cost groupings and implementers. The source of information is the **Detailed Budget** tab.

6. Additional Summary Tab

21. These **Additional Summary** tab do not require any manual input from the applicants/PRs. All tables are automatically filled by the data in the Detailed Budget tab. The tab provides a snapshot of the budget grouped in three pre-defined summary tables: i) Summary by Source of Funds, ii) Summary by Geography, and iii) Summary by PR, SR and third party.

- All summary budget tables are denominated in grant currency.
- The **Summary by Source of Funds** provides the breakdown of the budget by the following source of funds, as selected in the detailed budget tab: i) Approved Funding and ii) Pandemic Fund
- The **Summary by PR, SR and Third Party** provides the breakdown of the budget by implementers and by payment modality, as selected in the detailed budget tab.
- Users of the template need to ensure to refresh the tab every time they enter new information in the detailed budget tab by clicking on “Refresh All” under the “Data tab” in Excel.



7. Summary ICR Tab

22. This tab provides an estimate calculation of the Indirect Cost Recovery (ICR) based on the maximum percentage chargeable by an eligible entity as detailed in the Appendix 1 – Indirect Cost Recovery (ICR) and Shared Cost of the [Operational Guidance for Grant Budgeting](#). The calculation methodology considers information provided in the **Setup** tab and the **Detailed Budget** tabs.

23. The calculated ICR is estimated based on the following source of funding: i) Approved Funding and ii) Pandemic Fund, as applicable.

8. Assumptions

24. To facilitate efficiency in the review process, for each assumption or set of assumptions included within the **Human Resources**, **Travel Related Costs** or **Other** tabs (i.e., **Assumptions** tabs), applicants/PRs are required to reference the Detailed Budget line that the assumption relates to. In addition, the unit cost field in the **Detailed Budget** tab needs to be linked to the relevant cell in the **Assumption** tab.
25. The same assumption or set of assumptions can be used for multiple budget lines. For example, assumptions for local trainings, such as travel costs, per diems, cost/quantity of coffee breaks, etc. would generally be the same for different trainings. Therefore, assumptions only need to be specified once and can then be used for multiple budget lines within the **Detailed Budget** tab.
26. The template does not include any prescriptive assumptions form. However, applicants are requested to complete the assumptions sheets to detail unit costs listed in the Detailed Budget Tab (i.e., justify them, provide supporting calculations, explain lump sums, etc.). There are dedicated assumptions sheets for Human Resources, Travel Related Costs and Other costs.

8.1 Human Resources

27. The **Human Resources (HR)** tab includes salaries and other human resources related costs. At the minimum, the **Human Resources Assumptions** tab should include the following:

- Listing of all the positions supported by the grant funds broken down by Implementer, location, cost input and payment currency, and others.
- Level of effort for each position for all the periods under the grant.
- Gross and net salary level for each position for all the periods under the grant.
- Furthermore, additional clarifications should be included for any incentives (task-based or performance-based) to provide sufficient details with regards to the criteria under which the incentives payments will be determined and paid.

Applicants should refer to the [Operational Guidance of the Budgeting Guidelines](#) for more information.

8.2 Travel Related Costs (TRC)

28. **Travel Related Costs (TRC)** include all transportation, per diem and related costs pertaining to trainings, supervision, meetings, Technical Assistance (TA) and other external professional services. For example, the assumptions for training will generally

include the information on the planned number of participants, duration, quantities of organized coffee breaks, and others.

Applicants should refer to the [Operational Guidance of the Budgeting Guidelines](#) for more information.

8.3 Other Tabs

29. The tab labelled **Assumptions Other** is to be used for all other activities, except for the costs of Health Products. The HPMT should be used to input the detailed assumptions for health products related costs.

8.4 Free Sheets

30. The **Free Sheet** and **Free Pivot Table** tabs are made available for applicants to provide additional information deemed important, which do not fit in the various **Assumption** tabs provided.

9. Investment Landscape Overview

31. This section provides an overview of the investment landscape by key categories:

- a. Health Commodities/Equipment and Supply Chain Costs.
- b. Program Management Related Costs.
- c. Program Activity Related Costs.

32. Note that these categories are a re-clustering of the current cost inputs to provide a perspective on the nature of the investments. The landscape provides a macro level analysis on the key investment areas of Global Fund-supported programs and enable users to have a better insight into these programs.

33. This section does not provide any normative guidance or thresholds, but only acts as a tool to help provide an analytical structure.

Investment Landscape Analysis

<p>Budget Analysis</p>	<p>Using the 80/20 principle, the table breaks down the detailed budget into three key priority categories: High, Medium and Low. This is done by sorting budget lines by amount from largest to smallest and classifying them into three categories, as described below:</p> <ul style="list-style-type: none"> • High: The initial largest budget activity lines which make up 80% of the entire budget. • Medium: The additional budget lines that represent an additional 10% of lines. • Low: The remaining budget lines which represent the remainder of 10% of lines with the smallest amounts. <p>Minimum Recommended Lines: To sustainably maintain and manage a detailed budget, it is important to balance-off detail and value. To facilitate this, a recommended number of budget lines for a budget is proposed. This number is calculated with the intention of having a single budget line only for the following dimension combination.</p> <div style="border: 1px solid black; padding: 5px; text-align: center; margin: 10px 0;"> <p>Implementer x Module-Intervention x Cost Grouping-Cost Input</p> </div> <p><u>For example:</u> If there are several activities with the following combination, only a single detailed budget line should be kept and the additional breakdown integrated in the assumptions area as required.</p> <div style="border: 1px solid black; padding: 5px; text-align: center; margin: 10px 0;"> <p>PR1 x Program Management-Grant Management x 11.1 Office Related Costs</p> </div>
<p>Overview</p>	<p>This is a summary of the investment landscape of the current Global Fund-supported program. It provides an insight on the overall investments in the key areas of the grant.</p>
<p>Breakdown of Health Commodities/ Equipment.</p>	<p>This section provides a detailed overview on the Health Commodities/Equipment and Supply Chain costs of the Global Fund-supported program. It allows to compare the Procurement and Supply Chain (PSM) costs vs. the Total Health Commodities and Equipment Costs. The objective is to highlight whether the PSM costs are reasonable compared to the total procurement.</p>
<p>Program Management Related Costs vs. Program Activity Related Costs</p>	<p>This section provides insight on the cost of the program management investment vs the program activity costs. By removing the Health Commodities/Equipment section, which already has its relative PSM costs, we can better isolate the cost of the program activities vs. the cost of program management.</p>

10. Action Plan – Key Activities

34. The Action Plan provides an overview of the High and Medium Priority activity lines which make up 90% of the total budget. This section provides a snapshot of the key activities that require focused attention. Execution of these activities are key to achieve both Financial and Programmatic performance. The action plan helps the user focus on the following:

- How do these activities relate and how do they link to the Performance Framework?
- Are these the right interventions/activities to drive Health Outcomes & Financial Performance?
- Based on these key activities, are the implementation arrangements currently optimal and do they represent value for money¹¹?
- For key budget activities, do the implementers have sufficient internal controls to implement the key activities? (i.e. supply chain, for commodity-based grants, etc.)
- What could go wrong with these key activities? and what key measures can we take to avoid them? Do we foresee any bottlenecks in implementation?

11. Financial Triggers

35. The **Budget Triggers** tab is a requirement for grants within countries categorized as Focused under the Global Fund Differentiation Framework. This tab is not required for grants within the Core or High Impact portfolios unless otherwise requested by the Global Fund Country Team.

36. The Principal Recipient needs to assess whether any of the circumstances (i.e., triggers) listed below apply to their budget and respond with a “**yes**” or “**no**,” depending on the existence of the trigger. For any “**yes**” answer, the PR is required to provide comments with further details, including rationale for why the trigger is justified and how the compliance with the Global Fund policies will be achieved.

37. In certain circumstances, the PR may choose to provide additional comments even in case of “**no**” answer.

¹¹ Refer to the [Technical Brief Value for Money](#)

38. When reviewing the budget, the LFA is expected to verify the responses provided by the PR and include additional comments where needed.

39. The table below includes the list of the **Budget Triggers**:

Financial Triggers - Budget	
1.a	Human Resources: Budget includes salary top-ups and/or performance or task-based incentives.
1.b	Human Resources: The absence of a valid transition plan for top-ups/incentives.
1.c	Human Resources: Salaries budgeted in grant currency (vs. local/payment currency) for local staff.
1.d	Human Resources: Material salary increases of more than 5% of average monthly salary in local currency or grant currency per person, per intervention or for the category (as compared to latest approved budget (grant agreement or Implementation Letter) for the grant or as compared to the budget for the most recent grant managed by the same PR in the country).
1.e	Human Resources: Salaries fall outside the range of existing national salary scale endorsed by the CCM (where applicable) or there is no CCM endorsed salary scale.
1.f	Human Resources: HR costs are over 25% of the budget. In such case, please provide the rationale, related risks and how they will be mitigated
2.a	External Professional Services: Consulting fees are above prevailing local rates for local consultants and above UN standard rates for international consultants.
2.b	External Professional Services: One budget line under this cost grouping.
3.a	Travel Related Costs: No per diem policy exists for the grants with material travel related costs (US\$ 0.5 million or 10% of the budget, whichever is smaller).
3.b	Travel Related Costs: The per diem policy is not in accordance with the prevailing local rates for local travel or UN/government rates (depending on the type of implementer) for international travel.
3.c	Travel Related Costs: If the travel costs are over 25% of the budget, please provide the rationale, related risks and how they will be mitigated.
4.a	Infrastructure: Existence of budget for large scale rehabilitation, renovation and enhancement of health infrastructure projects (US\$ 0.5 million or 10% of the budget, whichever is smaller) but the documented rationale/justification for the project is either absent or is not compliant with the requirements stipulated in the Guidelines for Grant Budgeting.

5.a	Non-Health equipment: Existence of budget for significant investment in non-health equipment, including vehicles (US\$ 0.5 million or 10% of the budget, whichever is smaller), but absence of needs assessment, as required in the Guidelines for Grant Budgeting.
6.a	Communication materials and publications: Existence of budgetary provisions, but absence of communication strategy or demonstration of value for money for cases where the cumulative budget for communication materials and publications is material to the budget – US\$ 0.5 million or 10% of the budget, whichever is smaller.
7.a	Program Management Costs and Indirect and Overhead Costs: Program management costs (all cost categories) are in excess of 25% of the budget. In such case, please provide the rationale, related risks and how they will be mitigated.
7.b	Program Management Costs and Indirect and Overhead Costs: Absence of cost sharing arrangements for grants, where PR manages multiple Global Fund-supported or other donor funded projects.
7.c	Program Management Costs and Indirect and Overhead Costs: Headquarters' ICR budgeted are outside the agreed percentage and not in compliance with OPN on Support Costs and Indirect Cost Recovery (ICR) Policy for Non-Governmental Organizations.
7.d	Program Management Costs and Indirect and Overhead Costs: Budget includes ICR for local NGOs (GAC approval is required).
7.e	Program Management Costs and Indirect and Overhead Costs: SRs are not expected to be contracted by the grant start date.
8.a	Living Support: Budget includes Living Support provisions, including Cash Incentive schemes, which are both (i) represent a new intervention for the grant; AND (ii) are material to the budget (US\$ 0.5 million or 10% of the budget, whichever is smaller).
8.b	Living Support: Budget includes Living Support provisions, including Cash Incentive schemes, which are both (i) having a history of fraud, and other findings by LFA or auditor; AND (ii) material to the budget (US\$ 0.5 million or 10% of the budget, whichever is smaller).
9.a	Budget Assumptions: Exchange rate used in the budget differs from the rate communicated by the Global Fund (or in case of budget revision, the exchange rate is different from the rate used in the latest approved budget via IL).
9.b	Budget Assumptions: Material lump sums for activity (over US\$ 250K or 5% of the budget, whichever is smaller) are included in the budget without sufficient assumptions.
9.c	Budget Assumptions: For budget revisions, the net savings from foreign exchange rate changes are used.
9.d	Budget Assumptions: Any other residual or emerging risks identified during the budget review.

Procurement Supply Management triggers	
10	No quantification/assumptions/calculations/needs assessment is submitted or submitted but does not reconcile with the amount presented in the budget (please report if the difference is > US\$ 25,000 or 10% of the total PSM budget, whichever is higher). Total PSM budget in this context means the sum of cost groupings 4.0, 5.0, 6.0 and 7.0
11	Over or under estimation of needs of health products: assumptions underlying the quantification of health products are not based on/do not take into account grant targets set in the Performance Framework: <ul style="list-style-type: none"> i. the latest available results and expected trends, where relevant; ii. past performance, implementation capacity and other contextual factors, where relevant; iii. stock on hand held by the PR/SR or implementing partners; iv. orders in pipeline; and/or v. contribution from other donors/sources.
12	The health products included in the budget and to be procured under the grant are not aligned with the Global Fund Quality Assurance policies (clinical standards in particular) and requirements for health products.
13	Unit costs: The total budget for Health Products (cost categories 4-7) is > US\$ 100,000 and products in the following cost inputs/product categories are presented in the budget with inflated unit costs (above the PPM or other internationally recognized price references*): ARVs, ACTs, anti-TB medicines, LLINs, Viral Load and EID reagents, TB diagnostic products, GeneXpert related products, condoms and lubricants.
14	There are lump-sum costs (without breakdown, as part of the assumptions) in the budget which are > US\$ 25,000 or 10% of the total PSM budget, whichever is higher.

Annex 1: Abbreviations and Acronyms

ASP	Additional Safeguard Policy
AUP	Allocation utilization period
CBO	Community-based organization
CCMs	Country Coordinating Mechanisms
CMP	Communication material and publications
CSO	Civil society organization
DB	Detailed Budget
EPS	External professional services
FA	Fiscal agents
FBO	Faith-based organization
FR	Funding request
GA	Grant agreement
GAC	Grant Approval Committee
GED	Grant Entity Data
GM	Grant-making
GOS	Grant Operating System
GOV	Governmental organization
HI	High Impact
HP	Health product
HPE	Health products equipment
HPMT	Health product management template
HPNP	Health products -non-pharmaceuticals

HPPP	Health products -pharmaceutical products
HR	Human resources
ICR	Indirect Recovery Cost
INF	Infrastructure
INTFBO	International faith-based organization
INTNGO	International nongovernmental organization
INTPS	International private sector
IP	Implementation period
LFAs	Local Fund Agents
LI	Lead implementer
LOCFBO	Local faith-based organization
LOCNGO	Local nongovernmental organizations
LOCPS	Local private sector
LSCTP	Living support to client/target population
MO	Multilateral organization
MOF	Ministry of Finance
MOH	Ministry of Health
NGO	Nongovernmental organizations
NHP	Non-health equipment
Non-HP	Non-health product
NSP	National Strategic Plan
OPN	Operational Policy Note
PAAR	Prioritized above allocation request
PF	Performance Framework

PfR	Payment for Results
PP	Pandemic preparedness
PRs	Principal Recipients
PS	Private sector
PSM	Procurement and supply chain management
RBF	Result-based financing
RCM	Regional Coordinating Mechanism
RO	Regional organization
SoF	Source of Funds
SP	Special purpose
SR	Sub-recipients
TA	Technical assistance
TAP	Technical assistance providers
TRC	Travel-related costs
TRP	Technical Review Panel
UN	United Nations
UQD	Unfunded Quality Demand